



West Lothian
Council

Partnership and Resources Policy Development and Scrutiny Panel

West Lothian Civic Centre
Howden South Road
LIVINGSTON
EH54 6FF

17 April 2014

A meeting of the **Partnership and Resources Policy Development and Scrutiny Panel** of West Lothian Council will be held within the **Conference Room 3, West Lothian Civic Centre** on **Friday 25 April 2014** at **8:30am**.

For Chief Executive

BUSINESS

Public Session

1. Apologies for Absence
2. Order of Business, including notice of urgent business
3. Declarations of Interest - Members should declare any financial and non-financial interests they have in the items of business for consideration at the meeting, identifying the relevant agenda item and the nature of their interest.
4. Confirm Draft Minute of Meeting of Partnership and Resources Policy Development and Scrutiny Panel held on Monday 14 April 2014 (herewith)
5. Improvement Strategy 2014/17 - Report by Head of Corporate Services (herewith)
6. Equality Outcome Performance Indicators - Report by Head of Corporate Services (herewith)
7. Corporate Services Management Plan 2014/15 - Report by Head of

Corporate Services (herewith)

8. Armed Forces Community Covenant - Report by Head of Area Services (herewith)
9. Area Services Management Plan 2014/15 - Report by Head of Area Services (herewith)
10. Finance and Estates Management Plan 2014/15 - Report by Head of Finance and Estates (herewith)
11. Lothian Valuation Joint Board - Report by Chief Executive (herewith)
12. Response to Consultation on the Implementation of the Marriage and Civil Partnership (Scotland) Act 2014 - Report by Head of Corporate Services (herewith)
13. Workplan (herewith)

NOTE **For further information contact Anne Higgins, Tel: 01506 281601 or email: anne.higgins@westlothian.gov.uk**

MINUTE of MEETING of the PARTNERSHIP AND RESOURCES POLICY DEVELOPMENT AND SCRUTINY PANEL of WEST LoTHIAN COUNCIL held within COUNCIL CHAMBERS, WEST LoTHIAN CIVIC CENTRE, LIVINGSTON, on 14 APRIL 2014.

Present – Councillors John McGinty (Chair), Lawrence Fitzpatrick (substitute for George Paul), Peter Johnston, Greg McCarra (substitute for Martyn Day), Angela Moohan, Barry Robertson (substitute for Cathy Muldoon).

Apologies – Councillor Cathy Muldoon, Martyn Day, George Paul

In Attendance – John Cochrane (Senior People's Forum)

1. DECLARATIONS OF INTEREST

There were no declarations of interest made.

2. MINUTE

The Partnership and Resources Policy Development and Scrutiny Panel approved the minute of its meeting held on 12 March 2014. The minute was then signed by the Chair.

3. 5TH GENERAL REVIEW OF LOCAL GOVERNMENT ELECTORAL ARRANGEMENTS - PROPOSAL ON COUNCIL SIZE

A report had been circulated by the Chief Executive informing the Panel of the Local Government Boundary Commission for Scotland (LGBCS) proposals for councillor numbers, which was part of the 5th Review of Local Government Electoral Arrangements.

The Panel was informed that LGBCS was proposing that the number of councillors in West Lothian increase from 33 to 34.

The proposal was based on a methodology that took account of population distribution and levels of deprivation. The methodology provided 5 categories into which council could fall. Each category had different ratio of electors to councillors and the list of categories/ratios were set out in a table within the report.

In relation to levels of deprivation, the Panel noted that the Scottish Index of Multiple Deprivation (SIMD) had been used to assess deprivation. This was the first time that deprivation had been included in the criteria for determining council size, and it was because the LGBCS believed that it was a reasonable indicator for a range of factors that impacted on council services and the work of councillors.

The report advised that, for this review, the minimum number of councillors determined as necessary for effective administration remained

unchanged, but the maximum had increased from 80 to 85. The total number of councillors for any council would also not increase or decrease by more than 10%.

West Lothian was in Category 3, with less than 30% of the population living outwith settlements of 3000 or more and less than 15% of the population living in the most deprived areas. With a total electorate of just over 130,000 as at September 2013, dividing the electorate by the number of electors per councillor for category 3 authorities of 3800, resulted in 34 councillors.

The report provided details of the consultation period and the expected timetable for the review.

Finally, it was noted that a change in councillor numbers was likely to mean significant changes to ward boundaries. Even were there to be no change in councillor numbers, it was possible that ward boundaries would have to be redrawn to reflect changes in the distribution of electors within the local authority area and achieve parity.

In asking the Panel to recommend a view to the Council Executive, the Chief Executive highlighted a number of issues for consideration.

Decision

To note the report seeking the Panel's views on the LGBCS proposal to increase the number of councillors by one, from 33 to 34.

To forward the report to the Council Executive with a summary of Panel members' views as undernoted:-

- Councillor McGinty, supported by Labour members, suggested that officers write to the Boundary Commission seeking further clarification on the inclusion of deprivation in the methodology used by LGBCS; and
- That in the meantime, the Council remained unconvinced that there was a need to increase the number of councillors.
- Councillors Johnston and McCarra did not support the inclusion of deprivation in the methodology given that no evidence had been provided. Councillor Johnston suggested that representation be made to LGBCS in these terms.
- SNP Group members were open to looking at changes to ward boundaries based on electoral parity.

4. DISPLAY OF ELECTION MATERIAL ON COUNCIL PROPERTY

A report had been circulated by the Chief Executive outlining the Council's current policy on the display of election material on council property. The report informed the Panel of the policy provision in other local authorities, outlined legal considerations regarding the display of election mater, and

considered options on changes to the current policy.

The Panel was informed that the Council currently permitted the display of election posters on road lighting columns and permission was granted to election candidates and agents to attach election posters to road lighting columns within each council ward subject to a number of conditions.

Eleven out of 32 Scottish local authorities permitted election material to be displayed on council property and it had been established that there was not a uniform position in Scotland, with guidance differing between local authorities. An analysis of the policy provision on the display of election material on council property of eleven central belt local authorities had been undertaken. Details of the analysis were provided in Appendix A to the report.

A summary of the process and outcome of a change of policy on the display of election material on council property in Falkirk Council, Midlothian Council and Glasgow City Council was provided in Appendix B to the report.

The report set out the legal considerations on this matter.

The options available were to continue permitting election posters to be fixed to street lighting columns, or to stop the practice. If election posters continued to be permitted, there was no evidence that the current policy needed to be amended. It was noted that a policy of not permitting election posters to be displayed on street lighting columns would be consistent with the policies already in place in those local authorities with which West Lothian Council shared an elector area. It was also noted that there was anecdotal evidence from other local authorities that political parties find other ways to display election posters when they were not permitted to display them on street lighting columns, for example, putting them on stakes driven into the ground.

The Panel was invited to note the information in the report and endorse any changes to the council current policy as considered appropriate.

Decision

To note the report concerning the display of election material on council property and to agree that the report be forward to Council Executive with a summary of Panel member's views as undernoted:-

- Councillor McGinty noted that there was no substantive evidence to confirm that prohibiting the display of election posters on council property had an effect on voter turnout.
- Councillor McGinty, supported by Labour members, suggested that officers take account of the Panel's discussion and give further consideration to the matter, with any proposed changes to the existing policy being subject to some consultation.
- The SNP Group did not support a change to the council's current policy in relation to displaying of posters as the Group considered

that the lack of campaign literature would have a detrimental effect on the turnout at elections.

- Councillor Johnston suggested that a review of the policy be undertaken in relation to the removal of posters within the prescribed timescale after an election and consideration given to the billing of Election Agents for any breaches of policy.

5. TIMETABLE OF MEETINGS 2014/15

A paper showing the Timetable of Meetings for 2014/15 had been circulated.

Decision

To note the Timetable of Meetings 2014/15.



West Lothian
Council

PARTNERSHIP AND RESOURCES POLICY DEVELOPMENT AND SCRUTINY PANEL

IMPROVEMENT STRATEGY 2014/17

REPORT BY HEAD OF CORPORATE SERVICES

A. PURPOSE OF REPORT

The report introduces the council's Improvement Strategy 2014/17, which is provided as an attachment.

B. RECOMMENDATION

That the Panel:

1. Note the contents of the report and provide comment on the draft Improvement Strategy
2. Recommend the Improvement Strategy to the Council Executive for approval

C. SUMMARY OF IMPLICATIONS

I Council Values	<ul style="list-style-type: none">• Being honest, open and accountable
II Policy and Legal (including Strategic Environmental Assessment, Equality Issues, Health or Risk Assessment)	None.
III Implications for Scheme of Delegations to Officers	None.
IV Impact on performance and performance Indicators	The strategy sets out the approach for the management of all performance in the council.
V Relevance to Single Outcome Agreement	The strategy supports the delivery of the Single Outcome Agreement by providing a framework through which council services can manage performance and performance improvement.
VI Resources - (Financial,	Identifies the activities involved in the

Staffing and Property)	provision of the service, the costs and planned outcomes.
VII Consideration at PDSP	Not relevant.
VIII Consultations	Employees, managers, elected members, other services and the public, through ongoing processes.

D. TERMS OF REPORT

D.1 Background

A new Improvement Strategy had been developed as part of a scheduled review and revision of the council's corporate strategies. Designed to support the delivery of the Corporate Plan 2013/17 priorities, the Improvement Strategy 2014/17 (appendix 1) shall build on the work of the preceding 2008/10 and 2011/13 strategies.

The purpose of the Improvement Strategy is to raise the quality and value of service provision in West Lothian. It identifies the outcomes that are to be achieved and the activities and actions that the council will undertake in pursuit of these aims.

D.2 Summary

The Improvement Strategy will make a direct contribution to the delivery of the council's Corporate Plan, coordinating a range of activities that will support modernisation and improvement across all council services. The strategy is designed to support; effective governance, the efficient management of resources and the development of a resilient culture that will help services contribute to the delivery of outcomes and council priorities.

Building on the practice established in preceding strategies, the purpose of the strategy is to assist services to improve and for the council to continue to be recognised as a high performing organisation.

In summary the strategy outcomes are:

- West Lothian Council is high performing and achieving
- Services are self aware and improving
- Services are designed and improved to meet the needs and preferences of customers

D.3 Strategy Development

To ensure that the strategy is comprehensive, inclusive and fit-for-purpose, it was developed through consultation with council services and key groups/agencies. This included the Improvement Service and Quality Scotland who are key partner organisations and have a national role in the developing performance and improvement arrangements for the public sector.

There was also significant input from services with the responsibility for delivering the interdependent Customer Services, IT and People strategies. This will help ensure that there is a strong relationship and consistent focus across the three strategies.

E. CONCLUSION

The Improvement Strategy is designed to coordinate quality, planning and performance activities to help services to improve in a smart, flexible and efficient way.

It will also support; effective governance, the efficient management of resources and development of a performance culture that will help services contribute to the delivery of outcomes and council priorities.

F. BACKGROUND REFERENCES

None.

Appendices/Attachments: Improvement Strategy 2014/17

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Julie Whitelaw

Head of Corporate Services

Date: 25 April 2014

Data Label: PUBLIC

West Lothian Council

Improvement

Strategy

2014/17



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West Lothian
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Appendix A: Action Plan

1 Overview

1.1 Foreword

We are pleased to introduce the council's new Improvement Strategy for 2014 to 2017. The council remains committed to providing high performing and improving services to the people of West Lothian and this strategy sets out how we will achieve this outcome.

West Lothian Council strives to provide our local community with excellent services, and we look for improved ways to plan, manage and deliver services in support of this aim.

The Improvement Strategy outlines the core purpose of all improvement activity, which is to; **deliver high-performing services that meet customers' needs**, but also recognises the challenge faced by services to balance customer-focused improvements and achieve value for money in the next four years.

The new strategy is based on engaging and involving our customers, partners and staff in the council's improvement journey in order to deliver efficient and effective outcome-focused services. It sets out the tools, techniques and support that are available for planning and quality processes, performance management, consultation exercises and external assessment and seeks to advance the proliferation of a mature, risk-based corporate performance and quality framework across all services.

Our success so far has been rooted in the motivated staff that deliver our services and in a culture that supports these staff to participate in improvement processes. We believe that in the next four years we will build on our past success, with our people and our processes delivering better, more efficient services.



John McGinty
Leader of the
Council



Graham Hope
Chief Executive

1.2 Context

The Improvement Strategy was developed to support the delivery of the council's priorities contained within the Corporate Plan 2013/17.

The lifetime of the Improvement Strategy spans a period that is likely to be one of significant organisational change, with the council having to manage the impact of public service reforms, modernisation and spending constraints. However, there is confidence that the council remains well placed to meet the challenges ahead and has set clear priorities and identified the key enablers that will drive services to deliver better outcomes for West Lothian.

Alignment with Corporate Strategies

West Lothian Council has enabling and interdependent strategies that provide a culture and a framework that will help services to succeed. These strategies are corporate in their scope and have a number of key underpinning themes that ensure services develop, deliver and improve in a consistent way, themes include; good planning and governance, efficient and effective use of resources and modernisation and improvement of council services.

The Improvement Strategy has been developed to be compatible with and support the outcomes within the other strategies, such as: Financial and Asset Management Strategies, the Customer Service Strategy, People Strategy and the IT Strategy.

The Improvement Strategy will assist the delivery of priorities by nurturing a culture of continuing self improvement and the design and delivery of high quality customer-focused services by engaged and committed staff. This is captured in the three outcomes of the Improvement Strategy.

Delivering Better Outcomes

The Improvement Strategy will contribute towards the Financial Strategy 2013/17 with the co-ordinated delivery of planning, improvement and programme/project management activities. Performance management and self assessment have formed an integral part of the council's approach to Best Value and governance alongside corporate and financial planning.

There are five main categories of improvement activity (see figure 1 on page 5) identified in the Improvement Strategy. Each activity is designed to ensure that services are focused on the delivery of the main outcomes and priorities and challenged against rigorous standards and frameworks to improve performance. This integrated approach has been effective in the past and will continue to effect

better management, higher quality service provision and in general, a more efficient and achieving council.

Community Impact

The Improvement Strategy is an enabling corporate strategy for the council and sets out the approach to delivering coordinated programmes of performance and improvement activity directed at council services. However, the underlying purpose of this activity and the strategy is to have a meaningful positive impact on services that are delivered to the local community.

Understanding the performance and impact of services and their capacity to improve is critical management information for the council and the community. A range of data and intelligence from performance and improvement activities can be used to inform future planning, prioritisation and decision making processes and help ensure that there is continued investment in those services that contribute to positive outcomes.

Influences

The prevalent influence on the Improvement Strategy is the Local Government in Scotland Act 2003 and Best Value guidance that sets out the conditions for defining 'value for money' in public service provision. The council has to demonstrate that it has a strong commitment to continuous improvement and also the maturity to report honestly and transparently on performance and achievement.

This requires an extensive performance management framework, robust quality improvement arrangements and mature and rigorous internal challenge processes – for officers and elected members. The Improvement Strategy is broad in scope and accounts for the national and statutory requirements of the main audit and inspection bodies and will adapt to future changes to ensure that it remains fit for purpose.

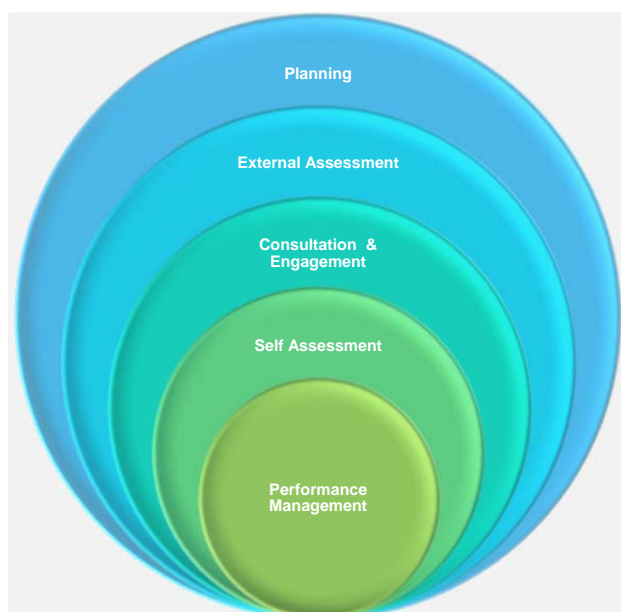
The council will have to be responsive to change and flexible in our approach to performance and quality activity. As well as ongoing modernisation activity in the council there will be a range of external influences that will impact upon performance and improvement activity.

This includes the work carried out by the Improvement Service to enhance benchmarking in local government and the planned reviews of EFQM Excellence Model and the Public Service Improvement Framework (PSIF), known as the West Lothian Assessment Model (WLAM) in the council.

1.3 Strategy Development

The Improvement Strategy 2014/17 is building on the work of the preceding 2008/10 and 2011/13 strategies. Although varying in approach and scope, each subsequent strategy has had a consistent purpose to raise the value and quality of service provision in West Lothian. Improvement in the council has been, and will continue to be, underpinned by five over-arching thematic activities. These activities are:

Planning: the council has a framework that identifies key strategic outcomes, the links to services and the activities and resources that will deliver them. Management



information from performance and improvement processes will inform planning processes.

External Assessment: the council is subject to external scrutiny, the recommendations of which will inform planning and improvement.

Consultation and Engagement: the council engages customers, staff, partners and stakeholders to identify service improvements.

Self Assessment: council services undertake self assessment to identify service improvements and improve performance.

Performance Management: the council has a framework for managing performance and this provides vital management information that is used in service planning and improvement and as evidence of impact in external and internal assessment.

Figure 1: Key activities for improving services

Each activity has a distinct value and purpose and if used effectively will result in a meaningful improvement in corporate and service performance. To enhance the impact of each activity the council's approach was to bring together planning, performance and quality activity to ensure that there is a rigorous and integrated framework for improvement that will extend across all services.

It was on this foundation that the new Improvement Strategy was reviewed and refined, but also to account for the planned organisational changes, to ensure that the Improvement Strategy reflects the direction of travel of the council and matches the pace of change.

Consultation

The Improvement Strategy was developed through engagement with council services (customers) to ensure that it is accessible and correctly aligned to meet the council priorities and their needs.

Consultation was undertaken with key internal and external partners, in order to ensure that the strategy was fit for purpose and compliant with the relevant legislation, audit and inspection frameworks and any national activities relating to performance, quality and improvement.

Consultation Approach		
Group	Purpose	Method
Customers WLAM Unit service managers	To ensure that the strategy met the needs and obligations of services (customers).	Draft strategy submitted for feedback and amended, as appropriate, based on the feedback.
Internal Partners Performance, Quality and Improvement Officers and enabler services (IT Services, HR Services, Financial Management and Customer Services)	To ensure that the strategy is fit for purpose, in terms of the different performance and improvement arrangements and inspection/audit requirements and that it supports other strategic outcomes.	Draft strategy submitted for feedback and amended, as appropriate, based on the feedback.
External Partners Improvement Service and Quality Scotland	To ensure that the strategy is fit for purpose in terms of the national good practice and the performance and improvement agenda.	Draft strategy submitted for feedback and amended, as appropriate, based on the feedback.

Figure 2: Consultation approach

1.4 Ownership and Scope of the Strategy

The Improvement Strategy applies to all parts of the council to ensure that services have the appropriate quality and performance structures, systems and tools to make them more efficient and effective.

The co-ordination and progression of the activities outlined under each strategy outcome will mainly be delivered by Performance and Improvement Services within Corporate Services.

Outwith the strategy, Education Services will continue the co-ordination of performance and quality assurance activity in West Lothian schools.

All council staff will contribute to service improvement activity. These are fundamental checks that will ensure services have a clear focus on outcomes and that they effect positive change to improve the customer experience.

Governance		
Group	Governance/Scrutiny Role	Reporting Frequency
Council Executive	a. Engagement on the Improvement Strategy and strategy outcomes b. Regular updates to the Council Executive on the progress of specific programmes of work	As appropriate
Performance Committee	a. An Elected Member led programme of internal scrutiny, with the programme agreed in advance with the Committee b. Corporate and service performance reported to the Committee on a scheduled basis	Six-weekly cycle
Education Quality Assurance Committee	a. An Elected Member led programme of internal scrutiny for Education, with the programme agreed in advance with the Committee b. Corporate and service performance reported to the Committee on a scheduled basis	Six-weekly cycle
Partnership and Resources PDSP	a. Engagement on the Improvement Strategy and strategy outcomes b. Regular updates to the Panel on the progress of specific programmes of work	Quarterly (or as appropriate)
All PDSPs	a. Regular programmed updates on service performance	Quarterly
Corporate Management Team	a. Engagement on the Improvement Strategy and strategy outcomes at the development stage b. Regular updates to the Corporate Management Team on the progress of specific programmes of work	Quarterly (or as appropriate)

Figure 3: Governance

2 Council Priorities

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 4 illustrates where the Improvement Strategy will *directly* contribute to a council priority or enabler.

Council Priorities	Improvement Strategy
1. Improving the employment position in West Lothian	✓
2. Improving attainment and positive destinations for school children	✓
3. Delivering positive outcomes and early intervention for early years	✓
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. Protecting the built and natural environment	✓
8. Delivering positive outcomes on health	✓
Enablers	
Financial planning	✓
Corporate governance and risk	✓
Modernisation and improvement	✓

Figure 4: Council priorities and the Improvement Strategy

The Improvement Strategy sits within a framework of integrated corporate strategies that set out how services will operate and the activities that will make services more outcome-orientated, customer-focused and better managed – in accordance with the council's values.

3 Strategy Outcomes

The Improvement Strategy reconfirms the council's commitment to continuous improvement. It provides a multifaceted toolbox of quality, planning and performance activities that will help services to improve in a smart, flexible and efficient way.

The Improvement Strategy is designed to support; effective governance, the efficient management of resources and the development of a resilient culture that will help services contribute to the delivery of outcomes.

Building on the practice established in preceding strategies, the strategy aims to assist services to improve and for the council to continue to be recognised as a high performing organisation.

In summary the strategy outcomes are:

- West Lothian Council is high performing and achieving
- Services are self aware and improving
- Services are designed and improved to meet the needs and preferences of customers

Outcome 1: West Lothian Council is high performing and achieving

Purpose

The council has a strong record of providing high performing, customer-focused services that are delivering lasting change and measurable success in the local community. This has been achieved through vision, leadership and a dedicated and committed workforce, but also by ensuring that the correct governance, structures and strategies are in place to deliver the outcomes.

The Improvement Strategy outlines the appropriate planning, quality and performance structures that need to be in place to make services more effective and efficient and define how this will be delivered. Clear planning and prioritisation and a strong culture of performance within the council will make sure that there is accountability and support effective achievement at all levels.

Activities

The main activities that will be undertaken in 2014/17 to achieve this priority outcome are:

- **Planning and priority setting:** planning is a fundamental and basic requirement for any organisation that aspires to be successful in achieving its outcomes within the confines of its resources. With the current and projected financial pressures the council must ensure that services with the greatest impact are prioritised.

The council will concentrate on the implementation of a clear planning framework that provides a “golden thread” from outcome to operational delivery and will ensure contribution and achievement are clearly identified and prioritised.

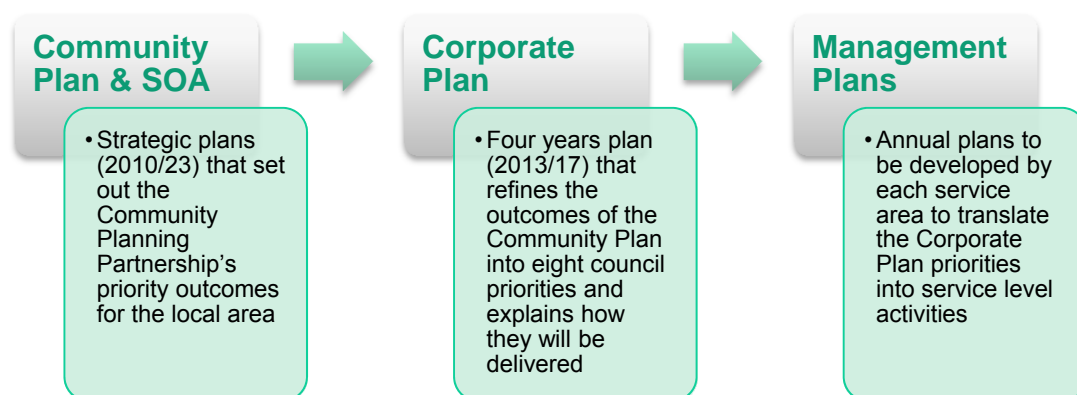


Figure 5: Planning framework

- **Programme and project management:** are the coordination, organisation and communication of work across services and professions to meet a specific need.

Programme management provides the structure to realise outcomes and benefits of strategic relevance. To achieve this, a robust approach to programme management has been developed and will coordinate, direct and oversee the implementation of the agreed set of council wide projects and activities in order to deliver outcomes and benefits related to our strategic priorities.

A project is defined under Prince 2 methodology as; 'a temporary organisation that is created for the purpose of delivering one or more business products according to a specified business case'. The key characteristics of a project include:

- A finite and defined life span
- Defined and measurable business product(s)/outputs
- A corresponding set of activities or processes to achieve the business products/outcomes
- A defined amount of resource
- An organisation structure, with defined responsibilities, to manage the project.



Figure 6: Project management

Project management is often summarised in a triangle (see Figure 6). The three most important factors are time, cost and scope, commonly called the triple constraint. These form the vertices with quality as a central theme. Some of the core components of effective project management are:

- Defining the reason why a project is necessary
- Securing corporate/service level agreement and funding
- Monitoring progress against plan
- Managing the project budget
- Maintaining communications with stakeholders and the project organisation
- Closing the project in a controlled fashion when appropriate

The council will utilise programme and project management as a means of managing change, efficiency and modernisation of services. This approach will ensure that organisational change is managed and designed to ensure that the council's corporate priorities and long term outcomes are achieved.

Key employees will be supported to develop project management skills and capabilities and a central corporate knowledge base will support the dissemination of a Prince 2 approach to project management across the council.

- **Performance management:** is the activity of tracking performance against targets and identifying opportunities for improvements.

There will be ongoing development of the performance framework and supporting structures and systems throughout the council. This will be accompanied by regular performance audits and reviews to ensure the requisite level of internal challenge and scrutiny is applied. In the next four years there will be a particular focus on enriching the performance data (performance indicators) used by services to ensure there is a good range and balance of information across the performance management framework (see figure 7).

Performance Indicator (PI) Category
Public Performance Reporting (PPR)
A small number of key indicators – linked to the key processes/activities and/or outcomes that are reported externally. These should be compatible with Audit Scotland requirements.
High Level
Key indicators– linked to the key processes/ activities and/or outcomes that are reported to senior officers and elected members.
WLAM
Indicators of local service performance – linked to the key processes/ activities that are reported within the service.
Management
Indicators that provide management information for use in the service to plan or forecast provision.

Figure 7: Performance management framework

- **Internal scrutiny:** provides a strategic challenge of service performance and helps ensure a proportional approach to internal and external scrutiny activity based on a strong understanding of current performance and the capacity to improve. The main forum for internal scrutiny will be the WLAM Review Panel,

which engages senior officers in the improvement and performance process and instils rigour in self evaluation activity.

- **Benchmarking:** the council will continue to promote corporate and service engagement in benchmarking activities that will challenge the performance of services against the top performing organisations in Scotland and where possible, the UK and Europe.

The most reliable comparators will be with other Scottish local authorities through the Specified Performance Indicators (SPIs), but the depth, quality and relevance of comparator data will be improved by national data sharing through the SOLACE benchmarking, professional organisations and service-level benchmarking.

Performance

The following performance indicators will be used to monitor progress in the outcome for the life span of the strategy:

Performance				
Performance Indicator Name	2013/14 Performance	2017 Target	Service	Responsible Officer
<i>Performance:</i> Average ranking of West Lothian Council in the Local Government Benchmarking framework	13	10	Performance and Improvement Services	Heads of Service
<i>Performance:</i> Percentage of corporate compliance with Audit Scotland's assessment of public performance information	98%	100%	Performance and Improvement Services	Heads of Service
<i>Performance:</i> Percentage of service compliance with Audit Scotland's assessment of public performance information	new PI	100%	Performance and Improvement Services	Heads of Service
<i>Project management:</i> Total value of efficiency savings achieved against the targeted amount of the projects	new PI	100%	Performance and Improvement Services	Heads of Service

Outcome 2: Council services are self aware and improving

Purpose

The council believes that there is always a way to make better and more efficient services for the people we serve. To ensure that our services continue to be among the highest performing in Scotland, we support a culture of continuous improvement that is underpinned by quality and performance tools.

Activities

The main activities that will be undertaken in 2014/17 to achieve this priority outcome are:

- **Self assessment:** uses a set of criteria to evaluate if an organisation (council/service) is achieving what it should be and if not, what needs to be changed or improved. The council has two recognised programmes of self assessment, one that takes place in the Education sector using the How Good is our School (HGIOS) and all other services use the West Lothian Assessment Model (WLAM).

The WLAM: was created to provide a consistent framework for evaluation performance and practice across the broad spectrum of council services. Using a rigorous framework of statements – taken from good practice standards and models – WLAM helps encourage a strong sense of self awareness and understanding amongst services of their capability to respond to change and achieve the long-term outcomes and targets. The WLAM self assessment process is implemented in 38 services and is categorised in four stages:

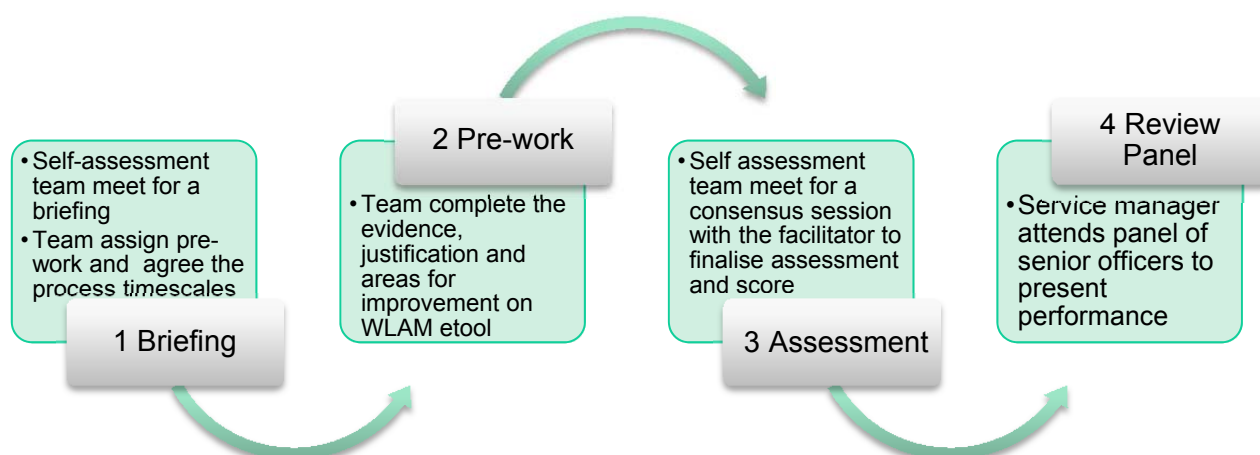


Figure 8: WLAM process

HGIOS: is a national measure of school self evaluation and the use of this document is key to effective quality improvement within schools. Self evaluation is a continuous, systematic process as opposed to an event, where ownership lies with those carrying out the self-evaluation of their own practice and achievements.

Validated Self Evaluation (VSE) is a process which aims to build the capacity of schools to evaluate their own performance and improve the quality of outcomes for learners. The principles of VSE have informed proposals for a next step change in quality improvement practices. VSE involves a partnership between the school and education services where collective expertise in evaluation extends, challenges and supports the school's own self evaluation process and offers independent evaluation and validation of its work. This enhances practice and supports continuous improvement.

- **Lean and Rapid Improvement Events (RIE):** are part of the quality improvement toolkit and can be used to support significant changes to current processes and activities, as required. RIEs allow a structured approach to process improvement to be implemented, evaluating the effectiveness and efficiency of service delivery to help reduce activities that do not add value and help remove unnecessary cost.

Performance

The following performance indicators will be used to monitor progress in the outcome for the life span of the strategy:

Performance				
Performance Indicator Name	2013/14 Performance	2017 Target	Service	Responsible Officer
WLAM: Percentage of services completing assessments in the WLAM programme within timescale	new PI	90%	Performance and Improvement Services	Improvement Manager
WLAM: Percentage of council services scoring 400-499 in the WLAM	85.7%	100%	Performance and Improvement Services	Heads of Service
WLAM: Average WLAM score of Council services	420	450	Performance and Improvement Services	Heads of Service
Business Improvement: Total number of business improvement service/thematic reviews completed	new PI	10	Performance and Improvement Services	Improvement Manager

Outcome 3: Services are designed and improved to meet the needs and preferences of customers

Purpose

The council offers a complex range of services often to diverse groups with differing needs and wishes. Understanding our customers is critical to ensure that we continue to meet and exceed need. The council uses a range of data and information to gain this insight, including feedback from customers, volume/traffic/access levels and performance data.

Our communities also have a strong voice in the shaping of services and this has helped to build a stronger, more responsive council. By developing greater insight into the differing needs and preferences and involving our customers in the design and delivery of services, we have been able to re-design, improve and prioritise service provision.

Activities

The main activities that will be undertaken in 2014/17 to achieve this priority outcome are:

- **Consultation and Engagement:** is essential to ensure that services continually develop and adapt to the changing needs of our customers and local community and also help services. The council uses the Customer Service Excellence (CSE) standard to ensure that our approach to customer consultation and engagement is robust and externally validated. This is a challenging national standard that ensures our services are designed and delivered to meet the needs of customers.

The key drivers of satisfaction are the factors of service delivery which tend to be important to customer satisfaction levels. The CSE standard has identified five drivers, based on research, around customer satisfaction. The five drivers can be used to structure satisfaction measurement and are; (1) delivery and (2) timeliness of the service, (3) quality and accuracy of the information provided and (4) staff professionalism and (5) staff attitude.

- **Managing knowledge and information:** the council will maximise the use of the data and knowledge available to ensure that managers and staff have access to credible and meaningful information to manage, deliver and improve services. Robust management systems and analytical capacity will be developed to support data and information management.

- **Co-production:** the council will work with our customers to design, deliver and improve services, ensuring that we meet customer needs and tailor our provision based on a strong understanding of our local community.
- **Citizen Led Inspection:** the council will work with people from the local community to review and improve services, ensuring that they are planned and designed to meet customers' needs. A structured programme of inspection activity will be facilitated by the council, providing training, support and access to resources to undertake independent inspections of council services.
- **Tenant Led Inspection:** a programme of inspection to challenge and improve the way services are provided to council tenants. This will be undertaken by the tenants and facilitated by Housing, Construction and Building Services.

Performance

The following performance indicators will be used to monitor progress in the outcome for the life span of the strategy:

Performance				
Performance Indicator Name	2013/14 Performance	2017 Target	Service	Responsible Officer
CSE: Percentage of partial compliance in the WLC corporate CSE application	14%	10%	Performance and Improvement Services	Heads of Service
CSE: Percentage of compliance plus in the WLC corporate CSE application	6%	10%	Performance and Improvement Services	Heads of Service
CLI: Percentage of services that are rated as good or excellent in the Citizen Led Inspection process	new PI	60%	Performance and Improvement Services	Heads of Service

Appendix A

Action Plan						
Action	Description	Planned Outcome	Owner	Start	End	Status (Planned, Active, Complete)
Programme and Project Management	Programme and project management to deliver modern, efficient and customer-focused services	Modernisation of council services to improve efficiency and effectiveness and impact overall	Joe Murray and David Henderson	January 2013	March 2017	Active
Performance support and guidance	Development of new guidance and a more flexible support services to refine the performance approaches adopted and the management of performance indicators	<ul style="list-style-type: none"> • Embed robust performance management approaches throughout all council services • Refine and rationalise the performance information in services 	Rebecca Kelly	April 2014	October 2014	Planned
Performance training	Development of new training on performance management and the council's performance management system (Covalent)	<ul style="list-style-type: none"> • Increase officer confidence and capability with performance • Help officers maximise the functionality of Covalent to reduce reporting and review activity 	Neil MacLeod	April 2014	October 2014	Planned
Internal audit	Audit of the council's performance management arrangements	<ul style="list-style-type: none"> • Assurance provided to Executive Management Team and Audit and Governance Committee on the effectiveness of current performance management arrangements 	Kenneth Ribbons	September 2014	December 2014	Planned

Action Plan						
Action	Description	Planned Outcome	Owner	Start	End	Status (Planned, Active, Complete)
Performance audits	A scheduled programme of performance audits to assess the scope, accuracy and quality of performance information in the public domain. This includes the indicators that are reported to the public (online portal) and to PDSP and committees.	<ul style="list-style-type: none"> Improve the accuracy of performance indicators Improve the quality of information that is made available to the public about performance 	Julie Whitelaw	October 2014	December 2014	Planned
Best Value Framework	A review of the council's Best Value Framework arrangements.	The council's Best Value Framework arrangements are compliant and fit for purpose.	Donald Forrest	February 2014	April 2014	Active
Benchmarking	Development of benchmarking activity, including the utilisation and analysis of the new Local Government Benchmarking framework	<ul style="list-style-type: none"> Enhance the performance management approach Provide the public and Elected Members with meaningful comparative information 	Audrey Johnston	August 2013	March 2017	Active
WLAM and Review Panel programme	Development and implementation of a programme of self assessment activity across all council services and internal scrutiny by chief officers	Rigorous and proportionate self assessment across the council that helps increase self awareness, manage risk and improve performance	Leahan Thomson	April 2014	March 2017	Planned
Citizen Led Inspection programme	A scheduled programme of service inspections, identified and carried out by trained lay inspectors for the community	<ul style="list-style-type: none"> The identification and implementation of customer-led improvement actions in specific services The council will improve customer participation in the design and review of services 	Katherine McLaughlin	August 2012	March 2017	Active

Action Plan						
Action	Description	Planned Outcome	Owner	Start	End	Status (Planned, Active, Complete)
Customer consultation	A review of customer consultation approaches used across all council services, including; customer groups, collection methods and surveys	Refine and rationalise the approach to consulting with customers, ensuring methods are robust and that data collection and analysis is managed to best effect	Claire Frame	April 2015	March 2016	Planned
CSE programme	A structured corporate programme of external assessment to improve the quality of customer services throughout the council.	High quality customer services, validated by compliance against the CSE standard	Audrey Johnston	April 2014	March 2017	Planned
IIP programme	A structured corporate programme of external assessment to improve the council's approach to planning, managing and developing people.	The council retains its status as an Investor in People and improves the overall corporate approach to the management and development of staff.	Leahan Thomson	August 2013	April 2015	Active

West Lothian Council

Improvement Strategy 2014/17

Julie Whitelaw
Acting Head of Corporate Services

April 2014

For more information:

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West Lothian Civic Centre
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West Lothian
Council

PARTNERSHIP AND RESOURCES PDSP

EQUALITY OUTCOME PERFORMANCE INDICATORS

REPORT BY HEAD OF CORPORATE SERVICES

A. PURPOSE OF REPORT

This report outlines the management performance indicators for the council's equality outcomes published in 2013.

B. RECOMMENDATION

That the Panel:

- Note the contents of the report and the implications for council services with regarding to implementation, monitoring and analysis of indicators;
- Note the added value which these service indicators will provide towards the council's legislative requirement to mainstream equality; and
- Recommend submission of the indicators to Council Executive for approval.

C. SUMMARY OF IMPLICATIONS

I Council Values	Focusing on our customers' needs; being honest, open and accountable; providing equality of opportunities; developing employees; making best use of our resources; working in partnership.
II Policy and Legal (including Strategic Environmental Assessment, Equality Issues, Health or Risk Assessment)	The Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012. Implementation of the legislation requires the council to publish specific equality outcomes, and to report on progress in 2015 and 2017.
III Implications for Scheme of Delegations to Officers	None.
IV Impact on performance and performance Indicators	While efforts have been made to utilise existing performance indicators across services, the nature of the equality outcomes requires creation of new indicators and amendment to some existing measures.
V Relevance to Single Outcome Agreement	The legislative requirement to report and action 'mainstreaming' of equality enhances the direct link between improvement against the Single

	Outcome Agreement and the impact on equality and diversity.
VI Resources - (Financial, Staffing and Property)	Focus on improvement for individual outcomes requires concerted support across relevant council services. The ongoing development of the actions to support the equality outcomes is being managed and monitored by the council's Corporate Working Group on Equality.
VII Consideration at PDSP	N/A
VIII Other consultations	The council's Corporate Working Group on Equality and the Corporate Performance Team have been directly involved in the development of the draft performance indicators. Discussion with relevant services over the practicalities of data collection has also taken place. A workshop was facilitated by the Corporate Working Group on Equality to engage key service staff in helping to finalise the set of indicators. The final draft version of indicators was approved by Heads of Service via the Corporate Management Team.

D. TERMS OF REPORT

Background

The Equality Act 2010 contains a Public Sector Equality Duty (Duty) covering the relevant protected characteristics of age, disability, gender, gender reassignment, pregnancy and maternity, race, religion or belief and sexual orientation. In Scotland, the detail of the Duty is represented within the Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012.

One of the key requirements of the Duty is for all public bodies in Scotland to publish a set of equality outcomes. As well as being distinct from other outcomes published by Authorities, they require to be informed by relevant evidence and involvement with those potentially impacted by the issues. Following an extensive consultation and evidence assessment exercise, in line with this requirement the council published ten equality outcomes in 2013.

The equality outcomes Duty requires the council to publish an interim report on progress against our outcomes by 30 April 2015. The council is then required to report on final progress and to strategically review our outcomes by 30 April 2017. It is important to clarify that this is as far as the legislation goes in terms of dictating compliance with the Duty.

Performance Indicators

The Corporate Working Group on Equality agreed to create a set of performance indicators to support the monitoring of progress against the equality outcomes. While this is not a legal requirement, it was felt critical to support progress on one of the other key specific duties in relation to "mainstreaming" equality into existing service provision. A commitment was given during publication of the outcomes to implementing a set of relevant performance indicators by 30 April 2014.

The Corporate Working Group on Equality have engaged in extensive dialogue with relevant council service representatives about how best to monitor progress against each of the ten outcomes while trying to ensure that administrative burden is kept to a minimum. A set of draft indicators have now been created which are considered to meet this balance.

Existing indicators on Covalent which are deemed to be of relevance to one or more of the equality outcomes as they stand have been included. Some existing indicators on Covalent require an additional monitoring process to be put in place in order to break down the results by equality protected characteristics. A small number of new indicators require to be created and the implications for these have been discussed with relevant services. In total there are 32 indicators, 19 of which exist on Covalent and 13 of which will be new indicators for various council service areas.

Initially the focus will be on collection of benchmarking data for all indicators to enable comparison over future years. The first twelve months of data will be reported as part of the update on progress required against the outcomes by April 2015. There after progress against the outcomes shall be reported to the Panel annually.

The Corporate Working Group on Equality has been reconfigured for 2014 in order to focus its attention on monitoring of the equality outcomes and progress against the commitments published within our Equality Mainstreaming Report (published 2013).

E. CONCLUSION

The Specific Duties are focused on outcomes and encourage the integration of equality considerations in the core business of public authorities. They set a supporting framework for the General Duty, based on data collection and evaluation, transparency and accountability. The new performance indicators will assist the council in evidencing our progress towards achieving this approach.

F. BACKGROUND REFERENCES

Council Executive paper on the publications for the Public Sector Equality Duty:
[Council Executive - Public Sector Equality Duty Regulations](#)

Appendices/Attachments:

Appendix: Draft Equality Outcome Performance Indicators

Contact Person: Kenny Selbie

Tel: 01506 281072

E mail: kenny.selbie@westlothian.gov.uk

Julie Whitelaw
Acting Head of Corporate Services
Date: 25 April 2014

Equality Outcome	Existing PI?	Performance Indicator
Outcome 1: Employability and skills opportunities are accessible, and accessed proportionately, by people within the relevant protected characteristics in West Lothian. Lead Service: Area Services.	Yes	% of council internal work placements by age, disability, ethnicity and gender.
	No	% of trades apprenticeships by disability, ethnicity and gender.
	Yes	% of external work placements supported by council resources by age, disability, ethnicity and gender.
	Yes	% of placements leading to employment by age, disability ethnicity and gender.
	Yes	% of people not in education, skills or training by age, disability ethnicity and gender.
Outcome 2: The council has a reduced level of gender based occupational segregation. Lead Service: Corporate Services.	Yes	% of council internal work placements by gender.
	No	% of trades apprenticeships by disability, ethnicity and gender.
	No	Number through external recruitment and internal promotion by gender in services with high levels of occupational segregation.
	Yes	Employees within top 5% of earners by gender.
	No	% of employees with flexible work arrangements by gender.
Outcome 3: Improved awareness of violence against women, improved protection against violence within services. Lead Service: Social Policy.	No	% of staff from each relevant service area who have received up-to-date training on VAW.
	Yes	% of women and children feeling safe following intervention from DASAT.
	No	% of council staff who are aware of the Gender-Based Violence policy and available support services.
Outcome 4: People within the relevant characteristics in West Lothian understand the definition of hate crime and are knowledgeable and feel confident about reporting hate incidents. Lead Service: Housing, Construction and Building.	Yes	Police data on number of hate crimes in West Lothian by age, disability, ethnicity, religion or belief, sexual orientation or transgender.
	No	Quality of Life survey results on hate crime by protected characteristics
Outcome 5: People with disabilities experience greater independence in their lives. Lead Service: Social Policy.	Yes	% of people who have physical disabilities with intensive care needs receiving 10+ hours care at home.
	Yes	% of people with learning disabilities supported in their own tenancies.
	Yes	% of residents with access to hourly or more frequent bus service.
	Yes	% of public service buildings that are suitable for and accessible to disabled people.
	Yes	% of council housing properties with needs based equipment and adaptations installed/ carried out.

Equality Outcome	Existing PI?	Performance Indicator
Outcome 6: People within the relevant protected characteristics in West Lothian feel involved in the processes by which the council makes decisions that affect them, and that they have appropriate information and resources to understand and influence those decisions. Lead Service: All.	No	Quality of Life survey results on involvement in community by protected characteristics
	No	Annual Survey of Equality Community Forum and Employee Network members.
	No	% of individuals involved in community councils, by all protected characteristics.
Outcome 7: West Lothian Council is recognised internally and externally as an equal opportunities employer. Lead Service: Corporate Services.	No	Improved performance within Stonewall Workplace Equality Index.
	Yes	Employees within top 5% of earners by all protected characteristics.
	No	% of employees that have completed equality and diversity training in the past 3 years.
Outcome 8: Children and young people within the relevant protected characteristics in West Lothian's schools feel safe, supported and able to be themselves. Lead Service: Education.	Yes	Percentage of Primary, Secondary and Special Schools and Pre-School Education Establishments Receiving Positive Education Scotland Inspection Reports.
	Yes	Customer Satisfaction: Percentage of Students in Secondary Schools Rating the Equality & Fairness in Their School as Good or Excellent
	Yes	Customer Satisfaction: Percentage of Pupils in Primary Seven Rating the Equality & Fairness in Their School as Good or Excellent.
Outcome 9: Carers in West Lothian recognise an improved awareness of caring related issues amongst council employees when accessing and engaging with council services. Lead Service: Social Policy	No	Survey of carers through Carers of West Lothian, Citizens Panel, Employee Network and Young Carers on council support when engaging with and accessing services by protected characteristics.
Outcome 10: People within the relevant protected characteristics in West Lothian have an improved awareness of, and access proportionately, Advice Shop Money Services. Lead Service: Area Services.	Yes	% of people accessing Advice Shop money services by protected characteristic.
	Yes	% of people with disabilities assisted through Personal Independence Payment appeals process.



PARTNERSHIP AND RESOURCES POLICY DEVELOPMENT AND SCRUTINY PANEL

CORPORATE SERVICES MANAGEMENT PLAN 2014/15

REPORT BY HEAD OF CORPORATE SERVICES

A. PURPOSE OF REPORT

The report introduces the 2014/15 Management Plan for Corporate Services, which is provided as an attachment.

B. RECOMMENDATION

That the Panel considers the plan and provides comments as appropriate.

C. SUMMARY OF IMPLICATIONS

I Council Values	<ul style="list-style-type: none">• Being honest, open and accountable
II Policy and Legal (including Strategic Environmental Assessment, Equality Issues, Health or Risk Assessment)	None.
III Implications for Scheme of Delegations to Officers	None.
IV Impact on performance and performance Indicators	The plan sets targets for high level performance indicators for 2014/15.
V Relevance to Single Outcome Agreement	The activities within the Management Plan are linked to the overall Single Outcome Agreement.
VI Resources - (Financial, Staffing and Property)	<p>Identifies the activities involved in the provision of the service, the costs and planned outcomes.</p> <p>Identifies the actions that are planned for 2014/15 to deliver efficiencies and improvements in service delivery.</p>
VII Consideration at PDSP	Not relevant.

VIII Consultations

Employees, managers, elected members, other services and the public, through ongoing processes.

D. TERMS OF REPORT

- D1** In accordance with council procedures, Corporate Services has drawn up a Management Plan for the forthcoming financial year.

The plan takes in to consideration the medium term financial strategy developed under Delivering Better Outcomes and available resources for 2014/15. It also takes into consideration council priorities identified within the Corporate Plan for 2013 to 2017.

As an enabling service, Corporate Services will have a key role in supporting Delivering Better Outcomes and the development of the Workstreams identified in the Corporate Plan.

This Management Plan sets out the outcomes, priorities and activities for Corporate Services for the forthcoming financial year.

The plan also provides a summary of the work undertaken in previous years and the improvements achieved by the service. It will act as the control document against which the service will monitor progress during 2014/15.

E. CONCLUSION

The Corporate Services Management Plan creates a focus for the work of the service during the year. Its delivery will contribute to the aims of the council and enable the council to meet its obligations.

F. BACKGROUND REFERENCES

None.

Appendices/Attachments: Corporate Services Management Plan 2014/15

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Julie Whitelaw

Head of Corporate Services

Date: 25 April 2014



Delivering **Better Outcomes**
Corporate Services
Management Plan
2014/15

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1 Overview

1.1 Introduction

Welcome to the Corporate Services Management Plan 2014/15

Corporate Services plays a key role as an enabling service and provides a wide range of services covering all aspects of Information and Communication Technology (ICT), Human Resources (HR), Legal, Corporate Communications and Performance and Improvement to all service areas within the council.

The service also provides direct administrative support to Elected Members and services located within the Civic Centre, Livingston, along with a front line service to the general public in the administration of taxi, private hire car and other council licensing.

IT Services

In 2013/14 IT Services worked with council services to continue the development of new technology across the council. The service has delivered a number of significant projects such as continued roll out of Internet Protocol (IP) Telephony in new buildings and Electronic Document and Records Management system (EDRMs) across the council. The service continues to work with all council services to review and implement new technology to improve mobile working including the issue of iPad tablets to senior officers and elected members.

The service implemented a new ICT architecture to ensure compliance with enhanced security requirements for connection to the Public Service Network.

The service took a key role in the development and approval of the Information Strategy and supporting Records Management policies to achieve Public Records Scotland Act compliance.

HR Services

HR Services provides advice and guidance on all aspects of employee relations and organisational change and review in support of the council's corporate and service's business objectives. The service also administers the payroll system for council employees.

In 2013/14 HR Services developed a revised People Strategy. The actions identified to support the Strategy outcomes will ensure the development of policies and

processes designed to assist aspects of workforce management, organisational change, employee development and performance management. These developments are regarded as critical to achieving service and business outcomes.

Other developments include the review of a number of policies to promote and improve the quality and management of employee relations across the council and to further improve relationships and communications with trade unions. Further amendments and refinements to the workforce management process have resulted in the development of a model to assist with the matching of potential employee displacements to possible alternative posts as a key part of the council's commitment to effective people management in line with the People Strategy.

The effective management of sickness absence continues to be a focus for all service areas and a systematic review of the Sickness Absence Policy and processes was undertaken by the service during 2013/14. The use of a nurse led call centre service, targeted at service areas with the highest levels of sickness absence, continues to provide a useful additional management resource to monitor and control sickness absence levels.

A Shared Services programme with West Lothian College is also progressing and further developments will take place during 2014/15 to integrate the College's payroll and employee record systems with council systems.

Legal Services

Legal Services provides a wide range of services including conveyancing, litigation, tribunals and inquiries, local government law services, employment law, social work law services, education law services, procurement and contract law advice and planning law services. Legal Services are also responsible for the administration of the Liquor Licensing, hire car and miscellaneous licensing processes and Committee Administration, including clerking of the council's committees.

In 2013/14 the service was actively engaged in a number of key activities including the completion of major Planning Agreements for Winchburgh and Calderwood and assisting in progressing the new Council House programme.

The service has supported the review by Social Policy of permanent care outcomes for Looked After Children and has completed a review of the procedures and training for Licensing Board members.

Committee Services administered the Community Council elections during 2013/14 which resulted in a requirement to hold an election for one community council.

Civic Centre Central Admin

The Civic Centre Central Admin Team provides a wide range of administrative and support functions to the Heads of Service and services located within the Civic Centre. The team also provides all reception and mail services on behalf of the Civic Centre partners.

In 2013/14 the service developed a centralised mail service, which has incorporated mail from all schools into the central mail function.

Performance and Improvement Services

In 2013/14 the service successfully supported council services to achieve continued corporate Customer Service Excellence accreditation and completed the three year WLAM programme. Following a review of the Corporate Complaints Procedure, the service implemented a new procedure across all council services which included training for all Designated Complaints Officers and Customer Services staff.

The service continued to provide support and programme management to a range of projects which will support the modernisation of council services.

A review of all council governance groups carried out by the service in 2013/14 informed the development of a new governance structure aligned to council priorities.

The CRM team introduced scripting in 2013/14 which will enhance the system for users and improve the quality of customer service in the council.

Corporate Communications

The Corporate Communications team provides a comprehensive and co-ordinated communications service, designed to ensure the council's business and achievements are promoted and the council's reputation is enhanced and safeguarded.

The team provides a wide range of services which help the council communicate with customers. The services include: media, marketing, branding, social media, photography, event management and design and creative services.

In 2013/14 the service continued to provide support and management to a range of projects which will support service delivery.

The service has supported the delivery of the Welfare Reform agenda and worked alongside community planning partners to enhance residents' awareness of key issues and information.

In 2013/14, the team significantly enhanced the size of the council's online audience via a variety of eCommunications channels. The team also researched, developed and published a number of publications online and in print format.

Challenges Ahead

Looking ahead to 2014/15, the council continues to face significant challenges as it prepares for unprecedented financial challenges whilst at the same time public expectations for quality, choice and accessibility are rising.

The 2014/15 revenue budget, which was approved by the Council on 18 December 2013, will require officers in Corporate Services to continue to deliver high quality services whilst meeting the challenge of delivering best practice, business process improvement, better use of assets and improved collaborative working.

As a key enabler service, Corporate Services will play an important role in supporting the modernisation of council services and the introduction of new technology to meet the increasing demands for improved access to information.

This management plan sets out the outcomes, priorities and activities for Corporate Services for the forthcoming financial year.



Julie Whitelaw
Acting Head of Corporate Services

1.2 Context

The next three years will be a period of significant challenge for the council with public service reforms and spending constraints. However, the council has clearly defined long term aims relating to the development of high quality services, designed to meet the needs of its customers. These long term aims are captured in the council's Corporate Plan and Community Plan and together these plans determine the work of the council's services.

Planning for Better Outcomes

The development of the Corporate Plan 2013/17 has been directly influenced by the views of the people living and working in West Lothian, ensuring that all employees are focused on meeting the needs of a growing and vibrant community.

The Corporate Plan sets the strategic priorities for the council to 2017. These priorities will be the continued focus for all council services in the next three years, as we work to deliver better outcomes for West Lothian. This will help to ensure that we continue to tackle the most important issues for West Lothian. Also, that we invest in and prioritise the services which make the most significant contribution to the achievement of positive outcomes.

Corporate Services will play a key role in the coordination and delivery of the Corporate Plan 2013/17.

Influences

There will be many internal and external factors which will influence the work of Corporate Services during 2014/15 and subsequent years. The more prominent include; Efficient Government Agenda, Modernising Government Programme, Value for Money in public sector corporate services, national agreements for employee conditions of services, Scottish, UK and European legislation.

Continuous Improvement

Corporate Services will continue to play a key role in the development and support of high quality customer services. The individual WLAM units within Corporate Services will continue to modernise structures and processes to ensure that they continue to provide the most efficient model for service delivery.

1.3 Partnership Working

Corporate Services will work with many internal and external partners during 2014/15 to support the delivery of the council's strategic aims and the delivery of the Single Outcome Agreement through the provision of integrated services. In particular, Corporate Services will support the West Lothian Community Planning Partnership to prepare for audit during 2014/15 and also to respond to any recommendations made following the audit.

During 2014/15 Corporate Services will continue to engage with West Lothian College to review opportunities to expand the integration of services in Corporate Communications, HR and IT. The service also plans to review opportunities to work in partnership to deliver more efficient and effective monitoring and reporting of Health and Safety information.

In partnership with Scottish Courts, Corporate Services will ensure that processes for referral and processing of court actions through the Sheriff Court in Livingston take full advantage of the shared premises to minimise any duplication of effort or delay and ensuring that the council's priorities are supported through effective legal processes.

Corporate Services will also work closely with the Investors in People Scotland and Customer Service Excellence Assessment Services to ensure council services continue to improve, modernise and deliver efficient, outcome focused services to West Lothian.

Key Partners for Corporate Services

- | | |
|--|---|
| ■ West Lothian Community Health and Care Partnership | ■ West Lothian Civic Centre and Strathbrock partners |
| ■ West Lothian College | ■ Recognised Trade Unions |
| ■ West Lothian Leisure | ■ Community Councils |
| ■ Police Scotland | ■ HMRC |
| ■ Scottish Childrens Reporters Association | ■ Improvement Service |
| ■ Scottish Courts Service | ■ Professional organisations and chartered institutes |
| ■ Other council services | ■ External IT and mail and print suppliers |

1.4 Outcomes, Priorities and Activities

The council has set 8 priorities in the current Corporate Plan (2013/17) in consultation with the local community, partners, stakeholders and our staff. These priorities, along with the 3 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	Civic Centre Central Admin	HR Services	IT Services	Legal Services	Performance & Improvement Services	Corporate Communications
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 Corporate Services' activities

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 (4 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 Strategies				
Corporate Strategy	Strategy Outcomes	Start	End	Review Date
People Strategy	<ul style="list-style-type: none"> ■ Engaging and motivating our employees ■ Recognised as a good employer ■ Helping our employees to succeed ■ Ensuring equality for all ■ Ensuring a healthy and safe workforce 	2013	2017	April 2015
ICT Asset Management Plan	<ul style="list-style-type: none"> ■ Achieving compliance with relevant legislation and standards ■ Maintaining ICT assets in suitable condition ■ Ensuring ICT assets are suitable for use ■ Demonstrating sufficiency of ICT assets ■ Ensuring ICT assets are accessible. 	2013	2017	November 2014
ICT Strategy	<ul style="list-style-type: none"> ■ Deliver a re-designed IT service to support Council's future requirements ■ Enable better access to information ■ Develop shared services and partnership models ■ Manage ICT assets efficiently and effectively throughout the lifecycle ■ Deliver efficiency and carbon reduction through the use of technology 	2011	2014	June 2014

Corporate Strategies				
Corporate Strategy	Strategy Outcomes	Start	End	Review Date
Information Strategy	<ul style="list-style-type: none"> ■ Achieving compliance with relevant legislation ■ Handling customer information effectively and securely ■ Managing records efficiently 	2013	2017	June 2014
Improvement Strategy	<ul style="list-style-type: none"> ■ High performing and achieving council ■ Services are self aware and improving ■ Services are designed and improved to meet the needs and preferences of customers 	2014	2017	April 2015

Figure 2: Corporate Strategies

2 Corporate Services Structure

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

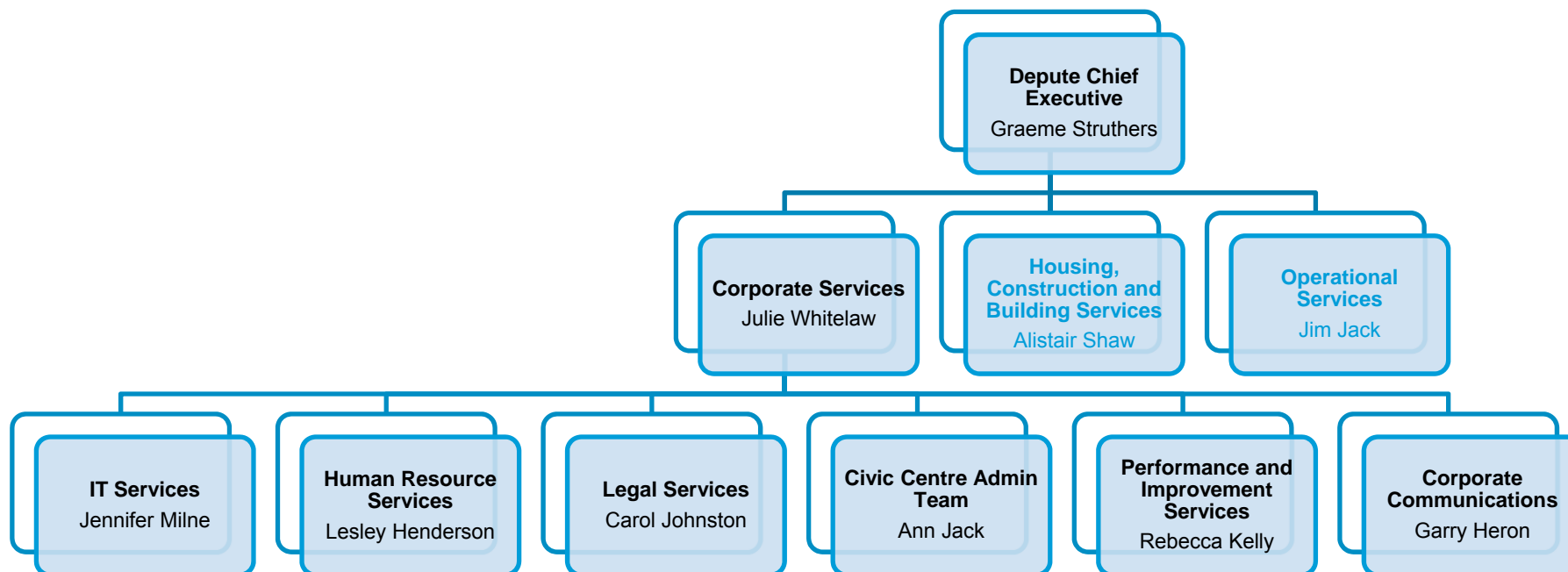


Figure 3: Corporate Services Structure

3 Service Activity

3.1 IT Services

Manager:	Jennifer Milne
Number of Staff (FTE):	63.9
Location:	Civic Centre

Purpose

IT Services provide a wide range of information and communication technology services, support and advice to all of the council's services. In order to maximise efficiency and use of technology, the majority of the service is based and delivered centrally within the Civic Centre, Livingston. The service also provides onsite support at schools and office locations where required across all council office properties. IT Services provides services to Civic Centre partners, the Improvement Service and West Lothian College.

ICT is a key enabler across the council. The Information Strategy was approved by Council Executive in June 2013.

Activities

The main activities of the service in 2014/15 will be:

- Strategic, policy and technical advice in ICT, information and records management including IT security
- Service management and project management and improvement
- Support, maintenance and development of the council's ICT infrastructure assets
- Support, maintenance and development of the council's ICT application/system assets

Key Partners

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

- Improvement Service
- West Lothian College
- Civic Centre Partners
- South Lanarkshire Council
- External IT suppliers/providers

Customer Participation

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

Customer Consultation Schedule				
Customer Group	Survey Method	Frequency	Responsible Officer	Feedback Method
ICT Programme Board	Board meeting	Annual	Jennifer Milne	Annual Consultation report provided to all Heads of Service
Information Management Working Group	Meeting	Annual	Roberto Riaviz	Annual Consultation report provided to all Heads of Service
Service Management teams	Meeting	Annual	Jennifer Ballantyne	Annual report to service area Senior Management teams
Improvement Service	Meeting	Annual	Jennifer Ballantyne	Annual report to Improvement Service as part of Service Level Agreement
Education Service Head of Service for Support Model review	Meeting	Annual	Jennifer Ballantyne	Annual review report on support model to Education Heads of Service
Education Service Head of Service and Secondary Head Teachers	Meeting/ Electronic survey	Quarterly	Jennifer Ballantyne	Annual review report on support model to Education Heads of Service
Service Users	Electronic survey	Monthly	Jennifer Milne	Covalent reporting and update on intranet

Activity Budget

Activity Budget 2014/15								
Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2014/15	PI Category	Staff Recourses (FTE)	Revenue Expenditure Budget 2014/15 £	Revenue Income Budget 2014/15 £	Net Revenue Budget 2014/15 £
Corporate IT Strategy and Support	Provide strategic support, advice and guidance on the application of IT to the council including the following services: development of strategy, policy, procedures and standards; advice and guidance on licensing and legislation, management of corporate ICT purchasing	Enabler Service - Modernisation and Improvement	9a.1a - Cost of development/monitoring and management of compliance with Information Management and ICT Strategy (target £244,259)	Public	4.5	264,725	(20,466)	244,259
			9b.1a Percentage of Information Security Incidents (target 0.78%)	Public				
Service Project Management	Provide advice and guidance on development of service IT strategies and technology developments; project activity and project management; business analysis; communication of IT strategy, policies and standards; project office support.	Enabler Service - Modernisation and Improvement	9a.1a - Cost of managing service and IT projects across the council within IT Services (target £530.059)	Public	12.0	574,472	(44,413)	530,059
			9b.1a - Percentage of projects completed within budget (target 75%)	Public				
Information Systems Development and Support	Provide IT solutions to: applications and interfaces development; adoption of user systems	Enabler Service - Modernisation and	ITS014_9a.1a - Unit cost of systems development and support (target £25.75)	Public	23.2	1,087,755	(57,661)	1,030,094

Activity Budget 2014/15								
Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2014/15	PI Category	Staff Recourses (FTE)	Revenue Expenditure Budget 2014/15 £	Revenue Income Budget 2014/15 £	Net Revenue Budget 2014/15 £
	for maintenance and support; applications and interfaces support - in house and 3rd party developed systems; web development; small projects management.	Improvement	ITS04_9b.1a - Percentage of faults resolved at first point of contact (target 45%)	High Level				
Infrastructure Development and Support	Provide adequate and robust infrastructure services to allow the council to make best use of IT solutions including: communications and network and telephony support; technical infrastructure support; server and operating systems support; desktop support;	Enabler Service - Financial Planning	ITS015_9a.1a - Unit cost of infrastructure development and support (target £63.10)	Public	23.3	2,679,910	(155,862)	2,524,048
			ITS019a_9b.1c Percentage data network availability (target 100%)	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.		0.9	138,153	0	138,153
	Total:				63.9	4,745,015	(278,402)	4,466,613

Actions

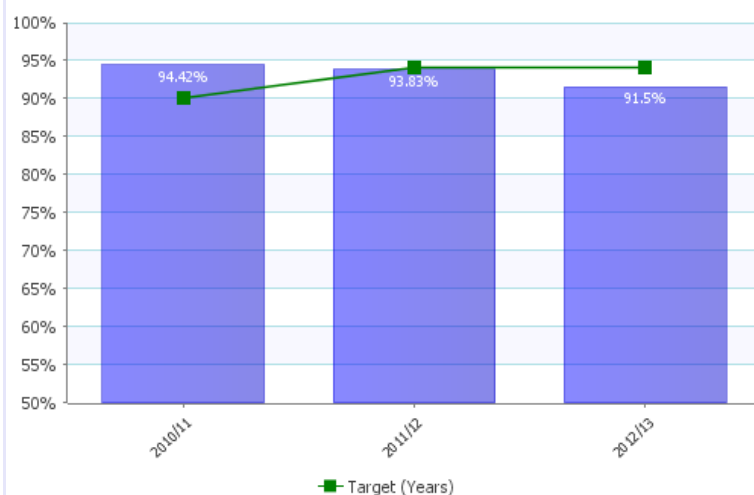
Actions 2013/14						
Action	Description	Planned Outcome	Owner	Start	End	Status (Planned, Active, Complete)
Shared Services – Disaster Recovery Site	Provision and development of the facility to continue contingency systems within the council. These shared service facilities ensure the council has a disaster recovery facility for the main data centre. This reduces the level of risk in conjunction with service area's business continuity plans.	Contingency systems are hosted in secondary data centre. A secondary internet connection is provided for Council email and internet access.	Jennifer Milne	April 2012	October 2013	Complete
Records Management	Ensure that services have effective records management procedures and that these are consistent with the Information Strategy and compliance with Public Records Scotland Act 2011.	To achieve compliance with the legislative requirements by managing information effectively, efficiently and securely	Carol Dunn	April 2012	June 2013	Complete
Information Strategy	Ensure that the development and approval of the council wide Information Strategy provides an effective approach to managing information.	To demonstrate how the council manages all information	Roberto Riaviz	April 2012	June 2013	Complete
Secondary School Support Model	To implement a revised support model with Education Services across all Secondary Schools in the council.	To provide improved support and contingency resource for Secondary Schools.	Jenni Ballantyne	April 2012	June 2013	Complete
Implementation of corporate video conferencing solution	To implement room based and limited number of desktop based video conferencing users to contribute to Green Travel Strategy.	To reduce requirement for senior staff to travel and communicate more efficiently	Jennifer Milne	October 2012	September 2013	Complete

Actions 2014/15						
Action	Description	Planned Outcome	Owner	Start	End	Status (Planned, Active, Complete)
Replacement of Featurenet Telephony solution with IP Telephony	To provide the Internet Protocol Telephony (IPT) solution, which will provide telephony, voicemail, fax and unified messaging services as part of the council wide programme supporting the end of the existing Featurenet service.	To migrate all Featurenet telephone services to the IPT solution (where business case remains robust).	Jennifer Milne	December 2009	June 2017	Active
Completion of ICT Strategy refresh	To update the ICT Strategy 2014/15 to 2017/18.	To ensure ICT Strategy and underpinning technical architecture are updated and enables the delivery of Single Outcome Agreement and Corporate Plan and delivers efficiency plans.	Jennifer Milne	April 2014	June 2014	Planned
IT Service Catalogue	The development of the new IT Service catalogue.	To improve access to It Services, understanding and the efficiency of IT service delivery to the council.	Jennifer Ballantyne	April 2012	March 2015	Active
Cross skilling of technical staff	To maximise skills transfer within the IT technical disciplines.	To improve resource availability and assist in developing staff knowledge.	Wendy Lister	April 2013	March 2015	Active

Actions 2014/15						
Action	Description	Planned Outcome	Owner	Start	End	Status (Planned, Active, Complete)
Maintaining Public Sector Network compliance	To maintain council data sharing with central government agencies compliance to updated standards is required on an annual basis.	To implement updated security requirements as specified by the Cabinet Office.	Roberto Riaviz	April 2014	December 2014	Planned
Implementation of SCCM power management settings to reduce electricity and carbon	To implement agreed power settings across all possible IT equipment delivering electricity and carbon reductions.	To deliver efficiency in power and carbon.	Jennifer Ballantyne	April 2012	April 2014	Active

Performance

Performance Indicator	Annual Percentage of IT Customers Rating the Overall Quality of the service as good or excellent.	ITS067_6a.7
Description	This performance indicator measures the overall percentage of customers that rate the overall quality of the service as good or excellent in the financial year. The data for this indicator is provided from the IT Service Management software system and monthly survey.	



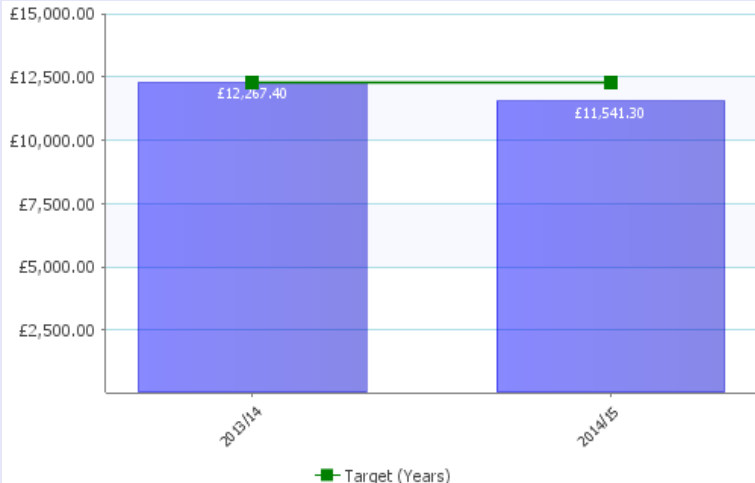
Trend Chart Commentary:

The trend chart demonstrates performance is reducing over the period.

The significant increase in demand year on year and increasing customer expectations is impacting the perception measure. While IT Services key performance indicators ITS001 and ITS002 have increased performance against service standards the dependency on technology is increasing and customer expectations continue to rise.

An additional factor is the increase in scope of IT Services provision to include feedback on Education Secondary School Support Model. That reflects on the quality of IT service provided by non IT Services staff.

The target for 2014/15 is 95%

Performance Indicator	Total cost of IT service per £1 million of West Lothian Council's net expenditure.	ITS068_9a.1a									
Description	<p>This performance indicator measures the cost of IT Services per £1 million of West Lothian Council's budget expenditure. This is calculated by dividing the total cost of centralised IT Services by West Lothian Council's budget expenditure for the financial year and multiplying by one million.</p> <p>The performance indicator provides an understanding of the corporate resource commitment to professional management, development and support for ICT activity across the Council. Viewed in tandem with effectiveness performance indicators, it can also help the service understand it's overall impact and whether it represents value for money.</p>										
 <table><thead><tr><th>Year</th><th>Cost (£)</th><th>Target (£)</th></tr></thead><tbody><tr><td>2013/14</td><td>£12,267.40</td><td>£12,500.00</td></tr><tr><td>2014/15</td><td>£11,541.30</td><td>£12,500.00</td></tr></tbody></table>		Year	Cost (£)	Target (£)	2013/14	£12,267.40	£12,500.00	2014/15	£11,541.30	£12,500.00	<p><u>Trend Chart Commentary</u></p> <p>The trend chart demonstrates a reduction in the cost of providing IT Services. The improvement in 2014/15 is as a result of delivering efficiencies in centralised hardware and software maintenance as is an outcome of the ICT Asset Management Plan.</p> <p>The target for 2014/15 is £12,500.00</p>
Year	Cost (£)	Target (£)									
2013/14	£12,267.40	£12,500.00									
2014/15	£11,541.30	£12,500.00									

Performance Indicator	Annual Percentage of IT Faults resolved at the first point of contact.	ITS066_9b.1a
Description	This performance indicator measures the overall percentage of IT Faults resolved at the first point of contact in a financial year. From a customer perspective this means that the customers Fault is dealt with and resolved whilst they are on the phone. The data for this indicator is provided from the IT Service Management software system.	



Trend Chart Commentary:

The trend chart demonstrates annual percentage of IT faults resolved at the first point of contact improving over the period as a result of targeted training and cross skilling of front line service desk staff.

The exception in 2009/10 was a result of the IT Service Desk managing major incidents in September/October 2009 and significant Civic Centre migration activity.

An increased target of 42.5% was set for 2013/14.

The target for 2014/15 is 45%

Calendar of Improvement and Efficiency Activity

Action	Frequency	2014/15 (✓)											
		Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
● Performance management	Monthly	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
● Review of Performance Indicators and targets	Quarterly			✓			✓			✓			✓
● Benchmarking	Annually	✓											
● Collation Specified Performance Indicators (SPIs)	n/a												
● Update of PPR information	Annually	✓											
● WLAM (assessment)	Annually											✓	
● Review Panel	Annually											✓	
● Performance Committee	Annually												✓
● Process Review (Lean/RIE activity)	Annually	✓											
● Progress review of improvement actions	Monthly	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
● CSE preparation	Annually	✓											
● Inspection or Audit activity	Annually	✓											
● Budget Management activity	Quarterly	✓		✓			✓			✓			✓
● Equality Impact Assessment(s)	Annually	✓											
● Health and Safety Assessment(s)	Annually	✓											
● Business Continuity Planning	Quarterly			✓			✓			✓			✓
● Workforce Planning	Monthly	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
● PRPDs	Annually			✓	✓	✓							
● Review of customer groups/segmentation matrix	Annually	✓											
● Customer consultation	Monthly	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
● Review of Service Standards	Annually											✓	
● Planned Engagement activity	Monthly	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
● Website content management	n/a												

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

3.2 HR Services

Manager:	Lesley Henderson
Number of Staff (FTE):	56.5
Location:	Civic Centre

Purpose

The purpose of HR Services is to ensure that appropriate employment and people development strategies, policies and procedures are in place to drive and support corporate and service business objectives, and to support their consistent application by managers across the council.

As an enabler, HR Services has a key role in supporting the modernisation and improvement of council services through actions set out in the People Strategy. The People Strategy 2013/17 was approved by Council Executive in December 2013.

Activities

The main activities of the service in 2014/15 will be:

- HR policy and systems development, advice and support
- Payroll and employee benefits
- Workforce management and Performance Review
- Absence management, medical advice and support
- Equalities
- Health and Safety
- Provision of administrative support to Elected Members
- Industrial relations
- Job evaluation and grading

Key Partners

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

- Recognised Trade Unions
- West Lothian College
- Society of Personnel and Development Scotland (SPDS)
- Chartered Institute of Personnel and Development
- HMRC
- ACAS

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
HR Programme Board	Board meeting	6 weekly	Lesley Henderson	Reporting and Updating Heads of Service / Nominated Contacts
Service Management	Service Management Meetings	Monthly	Fraser Mackenzie	Attendance at Meetings Review of Minutes
Heads of Service	Interview / Discussion	Bi-annual	Fraser Mackenzie / Lesley Donegan	Meeting
HR Service Users	Electronic Survey	Annual	Chris Keenan	Outcome reported to HR Programme Board
HR Service Users	Focus Groups	Annual	Chris Keenan	Meetings Outcome reported to HR Programme Board
Corporate Working Group on Equalities	Group meeting	Monthly	Kenny Selbie	Meetings/ Minutes
Employees (minority groups)	Forums	Quarterly	Sophie McKinney	Meetings/ Minutes
HR Policy and Advice customers	Electronic Survey	Bi-annual	Fraser Mackenzie	Outcome reported to HR Programme Board
HR Operations	Electronic Survey	Bi-annual	Lesley Donegan	Outcome Reported to HR Programme Board

Activity Budget

Activity Budget 2014/15								
Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2014/15	PI Category	Staff Recourses (FTE)	Revenue Expenditure Budget 2014/15 £	Revenue Income Budget 2014/15 £	Net Revenue Budget 2014/15 £
Payroll, Control and Employee Benefits.	To provide a comprehensive, cost effective payroll and reward service including provision of statutory returns to external bodies.	Enabler Service - Modernisation and Improvement	HRS129 Cost of Payroll Service per council employee (target £49.00)	High Level	10.9	324,178	(71,714)	252,464
			HRS086 Percentage of Incorrect Salary Payments (target 0.4%)	High Level				
Policy and Systems Development, Advice and Support	To develop council HR policies and systems, providing advice and support on all employee relations aspects. To advise the council on all aspects of job evaluation, pay structures and related equal pay matters, and to provide support and advice on service restructuring including developing workforce capability in line with the People Strategy. To administer and process all recruitment and employment related contractual documentation.	Enabler Service - Modernisation and Improvement	HRS130 Cost of the Policy and Systems Development, Advice and Support per council employee (target £190)	High Level	27.8	1,247,435	0	1,247,435
			HRS112 Percentage of contractual documents issued within 6 weeks of the date of the change to contract (target £190)	High Level				

Activity Budget 2014/15								
Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2014/15	PI Category	Staff Recourses (FTE)	Revenue Expenditure Budget 2014/15 £	Revenue Income Budget 2014/15 £	Net Revenue Budget 2014/15 £
Health and Safety	To provide a comprehensive Health and Safety policy and procedural advice and information to managers and employees to enable the council to meet its statutory duties under the Health and Safety at Work Act	Enabler Service - Modernisation and Improvement	HRS131 Cost of the Health and Safety Service per council employee (target £31.00)	High Level	4.4	203,758	0	203,758
			HRS103 Number of reportable incidents to HSE (target 0)	WLAM				
Absence Management - Medical advice and support	To provide advice and support to managers on the application of the council's sickness absence policy as well as professional medical advice and support	Enabler Service - Modernisation and Improvement	HRS132 Cost of the Sickness Absence Management Service per council employee (target £49.00)	High Level	3.0	333,917	(25,125)	308,792
			HRS127_9b Percentage of employees who come out of monitoring under the Policy on Managing Sickness Absence in relation to the number of employees who continue to be monitored in the same period (target 70%)	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.		0.4	64,232	0	64,232

Activity Budget 2014/15								
Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2014/15	PI Category	Staff Recourses (FTE)	Revenue Expenditure Budget 2014/15 £	Revenue Income Budget 2014/15 £	Net Revenue Budget 2014/15 £
HR	Total:				46.5	2,173,520	(96,839)	2,076,681
Members Support	Provision of Members Support	Enabler Service - Corporate Governance and Risk	HRS133 Cost of Members Services per £1 million of Council net expenditure (target £3,500) HRS134 Number of enquiries handled (target 5,500)	High Level High Level	9.8	1,145,699	(4,000)	1,141,699
Service Support	Provision of management and administrative Support	Enabler Service - Corporate Governance and Risk	Support activities contribute towards the overall performance of the service. Performance is monitored through the indicators for front line activities.		0.2	36,440	0	36,440
Members Support	Total:				10.0	1,182,139	(4,000)	1,178,139
HR Shared Services	Total:				56.5	3,355,659	(100,839)	3,254,820

Actions

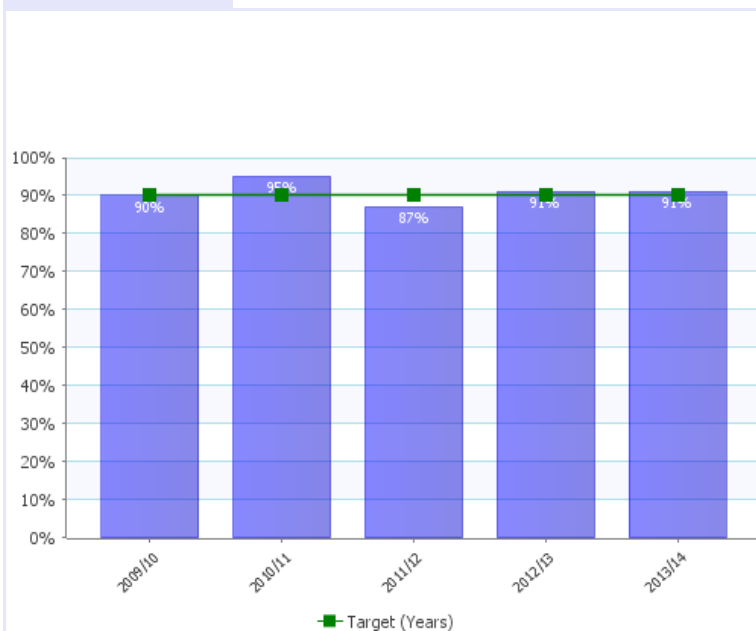
Actions 2013/14						
Action	Description	Planned Outcome	Owner	Start	End	Status (Planned, Active, Complete)
Self Service systems development	Development and Implementation of SEEMIS to manage self-service for schools in recruiting supply staff	In addition to a reduction in HR resource to support the supply booking process, schools will have direct access to supply staff as and when required	Lesley Henderson	April 2013	September 2013	Complete
Develop and Implement Revised Fair Treatment At Work Policy and Procedure	Replace current FTAW procedures with more effective procedures in consultation with Trade Unions	Development and roll out of a Policy and Procedure for Dealing with Bullying and Harassment At Work and Code of Practice on Promoting Appropriate Working Relationships and Behaviour	Fraser Mackenzie	April 2013	October 2013	Complete
E-incident reporting	Corporate E-incident Reporting System in place	Reduction in resources, improved reports, self service for accessing information and reports	John Morran	April 2013	December 2013	Complete
Hazard alert system	Introduce corporate hazard alert system	Facilitates sharing of information across the council of persons who are deemed a risk to staff. Reduction of violent incidents by alerting services of hazards created by persons which in turn allows services to plan how they can reduce risk	John Morran	April 2012	December 2013	Complete
Develop Bespoke Training and Supporting Guidance for Managers in Implementing Key Council Employment Policies.	Develop training and guidance programme for Managers in relation (Disciplinary/Fair Treatment At Work/Sickness Absence Management etc)	A programme of training and guidance to equip managers in carrying out effective Disciplinary and FTAW investigations/procedures and other policy applications	Fraser Mackenzie	April 2013	May 2013	Complete

Actions 2013/14						
Action	Description	Planned Outcome	Owner	Start	End	Status (Planned, Active, Complete)
Develop and implement a standardised process for conducting service reviews	To implement a Service Restructure Process that ensures service reviews are consistently conducted and that appropriate governance is part of the process	Service reviews will be carried out consistently and in accordance with recognised best practice and council policy	Derek Stark	April 2013	October 2013	Complete

Actions 2014/15						
Action	Description	Planned Outcome	Owner	Start	End	Status (Planned, Active, Complete)
Equality Outcomes	Agree action plans and monitoring arrangements for agreed equality outcomes.	Progress is made in achieving equality outcomes.	Lesley Henderson	April 2014	March 2014	Planned
Performance Management procedures	Develop procedures to assess and manage individual performance and capability outcomes more effectively.	Improved management processes for dealing with individual performance and capability effectiveness to enable appropriate management action to be taken in addressing performance-related issues	Derek Stark	April 2013	June 2014	Active
Recruitment process update	Implementation of the Talent Link recruitment system in place of the existing iGrasp system.	Introduction of Talent Link will enhance the candidate experience and reduce the HR resource required to support recruitment and selection processes	Lesley Henderson	October 2014	January 2015	Planned
Workforce Management development	Develop and implement procedures to support changes in the council's Workforce Management policies.	To ensure strategic management and effective co-ordination of workforce reductions and redeployment.	Lesley Henderson	April 2013	January 2015	Active
Shared Services	To enter into shared service delivery with West Lothian College	To assist the college delivery efficiencies by entering into shared provision of HR services	Derek Stark	April 2013	August 2014	Active

Performance

Performance Indicator	Percentage of HR customers who rated the overall quality of the service as good or excellent.	HRS031_6a.7
Description	This annual survey records the percentage of customers who rated as good or excellent. HR Services is responsible for the delivery of HR advice and support, pay and reward services, and occupational health and safety advice and support for over 8,500 employees across the council. The sample takes identified customers from each HR area, Operations, Policy & Advice, Health and Safety and Learning and development.	



Trend Chart Commentary:

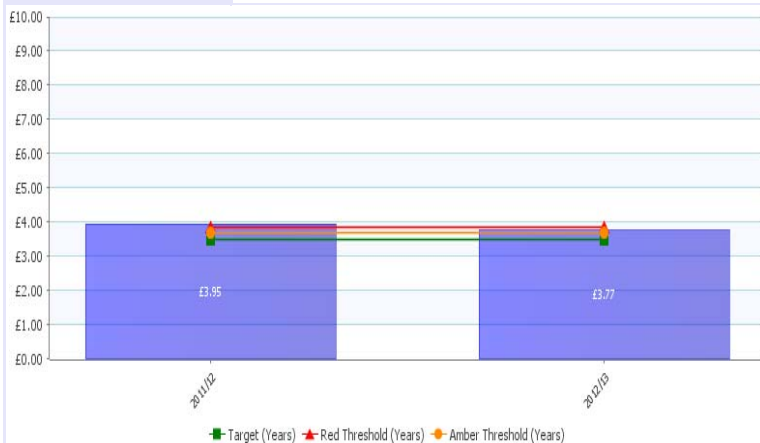
There has been a fairly consistent customer view of HR performance over the last 5 years. The survey responses have ranged between 55 and 73 responses over the years with approximately 160 customers surveyed with a reasonable spread of responses across services. Given the diversity and complexity of work undertaken by the HR Service, this is a sound indicator of the collective performance across the Service.

The introduction of the CRM system should assist staff to deliver consistent levels of customer satisfaction across all aspects of the Service. However, follow up work requires to be done with certain service areas to improve the levels of response to the survey.

The target for 2014/15 is 90%

Performance Indicator
Unit cost of each payslip produced
Description

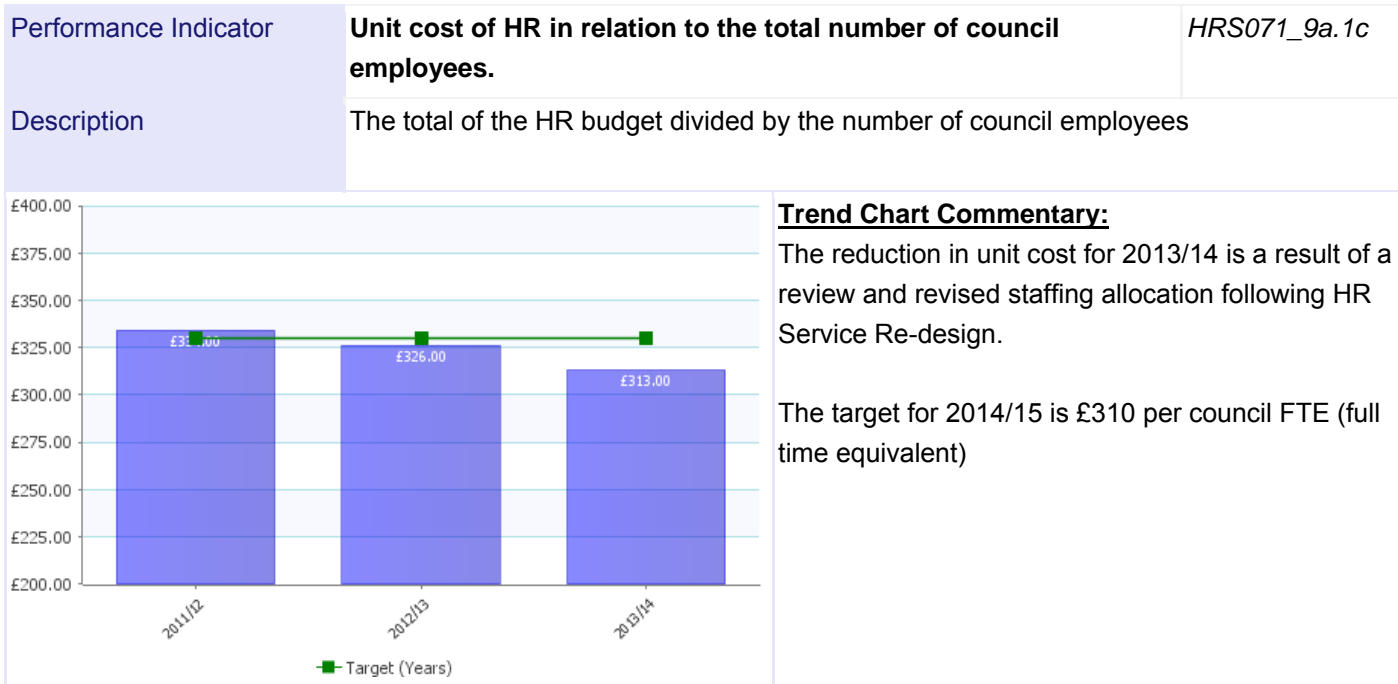
The unit cost of each payslip prepared as part of the CIPFA annual benchmarking survey.


Trend Chart Commentary:

As a result of a number of efficiency measures introduced into the payroll team, the trend of reduced unit cost continues. The results of the annual CIPFA surveys for the periods concerned show that the council has moved in overall rank order from 20 to 18.

The average cost of a payslip across the group of respondents is £3.12. Other Councils produce lower payslip costs because they have weekly pay cycles which results in a higher number of payslips being included in the calculation.

Target 2014/15: £3.50 per payslip



Performance Indicator	Percentage of Statutory Returns submitted by HR to external bodies on time.	HRS123_9b.1c
Description	This PI reports the percentage of returns submitted to external bodies within the predefined statutory deadlines set by the external body on a monthly basis.	
<p>Legend: ■ Target (Years) ■ Red Threshold (Years) ■ Amber Threshold (Years)</p>		<p>Trend Chart Commentary</p> <p>The council is required to submit a number of returns for HR and payroll purposes and is committed to ensuring that all of these are submitted by the due date. If for any reason this is not possible, extension to return dates are agreed with the relevant statutory body.</p> <p>During 2011/12 4 returns were made outwith the timescales, performance improved during 2012/13 with all returns being submitted by the due dates.</p> <p>Target 2014/15: 100% submitted on time</p>

3.3 Legal Services

Manager:	Carol Johnston
Number of Staff (FTE):	30.3
Location:	Civic Centre

Purpose

Legal Services provide a broad range of legal services, support, representation and advice to all Council Services. Legal Services also has a significant function in supporting the delivery of the Councils modernisation and project related work. In addition, Legal Services provide a committee administration service and administer the Civic Government and Hire Car Licensing regimes. It also provides legal advice and Clerking services to the Licensing Board.

Activities

The main activities of the service in 2014/15 will be:

- Committee Administration
- Community Councils
- Local Government Law Services
- Employment Law and Policies
- Hire Car and Miscellaneous Licensing
- Planning Law Services
- Litigation
- Social Work Law Services
- Education Law Services
- Liquor Licensing
- Procurement and Contract Law Advice
- Planning Law Services
- Property and Conveyancing

Key Partners

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

- Scottish Courts Service
- Police Scotland
- Scottish Childrens Reporters Administration
- Licensing Forum
- Community Councils

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
Council Services	Customer Satisfaction Surveys	On completion of a transaction	Carol Johnston	Annual email to Heads of Service reporting outcome of surveys
Adoption Panel	Adoption Panel	Monthly	Kerri Murphy	Annual report to Adoption Panel Business Meeting
Licence Holders	Customer Satisfaction Surveys	On completion of licence application process or when licence being issued	Audrey Watson	Annual report published on Council Website
Licence holders and Key Stakeholders	Consultation with customer group on proposed amendments to licensing scheme for street traders	As required	Audrey Watson	Annual report published on Council Website Report to Environment PDSP, and Council Executive
Property Services	Meeting with Internal Customer	As required	Corine Paterson	Annual email to Heads of Service
Planning Services	Meeting with Internal Customer	As required	Corine Paterson	
Placing in Schools Appeals Committee	Customer Satisfaction Survey	Annually	James Millar	Annual report published on Council Website, annual email to LAC, PDSP Lead Officers and Community Council Secretaries
LAC and PDSP Lead Officers	Customer Satisfaction Survey	Annually	James Millar	
Community Council Secretaries	Customer Satisfaction Survey	Annually	James Millar	

Activity Budget

Activity Budget								
Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2014/15	PI Category	Staff Recourses (FTE)	Revenue Expenditure Budget 2014/15 £	Revenue Income Budget 2014/15 £	Net Revenue Budget 2014/15 £
Legal	To provide legal advice and services to support the council's businesses including conveyancing, litigation, tribunals and inquiries, planning, transportation, social services and education. Provision of advice to the Standing Orders Working Group and other groups in relation to corporate governance.	Enabler Service - Corporate Governance and Risk	LS049_9a.1a Gross unit cost of delivery of legal services (target £140)	High Level	15.7	647,931	(85,000)	562,931
			LS058_9b.1a- Percentage of service requests/ summons or writs issued or responded to within target (target 100%)	Management				
Licensing Board	To provide legal advice, committee clerking and services to support the Licensing Sub-committee, and administration of taxis, private hire car and other Council licensing and also the administration of the private landlord registration scheme. To review compliance with Licensing Standards and Conditions. To administer liquor licensing and betting/gaming on behalf of the licensing board. To carry out statutory Licensing Standards Officer function in terms of the Licensing (Scotland) Act 2005	Enabler Service - Corporate Governance and Risk	LS056_9a.1a Net Unit cost for the delivery of council licensing service (target £16)	High Level	8.8	432,062	(499,000)	(66,938)
			LS070_9b.1c Percentage of license applications granted, refused or referred for decision to Licensing Committee or Licensing Board, within target (target 90%)	WLAM				

Activity Budget								
Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2014/15	PI Category	Staff Recourses (FTE)	Revenue Expenditure Budget 2014/15 £	Revenue Income Budget 2014/15 £	Net Revenue Budget 2014/15 £
To administer the council's decision making process and provide administration services	To provide a comprehensive committee administration service to meetings (Approximately 1 Council, 2 Council Executive Committees, 12 committees, 9 PDSP's, 9 LAC's, 2 Joint Consultative Groups and 7 other bodies), including Placing in Schools Appeals Committee. The provision of Community Council's scheme to service 38 Community Council areas, plus West Lothian Association of Community Councils.	Enabler Service - Corporate Governance and Risk	LS050_9a.1a Gross unit cost for the provision of committee administration services (target £720)	High Level	5.6	436,804	0	436,804
			LS072_9b.2 Target 90% Percentage of committee action notes issued within target (target 95%)	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.		0.2	29,772	0	29,772
	Total:				30.3	1,546,569	(584,000)	962,569

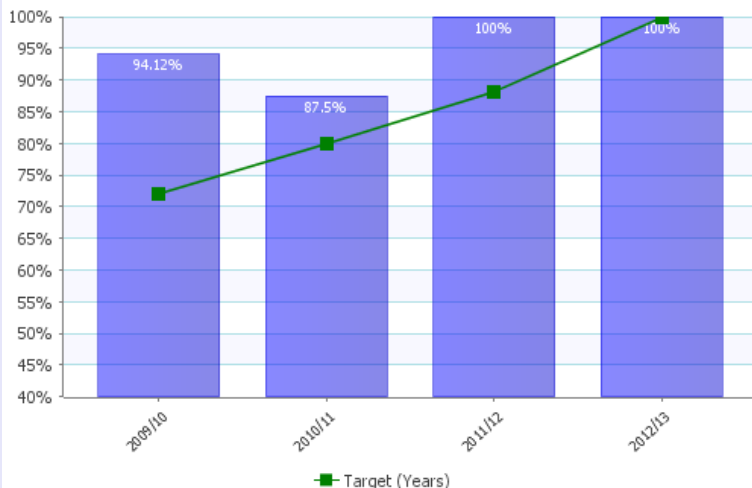
Actions

Actions 2013/14						
Action	Description	Planned Outcome	Owner	Start	End	Status (Planned, Active, Complete)
Community Council Elections	Appointment of Community Councillors	New members appointed	James Millar	August 2013	January 2014	Complete
SESplan	Administration of SESplan meetings	Meetings administered	James Millar	April 2013	May 2014	Complete
Permanence Panel Review	Review of procedures, practices and associated policies of the West Lothian Adoption Panel	Procedures, policies and practices reviewed and amended where appropriate	Carol Johnston	May 2013	December 2013	Complete
Late Hours Catering Review	Review of the Late Hours Catering licensing process	Procedures reviewed and amended where appropriate	Audrey Watson	April 2013	December 2013	Complete

Actions 2014/15						
Action	Description	Planned Outcome	Owner	Start	End	Status (Planned, Active, Complete)
Community Council Scheme Review	Review of the Scheme for the Administration of Community Councils	Scheme reviewed and amended as appropriate	James Millar	December 2013	May 2014	Active
Hire Care Training Scheme	Implementation of scheme of mandatory training for hire care licence holders and escorts for hire car contracts	Scheme of approved hire car training	Audrey Watson	January 2014	December 2014	Active
Procurement of licensing software system	Tender to secure electronic system to administer licensing schemes	Software contract let	Audrey Watson	January 2014	July 2014	Active
Procurement of committee services software system	Tender to secure electronic system for committee administration services	Software contract let	James Millar	January 2014	July 2014	Active
Kinship Care Policy Review	Review of policy, procedure and practices relating to Kinship Care	Policy, procedure and practices reviewed and amended where appropriate	Kerri Murphy	February 2014	May 2014	Active
Hire car review	Review of Hire car licensing process	Procedures reviewed and amended where appropriate	Audrey Watson	April 2013	August 2014	Active
Street Traders review	Review of the Street Traders licensing process	Procedures reviewed and amended where appropriate	Audrey Watson	April 2013	June 2014	Active
New Build Council Housing Programme	Provision of legal advice in respect of project work, property and planning issues, procurement and other relevant legislation for development of new build council housing across the county.	New Build Council Housing programme completed	Corine Paterson	April 2013	March 2017	Active
Licensing Board Over provision Policy	Review of information and evidence relating to over provision of license premises	Identification of need for over provision policy	Audrey Watson	May 2014	November 2014	Planned

Performance

Performance Indicator	Percentage of legal services customers who rated the service's delivery as good or excellent.	LS016_6a.2
Description	Customer satisfaction surveys are issued to all customers by Legal Services at the end of a transaction. This performance indicator measures the percentage of customers who rated the service's delivery as good or excellent from a five-point scale (excellent, good, adequate, poor, very poor). The data from surveys is analysed to identify service improvements and the results are reported at the end of the financial year.	



Year	Percentage	Target
2009/10	94.12%	100%
2010/11	87.5%	100%
2011/12	100%	100%
2012/13	100%	100%

■ Target (Years)

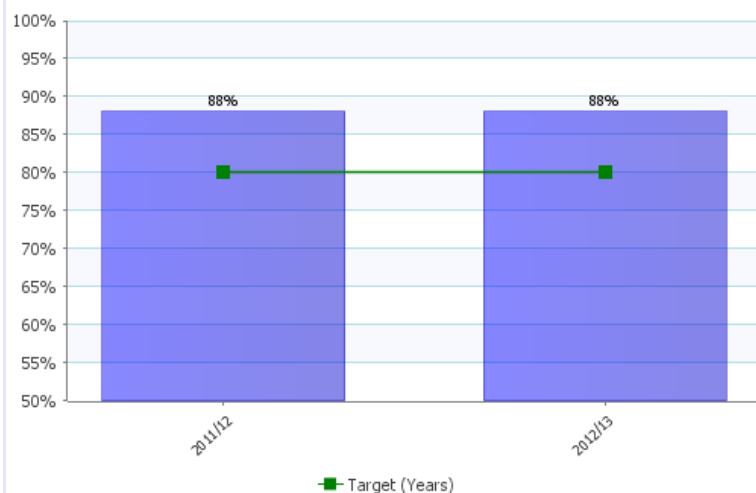
Trend Chart Commentary:

A one page survey has been developed by legal services and is being issued to customers on conclusion of a lengthy or major transaction. The success of these methods shall be reviewed regularly.

The trend shows a deterioration in customer satisfaction from 2009/10 to 2010/11 but an improvement through 2011/12 and 2012/13. Surveys are ongoing throughout the year. Methods of consultation will continue to be reviewed with a view to maintaining performance and improving response rates.

The target for 2014/15 is 100%.

Performance Indicator	Percentage of Taxi Operator's Applications Granted or Refused Within 60 Days (annual)	LS115_6b.2
Description	<p>The Civic Government (Scotland) Act 1982 provides a statutory deadline of 6 months for a taxi operator's application to be granted or refused. The Licensing Team has set a local target of 80% of all applications to be granted or refused within 60 days.</p> <p>This indicator reports the total number of private hire car operator's applications granted or refused each month. The indicator represents the end to end process in determining an application. The overall process involves external agencies over which the Service has no control.</p> <p>Vehicles require to undergo a test at the Taxi Examination Centre (TEC) and vetting must be completed by the Police at the TEC prior to applications being granted. Any objections received result in the application requiring to be considered at a Licensing Committee meeting leading in most cases to the target being exceeded due to the statutory timescales involved in that process.</p>	

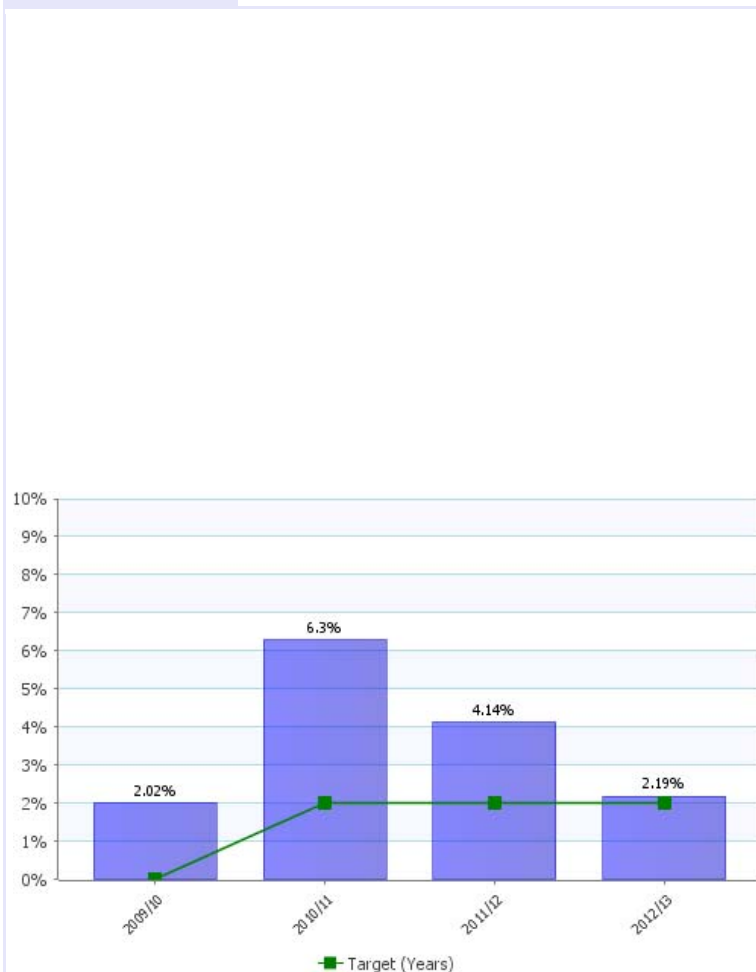


Trend Chart Commentary:

The trend shows that performance has been consistent over the period 2011/12 and 2012/13. Complete data for 2013/14 is not yet available. Data reported in indicator LS045_6b.2 reports the Percentage of Taxi Operators Applications granted or refused within 60 days on a monthly basis. The monthly trend within that indicator for the period April 2013 to January 2014 indicates performance has been maintained for the year to date.

The target for 2014/15 is 85%

Performance Indicator	Percentage of Taxi/Private Hire Car Drivers Licences Suspended.	LS053_9b.2
Description	The Civic Government (Scotland) Act 1982 requires the local authority to license taxi and private hire car drivers. Drivers are expected to comply with the conditions attached to their licence. This indicator measures the number of licensed taxi and private hire car drivers, as a percentage of the total number of licenced drivers, who have had their licences suspended following a complaint or infringement of their licence conditions. The target has been set at 2%. The full year position is reported at the end of the financial year.	



Trend Chart Commentary:

At the beginning of 2010, the two licensing standards officers formerly based in Environmental health transferred to legal services. This allowed a review of their workload and in particular their enforcement duties which have become more targeted and efficient.

The increase in suspension of drivers licences in 2010/11 is as a result of enforcement work carried out by the Licensing Standards Officers in conjunction with the enforcement undertaken by Lothian and Borders police. The increase includes a number of short term suspensions due to drivers failing medical assessments. Although this is an increase on the annual figure, it is an indication that the enforcement provisions are successfully identifying drivers who may be operating their licence in a manner which creates a risk to members of the public. The suspension of the licence is undertaken to protect the public and sometimes also the driver. The number of licences suspended in 2011/12 has reduced.

The target for this indicator is set at 2% as the ideal position is that the vetting which takes place prior to the application being granted would prevent any driver being granted a licence where there were concerns about their being a fit and proper person. However it is recognised that there may be situations where a driver's health may deteriorate or they may breach the conditions of their licence and in these circumstances their licence may be suspended.

The target for 2014/15 is 2%

Calendar of Improvement and Efficiency Activity

Action	Frequency	2014/15 (✓)											
		Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
● Performance management	Monthly	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
● Review of Performance Indicators and targets	Quarterly			✓			✓			✓			✓
● Benchmarking	Annually												✓
● Collation Specified Performance Indicators (SPIs)	n/a												
● Update of PPR information	Monthly	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
● WLAM (assessment)	n/a												
● Review Panel	n/a												
● Performance Committee	n/a												
● Process Review (Lean/RIE activity)	As Required												
● Progress review of improvement actions	Monthly	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
● CSE preparation	n/a	✓											
● Inspection or Audit activity	Annually	✓											
● Budget Management activity	Monthly	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
● Equality Impact Assessment(s)	As Required												
● Health and Safety Assessment(s)	As Required												
● Business Continuity Planning	Quarterly			✓			✓			✓			✓
● Workforce Planning	Monthly	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
● PRPDs	Annually		✓	✓	✓								
● Review of customer groups/segmentation matrix	Quarterly			✓			✓			✓			✓
● Customer consultation	Monthly	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
● Review of Service Standards	Annually											✓	
● Planned Engagement activity	Monthly	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
● Website content management	Monthly	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

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

3.4 Civic Centre Central Admin Team

Manager:	Ann Jack
Number of Staff (FTE):	27.8
Location:	Civic Centre

Purpose

The Civic Centre Central Admin Team provides a wide range of administration and support functions to the Heads of Service, Services located within the Civic Centre and to locations out with the Civic Centre who use the Mitrefinch - Time Recording System (TMS). The team also provides a reception and mail service to the Civic Centre partners and staff and also a centralised mail service.

It is important that the Civic Centre Central Admin Team continue to be flexible and responsive to meet the ever changing demands and requirements of the council and our partners.

Activities

The main activities of the service in 2014/15 will be:

- Centralised Mail service on behalf of all council services and Partners
- Civic Centre reception
- Administrative support for Heads of Service
- Administrative support for Civic Centre council services
- High volume photocopying and distribution of Committee papers
- Councillors Local Disbursement Fund
- PECOS ordering and invoicing
- Council wide MFD management
- Council wide flexi system management and Mitre Finch system administration
- Property Help Desk management
- Tell Us Once administration
- Data input
- Civic Centre inductions and badge activation
- Election Team admin support

Key Partners

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

Our key internal partners are:

- Fleet and Community Transport Services
- Education Services

Our key external partners are:

- Civic Centre and Strathbrock Partnership partners
- TNT
- Royal Mail
- DX & Legal Post
- Mitre Finch
- Xerox

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
Service Users	Opinion Taker	Quarterly	Mandy Armit	Council intranet page and management team meetings
Heads of Service	Meetings	Annual	Ann Jack	Council intranet page and management team meetings
Reception/Mail Room Customers	Opinion Taker	Quarterly	Mandy Armit	Council intranet page and management team meetings

Activity Budget

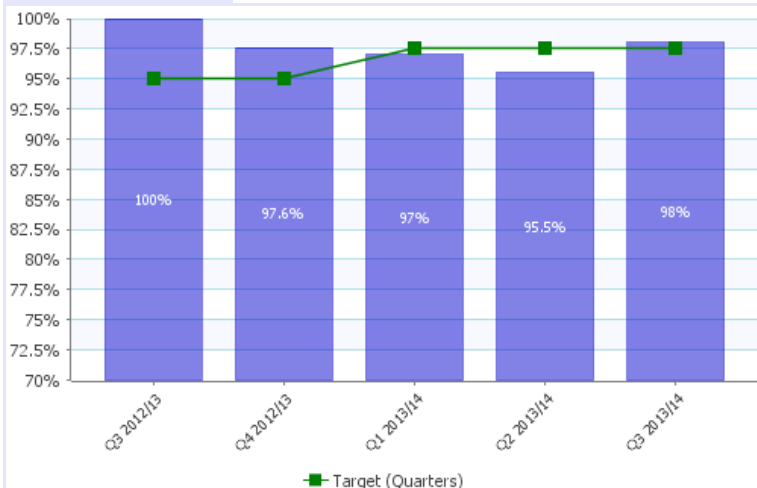
Activity Budget								
Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2014/15	PI Category	Staff Recourses (FTE)	Revenue Expenditure Budget 2014/15 £	Revenue Income Budget 2014/15 £	Net Revenue Budget 2014/15 £
Reception	Reception duties on behalf of West Lothian Council and its Civic Centre Partners	Enabler Service - Modernisation and Improvement	CCA061_9a.1c Unit cost per customer engagement at Civic Centre reception (target £0.15)	High Level	3.0	57,171	(41,155)	16,016
Mailroom Services	Management of all incoming and outgoing mail at the Civic Centre on behalf of WLC and its Civic Centre Partners	Enabler Service - Modernisation and Improvement	CCA063_9a.1a Unit cost of providing a mail service within the Civic Centre (target £0.25)	High Level	5.0	339,661	(151,857)	187,804
			CCA064_9b.1c Percentage of external mail processed within the SLA agreement with Royal Mail (target 100%)	High Level				
Administration Support	To provide a comprehensive administration support service to Heads of Service and all council services within the Civic Centre.	Enabler Service - Modernisation and Improvement	CCA065_9a.1a Total cost of Admin Team Service per £1 million of total Council Revenue Expenditure (target £1,860)	High Level	19.7	494,036	0	494,036
			CCA068_9b.1c Percentage of admin requests completed within service level agreement (half yearly) (target 98%)	High Level				
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		0.1	22,274	0	22,274
Total:					27.8	913,142	(193,012)	720,130

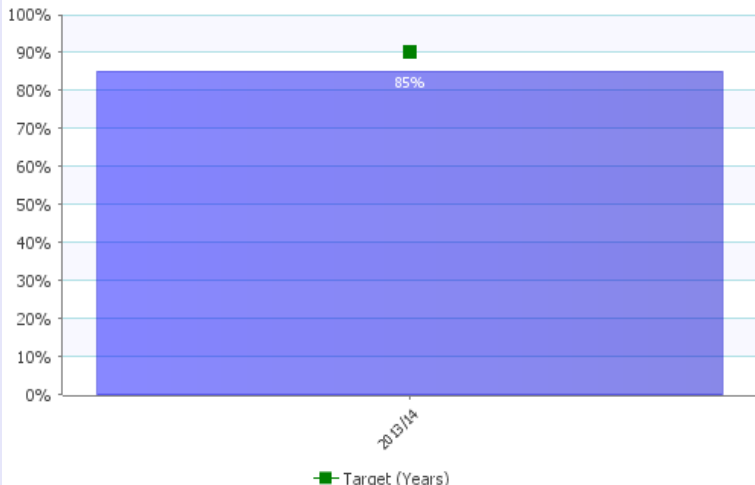
Actions

Actions 2013/14						
Action	Description	Planned Outcome	Owner	Start	End	Status (Planned, Active, Complete)
Internal mail review (1 st phase)	Revised internal mail service which provides a more cost effective and efficient service which continues to meet customer needs	Remove excess franking machines and create a centralised mail service from the Civic Centre	Ann Jack	October 2011	March 2014	Complete
Centralise Stationery Budget within the Civic Centre	Revised provision and storage of stationary within the Civic Centre	Effective stock management and reduced expenditure	Ann Jack	April 2012	March 2014	Complete

Actions 2014/15						
Action	Description	Planned Outcome	Owner	Start	End	Status (Planned, Active, Complete)
Review of Council Admin Services	Undertake a review of admin services in key council locations	Replicate the Civic Centre admin model in key council locations	Ann Jack	December 2012	March 2016	Active
Review of mobile phone billing	Undertake a review of mobile phone billing system	More efficient and cost effective mechanism for the recovery of non business calls	Ann Jack	April 2013	December 2013	Active
Internal mail review (2 nd phase)	Revised internal mail service which provides a more cost effective and efficient service which continues to meet customer needs	Provide print to mail service for urgent mail and develop a process for scanning of incoming mail for forward delivery	Ann Jack	April 2014	March 2015	Planned
Centralise Stationery Budget within the Civic Centre	Revised provision and storage of stationary within the Civic Centre	Effective stock management and reduced expenditure	Ann Jack	April 2012	March 2015	Active
Review of Council Admin Services	Undertake a review of admin services in key council locations	Replicate the Civic Centre admin model in key council locations	Ann Jack	December 2012	March 2016	Active
Review of mobile phone billing	Undertake a review of mobile phone billing system	More efficient and cost effective mechanism for the recovery of non business calls	Ann Jack	April 2013	December 2014	Active
Introduce the Time Management System (TMS) into locations with no/outdated time recording system	<ul style="list-style-type: none"> Identify all locations and staff numbers where TMS is not used Install TMS as required Provide TMS training 	TMS installed across council locations	Ann Jack	December 2013	August 2014	Active

Performance

Performance Indicator	Percentage of customers who rated the overall quality of Customer Service provided by the Admin Team service as good or excellent.	CCA007_6a.7																		
Description	This performance indicator measures the percentage of customers who rated the Admin Team's overall quality of customer service as good or excellent from a five- point scale (excellent, good, adequate, poor, very poor). The data from surveys is analysed to identify service improvements and the results are reported at the end of each quarter.																			
<div><div><table><thead><tr><th>Quarter</th><th>Performance (%)</th><th>Target (%)</th></tr></thead><tbody><tr><td>Q3 2012/13</td><td>100%</td><td>98%</td></tr><tr><td>Q4 2012/13</td><td>97.6%</td><td>98%</td></tr><tr><td>Q1 2013/14</td><td>97%</td><td>98%</td></tr><tr><td>Q2 2013/14</td><td>95.5%</td><td>98%</td></tr><tr><td>Q3 2013/14</td><td>98%</td><td>98%</td></tr></tbody></table></div><div><p>Trend Chart Commentary</p><p>Since this PI was introduced the Admin Team has consistently reported above 90%. Performance in Quarter 3 and Quarter 4 2012/13 achieved target.</p><p>From Quarter 1 to Quarter 3 2013/14 the Admin Team achieved high levels of satisfaction but did not achieve target. No feedback was provided on the survey's to indicate why customers were dissatisfied with the overall quality of the Admin Team, ongoing training and support is provided to staff and performance monitored regularly.</p><p>The target for 2014/15 is 98%</p></div></div>			Quarter	Performance (%)	Target (%)	Q3 2012/13	100%	98%	Q4 2012/13	97.6%	98%	Q1 2013/14	97%	98%	Q2 2013/14	95.5%	98%	Q3 2013/14	98%	98%
Quarter	Performance (%)	Target (%)																		
Q3 2012/13	100%	98%																		
Q4 2012/13	97.6%	98%																		
Q1 2013/14	97%	98%																		
Q2 2013/14	95.5%	98%																		
Q3 2013/14	98%	98%																		

Performance Indicator	Annual percentage of TMS requests processed within two days by the Civic Centre Admin Team	CCA035_6b.2
Description	This is an important indicator for the Admin Team due to the high volume requests that are received, the Admin Team provide time management support to staff in several locations. The information for this performance indicator is taken from CRM reports and can provide data on the total number of time management support requests received and completed within two days. This indicator reports the number of requests received and resolved within the two day Service Level Agreement as a percentage of the total number of service requests.	
<div><p>85%</p><p>2013/14</p><p>■ Target (Years)</p></div>		<div><p><u>Trend Chart Commentary</u></p><p>There are approximately two thousand staff with access to the council flexi recording system called TMS. There are a number of trained administrators in each service area to resolve system issues however a large number of the requests require in depth support and the Admin Team are responsible for these.</p><p>During 2013 there was a system upgrade and this resulted in a higher than normal number of enquiries, this affected performance from May until August. Training has been provided to more staff with additional support available at quarterly administrator meetings resulting in improved performance reporting.</p><p>The target for 2014/15 is 90%</p></div>

Performance Indicator
Total cost of Admin Team Service per £1 million of total Council Revenue Expenditure

CCA067_9a.1a

Description

This performance indicator measures the cost of the Civic Centre Admin Team Service per £1 million of West Lothian Council's budget expenditure. This is calculated by dividing the total cost of the Civic Centre Admin Team Service by West Lothian Council's budget expenditure for the financial year and multiplying by one million.

The performance indicator provides an understanding of the corporate resource commitment to providing a centralised administration service in the Civic Centre including Head of Service Support, reception management and the provision of a centralised mail service.

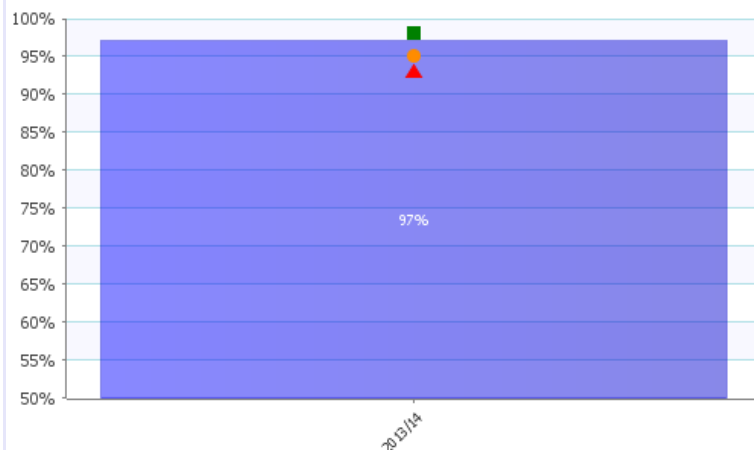
Viewed in tandem with effectiveness performance indicators, it can also help the service understand its overall impact and whether it represents value for money.


Trend Chart Commentary

This is a new indicator introduced in 2013/14. In the two year's data that is available, costs have reduced due to savings within the centralised mail budget.

Target has been reviewed and set as £1860.00 for 2014/15 due to expected savings within the centralised print budget.

Performance Indicator	Percentage of all annual admin requests completed within service level agreements.	CCA068_9b.1c
Description	This performance indicator measures the total percentage of all types of service requests completed within the respective service level agreement on an annual basis.	



Trend Chart Commentary

This is a new High Level annual performance indicator to report on the number of service requests being completed within the Admin Team service level agreements. Target was set at 98% and will be reviewed annually. Performance dipped in July, August and November, this was due to staffing issues, flexi system problems and high volume Disbursement requests.

Training is being provided to increase the number of staff who can resolve TMS and Disbursement issues. Due to the expected increase in flexi system enquiries for the Admin Team the target has been reviewed and will remain at 98% for 2014/15.

The target for 2014/15 is 98%

Calendar of Improvement and Efficiency Activity

Action	Frequency	2014/15 (✓)											
		Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
● Performance management	Monthly	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
● Review of Performance Indicators and targets	Quarterly			✓			✓			✓			✓
● Benchmarking	Annually												✓
● Collation Specified Performance Indicators (SPIs)	<i>n/a</i>												
● Update of PPR information	Monthly	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
● WLAM (assessment)	Annually		✓										
● Review Panel	Annually				✓								
● Performance Committee	Annually					✓							
● Process Review (Lean/RIE activity)	<i>As required</i>												
● Progress review of improvement actions	<i>As required</i>												
● CSE preparation	Annually						✓						
● Inspection or Audit activity	Annually	✓											
● Budget Management activity	Monthly	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
● Equality Impact Assessment(s)	<i>As required</i>												
● Health and Safety Assessment(s)	<i>As required</i>												
● Business Continuity Planning	Quarterly			✓			✓			✓			✓
● Workforce Planning	Monthly	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
● PRPDPs	Annually		✓	✓	✓								
● Review of customer groups/segmentation matrix	Quarterly			✓			✓			✓			✓
● Customer consultation	Monthly	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
● Review of Service Standards	Annually										✓		
● Planned Engagement activity	Monthly	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
● Website content management	Monthly	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
● Performance activity ● Self Assessment activity ● Consultation & engagement activity ● External assessment activity ● Corporate management activity													

3.5 Performance and Improvement Services

Manager:	Rebecca Kelly
Number of Staff (FTE):	12.8
Location:	Civic Centre

Purpose

The service has a lead role in driving the modernisation and improvement of council services through coordinated programmes of planning, quality and project management. It is also responsible for building a corporate approach to performance and the administration and support of critical business systems, including the council's customer relationship management and performance management systems.

Activities

The main activities of the service in 2014/15 will be:

- Ongoing development of a comprehensive performance management framework
- Development and implementation of quality frameworks, standards and systems
- Provision of process improvement activities
- Provision of programme and project management
- Provision of systems support and administration for the customer relationship management and performance management systems
- Facilitation of Blue Badge/NEC entitlement schemes

Key Partners

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

Our key external partners are:

- Improvement Service
- Audit Scotland
- Quality Scotland
- Investors in People
- Customer Service Excellence
- Transport Scotland
- Young Scot

Our key internal partners are:

- HR Services
- IT Services
- Legal Services
- Community Planning team
- Financial Management
- Customer and Community Services

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
Performance and Improvement Service Council Service Users	Electronic Survey	Annual	Rebecca Kelly	Council intranet page and management team meetings
WLAM Self Assessment Service Users	Electronic Survey	Annual	Audrey Johnston and Leahan Thomson	Council intranet page and management team meetings
Business Improvement Service Users	Electronic Survey	Annual	Katherine McLaughlin and Claire Frame	Council intranet page and management team meetings
Council Services using Performance Systems	Electronic Survey	Annual	Neil MacLeod	Council intranet page and management team meetings
Performance and Systems: systems training (staff)	Evaluation of training	Monthly	Neil MacLeod	Council intranet page and management team meetings

Activity Budget

Activity Budget								
Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2014/15	PI Category	Staff Recourses (FTE)	Revenue Expenditure Budget 2014/15 £	Revenue Income Budget 2014/15 £	Net Revenue Budget 2014/15 £
Quality and Performance	Develop, implement and facilitate quality, performance and best value processes and systems across council services and the corporate entity	Enabler Service - Modernisation and Improvement	PIS201_9a.2a Percentage of council services on the Review Panel cycle "A" (target 50%)	WLAM	2.2	139,206	0	139,206
			PIS204_9b.1c Percentage of council services scoring 400-499 in the WLAM (target 65%)	High Level				
Project Management	To provide professional change management to the corporate change programme	Enabler Service - Modernisation and Improvement	PIS401_9a.1a Cost of project management support per project (£2,600)	WLAM	2.2	107,711	0	107,711
			PIS405_9b.1c Percentage of DBO projects completed	WLAM				
Process Improvement	To promote process improvement activity and the move to new ways of working across the Council	Enabler Service - Modernisation and Improvement	PIS101_9a.1a Cost of supporting business improvement activity per project (target £7,000)	WLAM	2.2	90,132	0	90,132
			PIS104_9b.1c Total number of business improvement activities completed (75%)	WLAM				

Activity Budget								
Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2014/15	PI Category	Staff Recourses (FTE)	Revenue Expenditure Budget 2014/15 £	Revenue Income Budget 2014/15 £	Net Revenue Budget 2014/15 £
Performance and Systems	Council services are supported to deliver by ensuring systems are efficient, effective and joined up	Enabler Service - Modernisation and Improvement	PIS521_9a.1c Cost of Lagan system support and maintenance per user (target £32.61)	WLAM	4.8	239,007	0	239,007
			PIS580_9a.1c Cost of Covalent system support and maintenance per engaged user (£49.00)	WLAM				
			PIS523_9b.1a Percentage Performance and Systems projects on track (target 100%)					
Entitlement - Blue Badge/NEC	Entitlement schemes are supported and administered efficiently and effectively	Enabler Service - Corporate Governance and Risk	PIS501_9a.2a Percentage of Blue Badge Appeals upheld (target 25%)	WLAM	1.2	31,992	0	31,992
			PIS504_9b.1c Percentage of Blue Badge applications processed within five working days (target 95%)	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		0.2	19,408	0	19,408
	Total :-				12.8	627,456	0	627,456

Actions

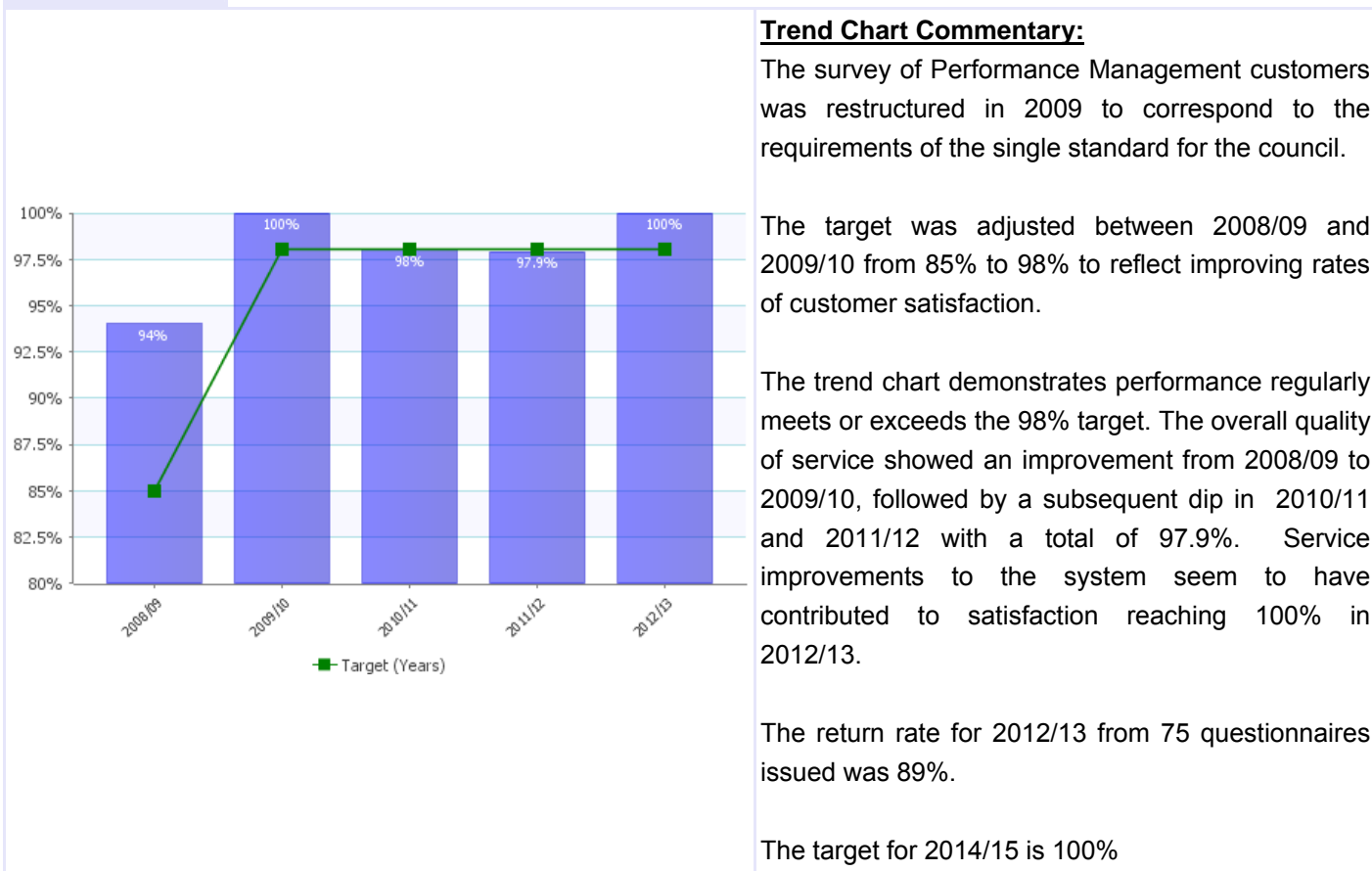
Actions 2013/14						
Action	Description	Planned Outcome	Owner	Start	End	Status (Planned, Active, Complete)
Review of Planning, Strategy and Governance	Ongoing review of the council's approach to planning, strategy and the identification a new more integrated model.	The council has an integrated planning, strategy and governance approach that aligns to and supports the delivery of the council priorities.	Julie Whitelaw	March 2012	March 2014	Complete
CRM Scripting	To review the CRM menu structure and script flows to improve the efficiency of customer transactions.	Menu structure prioritised to reflect common and high volume customer interactions. Script flows optimised for efficient handling of customer interactions.	Neil MacLeod	July 2013	December 2013	Complete

Actions 2014/15						
Action	Description	Planned Outcome(s)	Owner	Start	End	Status (Planned, Active, Complete)
Programme and project management	Co-ordinated management of projects across the council to support the modernisation and improvement of council services.	A more efficient and customer focused service provision.	Joe Murray and David Henderson	January 2013	March 2018	Active
Corporate Complaints Procedure	Monitor and develop a robust performance and reporting structure for complaints across all areas of the council.	Ensure that the complaints performance analysis and improvement activity are compliant with the Complaints Standards Authority requirements.	Joe Murray	February 2013	April 2015	Active
Development of new Improvement Strategy	Development of an Improvement Strategy that supports the new corporate priorities and reflects the new structure for Performance and Improvement activity.	An outcome-focused strategy that supports the council's priorities.	Rebecca Kelly	June 2013	March 2014	Active
Performance support and guidance	Development of new guidance and more flexible support services to refine the performance approaches adopted and the management of performance indicators.	<ul style="list-style-type: none"> Embed robust performance management approaches throughout all council services Refine and rationalise the performance information in services 	Rebecca Kelly	April 2014	October 2014	Planned
Performance training	Development of new training on performance management and the council's performance management system (Covalent)	<ul style="list-style-type: none"> Increase officer confidence and capability Help officers maximise the functionality of Covalent to reduce reporting and review activity 	Neil MacLeod	April 2014	October 2014	Planned

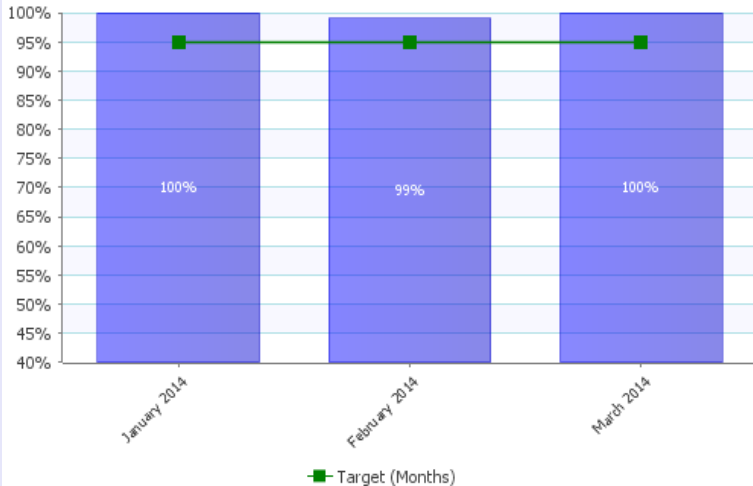
Actions 2014/15						
Action	Description	Planned Outcome(s)	Owner	Start	End	Status (Planned, Active, Complete)
Review of business processes in Performance and Improvement	A high level review of the business processes in the service, with more targeted interventions for processes that require improvement.	A more integrated, responsive level of service is provided to council services and enhanced customer satisfaction.	Katherine McLaughlin	April 2014	March 2015	Planned
Introduction of new WLAM framework	Development of the new guidance and a council-wide programme.	Guidance that supports the council's priorities.	Leahan Thomson	April 2014	August 2014	Planned
Review Panel	Evaluation of the impact and effectiveness of the Review Panel, including the documentation and support provided to the panel members.	A more dynamic panel process that addresses any patterns or recurring issues in service performance and improvement.	Rebecca Kelly	April 2014	August 2014	Planned
eForms	To develop the use of eForms to maximise opportunities for self service transactions.	Develop staff knowledge and skills relating to the design and operation of eForms. Assist services with the identification of self service opportunities and the implementation of eForm solutions.	Neil MacLeod	April 2014	March 2015	Planned

Performance

Performance Indicator	Percentage of Covalent customers who rated the overall quality of the service provided as good or excellent.	PIS592_6a.7
Description	This annual survey records the percentage of Covalent customers who rated the overall quality of the service provided as good or excellent. The survey is conducted with customers who are regular users of the Covalent support service or who have contacted the Covalent team in the previous 12 months.	



Performance Indicator	Percentage of System Support enquiries handled within one working day	PIS520_6b.2
Description	This indicator measures the success of service in capturing and progressing Lagan enquiries within one working day. Progressing enquiries is defined as resolution of the enquiry or, where resolution cannot be achieved in one working day, planned resolution which has been agreed with the customer.	



Month	Actual Performance (%)	Target (%)
January 2014	100%	95%
February 2014	99%	95%
March 2014	100%	95%

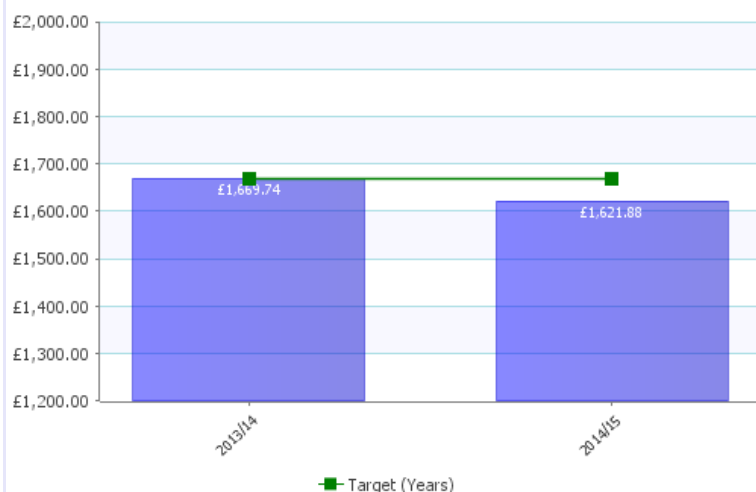
Trend Chart Commentary

The chart displays the first three sets of data collected for this indicator and shows that 100% of enquiries were handled within target in January, 99% in February and 100% March 2014.

This information will be available by annual frequency in 2014/15.

The target for 2014/15 is 95%

Performance Indicator	Cost of Performance and Improvement service per £1m Budget Expenditure	PIS022_9a
Description	<p>This performance indicator measures the cost of Performance and Improvement Service per £1 million of West Lothian Council's budget expenditure. This is calculated by dividing the total cost of Performance and Improvement Services by West Lothian Council's budget expenditure for the financial year and multiplying by one million.</p> <p>The performance indicator provides an understanding of the corporate resource commitment to professional management and support for performance and improvement activity and the maintenance of corporate systems for customer enquiry and performance management. Viewed in tandem with effectiveness performance indicators, it can also help the service understand its overall impact and whether it represents value for money.</p>	

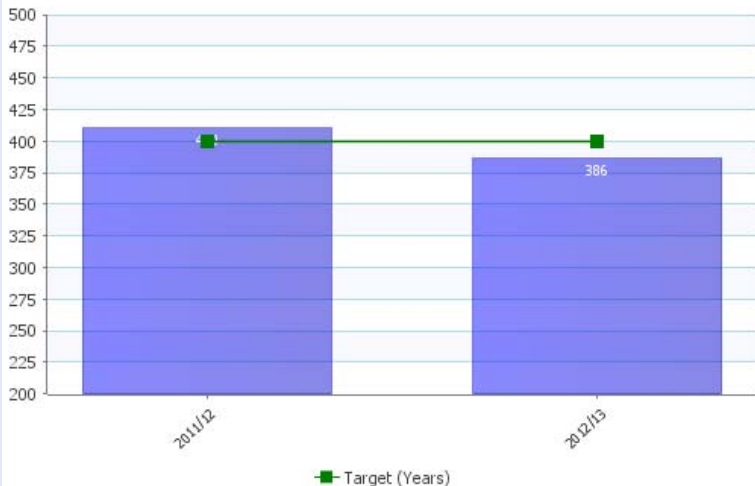


Trend Chart Commentary

Performance and Improvement Services were established in 2013/14 as a council service and therefore there is only two years of data available.

There was a reduction in 2014/15 from 2013/14 in the overall cost of the service by £47.86 per £1m budget expenditure. This is due to the ongoing implementation of changes and the impact of changes from the restructuring and creation of the team in 2013/14. This includes changes to staffing and the service provision.

The target for 2014/15 is £1669.74.

Performance Indicator	Average West Lothian Assessment Model (WLAM) score of Council services	PIS202_9b.1a						
Description	This performance indicator captures the average score achieved by council services each year in the West Lothian Assessment Model (WLAM). This allows the council to track the collective progress and levels of achievement in services on an annual basis. The assessments are conducted as part of a three year rolling programme of assessment, facilitated and validated by European Foundation for Quality Management (EFQM) Accredited Assessors.							
 <table><tr><th>Year</th><th>Score</th></tr><tr><td>2011/12</td><td>410</td></tr><tr><td>2012/13</td><td>386</td></tr></table>		Year	Score	2011/12	410	2012/13	386	<p><u>Trend Chart Commentary</u></p> <p>In 2011/12, there were a total of ten WLAM assessments carried out with an average score of 410.</p> <p>In 2012/13, there were a total of eight WLAM assessments carried out with an average score of 386. The reduction in the average score represents a number of services in 2012/13 completing the process that were identified as requiring improvement to their performance management approach - which represents over 50% of the overall score in the assessment process.</p> <p>In 2013/14, a total of fourteen WLAM assessments will be carried out, concluding this three year rolling programme of assessment and this data will be available in mid-April 2014.</p> <p>The target for 2014/15 will be 430.</p>
Year	Score							
2011/12	410							
2012/13	386							

Calendar of Improvement and Efficiency Activity

Action	Frequency	2014/15 (✓)											
		Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
● Performance management	Monthly	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
● Review of Performance Indicators and targets	Quarterly			✓			✓			✓			✓
● Benchmarking	Annually												✓
● Collation Specified Performance Indicators (SPIs)	n/a												
● Update of PPR information	Monthly	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
● WLAM (assessment)	n/a												
● Review Panel	n/a												
● Performance Committee	Quarterly		✓			✓			✓			✓	
● Process Review (Lean/RIE activity)	Annually	✓	✓	✓	✓								
● Progress review of improvement actions	Annually										✓		
● CSE preparation	Annually						✓						
● Inspection or Audit activity	Annually	✓											
● Budget Management activity	Monthly	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
● Equality Impact Assessment(s)	Annually		✓										
● Health and Safety Assessment(s)	Annually	✓											
● Business Continuity Planning	Quarterly			✓			✓			✓			✓
● Workforce Planning	Monthly	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
● PRPDs	Annually		✓	✓	✓								
● Review of customer groups/segmentation matrix	Quarterly			✓			✓			✓			✓
● Customer consultation	Monthly	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
● Review of Service Standards	Annually											✓	
● Planned Engagement activity	Monthly	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
● Website content management	Monthly	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

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

3.6 Corporate Communications

Manager:	Garry Heron
Number of Staff (FTE):	7.4
Location:	Civic Centre

Purpose

Corporate Communications aims to enhance and protect the council's reputation through providing integrated corporate communications.

The team is responsible for developing and delivering a wide range of communications, designed to promote the council and its services to communities and the wider public.

The team works closely with the council's community planning partners and to provide communications advice and support.

Corporate Communications has developed both the council's Branding Guidelines and the West Lothian Way Communications Guidelines to ensure a consistent approach is taken to all forms of communications.

Activities

The main activities of the team in 2014/15 will be:

- Enhancing the council's online communications channels
- Development and implementation of more effective communications plans
- Leading on communications and raise awareness of both the European Parliamentary Elections and the Scottish Independence Referendum
- Provision of a corporate design function for both online and print publications
- Provision of internal communications support
- Provision of a 24/7 media support service for the council
- Assisting in the delivery of marketing activities
- Ensuring a consistent approach to the branding

Key Partners

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

Our key external partners are:

- West Lothian College
- West Lothian Community Health and Care Partnership
- Police Scotland
- West Lothian Leisure

Our key internal partners are:

- Inprint (Operational Services)
- Area Services and IT Services (Website development)

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
Internal service users	Opinion Taker	Annual	Ewen McNamee	Electronic/hard copy
Heads of Service	Meetings	Bi Annual	Garry Heron	Report of findings/verbal feedback
Elected members	Opinion Taker/Meetings	Opinion Taker: Annual Meetings: Weekly	Garry Heron	Report of findings/verbal feedback
Local media	Meetings	Annual	Elaine Henderson	Report of findings/verbal feedback
West Lothian residents	Survey in Bulletin	Annual	Garry Heron	Publish electronic and hard copy
West Lothian residents	Facebook/Twitter survey	Annual	Eddie Anderson	Publish results online/verbal feedback

Activity Budget

Activity Budget								
Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2014/15	PI Category	Staff Recourses (FTE)	Revenue Expenditure Budget 2014/15 £	Revenue Income Budget 2014/15 £	Net Revenue Budget 2014/15 £
Media relations	To protect, shape and enhance the reputation of the council and its community planning partners, ensuring key messages, achievements and successes are well publicised and to strive to secure balanced and fair reporting of all news stories relating to the council. Also deal with media enquiries.	Enabler Service - Corporate Governance and Risk	Number of press releases issued (target 80)	WLAM	1.8	76,545	(12,000)	64,545
			Percentage of graded news stories in national papers that are positive or balanced (target 100%)	WLAM				
Online development	To identify and develop existing and new opportunities to promote council, community planning partners and local events and business using a variety of online media	Enabler Service - Modernisation and Improvement	Number of visits per month to the council website homepage (target 120,000)	WLAM	1.8	76,545	0	76,545
Publishing	To provide information for the public, elected members and staff relating to council services and service provision, in appropriate formats	Enabler Service - Corporate Governance and Risk	Unit cost of Bulletin per household (target £0.18)	WLAM	0.5	78,263	(38,862)	39,401
			Percentage of local households who receive bulletin (target 100%)					

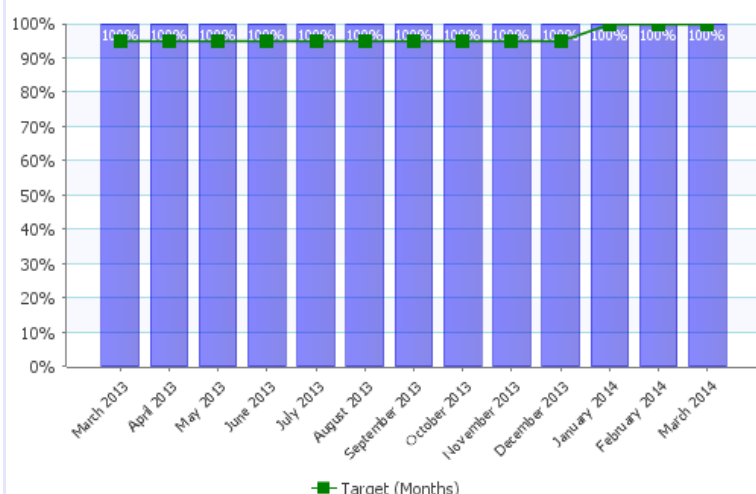
Activity Budget								
Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2014/15	PI Category	Staff Recourses (FTE)	Revenue Expenditure Budget 2014/15 £	Revenue Income Budget 2014/15 £	Net Revenue Budget 2014/15 £
Reputation management	To provide advice to elected members and officers on working with the media.	Enabler Service - Corporate Governance and Risk	Press releases issued per FTE (target 32 per month)	WLAM	0.4	17,010	0	17,010
			Report on percentage of local news stories graded positive (target 80%)	WLAM				
Project, campaign and event management	To develop strategies to maximise public awareness of council initiatives and policies, making full use of all opportunities to raise the council's profile and reputation, including delivery of key messages for all council services and the staging of events.	Enabler Service - Corporate Governance and Risk	Net cost of Celebrating Success (target £0.00)	WLAM	0.9	78,273	(27,700)	50,573
			Percentage of customers who were satisfied with the council website (target 65%)	WLAM				
Creative services, including graphic design, video and photography	To give impact and clarity to the councils corporate identity by presenting information in an appropriate format for the target audience. To monitor and provide advice on the proper use of council logo and corporate branding to ensure the council input is recognised.	Enabler Service - Modernisation and Improvement	Creative design jobs completed per FTE (target 11.6 per month)	WLAM	2.0	85,050	(10,686)	74,364
			Percentage of creative design projects delivered within target dates (target 100%)	WLAM				
	Total:				7.4	411,686	(89,248)	322,438

Actions

Actions 2013/14						
Action	Description	Planned Outcome	Owner	Start	End	Status (Planned, Active, Complete)
Online media	To review the service and evaluate its impact on service delivery	To make social media sites more engaging and increase the number of customers following the council's social media	Elaine Henderson	April 2013	December 2013	Completed
Publications review	Analyse ways of reducing postage and print costs	Reduced costs in both printing and postage for key publications	Evelyn Cargill	July 2013	December 2013	Completed
School review	Monitor how schools communicate with customers.	Comprehensive information obtained on how schools communicate to customers including information on key contacts within schools.	Garry Heron	October 2013	March 2014	Completed

Actions 2014/15						
Action	Description	Planned Outcome(s)	Owner	Start	End	Status (Planned, Active, Complete)
Branding guidelines review	Review of the branding guidelines.	To raise awareness of the guidelines and ensure that they are communicated effectively.	Garry Heron	September 2014	January 2015	Planned
West Lothian Way guidelines review	Review of the West Lothian Way guidelines	Ensure that the guidelines are up-to-date and communicated effectively to customers.	Garry Heron	July 2014	February 2015	Planned
Review of online and Social Media	Consult with customers on the Social Media service	Increase the effectiveness of information on these key channels. Provide an enhanced service to customers.	Elaine Henderson	June 2014	December 2014	Planned
Review publications	Look to identify areas of duplication. Advise services on how to reduce print and postage costs	Reduce print and postage costs and ensure a more effective and efficient service.	Garry Heron	April 2014	January 2015	Planned
Inside News review	Review of Inside News	Increase the effectiveness of this key internal publication and ensure information on the council's priorities are communicated.	Garry Heron	June 2014	December 2014	Planned
Corporate Gifts review	Review the council's stock of corporate gifts	A more modern provision to better meet the needs of customers.	Lynette Valentine	April 2014	August 2014	Planned
etemplates	To expand the use of etemplates to maximise opportunities for a more efficient flow of information	Enable services to communicate better with the corporate communications team. Assist services realise the benefits of etemplates.	Ewen McNamee	April 2014	August 2014	Planned

Performance Indicator	Percentage of creative design projects delivered within target dates.	CC018_6b.2
Description	<p>This performance indicator measures the overall percentage of creative design projects delivered within target dates within a financial year. This allows the council to track the collective progress of all graphic design work on an annual basis.</p> <p>Target dates can change depending on what projects are undertaken. All graphic design projects are split into four categories depending on the amount of time required to complete the project. This can range from weeks to hours depending on the size and complexity of the project.</p> <p>Before work starts Corporate Communications agree with clients a graphic design brief, budget and target dates. Target dates are negotiated and can be altered to ensure that projects are delivered within agreed timescales. From a customer perspective this means that their project is completed within an agreed timescale and on budget. The data for this indicator is provided from data collected from the graphic design diary.</p>	



Trend Chart Commentary:

The trend chart demonstrates annual percentage of creative design projects delivered within target dates has remained consistent at 100%.

The 100% has been achieved despite one member of the graphic design function having been on maternity leave since January 2014 (0.4 FTE).

Corporate Communication is able to maintain the 100% due to careful management of the design diary, close working relationships with customers and the use of overtime and freelance provision when required to complete work.

The target for 2014/15 will remain at 100%.

Performance Indicator

Total cost to the council of each issue of Bulletin.

CC011_9a.1a

Description

This performance indicator measures the total cost to the council for each issue of Bulletin.

Bulletin is the newspaper of West Lothian Council and is distributed to around 80,000 homes and businesses quarterly. This measures the combined cost of printing and distributing Bulletin each quarter, the cost of which is offset by external advertising but not internal or partnership project advertising. The data is taken from the PECOS system regarding cost and income related to Bulletin.

Trend Chart Commentary

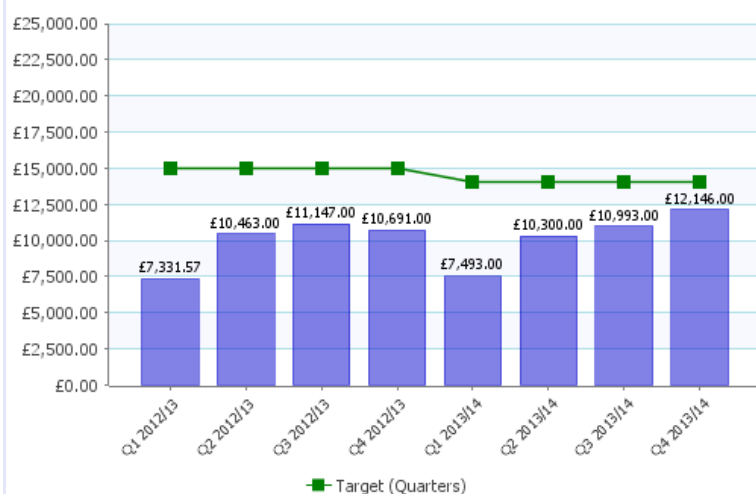
Every effort is made to ensure the cost of Bulletin is kept as low as possible thanks to a regular competitive tender process. Other factors are looked at regularly as part of the tender to ensure Bulletin remains good value for local residents. For example, we keep Bulletin to 16 pages to avoid extra weight charges from Royal Mail for distribution, and the size of paper reduced slightly in 2013 to limit spend on paper when the cost were rising.

Advertising is used to keep the cost of Bulletin down, although we are limited to only accepting advertising from within the council and our community planning partners (CPP).

This chart shows that efforts to keep Bulletin costs down are proving effective so far, but rising paper costs and a price rise from Royal Mail will continue to challenge. Every effort will be made to continue to seek external advertising to keep costs down. Both paper and distribution costs for Bulletin can fluctuate due to demand at the time, but have remained fairly consistent. A new distribution contract has seen a rise in these costs from the Spring 2014 edition, linked to Royal Mail's increasing charges.

The main factor affecting costs to the council is external advertising from our partners. Visit West Lothian book a recurring two page ad in Q1 Summer edition each year promoting internal tourism, which brings in £2,800 of external revenue, thus reducing the cost of the Q1 Summer edition.

The target for 2014/15 will remain £15,000.



Performance Indicator	Percentage of graded news stories in local media that are positive.	CC010_9b.1a																											
Description	The performance indicator looks at the percentage of graded news stories in the local papers that are positive. Every article in a West Lothian specific newspaper is logged by the team and assessed. Any articles directly involving us are graded as either positive, negative or balanced.																												
<div><div><table><thead><tr><th>Quarter</th><th>Percentage of graded news stories in local media that are positive</th><th>Target (Quarters)</th></tr></thead><tbody><tr><td>Q1 2012/13</td><td>88%</td><td>80%</td></tr><tr><td>Q2 2012/13</td><td>85%</td><td>80%</td></tr><tr><td>Q3 2012/13</td><td>92%</td><td>80%</td></tr><tr><td>Q4 2012/13</td><td>84%</td><td>80%</td></tr><tr><td>Q1 2013/14</td><td>90%</td><td>80%</td></tr><tr><td>Q2 2013/14</td><td>91%</td><td>80%</td></tr><tr><td>Q3 2013/14</td><td>88%</td><td>80%</td></tr><tr><td>Q4 2013/14</td><td>90%</td><td>80%</td></tr></tbody></table></div><div><p>Trend Chart Commentary:</p><p>We only have two local papers, the West Lothian Courier and Linlithgow Gazette, following the demise of the West Lothian Herald and Post in 2012.</p><p>The Corporate Communications team sets an ambitious target of 80% positive news in the local press. In real terms, this equates to four positive stories for every one that is either negative or balanced. To achieve this we ensure a constant supply of positive news stories to the local press and develop positive relations with staff on both newspapers.</p><p>Usually the issues that create negative news stories are generated by issues from council services so are outwith our control. Therefore we can only have a limited impact in preventing coverage with a negative element so our main aim is to ensure the council's viewpoint is represented in such cases.</p><p>This is why the figure fluctuates depending on what issues we have to address during a given period, but continual hard work by the team ensures the council continues to have a strong positive coverage in the local press generally.</p><p>The target for 2014/15 will remain 80%.</p></div></div>			Quarter	Percentage of graded news stories in local media that are positive	Target (Quarters)	Q1 2012/13	88%	80%	Q2 2012/13	85%	80%	Q3 2012/13	92%	80%	Q4 2012/13	84%	80%	Q1 2013/14	90%	80%	Q2 2013/14	91%	80%	Q3 2013/14	88%	80%	Q4 2013/14	90%	80%
Quarter	Percentage of graded news stories in local media that are positive	Target (Quarters)																											
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Q3 2013/14	88%	80%																											
Q4 2013/14	90%	80%																											

Calendar of Improvement and Efficiency Activity

Action	Frequency	2014/15 (✓)											
		Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
● Performance management	Monthly	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
● Review of Performance Indicators and targets	Quarterly			✓			✓			✓			✓
● Benchmarking	Annually												✓
● Collation Specified Performance Indicators (SPIs)	n/a												
● Update of PPR information	Monthly	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
● WLAM (assessment)	n/a												
● Review Panel	n/a												
● Performance Committee	Quarterly		✓			✓			✓			✓	
● Process Review (Lean/RIE activity)	Annually	✓	✓	✓	✓								
● Progress review of improvement actions	Annually										✓		
● CSE preparation	Annually						✓						
● Inspection or Audit activity	Annually	✓											
● Budget Management activity	Monthly	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
● Equality Impact Assessment(s)	Annually		✓										
● Health and Safety Assessment(s)	Annually	✓											
● Business Continuity Planning	Quarterly			✓			✓			✓			✓
● Workforce Planning	Monthly	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
● PRPDs	Annually		✓	✓	✓								
● Review of customer groups/segmentation matrix	Quarterly			✓			✓			✓			✓
● Customer consultation	Monthly	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
● Review of Service Standards	Annually											✓	
● Planned Engagement activity	Monthly	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
● Website content management	Monthly	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

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

Corporate Services

Management Plan 2014/15

Julie Whitelaw
Acting Head of Service

April 2014

For more information:

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Telephone number: [01506 281626](tel:01506281626)

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



**West Lothian
Council**

PARTNERSHIP AND RESOURCES POLICY DEVELOPMENT AND SCRUTINY PANEL

WEST LOTHIAN ARMED FORCES COMMUNITY COVENANT

REPORT BY HEAD OF AREA SERVICES

A. PURPOSE OF REPORT

The purpose of this report is to update elected members on the West Lothian Armed Forces Community Covenant (WLAFFCC) action plan, the Community Covenant Grant Scheme (CCGS), West Lothian projects funded through the CCGS and the benefits of the council concessions scheme to armed forces personnel.

B. RECOMMENDATION

It is recommended that the panel notes the content of the report and the benefits of co-production between council services and community organisations.

C. SUMMARY OF IMPLICATIONS

I Council Values	Focusing on our customers' needs; being honest, open and accountable; providing equality of opportunities; developing employees; making best use of our resources; and working in partnership
II Policy and Legal (including Strategic Environmental Assessment, Equality Issues, Health or Risk Assessment)	The duty of Best Value as set out in the Local Government in Scotland Act 2003.
III Implications for Scheme of Delegations to Officers	None.
IV Impact on performance and performance Indicators	Activities in the action plan contribute to a range of council performance indicators.
V Relevance to Single Outcome Agreement	<ul style="list-style-type: none"> We are better educated and have access to increased and better quality learning and employment opportunities We live in resilient, cohesive and safe communities We live longer, healthier lives and have reduced health inequalities
VI Resources - (Financial, Staffing and Property)	Within existing resources. A new part time, temporary post of Project Development Officer

(WLAFFCC) has been created within the Council to support the partners. Additional resources are available through an application process, from the Community Covenant Grant Scheme.

VII Consideration at PDSP

Previous progress reports have been submitted to Partnership and Resources PDSP (June 2012) and Culture and Leisure PDSP (February 2013 and January 2014).

VIII Other consultations

Stakeholders are involved at a range of levels to inform and implement the West Lothian Armed Forces Community Covenant action plan.

D. TERMS OF REPORT

D.1 West Lothian Armed Forces Community Covenant action plan

The West Lothian Armed Forces Community Covenant hosted a stakeholders' event on 23 May 2013 to identify barriers to accessing services that may be faced by some members of the armed forces community and to agree a high level action plan to address these. The action plan emanating from this was launched on 4 September 2013. This has been transferred to the standard Community Planning Partnership action plan template and three attached as Appendix 1.

Key activities to date include West Lothian Council's Veterans' Wage Subsidy and the recruitment of a Project Development Officer in January 2014 on a 12 month part time contract.

The action plan is aimed at those members of the armed forces that return or relocate to live in West Lothian following the end of their service, serving personnel and their families. Feedback from all partners and stakeholders supports the need to map the armed forces community in West Lothian. The Project Development Officer has commenced implementation of the action plan, including the process of sourcing data to map the forces footprint across West Lothian to produce an accurate picture of the makeup, location and specific needs of this 'community of interest', refreshing the Community Covenant web pages, considering initiatives to better leverage CCGS funding, discussing how we can help ease transitioning from armed forces to civilian life and looking at the potential for data sharing between stakeholders.

- D.2** There is a further need to establish the scale and impact of potential individuals and families relocating to West Lothian as a result of redundancies in the armed forces.

Community Covenant Grant Scheme

Community Covenants are supported by the Community Covenant Grant Scheme (CCGS) which has been established to support projects financially, at a local level, which strengthen the ties or the mutual understanding between members of the armed forces community and the wider community in which they live.

The initial fund of £30,000,000 was launched in 2011 for a period of three years. In October 2013 the Prime Minister announced that the Government will make available a further £9,000,000 for the CCGS in financial year 2014/2015. There are no other known changes to the scheme with effect from 1 April 2014. However, in January 2014 it was confirmed that a new permanent £10m per annum scheme was being established to take over from both the CCGS and LIBOR fund (established to deliver financial support to projects which support the aims of the Armed Forces Covenant,

using money raised from fines imposed on the banks for fixing LIBOR) in April 2015. The new scheme is presently at the design stage, with details expected to be made available in Autumn 2014. An update on this will be provided to the PDSP as soon as possible.

Originally, all UK applications to the CCGS were submitted to a Ministry of Defence (MoD) panel in Westminster. In summer 2013, a Scottish MoD panel was established to consider Scottish bids up to the value of £70,000. Any applications for funding over this amount continue to be assessed by the panel in Westminster, after initial assessment by the Scottish panel.

West Lothian has, to date since signing of the WLAFFC in 2012, had two successful bids (see Appendix 2). The successful applications have been 'Buddies' community engagement through rock climbing, which secured £45,000, and an educational visit to the national war memorial for veterans and local school children scheduled for July 2014, which received £3,500. The West Lothian success rate appears low at 25% by number of applications and 11.5% by total amount of grant approved.

Data has been obtained from the Scottish Panel administrator covering the period June 2013 to March 2014 (the extent of data available), and is included as Appendix 3. More detailed information has been sought but, meantime, the sample is too small to bear meaningful comparison, with West Lothian having had only four applications during the period of which one small application (coach trip to national arboretum - £3,500) was successful. This represents a 25% success rate in the period by number of applications, and 1% by value. However, the approval rate by value is heavily skewed by the small amount of the approved application set against the higher declined application from Donaldsons School in particular, at £178,500, and the low number of applications.

The 'Buddies' project is continuing to achieve success locally and is bringing together more armed forces and community groups from across West Lothian, Edinburgh and Midlothian including: Knightsridge Adventure Project, Ladies of Livingston, Booze You Lose East Calder, cadet groups, 1 Scots, army welfare children, 105 Royal Artillery and the Mark Wright Project.

Over 50 individuals participated in the Buddies climbing competition hosted by Edinburgh International Climbing Arena and sponsored by Graham Tiso in November 2013. 'Buddies Blether' is being organised for early in the new year. This event will bring together representatives of all the groups that have been involved in the project to date to share their stories of armed forces and civilian life, evaluate the project and help shape 'Buddies' future, once the CCGS grant comes to an end. Following this event a formal evaluation report will be produced for the CCGS and key partners.

'Buddies' has been recognised as an example of best CCGS practice and representatives were invited to attend a reception celebrating the success of the Covenant, hosted by the Prime Minister at 10 Downing Street, in October. 'Buddies' were also invited to give a presentation at the national Covenant conference in London in November and, following this, West Midlands Covenant has been in contact as they wish to develop a similar project, based on the 'Buddies' model.

The Buddies project has been running for a year now with various highlights for the project including: over 750 participants engaging through rock climbing, a sport which is not widely accessible; climbing programmes put on throughout the summer and October holidays in 2013; and a strong relationship formed between the wider community and the armed forces community. The climbing sessions run have been highly successful and enjoyed and a mixture of indoor and outdoor climbing. The

issues highlighted in the original funding application have been accessed and improved on through the project and the project has become more recognised within the community and the armed forces, while there is a large amount of interest for future events with the Buddies project.

There is a funding bid in progress which will be used to create a coach education programme through funding from Sportscotland. Furthermore, plans are being put in place to introduce various other sports with a view to running these as part of a summer programme in 2014 and also to give people the opportunity to become skilled performers in sports such as mountain biking and kayaking. Rock climbing will continue to be used as a sport with the view of setting up a climbing club which will be open to both new and existing users of the Buddies project. The project is also looking to branch out in qualifications and awards and working with the youth work team to deliver sessions for such awards as the Duke of Edinburgh award.

In terms of funding the bid, officers are looking at various funding streams such as the Community Covenant Grant Scheme, Sportscotland, Lottery Fund and Scottish Government awarding streams. There is a possibility that the "Cash back in the Communities" fund will be available also.

As part of the Centenary year of WW1, the visit to the National Arboretum in Staffordshire will involve a total of 70 individuals including veterans, serving soldiers and members of the non-armed forces community, i.e., youth and community groups and schools from across West Lothian. Participants will be able to integrate and socialise in a different environment, share their concerns about matters affecting their different communities and develop a better understanding of the similarities and differences of each other's experiences, life styles and challenges.

Following the visit, which is now scheduled for Saturday 26 July 2014, participants in the event will be encouraged to give informal talks about their experience and what they have learned to, for example, youth and community groups, veterans associations and schools.

This informal discussion will help raise awareness of the issues facing the armed forces community and promote and encourage members of the local community to support the armed forces community that lives within West Lothian.

D.3 Armed Forces Covenant Concessions

The Council Executive, on 17 December 2013, agreed to introduce a number of concessions for council services to armed forces covenant recipients.

Concessions for Armed Forces Covenant recipients have been introduced from 1 April 2014, as publicised in the Spring 2014 edition of 'Bulletin', for the following:

- Council fishery, golf course and bowling fees
- Linlithgow Burgh Halls and Howden Park Centre box office charges
- West Lothian Leisure Xcite venues
- Lowport Centre, Linlithgow

E. CONCLUSION

The action plan identifies key areas where partners will work together to minimise the potential disadvantage that may be caused by the transient nature of military life.

The Community Covenant Grant Scheme provides an opportunity to access funding to support projects at the local level, which strengthen the ties or the mutual understanding between members of the Armed Forces Community and the wider community.

F. BACKGROUND REFERENCES

West Lothian Armed Forces Covenant report to Partnership and Resource PDSP 8
June 2012

West Lothian Armed Forces Covenant report to Culture and Leisure PDSP 14
February 2013

West Lothian Armed Forces Covenant report to Culture and Leisure PDSP January
2014

Community Covenant Grant – funding application criteria

Appendices/Attachments: Three

Appendix 1: Updated Action Plan

Appendix 2: CCGS Historic Application Details

Appendix 3: CCGS Funding Comparison

Colin Carmichael, Project Development Officer (WLAFFCC), Tel: 07989 595673,
colin.carmichael@westlothian.gov.uk

Steve Field,
Head of Area Services

Date of meeting: 25 April 2014

Action Plan – West Lothian Armed Forces Community Covenant (“WLAFFC”)				(updated April 2014)		Appendix 1
Action	Description	Planned Outcome	Owner	Start	End	Status (Planned, Active, Complete)
1. Map Armed Forces Footprint	Establish a clear picture of the armed forces community demographic (serving, veterans, reservists and their families) and identify needs and issues unique to their armed forces status, or accentuated by it.	Enhanced knowledge across West Lothian, of the armed forces community and their specific needs.	PDO AF VS SVA	Jan 2014	Dec 2014	Active
2. Improve promotion, take-up and approval rate of Community Covenant Grant Scheme (“CCGS”)	Develop CCGS content within WLAFFC web pages to enhance promotion of the scheme. Consider other promotional opportunities. Improve success rate in relation to submitted applications.	Increased volume of good quality applications resulting in higher number of successful projects.	PDO CRO AF	Feb 2014	Ongoing	Active
3. Improved clarity with respect to points of contact for advice and support	Re-develop WLAFFC web offering, using Rochdale Council template (held up as an example of best practice), to provide clear and readily accessible (two-way) links to (and from) providers.	WLAFFC web site to be recognised as a hub enabling direct access to all appropriate providers of advice, information and support.	PDO	Mar 2014	Initial roll out April 2014 Fine tuning into final format June 2014	Active
4. Improve communication and sharing of information across stakeholders	Develop systems and procedures giving the technical and legal (confidentiality issues) capability to share information between service providers.	Service providers better informed about individuals who would no longer need to repeat their story numerous times to different organisations.	PDO Stakeholders	May 2014	Dec 2014	Planned

Action	Description	Planned Outcome	Owner	Start	End	Status (Planned, Active, Complete)
5. Enhanced transitioning process for service leavers	Consider how value can be added in the provision of support from multiple organisations / services to individuals and their families throughout the transition journey.	Smoother process for provision of services to individuals (and their families) on leaving the armed forces and returning to civilian life.	PDO AF ASAP	Mar 2014	Sep 2014	Active
6. Identification of veterans seeking assistance	Change perceptions among veterans that support is standard and available to all. Encourage veterans to identify themselves at the earliest possible stage.	Earlier and more targeted access to services with consequential outcome improvements	PDO ASAP AF	May 2014	Dec 2014	Planned
7. Changing perceptions of ex-service personnel & harnessing their skills in civilian workforce	Improve links between veterans / veteran organisations and business and enhance recognition of the diversity of skills, knowledge & experience of ex-service personnel that can be applied in civilian workplace.	Improved prospects of employability.	PDO JC+ ASAP VO WLC	2013	Ongoing	Active
8. Improve flexibility of admissions to college for serving personnel	Investigate college entry requirements and recognition of veterans' skills/ work experience. Veterans to be made aware of entry requirements, timetables and courses/ admission information to service personnel.	Easier access to tertiary / vocational education for service / ex-service personnel.	PDO WLC AF	Apr 2014	Sep 2014	Active

Action	Description	Planned Outcome	Owner	Start	End	Status (Planned, Active, Complete)
9. Overcome outdated preconceptions and stereotypes between wider community and (ex) armed forces community	Both sides to engage in identification and learning about 'cultural differences' between armed forces and non-armed forces communities. Up-skilling / awareness raising programmes.	Improved knowledge, awareness and understanding	PDO AF VO CRO's	2013	Ongoing	Active
10. Encourage armed forces leavers to use housing need channel	Improve links to MoD, influencing their transitioning services to leavers to provide comprehensive information and actively promote housing services to leavers	Armed forces leavers to be fully aware of channels available to them for access to housing, prior to leaving service	PDO AF CCL	Mar 2014	Ongoing	Active
11. Improve services to families, specifically to support social and educational needs of children	Establish robust mechanisms for transitioning forces children to local schools. Place marker on SEEMIS to identify forces children	Achieving a smooth, fully informed and worry free transition to a local school, with appropriate aftercare and monitoring	PDO AF CCL	Jul 2014	Dec 2014	Planned
12. Access for veterans to an armed forces champion in JC+	JC+ to make available a champion with knowledge of challenges facing veterans, their skill sets and ability to match them with suitable employers	Best available support in jobs market for veterans	PDO JC+			Completed

Action note: Complete the table with the relevant information on planned actions linked to the strategy. The actions should be managed through the Covalent system (actions module), with regular updates reported through the governance structure.

Abbreviations Used:

AF:	Armed Forces Representative(s)
ASAP:	Armed Services Advice Project
CCL:	West Lothian Council
CRO:	Community Regeneration Officer
JC+:	Job Centre Plus
PDO:	Project Development Officer
VO:	Veterans Organisations
WLC:	West Lothian College
Stakeholders:	WLAFFCC Signatories (and other non-signatories as appropriate)

Community Covenant Grant Scheme - Application Monitoring Form							
Tracking Dates	Applicant Name	Project (Brief Description)	£			%	Comments
Received			Total Costs	Grant Sought	Grant Approved	Approved v Sought	
26/11/12	Scottish Veteran Association	Mental Health Improvement Programme	£8,602	£8,602	£0	0.0%	Declined - duplication of services already available
26/11/12	Buddies Climbing Project	Buddies Climbing Project	£69,150	£69,150	£45,000	65.1%	Approved
01/03/13	OneGym	Military Rehab Centre	£114,890	£114,890	£0	0.0%	Declined - duplication of services already available
19/06/13	The Arboretum Veterans & Community Project	Coach trip to National Arboretum	£3,500	£3,500	£3,500	100.0%	Approved
19/06/13	West Lothian Chamber of Commerce	Business Empowering Hub	£47,800	£47,800	£0	0.0%	Declined - reasons not specified but believed to be at least in part due to duplication of services already available
01/08/13	Running With The Gunners	Running / Fitness	£24,500	£24,500	£0	0.0%	Declined - could be construed as a recruitment drive
16/01/14	Donaldsons School	Veteran sign language skills training for employment	£198,500	£178,500	£0	0.0%	Declined as a) supporting employment of training institution staff and b) not considered good value for money
£ TOTAL AMOUNT			£458,340	£438,340	£48,500	11.1%	
		NUMBER OF APPLICATIONS		8	2	25.0%	
NB: the four projects detailed from June 2013 onwards are included in the Scotland-wide comparison numbers shown in Appendix 3							

Appendix 3

SCOTLAND WIDE DATA		West Lothian Data
APPLICATIONS SINCE JUNE 2013		
Authority	Mar-14	Mar-14
Aberdeen City	1	
Argyll & Bute	4	
Borders	3	
Clacks	4	
Dum Gal	2	
Dundee	3	
Edinburgh	6	
Falkirk	3	
Fife	5	
Glasgow	6	
Highlands	6	
Midlothian	4	
Moray	5	
N Lanarkshire	4	
Orkney	1	
Perth & Kinross	1	
Renfrew	1	
Stirling	5	
West Lothian	4	4
Total Applications	68	4
Successful	26	1
Successful %	38%	25%
Grants Applied For	£3,664,000	274300
Grants Awarded	£850,000	3500
Successful %	23%	1%



West Lothian
Council

PARTNERSHIP AND RESOURCES POLICY AND DEVELOPMENT SCRUTINY PANEL

AREA SERVICES MANAGEMENT PLAN 2014/15

REPORT BY HEAD OF AREA SERVICES

A. PURPOSE OF REPORT

The purpose of this report is to provide an introduction to the Area Services Management Plan 2014 - 2015.

B. RECOMMENDATION

It is recommended that the Panel notes the terms of the report and the attached management plan.

C. SUMMARY OF IMPLICATIONS

I Council Values	Focusing on our customers' needs; being honest, open and accountable; providing equality of opportunities; developing employees; making best use of our resources; and working in partnership.
II Policy and Legal (including Strategic Environmental Assessment, Equality Issues, Health or Risk Assessment)	All actions and activities in the management plan will comply with appropriate policy and legal requirements.
III Implications for Scheme of Delegations to Officers	None.
IV Impact on performance and performance Indicators	Implementation of the plan is designed to maintain and improve upon the existing high level of performance in the service.
V Relevance to Single Outcome Agreement	Customer Information Services and the Customer Service Centre support effective delivery against the full range of outcomes in the SOA 2013-2023
VI Resources - (Financial, Staffing and Property)	Resource implications are detailed in the sections of the plan headed Activity Budget.
VII Consideration at PDSP	This Area Services Management Plan will also be considered at the Culture and Leisure, Development and Transport, Social Policy and Voluntary Organisations PDSPs.

VIII Other consultations

The extended Area Services Management Team and EMT have been consulted on the plan.

D. TERMS OF REPORT

The council's management plans are an essential driver for the provision of excellent services. They are presented at service group level, covering the collection of WLAM service units under the responsibility of a Head of Service.

The first two sections of the plan provide an overview of the following:

- the services provided and how they link together;
- a summary of the main achievements in 2013/14
- key activities and priorities for 2014/15;
- the main external factors which will influence service delivery;
- how the work of the service contributes to council priorities;
- the corporate strategies which the service is responsible for delivering; and
- the organisational structure of the service.

The third section of the plan details the planned service activity in each of the six WLAM units in the service covering, in each case:

- the purpose of the service;
- the main activities and actions;
- a schedule of customer consultations;
- the activity budget; and
- a range of key performance indicators.

The services covered by the Area Services Management Plan of most direct relevance to the remit of the Partnership and Resources PDSP are the Customer Information Services, Customer Services Centre, Registration and Partnership Centres. These services are the lead responsibility of the Customer Services Development unit which is covered at section 3.3 of the management plan.

E. CONCLUSION

The Area Services Management Plan sets out the main activities and actions to be delivered by the service in 2014/15. The plan will be utilised by the management team and stakeholders to monitor performance and improvement.

F. BACKGROUND REFERENCES

None

Appendices/Attachments: one

Appendix 1 - Area Services Management Plan 2014/15

Contact Person: Steve Field, Head of Area Services, steve.field@westlothian.gov.uk Tel: 01506 282386

Steve Field
Head of Area Services

Date: 25 April 2013



Delivering **Better Outcomes**
Area Services
Management Plan
2014/15

Contents

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1 Overview

1.1.1 Introduction

Welcome to the Area Services Management Plan 2014/15.

Area Services brings together a number of customer facing council services with the key aims of supporting sustainable community regeneration and improving customer service.

The service is made up of the following units:

Advice Shop and Adult Basic Education	Community Facilities
Community Regeneration	Customer Service Development
<ul style="list-style-type: none"> • Community and Leisure • Community Arts • Community Learning and Development • Community Youth Services • Regeneration and Employability • Sport and Outdoor Education 	<ul style="list-style-type: none"> • Customer Service Centre • Library and Heritage Services • Partnership Centres • Registration Services • Customer Information Service

Area Services' vision is:-

By delivering high quality services locally, we support individuals, families and communities in West Lothian to grow, achieve and succeed.

Services are grouped and integrated to ensure maximum impact at the point of service delivery. Co-location will be implemented, where possible, through partnership centres and similar arrangements, allowing increased efficiency and improved customer service.

The economic environment over the next 5-10 years will place significant pressure on the public sector, and challenge traditional methods of service delivery. Area Services therefore continues to develop new and innovative ways of working with and for our communities. These will include:

- Maximising the opportunity of partnership centres and co-location of services to achieve efficiency and improve customer service
- Greater use of technology in the delivery of customer service
- Developing Customer First strategies and a single view of the customer

- Developing strategies to maximise service delivery and income from venues including Howden Park Centre, Linlithgow Burgh Halls and Lowport Outdoor Education Centre
- Developing a legacy plan to maximise the sporting, cultural and economic benefits associated with the Commonwealth Games 2014
- Developing stronger and more effective partnerships with management committees
- Providing advice, support and education to help people deal with the difficult economic environment, including welfare reform
- Helping people at risk of poverty to become digitally and financially included
- Developing the Community Planning Partnership Anti Poverty Strategy so that partners develop stronger and more effective partnerships to alleviate poverty
- Developing the use of volunteers in the Advice Shop and Adult Basic Education service
- Community Regeneration will use an asset mapping and development approach with communities experiencing disadvantage to establish a replicable model of increasing community capacity and resilience

1.1.2 Explaining the link between the services in the service group

Services within the Area Services grouping are structured around “transactions” and “engagement”. The key focus of transactional activity is delivery of cost effective services through channels aligned to customer segmentation, for example:

- Customer Information Service/ Libraries/ Registration
- Customer Service Centre
- Partnership Centres
- Web based technology

Engagement delivery is pro-active and tailored to individual and community needs and is likely to involve a range of services. For example, a customer making use of the income maximisation service could be referred to the range of learning opportunities available to improve core skills, with links to access2employment to assist with access to vocational training and sustainable employment.

Engagement responses for communities are based on approaches endorsed by the Scottish Government’s Regeneration Strategy “Achieving a Sustainable Future” 2011:

- Recognition that a co-ordinated approach is needed at a local level and across public services to tackle area-based regeneration.
- Awareness of the need to move towards prevention.
- Active involvement of communities, developing the assets they have and empowering them to play a lead role in regeneration.

- Bringing together community based services including Community Arts and Sport & Outdoor Education in addition to other council/partner services to develop a co-ordinated local solution.

A key area of work in 2014/15 will be developing Regeneration Plans, linked to the Regeneration Framework, in areas of concentrated disadvantage. This will require the active engagement with, and involvement of, individuals and groups within these communities.

Engagement activity will be increasingly tailored to the needs of people affected by or at risk of falling into poverty. Area Services will lead the Community Planning Partnership activity to financially and digitally include vulnerable people.

The Community Facilities unit underpins much of this work by providing resources that support programmes with local communities.

1.1.3 Summary of the service's main achievements in the last year

Advice Shop & Adult Basic Education

- Developed and began to implement, with partners, the Area Services Digital Inclusion Action Plan, aimed at alleviating poverty by helping customers become digitally included.
- Recorded the best ever performance of helping 20% of students of Adult Basic Education to gain some form of accreditation in their efforts to find employment.
- Helped customers increase their disposable incomes by approximately £28 Million.
- Helped customers manage £12.4M debt.
- Helped 750 tenants and owner occupiers keep their homes.
- Recruited, trained and provided 25 opportunities for volunteers in the Advice Shop/ Adult Basic Education services, taking the total to 40 active volunteers.
- Successfully continued the partnership with Macmillan Cancer Support to give financial advice and support to people affected by cancer.
- Gained funding from the West Lothian Growth Fund to support the development of written and spoken English skills for people who lost their jobs when VION closed. 265 people will have received this support from Adult Basic Education.
- The Advice Shop/Adult Basic Education service was awarded the 'Scottish Volunteer Friendly' award this year. This is a national standard that recognised the quality of recruitment, training and development of volunteers.

Community Regeneration

- Developed an Active West Lothian Strategy, Enterprising Third Sector Strategy and Regeneration Framework.
- Recorded the highest ever percentage of school leavers moving into a positive destination, with 92.0% of 2012/13 leavers achieving a positive destination.
- Community Arts accessed £250,000 from Creative Scotland for Year 10 of the Youth Music Initiative which enabled us to meet the Government's target that "all school

children in Scotland have access to 12 hours free music tuition by the time they reach Primary 6”.

- Community and Leisure enabled over 300,000 hours of physical activity helping to reduce the incidence of health problems in disadvantaged areas.
- The provision of support to develop and implement the action plan aligned to the West Lothian’s Armed Forces Community Covenant. Examples of support include the delivery of the Buddies Project.
- The crèche service was extended and crèche course developed to support the roll out of Psychology of Parenting Project across West Lothian.
- Increased partnership work with schools and West Lothian College to improve attainment and positive destinations for learners.
- Community Youth Services refocusing enabled a shift of resources to support earlier intervention and preventative work with young people in secondary schools.
- Community Youth Services increased the range of accredited learning opportunities and vocational programmes for young people.
- Community Regeneration teams won the Celebrating Success Wealthier and Fairer category for the Modern Apprenticeship programme, the Healthier and Greener category for the Armadale Community Sports Hub and the Provost’s Award for Murrayfield Park Regeneration.

Customer Service Development.

- Customer Information Services, Libraries and Registration services have been fully integrated into one service.
- The Customer Service Centre has been relocated to the Civic Centre, on a new telephony platform and with a new single number phone number for the council.
- The museum service has been relocated to share space with Archives and Records Management, ensuring a one stop shop for artefacts and advice.

Community Facilities

- Created a local energy working group addressing energy consumption/efficiency.
- Increased opening hours of community facilities with local management committee support.
- Increased number of public access computers within community facilities.

1.1.4 Key actions and priorities in the next year

Advice Shop & Adult Basic Education

- We will deliver the outcomes in the Area Services Digital Inclusion Action Plan, and will extend the action plan so that we involve partners throughout the council and the Community Planning Partnership.
- Revise the present West Lothian Anti Poverty Strategy to become a Community Planning Partnership strategy that contains much stronger links between anti poverty and employability. The strategy will also include partners' responses to the challenges of welfare reforms, digital and financial exclusion.
- Develop the use of volunteers and voluntary activity to extend and enhance the services provided by staff in the Advice Shop/Adult Basic Education. Priorities in 2014/15 are the development of the IT Buddy initiative, and the development of accreditation for volunteers.
- Work in partnership with Finance and Estates and Housing, Construction and Building Services to support the development of the two local Credit Unions.
- Develop the West Lothian Advice Network to coordinate the delivery of money advice in West Lothian.

Community Regeneration

- Investigate opportunities to increase service provision and income generating opportunities at Howden Park Centre, Linlithgow Burgh Halls and Lowport Outdoor Education Centre.
- Work with partners to implement the Active West Lothian, Culture and Heritage, Enterprising Third Sector Strategies and the Regeneration Framework.
- Manage successful transition to modernised Community and Leisure service to achieve efficient, outcome-focussed Community and Leisure service aligned to sustainable budget.
- Continue support for the Steps N2 Work programme and the creation of a range of training and employment opportunities for young people.
- Sport and Outdoor Education will implement the Games Legacy Plan and work with partners to develop legacy initiatives and programmes linked to the Commonwealth Games and Ryder Cup in 2014.
- Sport and Outdoor Education will continue to work with local communities to develop facility projects approved within the council's capital programme.
- Develop a learner pathway with adult learning providers to increase attainment and positive destinations for working age adults.
- Increase community engagement activity and staff continued professional development to support the community engagement plan.
- Continue to develop partnership working in learning communities to deliver improved outcomes for adult learners and young people, and further develop methods and tools to measure outcomes for individuals and groups.

- Establish a centrally located Duke of Edinburgh Awards Hub to store resources, provide training opportunities and support the wider development of the awards across West Lothian.
- To develop further methods and tools to measure outcomes for young people individually and in groups.

Customer Service Development

- Continue the development of partnership centres, with Blackburn, Linlithgow and Armadale being the focus in 2014/15.
- Lead the redevelopment of the council's internet and intranet presence to make it fit for purpose, user friendly and transactional.
- Enable "channel shift" for customers by integrating back office systems with the Customer Records Management system to create the golden customer record.

Community Facilities

- Provide employment opportunities for trainees using the West Lothian Job Fund and Modern Apprenticeship Programmes.
- Provide facilities to maximise digital inclusion opportunities.
- Continue to ensure all facilities meet statutory compliance requirements.
- Ensure energy consumption is monitored and controlled via a building management system ensuring occupancy levels correlate to heating schedules.
- Continue to ensure Management Committees are supported to self manage and Community Centre programmes developed.



Steve Field
Head of Service

1.2 Context

In the coming years the impact of a number of external factors on Area Services will be considerable. Key areas have been identified where the service has a lead or significant role in the council.

Creating employability measures (*with a particular focus on young people*)

The continuing effect of the economic downturn emphasises the requirement to prioritise the resources of the council and its partners to maximise the range of employability opportunities available, particularly for young people and ensure positive and sustainable destinations.

Releasing potential through area based community regeneration

The difficult financial climate will increase the stress placed on low income families trying to cope on a day-to-day basis. The UK Government's Welfare Reforms are reducing income in our most disadvantaged communities. The service recognises the significant challenges many of our communities face, and have often faced for some time, Area services will promote a stronger strategic focus to this work through leading on the new community focused Regeneration Framework.

Managing our relationship with customers

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. The programme has five objectives, which influence the way Area Services delivers its business:

- Better quality public services - through improved collaboration and learning
- Faster response - by delivering "first time" public services
- Enhanced credibility - improving the perceptions of local government
- Lower costs - by delivering public services more efficiently
- Wider coverage - ensuring people receive the services they are entitled to

Area Services will play an integral role in delivering the corporate plan enabler of modernisation and improvement. It will do this by overseeing the delivery of the Customer Services Strategy, ensuring channel shift is achieved through the development of the website and back office system integration. Services will be improved through the further development of partnership centres and co-location models.

Community Empowerment and Renewal

This remains a key legislative agenda for the Scottish Government. The intention of this agenda is to strengthen community participation, unlock enterprising community

development and renew our communities. Community Regeneration is active across all these agendas and will continue to deliver and promote best practice on improving community participation in the design and delivery of services. This is driven by our commitment to “empower people, individually and collectively, to make positive changes in their lives and their communities, through learning.”

Financial and Digital Inclusion

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 channel shift which aims to provide customers with on-line access to services. Area Services will lead on the development of a financial and digital inclusion agenda to ensure customers are able to take full advantage of new technology to become digitally included. We will increase customer access to digital services through the introduction of public access Wi-Fi in key council buildings. The re-development of the internet and intranet will ensure the West Lothian website attracts more customers and that 75% of transactions are dealt with at first point of contact. Public access computers will be updated and improved to ensure that customers with no household ICT can access the internet at a time, place and location which suits their needs. Area Services alongside partners will help people who are digitally excluded to gain the skills and knowledge to operate effectively in a digital environment. Through ensuring customers are digitally included they will be ‘better off’ and be able to access a range of financial products. To support customers to become financially included we will work with partners, including the two local credit unions in West Lothian, to improve accessibility of financial products. We will develop financial management and support packages for people at risk of poverty, so they become financially included.

Better Off: The West Lothian Anti Poverty Strategy 2014/2017

The Advice Shop/Adult Basic Education service will lead on the revision of the present Anti Poverty Strategy, so that it becomes a West Lothian Partnership Strategy, through the Community Planning Partnership. The strategy will be underpinned by two action plans, the Welfare Reform Action Plan and the Anti Poverty Action Plan. The Anti Poverty Action Plan will expand to include greater activity in the areas of:

- In-work poverty
- Linking anti poverty work to employability through close alignment with the regeneration framework.

1.3 Partnership Working

The Community Facilities team work closely with partners and management committees. Through partnership agreements with management committees the team assist them to identify local priorities and needs within the area of benefit. Action plans are developed and supported involving local community organisations and programmes of activity are often sponsored by management committees. Currently the team are working with management committees to achieve signed partnership agreements.

As the main council service involved in developing, delivering and running partnership centres, Area Services works with a range of Community Planning Partners including NHS Lothian, West Lothian Leisure and Jobcentreplus. The current partnership centres, Bathgate, Fauldhouse and Strathbrock have different partnership arrangements depending on the needs of the community in which they are based. New centres are being considered in, Linlithgow, Blackburn and Armadale.

Partnership with West Lothian College includes the Get Ready for College Programme that is designed to prepare school leavers for college and has been developed to remove barriers for students seeking to progress into further education. Joint community based adult learning work between Community Learning and Development, the college and primary schools – provides a progression route for parents to access a community based college course and gain an accredited qualification through an individual learning account.

Our positive destinations agenda for young people is driven by the Community Youth Services Team. Community planning partnership work is delivered by the 'Opportunities for All Steering Board' that includes West Lothian College, Skills Development Scotland and Job Centre Plus among its members.

Community Regeneration work closely with other Community Planning Partners. For example, in terms of identifying areas where alcohol diversionary funding needs to be targeted, the Police Analysts regularly provide data to inform priorities, and Community Officers, along with other partners such as, Youth Action Project help to shape activities in response to identified issues.

There have also been more formal partnership activity with Police Scotland and Fire Scotland through the delivery of 'Community Weeks' which have had pro-active engagement in specific communities to raise awareness of services.

An area of work Community Regeneration has developed over the last year is in supporting the development of Community Councils. Since helping raise awareness of the elections last year, officers have been developing and delivering a training programme for these organisations in partnership with the West Lothian Association of Community Councils.

Moreover, the Key Community Organisations Forum has been initiated which is looking to bring together the different voluntary sector partners operating within the seven targeted regeneration areas to work closer with the council. Community Regeneration also work closely with these key community organisations to develop community-led responses within their areas.

The Advice Shop/Adult Basic Education Service is the lead partner in West Lothian CPP 'Better off: The West Lothian Anti Poverty Strategy 2014/2017. This strategy is one of the enablers of the new Single Outcome Agreement. It involves partners from within and outwith the CPP working together to alleviate poverty in West Lothian. The service works with a range of partners, including credit unions and the Department of Work and Pensions to complete actions contained in the underpinning strategy action plans.

The Advice Shop works in partnership with Macmillan Cancer Support to deliver financial advice to people affected by cancer.

The Advice Shop works with CAB West Lothian and the Scottish Legal Aid Board to deliver housing advice and support to tenants and owner occupiers at risk of losing their homes.

The Adult Basic Education service works in partnership with Skill Development Scotland and West Lothian College to deliver the European Social Fund Employability Pipeline.

The Adult Basic Education service works with Workers Education Association and West Lothian College to deliver the West Lothian Growth Fund ESOL initiative.

The Advice Shop/Adult Basic Education service is lead partner in the West Lothian Advice network that is developing the provision of coordinated money advice in West Lothian. Other partners include WESLO and the West Lothian Financial Inclusion Network.

Sport and Outdoor Education works closely with West Lothian Leisure with the key aim of improving opportunities for the people of West Lothian to participate in health-enhancing physical activity leading to longer, healthier lives and the reduction of health inequalities.

The Outdoor Education Team has successfully developed internal and external partnerships enabling outdoor education activity to contribute to community planning priorities. The team have successfully worked in partnership on programmes including the Autism Strategy, Nurture Groups, Helping Young People Engage (HYPE), the Duke of Edinburgh scheme and the bikeability initiative.

The West Lothian Working Together Group provides an example of one of the employability partnerships Area Services is involved in. The group brings together partners from Area Services, Economic Development, JobCentre Plus, Skills Development Scotland and the West Lothian Chamber of Commerce. The aim of the partnership is to identify how services can strategically work together to support clients back into employment. Examples of

successful activities by the partnership include the co-location of employability services at Fauldhouse Partnership Centre and development of a single point of contact for businesses looking to increase their workforce. In 2014/15 the partnership will explore whether the co-location model currently operating in Fauldhouse can be replicated elsewhere in West Lothian.

A table of the Key Partnerships is listed below.

		Advice Shop/ABE	Community Regeneration	Customer Service Development	Community Facilities
Community Planning Partners	Community Councils		✓		✓
	Department of Work and Pensions/ JobCentre Plus	✓	✓	✓	✓
	Scottish Fire & Rescue Service		✓		✓
	Police Scotland		✓	✓	✓
	NHS Lothian		✓	✓	✓
	Oatridge College		✓		
	West Lothian College	✓	✓		
	Skills Development Scotland	✓	✓		
	Chamber of Commerce		✓		
	Scottish Water				
	South East Scotland Transport Partnership				
	Voluntary Sector Gateway West Lothian		✓	✓	
	West Lothian Leisure		✓	✓	
	West Lothian Youth Congress		✓		
Other Partners	Macmillan Cancer Support	✓		✓	
	Scottish Legal Aid Board	✓			
	Management Committees				✓
	West Lothian Credit Union	✓			✓
	Youth Action		✓		✓
	Sportscotland		✓		
	Education Scotland		✓		
	Electoral Register Scotland		✓		

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	Advice Shop & ABE	Community Regeneration	Community Facilities	Customer Service Dev
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

1.5 Corporate Strategies

The council has a number of corporate strategies that set out what we want to achieve for a particular priority, outcome or targeted group within a corporate planning period (4 years). Strategies include information on 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
Culture & Heritage Strategy	<ul style="list-style-type: none"> ■ Increase participation and engagement in culture and heritage ■ Building cultural capacity in the local community ■ Celebrate our cultural identity and promoting West Lothian as a culture and heritage destination 	2014	2017	2015
Skills & Learning	<ul style="list-style-type: none"> ■ Partnership resources, skills and capabilities are used effectively to empower people, individually and collectively to make positive changes in their lives and communities through learning ■ Life chances are improved for people of all ages, through learning, personal development and active citizenship ■ Communities are stronger, more resilient, supportive, influential and inclusive 	2013	2017	2015
Social Economy (Enterprising Third Sector)	<ul style="list-style-type: none"> ■ A sustainable independent Social Economy Sector working in partnership with public and private sectors to reduce inequalities and poverty, strengthen cohesion and building community leadership to improve the lives of the residents of West Lothian 	2014	2017	2015
The West Lothian Anti Poverty Strategy	<ul style="list-style-type: none"> ■ To alleviate poverty among vulnerable people in West Lothian 	2014	2017	2015

Corporate Strategy	Strategy Outcomes	Start	End	Review Date
Regeneration Framework	<p>The framework identifies five key themes which have been mapped against the Community Planning Partnership's SOA priorities and outcomes and West Lothian Council's priorities, and are, in descending order of priority:</p> <ul style="list-style-type: none"> ■ Employability and Employment ■ Early Years and Family Learning ■ Health and Wellbeing ■ Economic Development ■ Community Capacity and Cohesion <p>There are performance indicators for each of these, and they are based on reducing the gap in life chances between those in the worst 20% of datazones and the West Lothian average.</p>	2014	2034	2015
Active West Lothian	<ul style="list-style-type: none"> ■ Increased life long participation in sport and physical activity leading to improved health and life expectancy across all life stages ■ Increased participation and engagement by less active communities ■ Provision of services and facilities that meet the needs of the community, linked to the Community Plan and Single Outcome Agreement ■ Resources used to maximum effect ■ Clubs and individuals encouraged to reach their full potential ■ Partnership working is the norm in West Lothian 	2014	2017	2015
Customer Services Strategy	<ul style="list-style-type: none"> ■ Our customers are involved in designing, monitoring and evaluating our services. ■ 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 council services in the way 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 	2011	2014	2014

Figure 2: Corporate Strategies

2 Area Services Structure

The service is part of the Education, Planning and Economic Development and Area Services directorate. The management structure is outlined in figure 3 below:

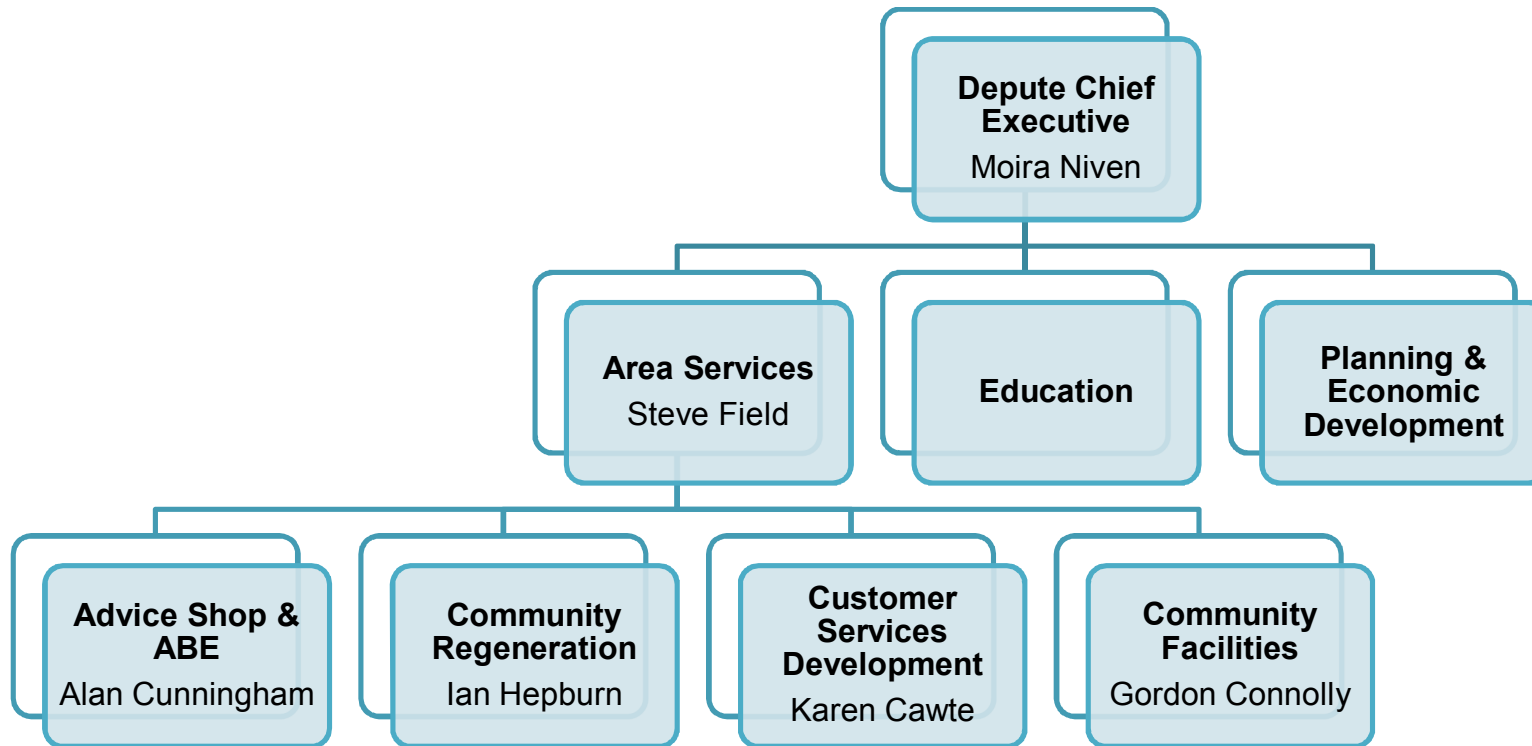


Figure 3: Service Structure

3. Service Activity

3.1 Advice Shop & Adult Basic Education

Manager:	Alan Cunningham
Number of Staff (FTE):	53.1
Location:	Bathgate Partnership Centre

Purpose

The Advice Shop and Adult Basic Education deliver different services, to the same targeted customer groups, such as those vulnerable, disadvantaged and likely to be in poverty.

The Advice Shop provides comprehensive advice to people in West Lothian who are:

- Without work or in low paid work
- Are poor and/or fuel poor
- Have money/debt issues
- Have been affected by cancer
- Are over 60

The service aims to help these groups increase their disposable income. The advice consists of information, advice, advocacy and representation. The service dealt with nearly 80,000 enquiries, generating approx £28 million in additional benefits to citizens in West Lothian in 2013/14.

Adult Basic Education (ABE) contributes to the national outcome “we are better educated, more skilled and more successful, renowned for our research and innovation” through delivery of services and to the West Lothian Single Outcome Agreement outcome ‘We are better educated and have access to increased and better quality learning and employment opportunities’ which: I

- Help unwaged adults, aged 16 and over, to improve their literacy and numeracy skills and gain qualifications
- Help people who are experiencing hearing loss
- Support migrant workers and settled minorities to acquire communications skills
- Offer a range of volunteering opportunities

A priority for both parts of the service is to work closely with colleagues from Access2Employment, Community Learning and Development and other partners to support people into work. The service attracts significant external funding.

Activities

The main activities of the service in 2014/15 will be:

- Income maximisation
- Money advice
- Energy advice
- Housing advice
- Employability referrals
- Assistance with literacy and numeracy and lip reading, including assistance with English as a Second or Other Language (ESOL)
- Assistance and supporting customers to claim benefits and financially manage digitally (digital inclusion)
- Support Better Off: the West Lothian Anti Poverty Strategy and deliver the actions contained in the anti-poverty and welfare reform.
- Develop and deliver non crisis money and financial advice, as a partner in the West Lothian Advice Network

Customer Participation

The service will engage actively with customers and potential customers in delivery.

Customer Consultation Schedule

Customer Group	Survey Method	Frequency	Responsible Officer	Feedback Method
Advice Shop Customers	Satisfaction survey of 25 customers per week	Ongoing	Alan Cunningham	Quarterly report on Covalent
Adult Basic Education	Customer satisfaction survey of all students (approx 500 pa)	End of each 'school' term	Elaine Nisbet	Quarterly report on Covalent
Customer Advisory Group	Six monthly meetings	Six monthly meetings	Chris Nelson	At meetings
Service Stakeholder group	Six monthly meetings	Six monthly meetings	Chris Nelson	At meetings
Friends of Adult Basic Education (FABE)	Monthly meetings	Quarterly meetings	Elaine Nisbet	At meetings

Key Partners

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

- West Lothian Advice Network
- West Lothian Anti Poverty Strategy Board and Action Plan Development Groups
- Macmillan Cancer Support as an external funder
- Scottish Legal Aid Board as an external funder
- West Lothian Literacies and ESOL group
- Department for Work and Pensions
- Skills Development Scotland

Activity Budget

Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2014/15	PI Category	Staff Resource (FTE)	Revenue Expenditure Budget 2013/14 £	Revenue Income Budget 2013/14 £	Net Revenue Budget 2013/14 £
Income maximisation	Promote social inclusion by maximising income and improving the standard of living of those individuals, families and households who are living in poverty	5. Minimising poverty, the cycle of deprivation and promote equality	Unit cost per engaged customer. Target £45 per customer	PUBLIC	30.8	842,250	(226,221)	616,029
			Total quarterly amount the Advice Shop has gained for its customers. Target £6.75 M per quarter	PUBLIC				
Energy Advice	Promote social inclusion by reducing fuel poverty	5. Minimising poverty, the cycle of deprivation and promote equality	Unit cost per engaged customer. Target £45 per customer	PUBLIC	2.0	150,329	0	150,329
			Extra customer disposable income gained after Energy Advice intervention £280Kpa	HIGH LEVEL				
Money and Housing Advice	Promote social inclusion by maximising income and improving the standard of living of those individuals, families and households who are living in poverty, and prevent homelessness in West Lothian		Unit cost per engaged customer. Target £45 per customer	PUBLIC	7.0	296,132	(109,373)	186,759
			Advice Shop Money Advice - Customer debt managed through money advice intervention £3M per quarter. Housing advice - number of evictions prevented 180 per quarter	HIGH LEVEL				

Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2014/15	PI Category	Staff Resource (FTE)	Revenue Expenditure Budget 2013/14 £	Revenue Income Budget 2013/14 £	Net Revenue Budget 2013/14 £
Adult Basic Education	Improve literacy and numeracy skills of adults	2. Improving the employment position in West Lothian	Unit cost per ABE student £525	WLAM	9.1	455,377	(62,245)	393,132
			Percentage of students gaining accreditation 20%	HIGH LEVEL				
Support	Provision of support services for Advice Shop	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.		1.2	79,286	0	79,286
	Total :-				50.1	1,868,986	(430,011)	1,438,975
Anti Poverty Strategy	Delivering the outcomes in the West Lothian Anti Poverty Strategy and action plan	5. Minimising poverty, the cycle of deprivation and promote equality	Progress on delivery of this activity is reported to both CMT and Council Executive on a quarterly basis.		1.5	89,000	0	89,000
Time Limited - Representation at Social Security Tribunals	Alleviate poverty among vulnerable people and groups in West Lothian	5.Minimising poverty, the cycle of deprivation and promote equality	Progress on delivery of this activity is reported to both CMT and Council Executive on a quarterly basis.		1.5	54,000	0	54,000
Time Limited - Welfare Reform	To promote the work of the credit unions	5.Minimising poverty, the cycle of deprivation and promoting equality	Progress on delivery of this activity is reported to both CMT and Council Executive on a quarterly basis.		0.0	70,000	0	70,000

Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2014/15	PI Category	Staff Resource (FTE)	Revenue Expenditure Budget 2013/14 £	Revenue Income Budget 2013/14 £	Net Revenue Budget 2013/14 £
Time Limited - Welfare Reform	Promote financial inclusion to all groups.	5.Minimising poverty, the cycle of deprivation and promoting equality	Progress on delivery of this activity is reported to both CMT and Council Executive on a quarterly basis.		0.0	70,000	0	70,000
Total :-				53.1	2,312,093	(395,728)	1,916,365	

Actions

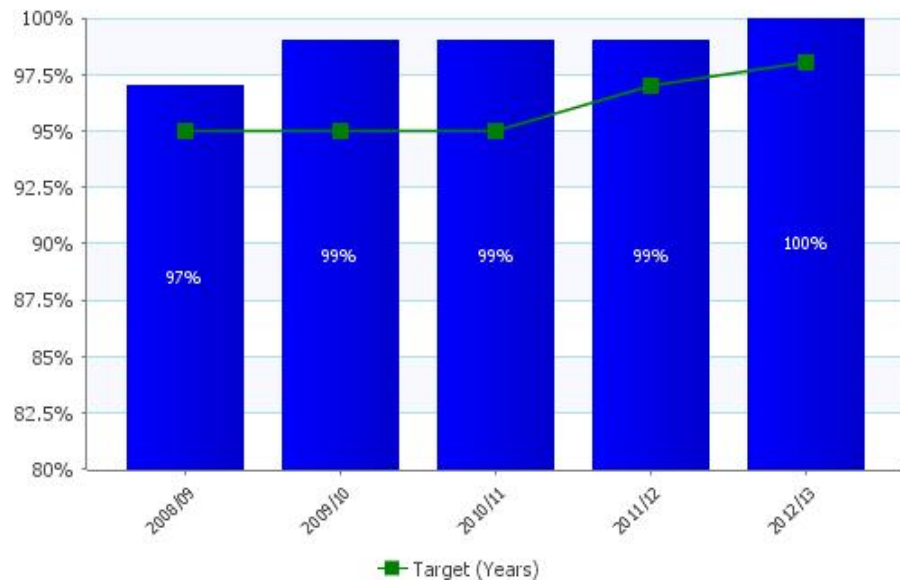
Actions – Update from 2013/14 Management Plan						
Action	Description	Planned Outcome	Owner	Start	End	Status (Planned, Active, Complete)
Develop and implement a Digital Inclusion Strategy	Provide access and learning opportunities for those at risk of digital exclusion	Provision of a joined up approach to the promotion of digital inclusion and learning across Area Services	Alan Cunningham & Ian Hepburn	January 2013	March 2014	Complete
Expand Advice Shop service	Provide 1.0 FTE resource to expand the Advice Shop	Improved access to advice services for customers	Alan Cunningham	April 2013	June 2013	Complete

Actions 2014/15						
Action	Description	Planned Outcome	Owner	Start	End	Status (Planned, Active, Complete)
West Lothian Court Advice Project (in partnership with Citizens Advice Bureau West Lothian, funded by the Scottish Legal Aid Board)	Help home owners and tenants avoid home repossession/ eviction through advice and representation at Sheriff Court. Assist customers to make successful small claims through the Sheriff Court	Home owners/ tenants keep their homes Customers gain financial redress through the small claims process	Alan Cunningham	Ongoing (refunded in October 2012)	March 2015	Active
Deliver of coordinated training, support and community regeneration following the closure of the Vion facility in Broxburn	Deliver services to those affected by the closure of Vion in Broxburn to promote learning, sustainable employment and community regeneration	Help former Vion workers transition into new employment or learning opportunities. Regeneration of the Broxburn area.	Alan Cunningham & Ian Hepburn	January 2013	March 2015	Active ESOL support continues for ex VION workers
Develop the Community Planning Partnerships' revised Better Off: the West Lothian Anti Poverty Strategy 2014 - 2017	Revise the strategy as a CPP strategy to include the current partner activity on welfare reform and new activity re digital and financial inclusion. Develop the action plans to implement new activity based on this.	Revised strategy and action plans help alleviate poverty in West Lothian	Alan Cunningham	April 2014	March 2017	Planned
Develop a CPP Digital Inclusion Action Plan	Develop the present Area services Digital Inclusion Action Plan to include community planning partner activity	Partners work to reduce digital exclusion among people in West Lothian at risk of poverty	Elaine Nisbet	April 2014	March 2015	Planned

Actions 2014/15						
Action	Description	Planned Outcome	Owner	Start	End	Status (Planned, Active, Complete)
Extend the role of voluntary activity	The service will build on its existing base of 40 volunteers to deliver IT and ESOL support	Volunteers <ul style="list-style-type: none"> ■ help reduce digital and financial exclusion ■ help support employability skills by improving speaking and listening skills ■ become accredited in voluntary work 	Elaine Nisbet	April 2014	March 2015	Planned
Increase financial capability of people in West Lothian	Support local credit unions to expand membership in West Lothian among people at risk of financial exclusion	The two local credit unions will operate from venues that allow them to provide better coverage across West Lothian, and grow their memberships Child membership will increase as a result of CU presence in schools	Elaine Nisbet	April 2014	March 2017	Planned
Increase access to money advice in West Lothian	Develop the West Lothian Advice network to be lead partner in the coordination of preventative money advice	The Network will introduce systems and activity so that people in West Lothian have uniform access to joined up preventative money advice	Elaine Nisbet	April 2014	March 2016	Planned

Performance

Performance Indicator	Advice Shop - Percentage of customers who rated the overall quality of the service as good or excellent.	ADS500_6a.7
Description	Advice Shop customer satisfaction has been measured since 1999 on an annual basis. Responses are gathered from our customer survey cards which we ask customers to complete following their involvement with the Advice Shop. We look to collect 25 customer survey cards per week which amounts to 1300 per year regarding their level of satisfaction on the overall quality of the service.	



Year	Actual (%)	Target (%)
2008/09	97%	95%
2009/10	99%	99%
2010/11	99%	99%
2011/12	99%	99%
2012/13	100%	100%

Trend Chart Commentary:

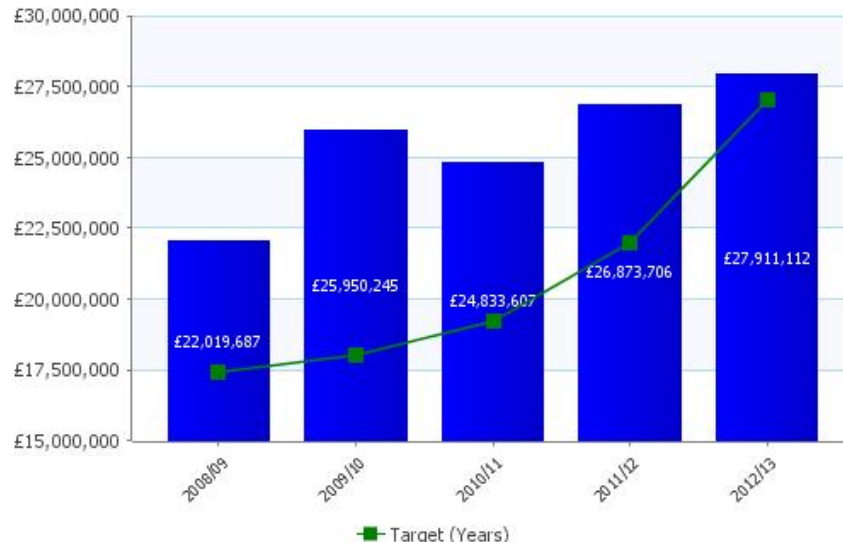
In 2012/13 we successfully exceeded our increased target of 98% reaching 100% customer satisfaction for this key performance indicator.

In 2009/10, 2010/11 and 2011/12, 99% of our customers rated the overall quality of service as good or excellent. Due to the continued success in exceeding our target of 95% in 2009/10 and 2010/11 we increased our target to 97% in 2011/12.

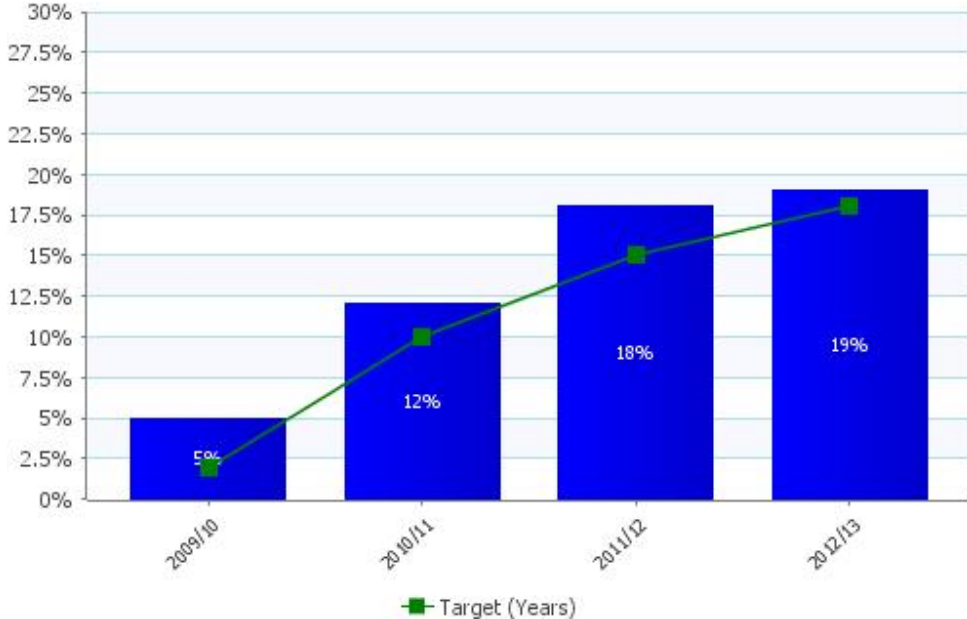
In 2008/09 we exceeded our target of 95% reaching 97% of customers who rated the overall quality of the service as good or excellent.

In the last 5 years we have reviewed and increased our target on two occasions. Due to consistently exceeding our target over the last 5 years we will set this key performance indicator target at 99% for the 2013/14 period. The 2013/14 figure will be available in April 2014.

The target will also remain at 99% for 2014/15 period.

Performance Indicator	Total annual amount the Advice Shop has gained in extra benefits for its customers.		ADS503_9b.1a												
Description	This key performance indicator shows the amount the Advice Shop has gained in extra benefits for it's customers during the year. This figure includes any successful benefit claims and appeals we help customers with.														
	There are two aspects to a benefit or appeal award. Firstly the weekly award, this is multiplied by 52 to reflect the extra income customers receive over a year. This methodology is accepted and used throughout the UK by Welfare Rights services. The second part is the lump sum or backdates. Certain benefits can be a one off payment, these would not be recorded within the weekly award to ensure the correct amount is recorded.														
	The Advice Shop closely monitors results of this performance indicator. This allows us to identify trends and ensure the Advice Shop provides a relevant and effective service throughout West Lothian. Also through the analysis of the information, campaigns, developments and improvements are made throughout the service. We can also highlight the challenges of the Welfare Reform changes.														
 <table><thead><tr><th>Year</th><th>Amount (£)</th></tr></thead><tbody><tr><td>2008/09</td><td>£22,019,687</td></tr><tr><td>2009/10</td><td>£25,950,245</td></tr><tr><td>2010/11</td><td>£24,833,607</td></tr><tr><td>2011/12</td><td>£26,873,706</td></tr><tr><td>2012/13</td><td>£27,911,112</td></tr></tbody></table> <p>■ Target (Years)</p>		Year	Amount (£)	2008/09	£22,019,687	2009/10	£25,950,245	2010/11	£24,833,607	2011/12	£26,873,706	2012/13	£27,911,112	<p><u>Trend Chart Commentary:</u></p> <p>Over the last 5 years we have successfully exceeded our target. There has been a substantial increase between 2008/09 and 2012/13 in successful benefit and appeal awards as demands for the service has grown. Over the last 3 years we have shown a gradual increase in successful awards. We would expect this to level off in 2013/14 period, due to the impact of Welfare Reforms.</p> <p>Since 2008/09 we increased our target from £17,500,00 in 2008/09 up to £27,000,000 in 2012/13, due to performance levels. Our target has remained at £27,000,000 for 2013/14 as the impact of Welfare Reforms are starting to take hold within West Lothian. The 2013/14 figure will be available in July 2014.</p> <p>Target for 2014/15 will remain at £27,000,000 again due to impact of Welfare Reforms.</p>	
Year	Amount (£)														
2008/09	£22,019,687														
2009/10	£25,950,245														
2010/11	£24,833,607														
2011/12	£26,873,706														
2012/13	£27,911,112														

Performance Indicator	Adult Basic Education(ABE) - Percentage of students gaining accreditation.	ADS504_9b.1a
Description	The indicator shows the percentage of our total number of literacies students gaining an initial Scottish Qualifications Authority qualification in core skills, thereby improving confidence and employability skills.	



Year	Percentage	Target
2009/10	5%	5%
2010/11	12%	12%
2011/12	18%	18%
2012/13	19%	19%

Trend Chart Commentary:

With the introduction of a range of new accreditation specifically aimed at adults, the service has integrated these into delivery. Presently only literacies students have an opportunity to gain accreditation. Over the last 4 years we have successfully reached our target and subsequently increased this target each year. We are set to reach our target of 20% in 2013/14, and the actual figure will be available in April 2014.

We will increase our target to 21% for 2014/15.

Calendar of Improvement and Efficiency Activity

Action	Frequency	2013/14 (✓)											
		Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
● Performance management	MONTHLY	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
● Review of Performance Indicators and targets	ANNUALLY												✓
● Benchmarking	BI-ANNUALLY	✓						✓					
● Collation Specified Performance Indicators (SPIs)	N/A												
● Update of PPR information	QUARTERLY	✓			✓			✓			✓		
● WLAM (assessment)	N/A												
● Review Panel	N/A												
● Performance Committee	N/A												
● Process Review (Lean/RIE activity)	AS REQUIRED												
● Progress review of improvement actions	QUARTERLY	✓			✓			✓			✓		
● CSE preparation	ANNUALLY			✓									
● Inspection or Audit activity	AS REQUIRED												
● Budget Management activity	AS REQUIRED					✓		✓			✓		
● Equality Impact Assessment(s)	AS REQUIRED												
● Health and Safety Assessment(s)	AS REQUIRED												
● Business Continuity Planning	ANNUALLY			✓									
● Workforce Planning	AS REQUIRED												
● PRPDPs	BI-ANNUALLY	✓						✓					
● Review of customer groups/segmentation matrix	ANNUALLY												✓
● Customer consultation	QUARTERLY			✓			✓			✓			✓
● Review of Service Standards	ANNUALLY												✓
● Planned Engagement activity	ANNUALLY	✓											
● Website content management	BI-ANNUALLY	✓						✓					

● Performance activity

● Self Assessment activity

● Consultation & engagement activity

● External assessment activity

● Corporate management activity

3.2 Community Regeneration

Manager:	Ian Hepburn
Number of Staff (FTE):	145.9
Locations:	West Lothian Civic Centre, Howden Park Centre, Linlithgow Burgh Halls, Lowport Outdoor Education Centre and various partnership and community centres.

Purpose

Community Regeneration comprises the following six teams:-

- Community and Leisure
- Community Arts
- Community Learning and Development (Adult Learning)
- Community Youth Services
- Regeneration and Employability
- Sport and Outdoor Education

The teams work closely with other teams within Area Services and throughout the council and external partners from the community, voluntary, statutory and private sectors.

The purpose of Community Regeneration is to tackle inequalities by engaging with individuals and communities to improve their life chances, based on the evidence that those living in the 20% most disadvantaged datazones (as defined by the Scottish Index of Multiple Deprivation) will experience worse outcomes across a range of indicators compared to not only those in the least 20% but against the local and national averages.

We do this through learning, personal development and active citizenship aimed at building on the assets and potential of individuals, families and the communities by involving people in the redesign and reshaping of our services through their comments, suggestions, partnerships with us and taking advantage of co-production methods/opportunities whenever possible.

Activities

The main activities of the service in 2014/15 will be:

- Continue to develop programmes and activities which support young people who require More Choices, More Chances progress into positive destinations.
- Developing a partnership with NHS Lothian and contributing to the delivery of the wellbeing outcomes outlined in the Arts Strategy.
- Working with Education Services to develop West Lothian's Creative Learning Network which aims to embed creativity in learning and teaching through the Curriculum for Excellence.

- Working in partnership with colleagues from Area, Education and Operational Services to manage celebrations for the Queens Baton Relay a national celebration to mark the start of the 2014 Glasgow Commonwealth Games.
- Using the opportunities provided by the Commonwealth Games and Ryder Cup in 2014, to create a legacy for sport, outdoor education and related themes within West Lothian.
- Supporting individuals, families and groups in our most disadvantaged communities to identify and develop their assets and empowering them to lead and influence regeneration.
- Offering support to residents to assist them to progress into employment, education or training with a particular focus on supporting young people.
- Supporting and developing West Lothian's third sector.
- Developing and delivering mainstream youth clubs, specific in-school and post school targeted initiatives and interventions to support young people's achievement and progression into sustainable destinations.
- Creating opportunities for improved partnership working between public, private and third sector organisations delivering activities in learning communities, and recognising the contributions and outcomes achieved collectively.
- Supporting and delivering equal access for disadvantaged groups to leisure, learning and under-5s services in the community high schools.
- Delivering a range of community based adult learning and capacity building programmes, including organisational and practical skills training, with a particular emphasis on expanding the digital inclusion of those adversely impacted by welfare reform through delivery of targeted ICT learning programmes.
- Delivering a crèche service for preschool children to enable parents to access key support and learning services.
- Developing and delivering opportunities for participation, and increased performance, in sport, outdoor education, residential experience and physical activities which contribute to wider community planning and national agency outcomes.
- Supporting voluntary organisations in receipt of council funding to build their capability and capacity to deliver services through structured support and annual health checks.
- To seek funding from creative Scotland to continue the Youth Music Initiative programme which provides musical tuition to all primary school pupils.
- To implement the Action Plans linked to specific learning communities and to submit the James Young High School and Broxburn Academy plans to Education Scotland for their consideration.
- To undertake with partners an assessment of Community Learning and Development needs across West Lothian in preparation for developing a 3 year plan to be in place for 1st September 2015, as per the Requirements for Community Learning and Developments (Scotland) regulations 2013.

Key Partners

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

- Royal Conservatoire of Scotland
- National Youth Choir of Scotland
- NHS Lothian
- Police Scotland
- West Lothian Leisure
- Community Councils
- Job Centre Plus
- Skills Development Scotland
- Women onto Work
- B4 and Onto Work, Ability Centre
- Voluntary Sector Gateway
- West Lothian Youth Action Project
- Business Gateway
- Economic Development
- Local Community Development Trusts and voluntary sector organisations
- West Lothian Leisure
- Education Scotland
- West Lothian College
- Chamber of Commerce

Customer Participation

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

Customer Consultation Schedule				
Customer Group	Survey Method	Frequency	Responsible Officer	Feedback Method
Community Arts key customer groups	Questionnaire	Annual	Laura Tyrrell	Email to customers
Howden Park Centre function catering service customers	Questionnaire & focus group	Annual	Amanda Young	Email to customers
Howden Park Centre audience members	Online survey and focus group	Annual	Anne Marie Vance	Email to customers

Customer Consultation Schedule

Customer Group	Survey Method	Frequency	Responsible Officer	Feedback Method
Children and young people participating in youth work programmes	Customer satisfaction survey	Quarterly	Beverley Akinlami	Results shared through group and or 1:1 meetings
	Distance travelled surveys	6 monthly		
Children and young people at risk of school disengagement	Customer satisfaction survey	Quarterly	Beverley Akinlami	Results shared through group and or 1:1 meetings
	Distance travelled surveys	6 monthly		
Young people at risk of not reaching a positive destination post secondary school	Customer satisfaction surveys	Quarterly	Dawn Roden	Results shared through group and or 1:1 meetings
Residents in areas of high deprivation	Door Knocking/ Questionnaire / stakeholder events	Quarterly	Claire Pattullo	Community Regeneration Action Plans
				Partnership and Resources PDSP
Residents engaged or potentially engaged in health initiatives	Questionnaire / stakeholder events	Annually	George Scott	Partnership and Resources PDSP
Voluntary Organisations	Capacity building programme for voluntary organisations	Annually	Ross Paterson	Partnership and Resources PDSP
Residents engaged or potentially engaged in employability initiatives	Door Knocking/ Questionnaire / stakeholder events	Quarterly	Clare Summers	Community Regeneration Action Plans
				Partnership and Resources PDSP
Community & Leisure Sport and Leisure Customers	Survey Questionnaire	6 monthly	Neil Sharp	Websites
Community & Leisure Adult Class Participants	Evaluation Survey	6 monthly	Neil Sharp	Websites
Community & Leisure Under-5s Centre Users	Satisfaction Survey	6 monthly	Neil Sharp	Websites and Notice-boards

Customer Consultation Schedule				
Customer Group	Survey Method	Frequency	Responsible Officer	Feedback Method
Event Organisers	Review Meetings	After events	Neil Sharp	Email or Letter
Community based adult learning course participants.	Focus groups. Survey monkey evaluation	6 monthly	Ian McIntosh	Community and Leisure PDSP
Participants in capacity building courses	Focus groups. Survey monkey evaluation	6 monthly	Ian McIntosh	Community and Leisure PDSP
Low Port residential groups	Online survey	Annually	Marion Millar	Results posted on notice boards, website and sent to customers who have supplied contact details.
Lochside Cafe users	Opinion Meter Paper based satisfaction questionnaire	6 monthly	Marion Millar	Results posted on notice board and website.
Community Clubs /Organisations	Online survey	6 monthly	Andrew Smyth/Lorraine Durie	Results posted on notice boards, website and sent to customers who have supplied contact details.
	Club network night	Annually		
Schools using Lowport Sports Facility	Focus Group	Annually	Andrew Smyth, Lorraine Durie, Elspeth Pawlak, Marion Millar.	Results posted on notice boards, website and sent to customers who have supplied contact details.
Holiday and after school programme attendees.	Paper based satisfaction questionnaire	Quarterly	Andrew Smyth, Lorraine Durie, Elspeth Pawlak.	Results posted on notice boards, website and sent to customers who have supplied contact details.
Training course attendees.	Paper based satisfaction questionnaire	Quarterly	Andrew Smyth, Lorraine Durie, Elspeth Pawlak.	Results posted on notice boards, website and sent to customers who have supplied contact details.

Activity Budget

Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2014/15	PI Category	Staff Resource (FTE)	Revenue Expenditure Budget 2014/15	Revenue Income Budget 2014/15	Net Revenue Budget 2014/15
						£	£	£
Arts Development Programme	To ensure that everyone in West Lothian has the opportunity to experience the social, economic, educational, environmental, health and creative benefits of the arts.	8. Protect the built and natural environment and ensuring other council activities are carried out in a sustainable manner	CRACS008_6a Measure of percentage of people who take part in Community Arts activities including projects, workshops, classes, Continuous Professional Development, who agree that their well-being has improved as a result of participating. (Target 90%)	HIGH LEVEL	10.0	578,772	(145,012)	433,760
			CRACS012_6a Measure of percentage of customers who agree that they are likely to become more active in their community as a result of participating in a Community Arts activity (Target 72%)	HIGH LEVEL				
Howden Park Centre	To provide high quality facilities and arts programme for the people of West Lothian	8. Protect the built and natural environment and ensuring other council activities are carried out in a sustainable manner	CRACS024_6b.2 Measure of percentage of customers who rated the facilities at Howden Park Centre and Linlithgow Burgh Halls as excellent or good (Target 96%)	PUBLIC	12.7	759,749	(535,926)	223,823
			CRACS066_9b.1c Measure of the percentage occupancy of rooms at Howden Park Centre which are available for hire. Rooms include the theatre, Space 2, Space 3, the meeting room and art studio 1. (Target 45%)	PUBLIC				

Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2014/15	PI Category	Staff Resource (FTE)	Revenue Expenditure Budget 2014/15 £	Revenue Income Budget 2014/15 £	Net Revenue Budget 2014/15 £
Linlithgow Burgh Halls	To provide high quality facilities and arts programme for the people of West Lothian	8. Protect the built and natural environment and ensuring other council activities are carried out in a sustainable manner	RACS056_9a.2b Percentage of events cancelled at Howden Park Centre and Linlithgow Burgh Halls due to insufficient demand as a proportion of all events. (Target 10%)	WLAM	6.3	343,167	(233,020)	110,147
			P:CRACS069_9b.1c Measure of percentage of Community Arts workshops, classes, courses and performances which have a greater than 70% participation or attendance rate at Howden Park Centre and Linlithgow Burgh Halls. (Target 55%)	WLAM				
Community Regeneration	To work with all Community Planning Partners to ensure that they are working together in 9 multi member wards with the common aim of closing the opportunity gap	5. Minimising poverty, the cycle of deprivation and promote equality	CRRE082_9b Percentage of health checked voluntary organisations where there was evidence of a planned approach to income and expenditure and finances are robustly controlled (Target - 90%)	PUBLIC	11.6	2,527,995	(80,916)	2,447,079
			CRRE053_9a.1c Cost per resident engaged in structured activity.	WLAM				
Employment and Skills	Supporting residents to secure and sustain employment, education or training opportunities. This involves developing their individual employability skills. Services delivered outreach in areas of high unemployment.	2. Improving the employment position in West Lothian	CRRE051_9a.1c Cost per employability client supported into work, training and education.(Target £420);	PUBLIC	10.2	224,653	0	224,653
			CRRE070_9b.1a Number of Job Candidates Supported by Council's Employability Service. (Target 1400)	WLAM				

Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2014/15	PI Category	Staff Resource (FTE)	Revenue Expenditure Budget 2014/15 £	Revenue Income Budget 2014/15 £	Net Revenue Budget 2014/15 £
Work with adults and communities	Engage adults in community based learning; combining the core skills of literacy, numeracy, communications, working with others, problem solving and information communications technology that builds the capacity of individuals, groups, communities and community organisations to influence decision making and service delivery.	2. Improving the employment position in West Lothian	CRCED045_9a.1c Annual total of adults engaged. (Target 2500)	WLAM	11.4	597,964	(21,000)	576,964
			CRCED062_9b.1 Community Based Adult Learning(CBAL) - Number of CBAL courses delivered. Target 160	WLAM				
Work with Young People	Engaging with young people to facilitate their personal, social and educational development and enabling them to gain a voice, influence and place in society	3. Improving attainment and positive destinations for school children	CRCYS043_9a.2a Average number of youth work contacts per full time equivalent. Target 275	WLAM	16.0	1,107,452	0	1,107,452
			CRCYS061_9b.2 Number of antisocial behaviour calls regarding young people registered with the Community Safety Unit. (Target 3,000)	HIGH LEVEL				

Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2014/15	PI Category	Staff Resource (FTE)	Revenue Expenditure Budget 2014/15 £	Revenue Income Budget 2014/15 £	Net Revenue Budget 2014/15 £
MCMC	The team deliver employability services in school and post school to vulnerable /disaffected pupils. The team provided appropriate employment, training or educational opportunities through pro-active intervention and the establishment of partnerships and networks to assist in the process.	3. Improving attainment and positive destinations for school children	CRCYS053_9a.1a Percentage of More Choices More Chances (MCMC) clients supported moving into a positive destination. (Target 50%)	PUBLIC	10.4	864,656	0	864,656
			CRCYS044_9a.2a Average number of clients registered / supported per More Choices More Chances Full Time Equivalent staff. (Target 25)	WLAM				
Community & Leisure	Provision of sport and leisure, adult learning and under-5s services in community high schools	7. Delivering positive outcomes on health	CRCL031_9a.1c Community & Leisure net unit cost per participant session. (Target £1.65)	PUBLIC	22.7	613,764	(331,452)	282,312
			CRCL041_9b.1b Percentage of Community & Leisure customers living in the 20% most disadvantaged areas in West Lothian. (Target 16%).	PUBLIC				
Time Limited - Employability Measures	Additional Training & Employment Opportunities for Young People	2. Improving the employment position in West Lothian	Progress on delivery of this activity is reported to both CMT and Council Executive on a quarterly basis.		3.0	1,000,000	0	1,000,000

Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2014/15	PI Category	Staff Resource (FTE)	Revenue Expenditure Budget 2014/15 £	Revenue Income Budget 2014/15 £	Net Revenue Budget 2014/15 £
Time Limited - Wage Subsidy Scheme- Voluntary Organisations	Additional Training & Employment Opportunities for Young People in the Voluntary Sector	2. Improving the employment position in West Lothian	Progress on delivery of this activity is reported to both CMT and Council Executive on a quarterly basis.		0.0	52,000	0	52,000
Time Limited - Skills Training Programme	Additional Training & Employment Opportunities for Young People	2. Improving the employment position in West Lothian	Progress on delivery of this activity is reported to both CMT and Council Executive on a quarterly basis.		0.0	25,000	0	25,000
Time Limited - Graduate Training Programme	Additional Training & Employment Opportunities for Young People	2. Improving the employment position in West Lothian	Progress on delivery of this activity is reported to both CMT and Council Executive on a quarterly basis.		0.0	8,000	0	8,000
Sport Development	Provide support and provision of opportunities and facilities across broad range of sports to individuals, clubs, coaches and partners.	7. Delivering positive outcomes on health	CRSOE043_9a.1c Net unit revenue cost per participant session. (Target £10.00)	HIGH LEVEL	5.9	868,350	(144,407)	723,943
			CRSOE059_9b.1c Number of participant sessions delivered.(20,000)	HIGH LEVEL				
West Lothian Leisure	Monitor performance of West Lothian Leisure in accordance with the Lease & Funding Agreement	Enabler Service - Corporate Governance and Risk	CRSOE051_9b.1a Number of attendances per 1000 population at indoor sport & leisure facilities. (Target 6,460)	PUBLIC	0.0	2,040,064	0	2,040,064
			Number of health referrals that continue beyond the initial 12 week programme (TBC)	PUBLIC				

Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2014/15	PI Category	Staff Resource (FTE)	Revenue Expenditure Budget 2014/15 £	Revenue Income Budget 2014/15 £	Net Revenue Budget 2014/15 £
Provision of Core Outdoor Education Activity	Provide programmed Outdoor Activity and resources for Primary, Secondary and Special Schools, including supporting current educational initiatives	7. Delivering positive outcomes on health	CRSOE041_9a.1a Unit Cost per customer enquiry made to the Sport and Outdoor Education Admin team. (Target £2.08)	HIGH LEVEL	10.6	368,737	(206,311)	162,425
			CRSOE058_9b.1c Percentage up-take on Sport and Outdoor Education activity courses. (Target 85%).	WLAM				
Residential Facility	Provide a high quality residential and catering facility which will be offered to all West Lothian Schools and the wider community	Enabler Service - Financial Planning	CRSOE042_9a.1a Low Port Centre carbon consumption per square metre. (Target 20)	HIGH LEVEL	12.8	445,251	(249,122)	196,130
			CRSOE57_9b.1c Percentage occupancy rates for bed nights in the Low Port Centre	HIGH LEVEL				
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.	COMMUNITIES	2.3	207,437	-	207,437
Total :-					145.9	£12,633,011	- £1,947,166	£10,685,845

Actions

Actions – Update from 2013/14 Management Plan						
Action	Description	Planned Outcome	Owner	Start	End	Status (Planned, Active, Complete)
Implement improvements to the venue hire process at Howden Park Centre	Following a one day Improvement Workshop in 2012 an action plan was developed to facilitate service improvement	Simplify the processes, improve communication between teams, improve the customer journey and reduce unnecessary customer contacts	Laura Tyrrell	January 2013	June 2013	Complete
Establish a cafe and bar operation at Linlithgow Burgh Halls	Manage the cafe at Linlithgow Burgh Halls, provide a licensed bar and manage external catering for events and functions	Meet business and income targets and ensure that cafe and bar provide a sustainable, cost-effective service for customers using the venue	Thirza Hockaday	January 2013	March 2014	Complete
Deliver and implement the revised Community Arts grant scheme	Following a review of the Community Arts Grants Scheme in 2012, which involved consultation with customers, new criteria for funding have been adopted	Increase the number of organisations and individuals in West Lothian accessing the community arts grant scheme	Anne Marie Vance	April 2013	March 2014	Complete
Review of Work with Young People team	Review operational model and curriculum offer and reshape to meet local and national priorities	New operational model and curriculum offer established in line with Curriculum for Excellence	Beverley Akinlami	April 2003	September 2013	Complete

Actions – Update from 2013/14 Management Plan						
Action	Description	Planned Outcome	Owner	Start	End	Status (Planned, Active, Complete)
Develop plan for the coordination of accredited learning programmes	Review accredited learning programmes offered in relation to needs of children and young people	Increased opportunities for children and young people to participate in accredited learning programmes	Beverley Akinlami	April 2013	October 2013	Complete
Devise with partners learning pathways for children and young people requiring targeted support and interventions	Engage with internal and external partners to collectively ensure that targeted support and interventions are coherent, coordinated and needs led	Improved coordination and quality of targeted support and interventions that are effective, relevant and offer better value for money	Beverley Akinlami	April 2013	August 2013	Complete
Voluntary Organisations	To support, advise and monitor the voluntary sector in West Lothian. This will include the implementation of a quality standard approach to the sector	All Voluntary organisations on the Voluntary sector budget complete a health check in 2013/14 15 organisations gain a PQASSO quality standard	Ross Paterson	February 2013	December 2013	Complete
Locality Planning (Community Regeneration)	To work with all Community Planning Partners to ensure that they are working together in 9 multi member wards with the common aim of closing the opportunity gap and tackling inequalities	Develop and implement 9 ward actions plans for each of the multi member wards Progress against the actions identified in each of the ward action plans will be reported to related LAC's	Clare Summers	April 2013	March 2014	Complete

Actions – Update from 2013/14 Management Plan						
Action	Description	Planned Outcome	Owner	Start	End	Status (Planned, Active, Complete)
Employment and Skills	<p>Offer support to residents to assist them to progress into employment, education or training</p> <p>This will include the delivery of the Steps N2work programme aimed at creating 140 opportunities for young people in 2014</p> <p>A Veterans wage subsidy programme will be launched in 2014 to create 20 opportunities for Veterans in West Lothian</p>	<p>1400 residents register with Access2employment</p> <p>700 progress into employment, education or training</p> <p>30 West Lothian Job Fund, 100 Wage Subsidy and 10 Modern Apprenticeship opportunities are created for young people</p> <p>20 wage subsidy opportunities for Veterans</p>	Clare Summers	April 2013	March 2014	Complete
Redesign crèche service to offer training element as a positive destination for those in transition to work or certificated study	A crèche service is provided that uses the provision to recruit and train staff to a supply pool that offers ongoing training and access to employment in social care	Existing service is redesigned and developed to offer supported positive destinations	Ian McIntosh Margo Mitchell	April 2013	February 2014	Complete
Promote and develop digital inclusion	Design and deliver learning opportunities for those at greatest risk of digital exclusion	Those at greatest risk of exclusion are skilled in using various ICT channels and are supported to access free public access options across West Lothian	Ian McIntosh John McGhee	June 2013	February 2014	Complete

Actions – Update from 2013/14 Management Plan						
Action	Description	Planned Outcome	Owner	Start	End	Status (Planned, Active, Complete)
Develop family learning support	Development stages of Healthy Families, Healthy Children and ICT targeting of P1 parents demonstration projects to inform delivery in 2013/14	Positive learner engagement of parents/carers contributes to improved family relationships and in-school attainment	Ian McIntosh Ruth Plevin	April 2013	March 2014	Complete
Customer enquiry process to be developed through use of CRM system	To utilise the CRM system to record and monitor all customer enquiries enabling more accurate management information and collation of Key Performance Indicators	CRM system developed and in use by all administration staff	Lynne Taylor	April 2013	June 2014	Complete
Change the focus of satisfaction surveys for groups attending activities with the service	Target customer satisfaction surveys at group participants rather than group leaders	More accurate customer satisfaction results from group participants	Keir Stevenson	April 2013	April 2014	Complete

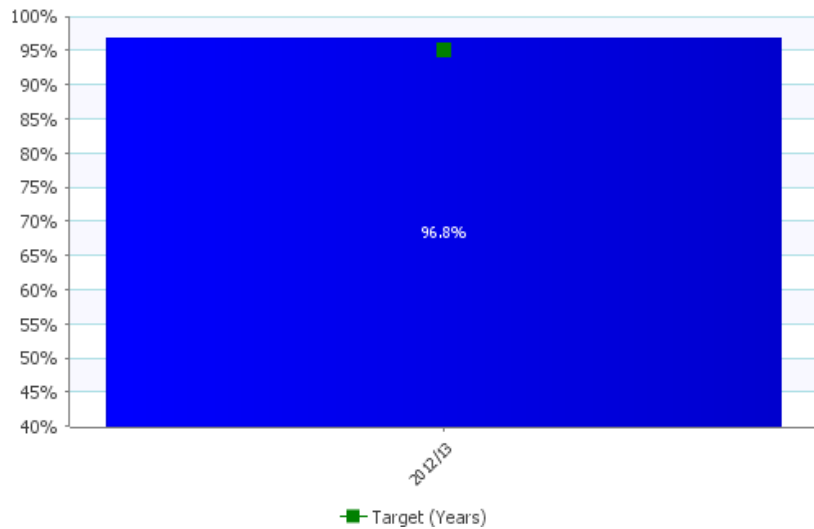
Actions 2014/15						
Action	Description	Planned Outcome	Owner	Start	End	Status (Planned, Active, Complete)
Community and Leisure Service Redesign	Redesign and restructuring of community and leisure services	Establishment of more integrated, outcome-focussed and efficient service	Neil Sharp	January 2013	March 2014	Scheduled to complete in August 2014
Commonwealth Games 2014 planning and preparation	Planning for events and legacy initiatives related to the Glasgow Commonwealth Games 2014	Legacy Plan and action plan agreed	Andrew Smyth	April 2013	December 2014	Active
Develop the Business Plan for Howden Park Centre	The Business Plan will identify the key areas for development and contain an action plan for increasing the number of lets for social and commercial events	Increase occupancy and income generation at Howden Park Centre	Amanda Young	January 2013	March 2014	Active
Deliver and implement the Council's Culture & Heritage Strategy 2013-17	Working with key partners and stakeholders participate in the delivery of key tasks in the Culture & Heritage Strategy action plan	Increase participation in and engagement with culture and heritage, build cultural capacity in the local community and celebrate and promote West Lothian's cultural identity	Laura Tyrrell	April 2013	March 2014	Active
Use external funding from Creative Scotland to develop an arts programme targeted at the hardest to reach communities and individuals in West Lothian	Work with key partners to identify and remove barriers to participation in the arts	Increase participation in and engagement with the arts by people living in the 20% most disadvantaged datazones in West Lothian	Anne Marie Vance	August 2014	March 2014	Active

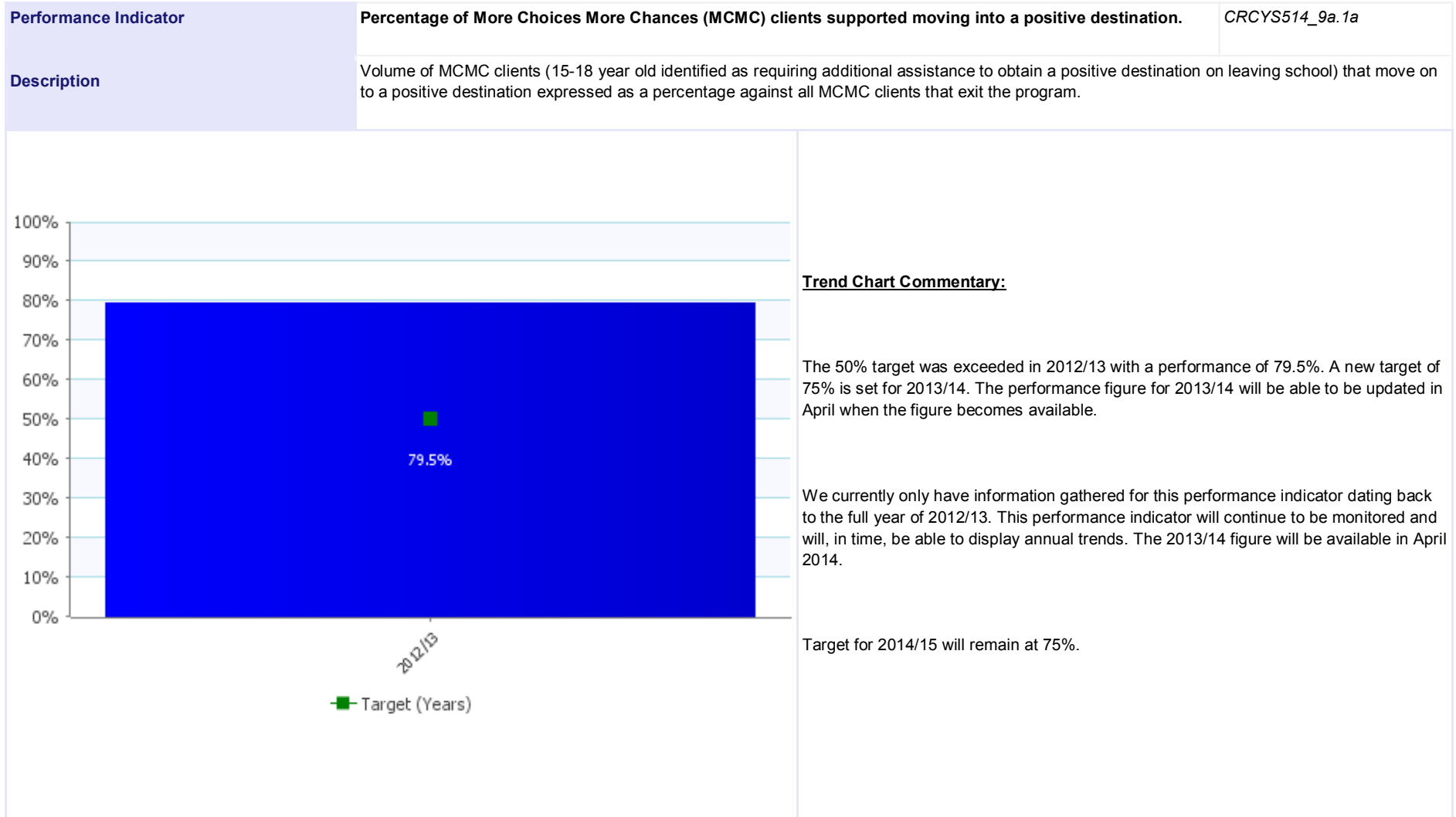
Actions 2014/15						
Action	Description	Planned Outcome	Owner	Start	End	Status (Planned, Active, Complete)
Produce a coordinated Community Youth Services Plan	Develop services including targeted provision relevant to the needs of children and young people	There is access to a diverse range of personal development, learning and employability opportunities	Beverley Akinlami	April 2013	June 2013	Develop in line with refocused service – schedule to complete June 2014
Integration of Community & Leisure Booking Systems at Deans and Inveralmond Community High Schools	Improving customer service by integrating Community & Leisure bookings and memberships systems at Deans and Inveralmond Community High Schools	Integration of systems delayed due to delay in upgrade in Deans CHS Wide Area Network. Project completion now scheduled for July 2013.	Neil Sharp	January 2013	July 2013	Project scope extended to incorporate moving all key service systems from education to corporate by 31 March 2014
Upgrade and development of Low Port Centre	Secure capital funds and commence brief for the upgrade and development of Low Port Centre facilities to support the	Capital funds secured, consultancy brief and outline facility requirements agreed.	Keir Stevenson	April 2013	March 2014	Active
Develop business plans for the arts venues.	Business plans will identify opportunities to diversify the business and increase income generating opportunities and profitability	Increased revenue generation and profitability	Laura Tyrrell	April 2014	March 2015	Planned
Prepare and implement the Council's Culture & Heritage Strategy 2014-18	Work with key partners and stakeholders to deliver the aims and outcomes identified in the strategy	Increase participation in and engagement with culture and heritage, build capacity in the local community and promote West Lothian's cultural identity	Laura Tyrrell	April 2014	March 2015	Planned

Actions 2014/15						
Action	Description	Planned Outcome	Owner	Start	End	Status (Planned, Active, Complete)
Community and Leisure Service Modernisation	Redesign and restructuring of community and leisure services	Establishment of more integrated, outcome-focussed and efficient service	Neil Sharp	January 2013	August 2014	Active
Community engagement	Increase the capacity and expertise of staff through CPD and deploy this in delivery of CPP community engagement plan.	Coordinated community engagement good practice increases impact on specific outcomes.	Ian McIntosh	April 2014	December 2014	Planned
Adult learning provision.	Map adult learning provision in all learning communities	Improved planning for improvement and evidence base for self evaluation.	Ian McIntosh	April 2014	August 2014	Planned
Community Youth Services	Develop pathfinder Learning Community Partnerships in two learning communities.	Improved needs assessment, partnership planning and resourcing to deliver better outcomes for young people	Beverley Akinlami	April 2014	October 2014	Planned
Regeneration Framework	Develop Regeneration Plans for targeted areas with a focus on increasing community resilience.	Local communities are better able to develop local activities and initiatives which support community resilience.	Ian Hepburn	01/04/14	30/09/14	Planned
Voluntary Organisations	To support, advise and monitor the voluntary sector in West Lothian. This will include the implementation of a quality standard approach to the sector.	All Voluntary organisations on the Voluntary sector budget complete a health check in 2014/15 Development of 'An Enterprising Third Sector Strategy'	Ross Paterson	1st February 2014	31st March 2015	Active

Actions 2014/15						
Action	Description	Planned Outcome	Owner	Start	End	Status (Planned, Active, Complete)
Implementation of the West Lothian Games Legacy Plan 2014 - 2019	Work with stakeholders to deliver the aims and outcomes identified in the strategy	Programmes and initiatives linked to relevant legacy themes implemented, facilitated and monitored with impact assessed.	Keir Stevenson	April 2014	March 2015	Active
Young Coaches Programme	Work in partnership with Education Services to develop proposals for a sport and outdoor education young coaches course as part of the campus model for senior secondary pupils.	Course developed which offers an additional qualification not currently offered within the 11 secondary schools. Increased capacity through the production of well trained, experienced coaches and volunteers to support extracurricular activities within the school and community.	Keir Stevenson	January 2014	April 2014	Active
Upgrade and development of Low Port Centre	In partnership with Construction Services, ensure the implementation of capital improvements to Low Port Centre in line with project plan and consultation.	Facility development completed on time and on budget.	Keir Stevenson	April 2014	March 2016	Active
Community Sports Hubs	To support existing community sports hubs to expand and to develop at least one further community sports hub.	One further sports hub opens	Keir Stevenson	April 2014	March 2015	Active

Performance

Performance Indicator	Percentage of Community Regeneration customers who rated the overall quality of Customer Service as good or excellent.	CREg001_6a
Description	This performance indicator measures the percentage of customers across Community Regeneration who rated the service they received as 'excellent' or 'good'. This is based on the total number of returns of a standard customer satisfaction questionnaire distributed by all teams.	
 <p>100% 95% 90% 85% 80% 75% 70% 65% 60% 55% 50% 45% 40%</p> <p>96.8%</p> <p>2012/13</p> <p>■ Target (Years)</p>		<p>Trend Chart Commentary</p> <p>This is a new performance indicator measuring the quality of customer service rated as good or excellent across all areas within Community Regeneration.</p> <p>In 2012/13 96.8% of respondents to the customer satisfaction questionnaire rated the quality of the customer service as good or excellent.</p> <p>We currently only have information gathered for this performance indicator dating back to the full year of 2012/13. This performance indicator will continue to be monitored and will, in time, be able to display annual trends. The 2013/14 figure will be available in April 2014.</p> <p>The target for 2014/15 has been set at 97%.</p>



Performance Indicator	Number of physical activity participant sessions delivered	CRSOE059_9b.1c
Description	This performance indicator measures the total number of physical activity participant sessions delivered by the Sport and Outdoor Education service. Information is held on individual registers and then collated on the central monitoring spreadsheet.	



45,811

2012/13

■ Target (Years)

Trend Chart Commentary:

This performance measure was introduced in financial year 2012/13 and the trend chart shows that the target of 40,000 participant sessions was exceeded.

The 2013/14 target was increased to 46,000 and we are on target to meet this.

We currently only have information gathered for this performance indicator dating back to the full year of 2012/13. This performance indicator will continue to be monitored and will, in time, be able to display annual trends. The 2013/14 figure will be available in April 2014.

Target for 2014/15 has been increased to 46,500. The rationale for this is the anticipated increase in physical activity arising from the Commonwealth Games 2014.

Calendar of Improvement and Efficiency Activity

Action	Frequency	2014/15 (✓)											
		Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
● Performance management	MONTHLY	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
● Review of Performance Indicators and targets	QUARTERLY	✓			✓			✓			✓		
● Benchmarking	ANNUALLY												
● Collation Specified Performance Indicators (SPIs)	ANNUALLY	✓											
● Update of PPR information	QUARTERLY	✓			✓			✓			✓		
● WLAM (assessment)	ANNUALLY							✓					
● Review Panel	ANNUALLY												
● Performance Committee	AS REQUIRED												
● Process Review (Lean/RIE activity)	AS REQUIRED												
● Progress review of improvement actions	QUARTERLY	✓			✓			✓			✓		
● CSE preparation	AS REQUIRED												
● Inspection or Audit activity	AS REQUIRED												
● Budget Management activity	MONTHLY	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
● Equality Impact Assessment(s)	ANNUALLY	✓											
● Health and Safety Assessment(s)	QUARTERLY	✓			✓			✓			✓		
● Business Continuity Planning	ANNUALLY			✓									
● Workforce Planning	ANNUALLY	✓											
● PRPDs	MONTHLY	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
● Review of customer groups/segmentation matrix	ANNUALLY						✓						
● Customer consultation	MONTHLY	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
● Review of Service Standards	ANNUALLY						✓						
● Planned Engagement activity	QUARTERLY	✓			✓			✓			✓		
● Website content management	MONTHLY	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
● Performance activity	● Self Assessment activity	● Consultation & engagement activity			● External assessment activity			● Corporate management activity					

3.3 Customer Service Development

Manager:	Karen Cawte
Number of Staff (FTE):	183.9 FTE
Locations:	24 buildings across West Lothian

Purpose

Customer Services Development comprises seven service areas which, together, provide the frontline delivery of council services to all communities in West Lothian. These are: Customer Information Services, Library and Heritage Services, Registration, Fauldhouse and Bathgate Partnership Centres, and Customer Service Centre. 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 who need services to other parts of Area Services (such as Advice Shop or ABE).

Many of the services also support community regeneration through the development of longer term relationships with groups and organisations. The service have 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 also has corporate responsibility for developing and overseeing the delivery of the council's Customer Services Strategy and web presence.

Activities

The main activities of the service in 2014/15 will be to:

- Oversee the delivery of the council's Customer Services Strategy.
- Lead the development of the new council website and intranet pages.
- Provide customers with personal access to all council services and payment facilities through a network of local service centres as well as the centrally based contact centre.
- Provide access to informal learning opportunities for individuals and groups in West Lothian through a comprehensive range of lending and reference resources.
- Provide access to a range of services to the community and support for community groups in Bathgate and Fauldhouse.
- Provide 24x7 support for older and vulnerable people through the electronic care alarm system.
- Provide a museums service focusing on the educational, heritage and leisure needs of the community.
- Provide an archives and records management service to store, manage and retrieve historical documents and records of WLC.

Key Partners

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

- NHS Lothian
- West Lothian Leisure
- Jobcentreplus
- Community Health and Care Partnership
- Police Scotland
- Management Committees

Customer Participation

The service will engage actively customers and potential customers in the delivery and re-design of services to ensure that are accessible and focused on their needs and preferences. All parts of the Customer Services Development service will complete regular customer satisfaction surveys in addition to the schedule below.

Customer Consultation Schedule				
Customer Group	Survey Method	Frequency	Responsible Officer	Feedback Method
Library users	Focus groups	Quarterly	Hilda Gibson	Notice boards and notes from meetings
Community groups with an interest in Armadale Partnership Centre	Meetings	Bi monthly		Notes from meetings reports to committee
Bathgate Community Centre users and management committee	Meetings	Monthly	Jim Saunders	Monthly meetings and plasma screens
Fauldhouse Community Centre users and management committee	Meetings	Monthly	Dennis Cairney	Monthly meetings and notice board
Customer Service Centre users	Phone surveys	Monthly	Anna Brash	Performance indicators
Website users	Online survey	Monthly	Colin Baxter	Website
Heritage Service users	Face to face and online survey	Annual	Jeanette Castle	Online and report

Activity Budget

Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2014/15	PI Category	Staff Resource (FTE)	Revenue Expenditure Budget 2014/15 £	Revenue Income Budget 2014/15 £	Net Revenue Budget 2014/15 £
Registration Service	To record all registrations for births, marriages and deaths accurately and issue extracts from the registers	Enabler Service - Corporate Governance and Risk	REG419a Unit cost of each registration activity - target £4.50	PUBLIC	5.1	169,026	236,319	67,293
			REG55 9b -% extracts issued within 24 hrs of receipt of payment - target 100%	WLAM				
Registration	Total :-				5.1	169,026	236,319	67,293
Customer Information Service	To provide customers with personal access to all council services and cash collection facility through a network of local service centres	Enabler Service - Modernisation and Improvement	CIS041.9a - Unit cost of each CIS transaction - target £3.30	PUBLIC	28.3	746,974	1,121,588	374,614
			CIS051 9b - % of CIS enquiries resolved at first point of contact - target 75%	PUBLIC				
Council Information Service	Total :-				28.3	746,974	1,121,588	374,614

Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2014/15	PI Category	Staff Resource (FTE)	Revenue Expenditure Budget 2014/15 £	Revenue Income Budget 2014/15 £	Net Revenue Budget 2014/15 £
Public Library Service - Book Lending	Provide access to informal learning opportunities for individuals and groups in West Lothian via a comprehensive range of lending & reference books.	8. Protecting the built and natural environment	LIB42 9a Net cost per item borrowed from libraries - target £2.08	PUBLIC	43.9	1,238,050	142,998	1,095,052
			LIB53 9b % of available computer sessions that are used.	HIGH LEVEL				
Local History and museums service	Provide a museums and local history service that focuses on the educational, heritage and leisure needs of the community now and in the future	8. Protecting the built and natural environment	LIB63 9b No of volunteer hours per month - target 120	WLAM	3.0	58,501	3,636	54,865
Archives Service	Provide an archives and records management service to store, manage and retrieve the historical documents of West Lothian Council	Enabler Service - Corporate Governance and Risk	LIB59.9b % of holdings catalogued Target - 20%	WLAM	3.0	215,061	7,504	207,557
			LIB65. 9b Number of boxes received by Archives and Records management - target 500	WLAM				
Libraries	Total :-				49.9	1,511,612	154,138	1,357,474

Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2014/15	PI Category	Staff Resource (FTE)	Revenue Expenditure Budget 2014/15 £	Revenue Income Budget 2014/15 £	Net Revenue Budget 2014/15 £
Bathgate PC	Provide access to a range of services to the community and support to community groups	8. Protecting the built and natural environment	BPC041 9a. Unit cost per transaction at Bathgate PC Target 80p	PUBLIC	15.0	384,671	13,797	370,874
			BPC051 % occupancy of the community areas Target 50%	HIGH LEVEL				
Fauldhouse PC	Provide access to a range of services to the community and support to community groups	8. Protecting the built and natural environment	FPC044 % of FTE delivering frontline service - Target 55%	WLAM	13.4	358,128	53,376	304,752
			FPC051 9b % occupancy of the community areas Target 20%	HIGH LEVEL				
Partnership Centres	Total :-				28.4	742,799	67,173	675,626
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.		0.8	62,973	0	62,973
Customer and Community Service	Total :-				112.5	3,233,384	(1,579,218)	1,654,166

Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2014/15	PI Category	Staff Resource (FTE)	Revenue Expenditure Budget 2014/15 £	Revenue Income Budget 2014/15 £	Net Revenue Budget 2014/15 £
Time Limited - Welfare Reform	Additional resource to deal with the increased case load due to welfare reform.	5. Minimising poverty, the cycle of deprivation and promoting equality	Progress on delivery of this activity is reported to both CMT and Council Executive on a quarterly basis.		5.0	80,000	0	80,000
	Total :-				117.5	3,313,384	1,579,218	1,734,166
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 £1.80	PUBLIC	32.5	964,809	618,160	346,649
			CSC201 % CSC calls resolved at first point of contact Target -75%	PUBLIC				
Telephone Service	Provide Revenues and Benefits customers with access to services through a centrally based telephone service	Enabler Service - Modernisation and Improvement	CSC157 9a % resource dedicated to frontline activity - target 65%	WLAM	10.7	182,531	116,949	65,582
			CSC203 % calls that are abandoned- Target 30%	WLAM				

Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2014/15	PI Category	Staff Resource (FTE)	Revenue Expenditure Budget 2014/15 £	Revenue Income Budget 2014/15 £	Net Revenue Budget 2014/15 £
Telephone Service	Provide Housing Repairs customers with access to services through a centrally based telephone service	Enabler Service - Modernisation and Improvement	CSC154 % enquiries that require an outbound call Target 100%	WLAM	6.0	156,456	100,243	56,213
			CSC2029b - % calls that are abandoned Target 20%	WLAM				
Care Alarm System	Provide 24 x 7 support for older and vulnerable people through the electronic care alarm system	4. Improving the quality of life for Older People	CSC151 Unit cost of each Careline customer contact - Target 73p	PUBLIC	12.7	456,148	0	456,148
			CSC2079b Number of calls coming into Careline service Target 15000	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.		0.5	37,344	0	37,344
	Total :-				62.4	1,797,288	(835,352)	961,936
Time Limited - Welfare Reform	Additional resource to deal with the increased case load due to welfare reform.	5. Minimising poverty, the cycle of deprivation and promoting equality	Progress on delivery of this activity is reported to both CMT and Council Executive on a quarterly basis.		4.0	80,000	0	80,000
	Total :-				66.4	1,877,288	(835,352)	1,041,936

Actions

Actions 2013/14						
Action	Description	Planned Outcome	Owner	Start	End	Status (Planned, Active, Complete)
Customer Services qualifications are taken up by frontline staff	20 staff have been identified to complete this training.	Frontline staff are equipped with the tools and knowledge to deliver excellent customer service	Karen Cawte	January 2012	March 2014	Complete.
Further integration of Libraries, CIS and Registration Services	To allow customers to have access to council services in locations most convenient to them	Services to be delivered from a reduced number of buildings, while maintaining service levels	Julia Laidlaw & Hilda Gibson	May 2012	March 2014	Complete. All three services operating as 1 team.
Move the Customer Service Centre to the Civic Centre to utilise new telephony system	To facilitate an increase in call volumes by using a less expensive channel to contact the council	An increase of average call volumes to 1,000 per day	Anna Brash	July 2012	August 2013	Complete
Investigate the opportunity for introduction of public access Wi-Fi in key council buildings	Options for Wi-Fi in council buildings to be scoped and recommendations for implementation developed	Increase customer access to digital services	Jim Saunders	January 2013	December 2013	Complete

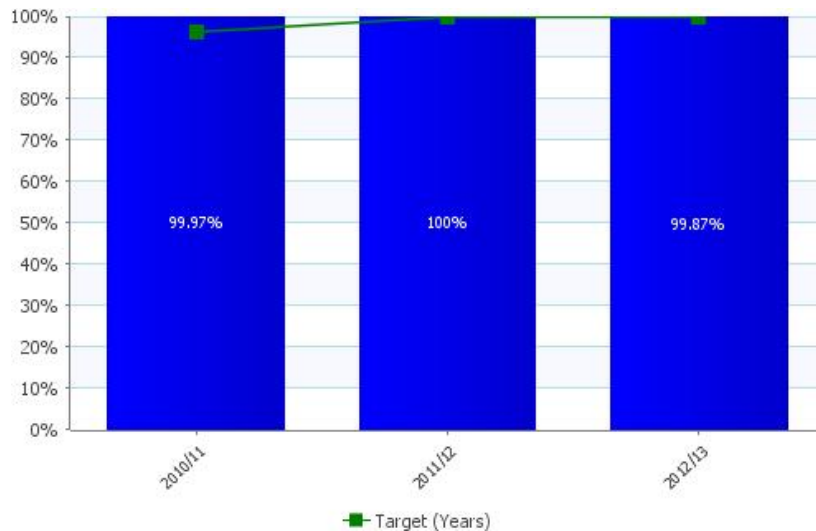
Actions 2014/15						
Action	Description	Planned Outcome	Owner	Start	End	Status (Planned, Active, Complete)
Further development of Careline technology	Allow more older people to stay within their own home	Up to 60% of older people stay in their own homes	Anna Brash	April 2012	March 2016	Active
Deliver the Customer Service Strategy across the council	To give all services the tools and ability to deliver excellent customer service.	Excellent customer service is delivered across the council	Karen Cawte	November 2011	March 2014	Active 75% complete
Usage of CRM maximised across the council	To provide a 'Golden Record' of customer information across the council	Have all council services utilising CRM to record customer details	Robert Adamson	January 2012	March 2014	Active. All services using CRM to record complaints
Integrating CRM with back office systems to allow channel shift	Integrate CRM with core back office systems e.g. Open Housing & Open Revenues to allow services to be available online	Increase customer self service	Robert Adamson	April 2013	April 2016	Active
Lead the redevelopment of the internet and intranet	Establish a new website for the Council based on a new platform. Ensure the site is transactional for customers, both internal and external.	More customers use the website to interact with the Council.	Karen Cawte	January 2013	March 2014	Active. The new Council site will be available in April 2014. The intranet and external sites will follow.
Planning the service delivery in Blackburn as part of the Partnership Centre development	Ensuring that the range of services delivered in Blackburn by Area Services are maximised within the development of the new partnership centre	The Blackburn community have access to council services	Steve Field	January 2013	March 2016	Active

Actions 2014/15						
Action	Description	Planned Outcome	Owner	Start	End	Status (Planned, Active, Complete)
Develop and open Linlithgow Partnership Centre	Integrate the Library, CIS, and Registration and Police functions in a newly refurbished County Buildings and relocate the Local History Library within the building	Expanded public access to the building that meets the needs to the community	Julia Laidlaw	January 2013	December 2013	Active. Progress delayed due to presence of asbestos in the building.
Promote a single council phone number	Increase the number of services that use the Customer Service Centre as the first point of contact	The number and range of calls handled by CSC will increase	Anna Brash	August 2013	March 2015	Active
Plan and deliver a Partnership Centre in Armadale	Integrate the CIS and housing service with the library, museum and community centre in Armadale to form a one stop shop for council services	The Armadale community can access all council services in one location	Karen Cawte	January 2014	March 2015	Active
Develop the transactional capability of the website	The website will allow customers to carry out transactions with the council without the need to speak to an officer	The council achieves a 25% "channel shift" of customer interactions	Karen Cawte	November 2013	March 2016	Active

Actions 2014/15						
Action	Description	Planned Outcome	Owner	Start	End	Status (Planned, Active, Complete)
Install public access Wi-Fi capability 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	Jim Saunders	April 2014	March 2015	Planned
Amalgamate key performance indicators	To reflect the integrated nature of the service, a range of new performance indicators will be developed.	Performance across key measures is more overt	Wendy Thomas	April 2014	Dec 2014	Planned

Performance

Performance Indicator	Customer Information Services (CIS) - Percentage of customers who rated the overall quality of the service as good or excellent	CIS520_6a.7
Description	CIS customers are randomly selected to complete a customer satisfaction survey. This annual indicator shows the percentage of customers rating the overall satisfaction with the service as good or excellent. The target is reviewed on an annual basis.	



Year	Satisfaction Rate (%)	Target (%)
2010/11	99.97%	100%
2011/12	100%	100%
2012/13	99.87%	100%

Trend Chart Commentary:

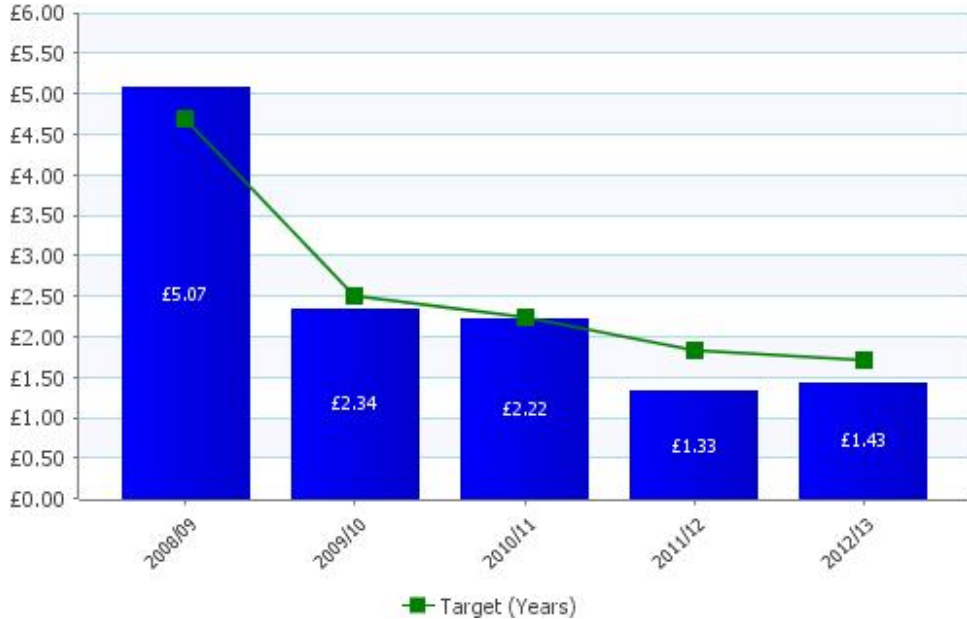
The level of overall customer satisfaction with the Customer Information Service (CIS) is consistently high. As a result of this, the target has been set at 100%.

We completed 3959 customer surveys in 2010/11, resulting in a 99.97% satisfaction rate, 1743 in 2011/12, providing a 100% satisfaction rate and 1579 surveys in 2012/13, providing a 99.87% satisfaction rate.

The 2013/14 figure will be available in April 2014.

The target for 2014/15 will remain at 100%

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



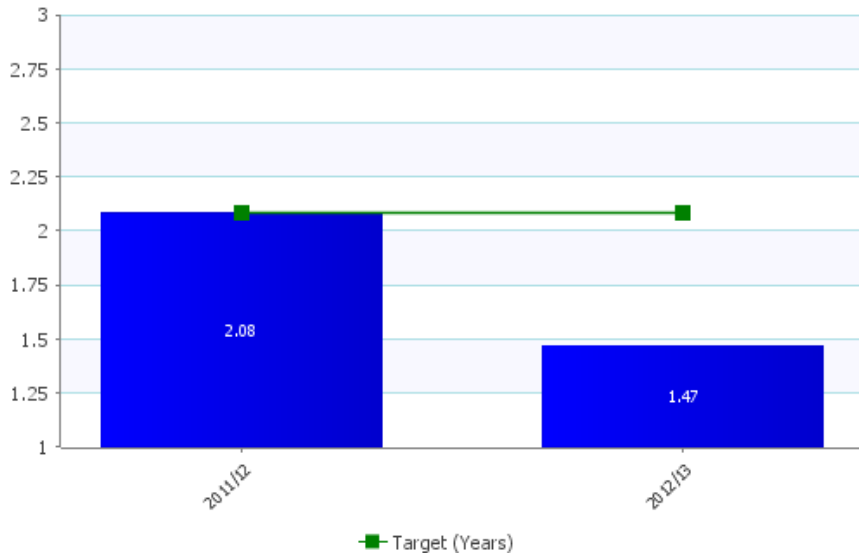
Year	Actual Cost (£)	Target (£)
2008/09	£5.07	£5.07
2009/10	£2.34	£2.50
2010/11	£2.22	£2.25
2011/12	£1.33	£1.85
2012/13	£1.43	£1.80
2013/14	-	£1.83
2014/15	-	£1.50

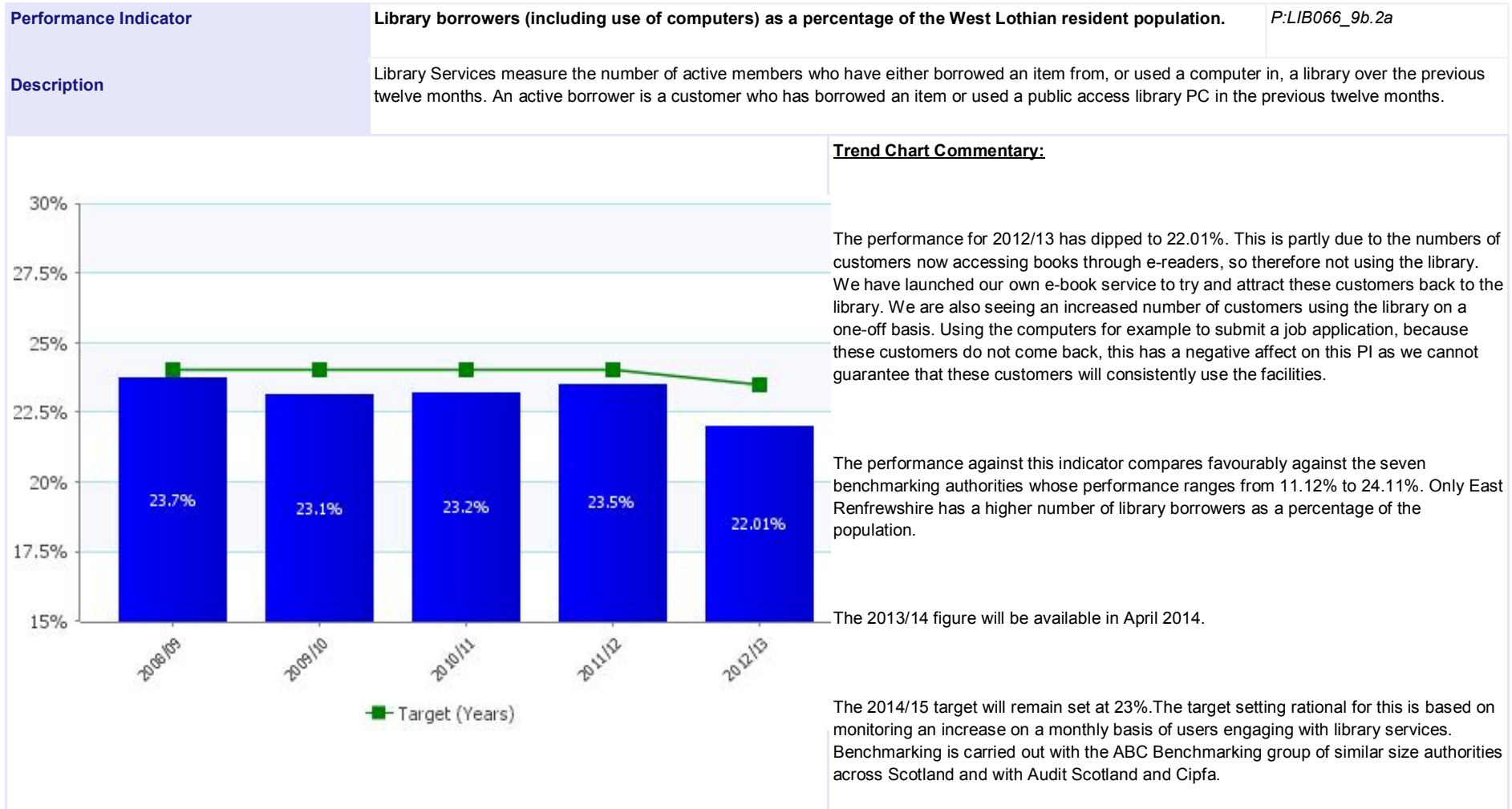
Trend Chart Commentary:

The trend in this indicator shows that for the four years, the CSC has improved performance by reducing the unit cost of CSC calls. The volume of calls received by the CSC have increased in this time, but improvements to staff training, streamlining of processes have contributed to the positive trend. The CSC is currently exceeding the target of £1.83 per call for 2013/14.

The 2013/14 figure will be available in July 2014.

The target for 2014/15 is £1.50

Performance Indicator	Net cost per item borrowed from branch libraries.	<i>P:LIB042_9a.1a</i>									
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.										
 <p>Target (Years)</p> <table border="1"> <thead> <tr> <th>Year</th> <th>Net cost per item borrowed</th> <th>Target</th> </tr> </thead> <tbody> <tr> <td>2011/12</td> <td>2.08</td> <td>2.08</td> </tr> <tr> <td>2012/13</td> <td>1.47</td> <td>2.08</td> </tr> </tbody> </table>		Year	Net cost per item borrowed	Target	2011/12	2.08	2.08	2012/13	1.47	2.08	<p>Trend Chart Commentary:</p> <p>This indicator was introduced in 2012 and populated with the information for cost per item issued for 2011/12. The indicator does not reflect the wider range of reading, information seeking and learning activities that go on in 21st century libraries.</p> <p>Library and Heritage Services was restructured during 2011/12 and 2012/13 and operating costs were reduced through this process.</p> <p>This indicator for 2012/13 shows a fall in costs to operate the public library service due to the repositioning of the service in anticipation of a leaner integrated service in the future. Investment has been made in introducing self issue terminals to enable a smaller staff cohort to deliver assistance directly to customers.</p> <p>The target for 2013/14 has been set at £1.47, the same level as 2012/13. Benchmarking is done across Scotland through the ABC benchmarking group of which we are part.</p> <p>The 2013/14 figure will be available in July 2014.</p> <p>The target for 2014/15 will be set at £1.50.</p>
Year	Net cost per item borrowed	Target									
2011/12	2.08	2.08									
2012/13	1.47	2.08									



Performance Indicator	Registration Services - Percentage of customers who rated the overall quality of the service as good or excellent.	REG524_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 completion of our comment cards and analysed on an annual basis.	

Year	Performance (%)	Target (%)
2008/09	95.9%	98%
2009/10	98%	98%
2010/11	97.3%	100%
2011/12	95.9%	100%
2012/13	100%	100%

■ Target (Years)

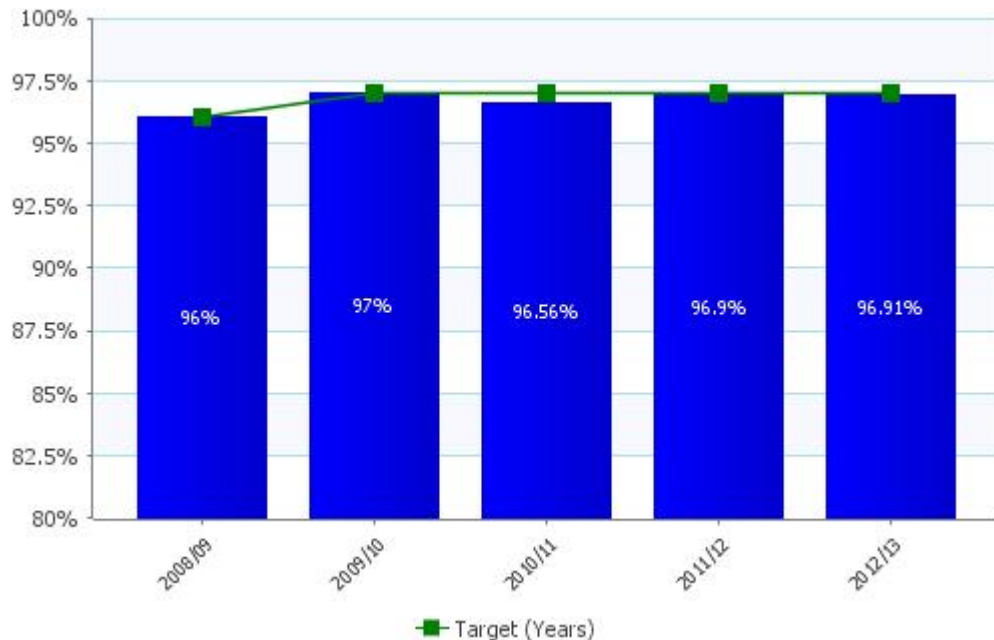
Trend Chart Commentary:

As a result of an increasing performance from 95.9% in 2008/09 up to 98% in 2009/10, the target figure was amended to from 98% up to 100%. 2010/11 saw a slight dip in performance and this continued into 2011/12. There were no underlying reasons for the decrease, and these were a result of respondents scoring the service as average. 2012/13 saw the performance figure increase and meet the target figure of 100%.

The 2013/14 figure will be available in April 2014.

The target for 2014/15 will remain at 100%

Performance Indicator	Registration Services - Percentage accuracy for the registration of Births, Deaths and Marriages.		P:REG014_6b.2
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		



Year	Percentage Accuracy	Target
2008/09	96%	97%
2009/10	97%	97%
2010/11	96.56%	97%
2011/12	96.9%	97%
2012/13	96.91%	97%

Trend Chart Commentary:

When registering births and deaths it is vital that details are recorded accurately and our staff's work is assessed by the (NRS) on an annual basis. The assessment identifies minor errors for example in spelling or translation.

In 2010/11 the indicator was rounded to two decimal places and not rounded up to 97%.The accuracy rate in 2012/13 has seen a slight improvement on 2011/12. The (NRS) national target is set at 97%.

The data for 2013/14 will be available from NRS in October 2014.

The target for 2014/15 will remain at 97%.

Calendar of Improvement and Efficiency Activity

Action	Frequency	2014/15 (✓)											
		Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
● Performance management	MONTHLY	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
● Review of Performance Indicators and targets	ANNUALLY									✓	✓		
● Benchmarking	ANNUALLY							✓					
● Collation Specified Performance Indicators (SPIs)	ANNUALLY			✓									
● Update of PPR information	ANNUALLY			✓									
● WLAM (assessment)	ANNUALLY	✓											
● Review Panel	ANNUALLY		✓										
● Performance Committee	ANNUALLY	✓		✓									
● Process Review (Lean/RIE activity)	AS REQUIRED												
● Progress review of improvement actions	ANNUALLY								✓				
● CSE preparation	ANNUALLY							✓	✓				
● Inspection or Audit activity	ANNUALLY			✓						✓			
● Budget Management activity	QUARTERLY	✓		✓			✓				✓		
● Equality Impact Assessment(s)	AS REQUIRED												
● Health and Safety Assessment(s)	ANNUALLY						✓						
● Business Continuity Planning	ANNUALLY	✓											
● Workforce Planning	ANNUALLY		✓										
● PRPDs	ANNUALLY		✓										
● Review of customer groups/segmentation matrix	ANNUALLY						✓						
● Customer consultation	MONTHLY	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
● Review of Service Standards	ANNUALLY	✓											
● Planned Engagement activity	QUARTERLY	✓			✓			✓			✓		
● Website content management	MONTHLY	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

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

3.4 Community Facilities

Manager:	Gordon Connolly
Number of Staff (FTE):	50.2
Locations:	41 Facilities across West Lothian

Purpose

The Community Facilities Service provides community resources and facilities that support the community through the facilitation of training, learning and development opportunities. Considerable investment was made to support a refurbishment programme together with new build community centres. We have 41 community facilities (31 community centres and 10 village halls) which are available 7 days per week from 8am until 10pm.

The service works in partnership with 35 local management committees who lease the 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.

We will continue to review and evaluate management practices in consultation with users and partners and define priorities to meet the Life Stages model and achieve positive outcomes.

Activities

The main activities of the service in 2014/15 will be:

- Establish partnership agreements with Management Committees
- Establish action plans with Management Committees
- Work with management committees to identify the needs of the community
- Work with management committees to maximise the use of facilities through programmes which meet the needs of the community
- Audit usage of centres, identifying Life Stage Model participation and maximise centre capacity
- Maximise efficiency, effectiveness and promote 'best value', through resource management and energy management systems.
- Secure council access to facilities in pursuit of key policies, strategies and services
- Provide accommodation in the event of civil emergencies
- Ensure sound governance in all facilities e.g. Health and Safety and finance

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
- Job Centre Plus partner service/agency

Customer Participation

The service will engage actively with 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
Management Committees and Staff	Meeting/consultations /audits and spot checks	Monthly	Gordon Connolly	Minutes of meetings and reports
Management Committees, community groups, partners and stakeholders	Audit usage through community engagement, consultation and customer feedback	Quarterly	Ralph Bell	Relevant public reports, CRM, and covalent
Management Committees	Consultation, define and produce partnership agreements and action plans	Annually	June Close	Report on progress and a number of partnership agreements in place via covalent.

Activity Budget

Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2014/15	PI Category	Staff Resource (FTE)	Revenue Expenditure Budget 2014/15 £	Revenue Income Budget 2014/15 £	Net Revenue Budget 2014/15 £
CLAD Facilities	Provision of Community Facilities including Village Halls and Community Centres. Working with partners i.e. Charitable trusts and other service departments to support provision of affordable accessible and good quality facilities within local environments.	8. Protecting the built and natural environment	1)COF007_6a.7 Percentage of customers who rated the overall quality of Community Facilities service as excellent or very good. 90% Target COF041_9a.1a Unit cost per community Facility Target £10k/qtr 3)COF042_9a.1a Unit cost saved per volunteer hours (keyholding) Target £20k/qtr 4)COF043_9a.1a Water consumption in community facilities 5)COF044_9a.1a Gas consumption in community facilities 6)COF045_9a.1a Electricity consumption in community facilities 7)COF050_9a.1c Unit cost per customer visit to community facilities. Target £1.30 8)COF052.9a.2a Number of community centre opening hours per FTE : Target 37hrs 9)COF060_9b.1a Number of customers participating in community facilities by age group. Overall Target 1.2 M per annum 10)COF070_9b.1c Percentage of Management Committee Partnership agreements in place.	WLAM	49.0	1,452,318	(32,600)	1,419,718

Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2014/15	PI Category	Staff Resource (FTE)	Revenue Expenditure Budget 2014/15 £	Revenue Income Budget 2014/15 £	Net Revenue Budget 2014/15 £
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.		1.2	80,013	0	80,013
	Total :-				50.2	1,532,331	(32,600)	1,499,731

Actions

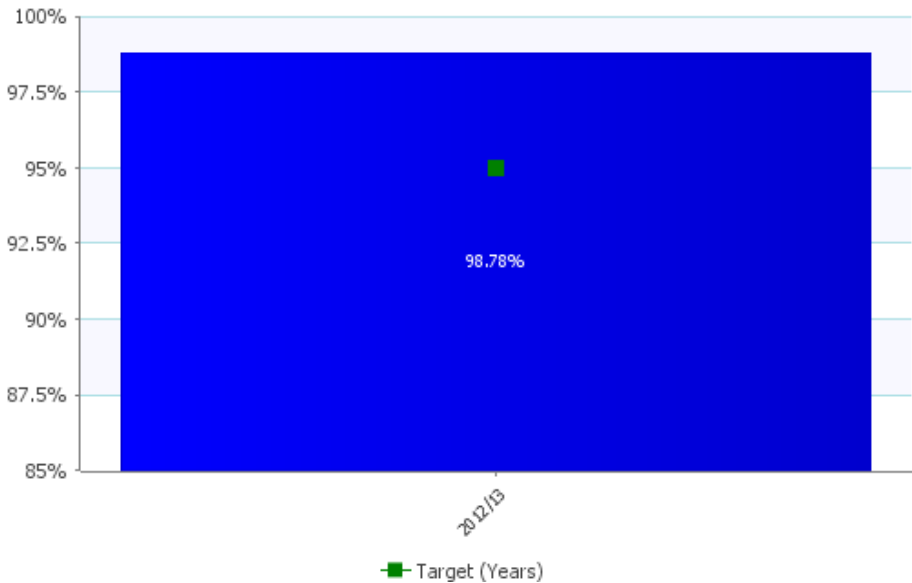
Actions 2013/14						
Action	Description	Planned Outcome	Owner	Start	End	Status (Planned, Active, Complete)
Increase number of community access computers in community centres	Update and improve computer access to individuals and community groups	Increase to 120 public access computers	Gordon Connolly	February 2012	December 2012	Complete
Helping young people into work	To aid in the potential for young people to access employment by providing training/work opportunities on a temporary basis within community facilities	Six young people to be given employment opportunity with community facilities	Gordon Connolly	March 2013	September 2013	Complete

Actions 2014/15						
Action	Description	Planned Outcome	Owner	Start	End	Status (Planned, Active, Complete)
Increase the number of Partnership Agreements in place.	Agree, define and produce partnership working agreements and Action plans with Management Committees	Improve partnership working and clarification of roles with Management Committees. By increasing signed agreements to 19 by 31/03/2014.	Gordon Connolly	2009/10	2014/15	Active <i>80% complete</i>
Increase number of management committees at village halls qualifying for charitable status	Development of village hall community self management and obtaining charitable status	Increased rates relief for WLC by obtaining charitable status form 26 to 38 management committees by 31/03/2014.	Gordon Connolly	2012/13	2014/15	Active <i>8 new Management committees in place, awaiting charitable status approval. 4 to be progressed</i>
Train staff and management committees re health and safety awareness	Staff and management committees appropriately trained to undertake work tasks and risk assessments	All staff trained in Health and Safety Awareness. management committee's made aware of responsibilities	Gordon Connolly/Bob Stainton	March 2012	July 2012 (staff) March 2014 (MC)	Complete Active – <i>meetings planned Feb/March 2014</i>
Work with partners to support community organisations and management committees to identify priorities	Management committees /partners and community groups in a minimum of three priority areas involved in surveys to identify local needs	Identify needs of community and promote activities within community centres	Gordon Connolly/Ian Hepburn	April 2013	March 2014	Active <i>Surveys already undertaken in Stoneyburn/ Bridgend and planned for Dedridge</i>
Create a local energy working group	Staff working group to determine cost, efficiency and energy savings throughout the service.	Energy consumption reduction, best value operations	Gordon Connolly	March 2013	March 2014	Active

Actions 2014/15						
Action	Description	Planned Outcome	Owner	Start	End	Status (Planned, Active, Complete)
Let Rules/Regulations standardisation	Staff working group to standardise letting forms for all community centres for ease of customer awareness and consistency	Standard forms and procedures across community facilities	Gordon Connolly	April 2013	December 2013	Active <i>Meetings planned with Management Committees to disseminate</i>
Create an information pack for management committees & staff to ensure Community Facilities are fully compliant with statutory requirements	Define roles, responsibilities & relationships between partners and stakeholders.	Clarify & enhance management committees understanding of their roles and responsibilities and provide appropriate training to volunteers and staff.	Gordon Connolly/Bob Stainton	June 2013 March 2014	March 2014 March 2015	Active with staff involvement <i>Active: In consultation with management committees</i>
Helping young people into work	To aid in the potential for young people to access employment by providing training/work opportunities on a temporary basis within community facilities	Seven young people to be given trainee employment opportunity with community facilities. Two young people to be recruited as apprentices (2 year appointments)	Gordon Connolly	April 2014 April 2014	Oct 2014 April 2016	Planned Planned
Work with partners to develop digital inclusion strategy	Continue to improve computer access and ICT to individuals and community groups	Ensure individuals with no access to household ICT are supported to make best use of public access machines in Community Centres	Ralph Bell	January 2014	March 2015	Active

Actions 2014/15						
Action	Description	Planned Outcome	Owner	Start	End	Status (Planned, Active, Complete)
Train staff and management committees re Health and Safety awareness	Provide training to staff and management committees to ensure health and safety requirements are met	All staff trained in health and safety awareness. Management Committees as leaseholders continue to be made aware of their H/S responsibilities	June Close	January 2014	March 2015	Active
Develop local energy working group	Staff trained and work together to address costs, efficiency and energy savings throughout the service	Energy consumption reduction and best value in operation	Ralph Bell	January 2014	March 2015	Active

Performance

Performance Indicator	Community Facilities - Percentage of customers who rated the overall quality of the service as excellent or good .	COF530_6a.7
Description	<p>The Community Facilities Service carry out customer satisfaction surveys on a monthly basis.</p> <p>10% of all groups using community facilities are surveyed monthly and results are reported on an annual basis. Community groups are asked to indicate the overall quality of service they receive.</p>	
 <p>100%</p> <p>97.5%</p> <p>95%</p> <p>92.5%</p> <p>90%</p> <p>87.5%</p> <p>85%</p> <p>98.78%</p> <p>2012/13</p> <p>■ Target (Years)</p>		<p><u>Trend Chart Commentary:</u></p> <p>2013/14: Figures will become available in April 2014.</p> <p>2012/13: There were 984 customer surveys completed over the year with 972 respondents rating the overall quality of the service at good or excellent, returning a 98.78% performance against a target of 95%.</p> <p>We currently only have information gathered for this performance Indicator dating back to the full year of 2012/13. This performance indicator will continue to be monitored and will, in time, be able to display annual trends.</p> <p>The overall quality of service within Community Facilities is a valuable indicator in the operation of our facilities. Community Facilities undertake a customer care training programme for our staff with the objective of improving on overall quality.</p> <p>The target for 2014/15 will remain at 95%.</p>

Performance Indicator	Unit cost per community facility .	COF532_9a.1a
Description	This measures the annual average actual operational costs of community centres and village halls. (average cost per centre)	

Year	Actual Cost (£)	Target (£)
2011/12	£36,738.60	£36,952.87
2012/13	£37,602.71	£35,967.71

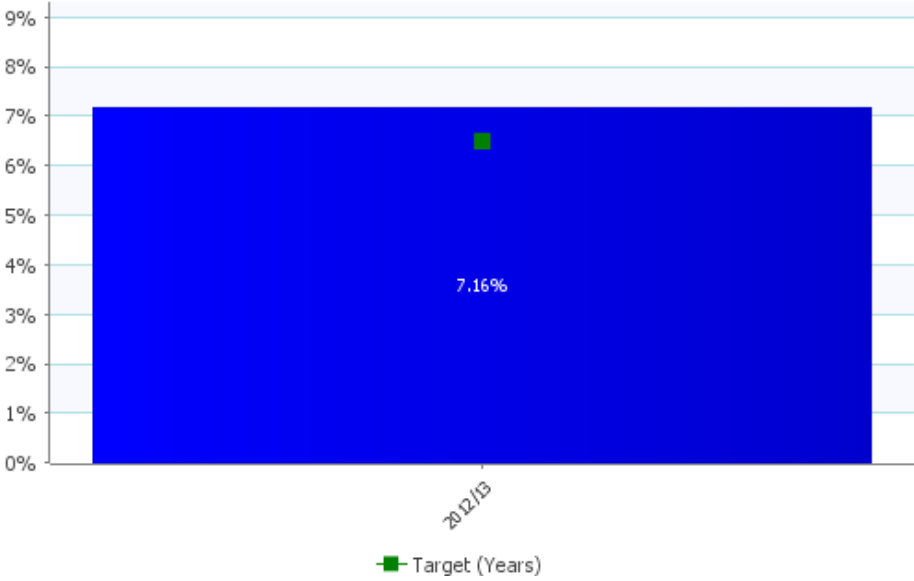
Trend Chart Commentary:

2013/14: Results will be published in July 2014. Budget of £35,967.71

2012/13: Average operational cost per Community Facility of £37,602.71 achieved against a budget figure of £36,952.87- Increased opening hours at weekends over a number of community centres contributed to this slight increase over the budget target. To reduce the impact that extended opening times have on the operational budget, it is our intention to promote and utilise user group key holding where appropriate. Budget slightly increased year on year with the addition to Community Facilities of three unstaffed buildings. Cunnigar Hall, Whiteside and Whitburn OAP pavillions.

2011/12: Average operational cost per Community Facility of £36,738.60 achieved against a budget figure of £36,711.68

The anticipated Target for 2014/15 will be £35,492.96 per facility per annum.

Performance Indicator	Percentage of pre-school children taking part in activities within community facilities .	COF533_9b.1b
Description	<p>This Performance Indicator provides the percentage of users within community facility buildings that are of the pre-school category within Life stages (under 5). It shows the percentage of pre-school children participating in regular activities within the facilities. It excludes pre-school children attending non-regular and large one off events e.g. gala days, public meetings, open days, cafeteria and library attendance (where applicable) and public events/celebrations.</p>	
 <p>7.16%</p> <p>2012/13</p> <p>Target (Years)</p>		<p><u>Trend Chart Commentary:</u></p> <p>2013/14: Results will be available in April 2014 for this performance indicator.</p> <p>2012/13: Performance for the year of 7.16% bettering the target figure of 6.5%. Pre-school children accounted for 7.16% of the total number of visits to our community centres - a footfall of 89,058 within this age category for the year 2012/13.</p> <p>We currently only have information gathered for this performance Indicator dating back to the full year of 2012/13. This performance indicator will continue to be monitored and will, in time, be able to display annual trends.</p> <p>The percentage of pre-school children attending our facilities is used as a benchmark for all of our community centres: If the percentage falls below the service average (current indicator: Range 5.5% to 7.5%) at individual sites - we utilise this information to engage in potential activities that can be introduced at that site to bring it into line with the service average. We will continue to use this PI as a monitoring tool and therefore the targets for 2014/15 will remain the same as 2013/14.</p>

Calendar of Improvement and Efficiency Activity

Action	Frequency	2014/15 (✓)											
		Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
● Performance management	MONTHLY	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
● Review of Performance Indicators and targets	QUARTERLY	✓			✓			✓			✓		
● Benchmarking	ANNUALLY	✓											
● Collation Specified Performance Indicators (SPIs)	N/A												
● Update of PPR information	QUARTERLY	✓			✓			✓			✓		
● WLAM (assessment)	ANNUALLY							✓					
● Review Panel	AS REQUIRED												
● Performance Committee	AS REQUIRED												
● Process Review (Lean/RIE activity)	ANNUALLY	✓											
● Progress review of improvement actions	QUARTERLY	✓			✓			✓			✓		
● CSE preparation	AS REQUIRED												
● Inspection or Audit activity	AS REQUIRED												
● Budget Management activity	MONTHLY	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
● Equality Impact Assessment(s)	AS REQUIRED												
● Health and Safety Assessment(s)	QUARTERLY	✓			✓			✓			✓		
● Business Continuity Planning	ANNUALLY			✓									
● Workforce Planning	ANNUALLY	✓											
● PRPDs	BI-ANNUALLY	✓						✓					
● Review of customer groups/segmentation matrix	ANNUALLY						✓						
● Customer consultation	MONTHLY	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
● Review of Service Standards	ANNUALLY						✓						
● Planned Engagement activity	QUARTERLY	✓			✓			✓			✓		
● Website content management	AS REQUIRED												

● Performance activity

● Self Assessment activity

● Consultation & engagement activity

● External assessment activity

● Corporate management activity

Area Services

Management Plan 2014/15

Steve Field
Head of Services

April 2014

For more information:

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



West Lothian
Council

PARTNERSHIP AND RESOURCES POLICY DEVELOPMENT AND SCRUTINY PANEL

FINANCE AND ESTATES MANAGEMENT PLAN 2014/15

REPORT BY HEAD OF FINANCE AND ESTATES

A. PURPOSE OF REPORT

The report introduces the 2014/15 Management Plan for Finance and Estates, which is provided as an attachment.

B. RECOMMENDATION

That the Panel considers the plan and provides comments as appropriate.

C. SUMMARY OF IMPLICATIONS

- | | |
|---|--|
| I Council Values | Focusing on our customers' needs; being honest, open and accountable; providing equality of opportunities; developing employees; making best use of our resources; working in partnership |
| II Policy and Legal (including Strategic Environmental Assessment, Equality Issues, Health or Risk Assessment) | None |
| III Implications for Scheme of Delegations to Officers | None |
| IV Impact on performance and performance Indicators | None |
| V Relevance to Single Outcome Agreement | None |
| VI Resources - (Financial, Staffing and Property) | Identifies the activities involved in the provision of the service, relevant costs and planned outcomes.

Identifies the actions that are planned for 2014/15, to create quality improvements in service delivery. |
| VII Consideration at PDSP | None |
| VIII Other consultations | Employees, managers, elected members, other |

services and the public, through on-going processes.

D. TERMS OF REPORT

INTRODUCTION

In accordance with council procedures, Finance and Estates has drawn up a Management Plan for the forthcoming financial year. The plan takes into consideration the medium term financial strategy developed under Delivering Better Outcomes and available resources for 2014/15. It also takes into consideration council priorities identified within the Corporate Plan for 2013 to 2017, which was directly influenced by the Planning for Better Outcomes public consultation.

Finance and Estates plays a key role as an enabling service, providing support to other services, facilitating the modernisation agenda, delivering financial planning and management services as well as supporting the corporate governance and risk framework. The management plan outlines the specific activities and actions that the service intends to carry out during the year and details performance measures that will help us judge success in 2014/15.

E. CONCLUSION

The Finance and Estates Management Plan creates a focus for the work of the service during the year. Its delivery will contribute to the aims of the Council and enable the Council to meet its obligations.

Appendices/Attachments: Finance and Estates Management Plan 2014/15

Contact Person: donald.forrest@westlothian.gov.uk - Tel No. 01506 281294

Donald Forrest
Head of Finance and Estates

Date of meeting: 25 April 2014



Delivering **Better Outcomes**
Finance and Estates
Management Plan
2014/15

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1 Overview

1.1 Introduction

Welcome to the Finance and Estates Management Plan 2014/15

Finance and Estates plays a key role in ensuring that the council, along with our Community Planning Partners, continues to provide high quality services, fulfil the needs of communities, and secure targeted outcomes. Finance and Estates performs a crucial support role to other council services. The management plan reflects on achievements and looks ahead to our plans for the forthcoming year. Effective planning and performance management enables us to outline specific activities and actions that we intend to carry out throughout the year and detail the performance measures that will help us judge success.

The work of all the units in Finance and Estates is crucial in enabling service delivery and better outcomes, whether that is sound financial management, effective income collection, forward looking asset management, modern and streamlined procurement or more focused risk management.

The Financial Management Unit ensures that the council integrates corporate planning, financial planning and asset management, combined with sound financial management and insurance arrangements, to ensure the most effective use of resources. The Revenues Unit manages income from government grants, council tax, business rates and other payments and provides vital front line service delivery of Housing Benefit (including prevention and detection of fraud), the Council Tax Reduction Scheme, the Scottish Welfare Fund and Discretionary Housing Payments. Property Management and Development lead asset management, and oversee the development of property to support local economic activity. The Corporate Procurement Unit drives the most economically advantageous terms and conditions for supplies and services and works contracts, through the use of electronic and collaborative procurement opportunities and also looks to achieve community benefits from procurement. The Audit and Risk Management Unit provides a professional and independent audit function and also pro-actively manages risk.

The service had a successful year in 2013/14, with key achievements in all the units.

Significant Achievements in 2013/14

- An integrated financial strategy for 2013/14 to 2017/18 incorporating revenue and capital budgets

- A five year Corporate Procurement Strategy agreed
- Community Benefits in Procurement Procedure agreed
- Five year procurement delivery plans generated in partnership with services
- A score of 62% achieved in the annual Procurement Capability Assessment.
- Integration of procurement activity in a corporate team
- Appointment of a lay member to the Audit and Governance Committee, to further enhance scrutiny
- Development of the role of the new Governance and Risk Board
- Commencement of a programme of testing for the council's business continuity plans for the most important areas
- Supporting implementation of new Rent Accounting System (Open Housing)
- Implementation of the Council Tax Reduction Scheme
- Implementation of new Business Rates system (Open Revenues)
- Introduction of the Scottish Welfare Fund
- Implementation of a new structure for the Revenues Unit
- Implementation of the revised Discretionary Housing Payment Fund
- Implementation of new Housing Benefit Overpayment module
- Planning and administration of Welfare Reform changes with our partners
- A member of staff attained the Institute of Revenues Rating and Valuation Technician qualification and won the prize for the best Scottish student
- Solid progress on all asset management workstreams
- Very strong financial performance of Tenanted Non Operational Portfolio
- Heartlands Business Park opened up with completion of new motorway junction, together with sale of 25 acres to local oil services related company with a net capital receipt of £645,000
- Substantial progress on the installation of new Property Asset Management Software

Key actions and Priorities for 2014/15

- Development of the council's medium term financial strategy for the period 2015/16 to 2017/18
- Development of resource aligning work with the council's Community Planning Partners
- Delivery of the Community Benefit procedure
- Ensuring best value is delivered for all procurement contracts
- Development of the annual procurement delivery plans for 2014/15
- Further development of the council's risk management arrangements
- Arising from the transfer of the counter fraud team to the Audit and Risk Management Unit, development of the council's corporate counter fraud arrangements
- Further progress on asset management workstreams

- Further consolidation work on Atrium, our new property asset management software system, including implementation of statutory compliance module
- Development of “Money Matters” system for money advice and welfare rights advice cases within the Corporate Debt Team
- Integration of rent accounts and housing benefit overpayment accounts into Corporate Debt system
- Expanding payment options for Scottish Welfare Fund
- Introducing a new benefit online form and risk based verification analysis
- Implementing a data disposal module and system upgrade for the Revenues workflow system
- Merging the issue of daily Council Tax bills and benefit notifications
- Implementing Council Tax and Business Rates online appointment systems
- Upgrading the Capita Cash Receipting system

Staff Communication and Engagement

The contribution of staff has and continues to be the key factor in the achievements of the service and in meeting the challenging times ahead. A high priority will be given over the next year in developing all aspects of staff communication and engagement. There will be new performance indicators in each unit covering regular team meetings, one to one meetings between staff and their line manager, annual and six monthly performance review meetings, and training plans, to ensure there is consistent best practice across the service in all these areas.

This management plan represents our continuing commitment to effective and efficient service delivery for the forthcoming financial year and takes full account of the key influences on the council.



Donald Forrest
Head of Finance and Estates

1.2 Context

The financial climate facing the council is likely to continue to be very challenging in the period ahead. Government funding restrictions, the ongoing freeze in Council Tax, increases in the elderly population, and higher numbers of school pupils, are all combining to cause considerable pressure around balancing funding with expenditure demands. The council has a robust medium term financial strategy that, through nine modernisation work streams, has helped balance income and expenditure plans in 2013/14 and 2014/15. Finance and Estates will continue to play a core role in delivering this strategy for 2015/16 to 2017/18, both in terms of supporting services and workstreams, but also in direct delivery of workstreams such as procurement and asset management. Individual units within the service will also continue to modernise structures and processes to provide the most efficient model for service delivery. The service will also play an ongoing role in responding to Welfare changes, by forward planning with colleagues and partners to support people affected by legislative changes and also by implementing changes such as the Scottish Welfare fund.

The Delivering Better Outcomes consultation helped influence strategic council priorities through an extensive public consultation which informed the Corporate Plan for 2013 to 2017. In conjunction with our Community Planning Partners, the council must make the most effective use of assets and financial resources to meet the targets in the Single Outcome Agreement, and to provide the greatest positive impact upon the people, families and communities living within West Lothian. Finance and Estates will ensure that resources are deployed and utilised to greatest effect. This ranges from financial strategy and asset management, through direct delivery or enabling support to the nine workstreams and management of risk during the period of change. This work, across all service units, will greatly assist the council over the coming period as it seeks to focus on the delivery of priority outcomes and meet the needs of people living and working within West Lothian.

The purpose of the Finance and Estates 2014/15 management plan is to outline the specific activities and actions that we intend to carry out through the year. In taking time to plan our activities and related performance measures, it will allow us to focus on key issues and prioritise resources. All units within Finance and Estates play a valuable role in supporting other council services and enabling the delivery of outcomes, as well as serving our external customers and partners and contributing to the overall plans and values of the council and the single outcome agreement.

1.3 Partnership Working

Going forward, it will only be possible to achieve our goals by working in partnership. In overall terms, Finance and Estates will contribute to significant work with our Community Planning Partners, with particular focus on two areas of activity:

- Producing a mapping of current resources that are deployed by partner organisations that contribute to the outcomes in the Single Outcome Agreement
- Producing a framework for continuously improving the partnership's capacity to target and align resources for better impact

The clear objective of this activity is to work towards sharing budget and resource planning assumptions at an early stage, and to deploy resources to jointly agreed outcomes. Finance and Estates will assist the council in showing a demonstrable commitment to the Agreement on Joint Working on Community Planning and Resourcing, published by COSLA, the Scottish Government and the National Planning Group in September 2013, by contributing to positive engagement with the Community Planning partnership and by incorporating community planning priorities on our budget making and accountability arrangements.

The Corporate Procurement unit actively works with Scotland Excel, the Scottish Centre of Expertise engaged to work with local authorities in delivering category B collaborative contracts in Scotland. Scotland Excel involves all 32 local authorities; ensuring collaborative contracts are put in delivering best value ensuring resources within each local authority can be centralised on procuring category C and regional collaborative C1 contracts. The Procurement Unit also works actively with other local authorities such as Falkirk, City of Edinburgh, Midlothian and Scottish Borders, in Category C1 contracts, where there is collaboration of contract requirements carried out at a local level. This allows each local authority to take lead on contracts allowing sharing of resources through contract delivery.

Audit and Risk Management are in partnership with the Falkirk Council Internal Audit Service and joint working will continue during 2014/15 with auditors being shared between the councils and audit work being undertaken on each other's processes. This allows each council to draw on additional audit expertise, in West Lothian's case by utilising the expertise of a qualified I.T. auditor.

Partnership working is key to the delivery of services by the Revenues Unit. Provision of information and guidance in relation to the administration of Housing Benefit is undertaken in close co-operation with the Department for Work and Pensions. There is also long-standing joint working in place with local Registered Social Landlords,

Almond Housing Association and Weslo Housing Management, in relation to the administration of Housing Benefit Arrangements. A Benefit Officer is based within their respective offices to process benefit cases.

Partnership working with Lothian Valuation Joint Board facilitates the provision of information in relation to Council Tax property bands and rateable values for properties liable to Business Rates. The unit also works effectively with Sheriff Officers to maximise income due to the Council in relation to Council Tax and Business Rates arrears, and undertakes billing and collection of the Business Improvement District Levy on behalf of Enterprising Bathgate.

Property Management and Development work in partnership with a number of our Community Planning partners such as Police Scotland and NHS Lothian, to ensure effective asset management planning and sharing of facilities and services via the Civic Centre in Livingston, and various Partnership Centres around West Lothian. Significant further expansion of partnership centres is planned in the next four years.

The Financial Management unit will play a key role in supporting the resource alignment agenda in conjunction with all the members of the Community Planning Partnership. The unit also works closely with Audit Scotland to ensure a rigorous and transparent audit process.

To summarise, Finance and Estates works in partnership with the following organisations:

- NHS Scotland and NHS Lothian
- Police Scotland
- Department for Work and Pension
- Audit Scotland
- Scottish Procurement
- Scotland Excel
- Other local authorities
- Lothian Valuation Joint Board
- Registered Social Landlords
- Sheriff Officers
- West Lothian Community Planning Partnership
- West Lothian Leisure
- Business Improvement District Company (Enterprising Bathgate)
- Heartlands Business Park

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.

	Audit & Risk Management	Financial Management	Corporate Procurement	Property Management & Development	Revenues
Council Priorities					
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

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 (4 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
Revenue Budget Strategy	<ul style="list-style-type: none"> Balanced revenue budgets Support delivery of the council's nine workstreams Strategic assessment of service costs Effective prioritisation of resources 	2013	2018	April 2014
Capital Strategy	<ul style="list-style-type: none"> Delivery of five year capital programme Maximisation of capital resources Sustainable long term management of assets 	2013	2018	April 2014
Asset Management Strategy	<ul style="list-style-type: none"> Compliance Condition Suitability Sufficiency Accessibility Sustainability Reducing energy use 	2013	2018	April 2014
Corporate Procurement Strategy	<ul style="list-style-type: none"> Savings Contracts Compliance Accessibility Community benefits Sustainable procurement 	2013	2018	April 2014
Risk Management Strategy	<ul style="list-style-type: none"> Effective management of corporate risks 	2012	2015	April 2014

Figure 2: Corporate Strategies

2 Finance and Estates Structure

The management structure for the service is outlined in figure 3 below:

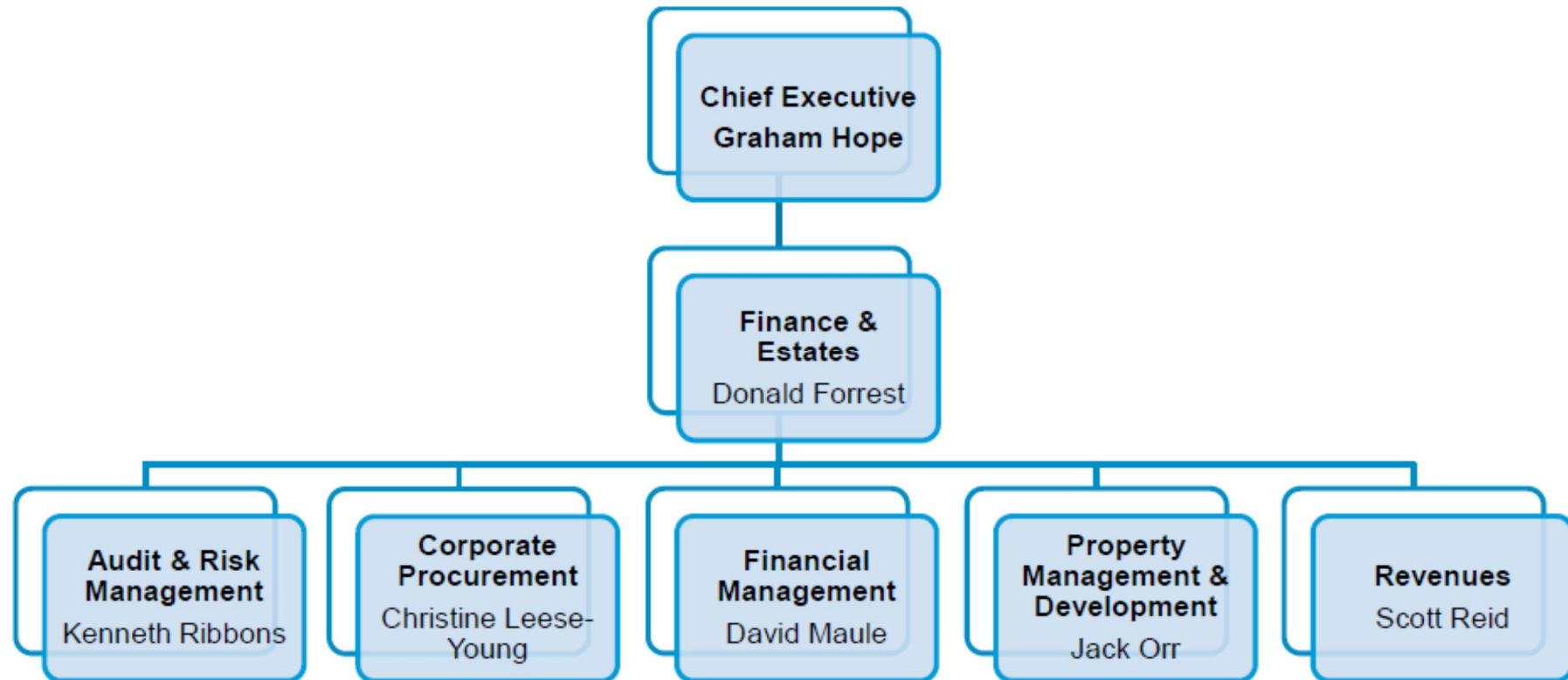


Figure 3: Service Structure

3 Service Activity

3.1 Audit and Risk Management Unit

Manager:	Kenneth Ribbons
Number of Staff (FTE):	4.7
Location:	Civic Centre

Purpose

Audit and Risk Management is responsible for ensuring that there is a corporate framework in place to enable the council to effectively manage its risks. The unit also independently audits key risks, audits performance information, and reviews matters of concern. The audit of the council's risks is based on the annual audit plan approved by the Audit and Governance Committee. Following an audit, action plans are agreed with services to address any identified issues.

Activities

The main activities of the service in 2014/15 will be:

- Audit and evaluation of key risks
- Audit of performance information
- Reactive work involving review of matters of concern
- Advice on risk management and business continuity management and co-ordination
- Development of corporate counter-fraud arrangements

Key Partners

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

- NHS Lothian
- Falkirk Council Internal Audit Service
- West Lothian Leisure

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
Audit and Governance Committee Chair	Discussion	Quarterly	Kenneth Ribbons	Verbal
Audit and Governance Committee, Depute Chief Executives, Heads of Service	Consultation	Annually	Kenneth Ribbons	Annual audit plan on Intranet
Audit point of contact	Questionnaire	Completion of individual audit	Kenneth Ribbons	Covalent
Chief Executive, Deputes, Heads of Service, Senior Managers, Risk Champions	Questionnaire	Annually	Sharon Leitch	Intranet

Activity Budget – Audit and Risk Management Unit

Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2014/15	PI Category	Staff Resource (FTE)	Revenue Expenditure Budget 2014/15 £	Revenue Income Budget 2014/15 £	Net Revenue Budget 2014/15 £
Risk Based Audits	To appraise and report on the adequacy of controls in relation to the council's key risks	Enabler Service - Corporate Governance and Risk	IA018 - cost of internal audit per £1 million of West Lothian Council's net expenditure £600	Public	2.3	125,410	(4,631)	120,779
			IA022 - Percentage of risk based audits in the annual audit plan completed for the year - 100%	Public				
Audit of Performance Information	To review the council's arrangements for reporting accurately and timeously on its performance	Enabler Service - Corporate Governance and Risk	IA018 - cost of internal audit per £1 million of West Lothian Council's net expenditure £600	Public	0.3	16,501	0	16,501
			IA026 - Annual performance audit report to the Audit and Governance Committee	WLAM				

Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2014/15	PI Category	Staff Resource (FTE)	Revenue Expenditure Budget 2014/15 £	Revenue Income Budget 2014/15 £	Net Revenue Budget 2014/15 £
Reactive Work	To undertake, as and when required, enquires into any matters of concern	Enabler Service - Corporate Governance and Risk	IA018 - cost of internal audit per £1 million of West Lothian Council's net expenditure £600	Public	1.4	76,411	0	76,411
			IA009 - Percentage of reactive work draft reports issued within 8 weeks or such other date as agreed with the customer - 100%	WLAM				
Risk Advice & Business Continuity Management Co-ordination.	To enable the council to effectively manage risk, reducing its cost and impact, and ensure the delivery of essential services.	Enabler Service - Corporate Governance and Risk	IA019 - cost of risk management per £1 million of West Lothian Council's net expenditure £90	High Level	0.6	32,747	0	32,747
			IA025 - Annual risk report to the Audit and Governance Committee	High Level				
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.		0.1	2,792	0	2,792
Total :-					4.7	253,861	(4,631)	249,230

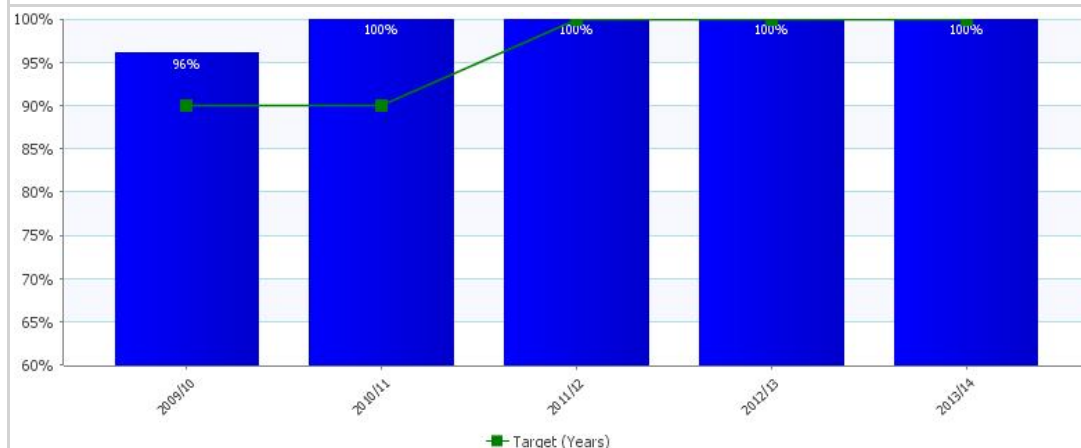
Actions – Audit and Risk Management Unit

Actions 2014/15						
Action	Description	Planned Outcome	Owner	Start	End	Status (Planned, Active, Complete)
Risk management benchmarking	Initiate benchmarking with other councils	Improve risk management processes	Kenneth Ribbons	01/04/13	30/06/14	Active
Corporate counter fraud	Develop the council's corporate counter fraud arrangements in accordance with the action plan approved by Council Executive	Dedicated counter fraud resource and established data matching activities	Kenneth Ribbons	01/04/14	31/03/15	Planned
Business Continuity Test Programme	Conduct testing of all WLC1 business continuity plans	Completed testing of all WLC1 business continuity plans, including test reports with recommendations for improvement	Kenneth Ribbons	30/09/13	30/04/15	Active
Management assessments	360 degree reviews of management team	Completed 360 degree assessments	Kenneth Ribbons	01/04/14	30/06/14	Planned

Performance – Audit and Risk Management Unit

IA007_6a.7 Percentage of customers who rated the overall quality of the service provided by the Audit and Risk Management Unit as good or excellent.

This performance indicator measures the percentage of customers who rated our overall quality of service as good or excellent. A questionnaire is issued at the end of each audit and customers are asked to rate the overall quality of the audit service provided as; excellent, good, adequate, poor or very poor. All responses ranked as either 'Excellent' or 'Good' are recorded as positive responses. For each year, the cumulative number of positive responses are divided by the total number of responses to determine a percentage. The results of customer feedback are analysed by all Audit and Risk Management Unit staff on a quarterly basis in order to identify areas for improvement.



Trend Chart Commentary:

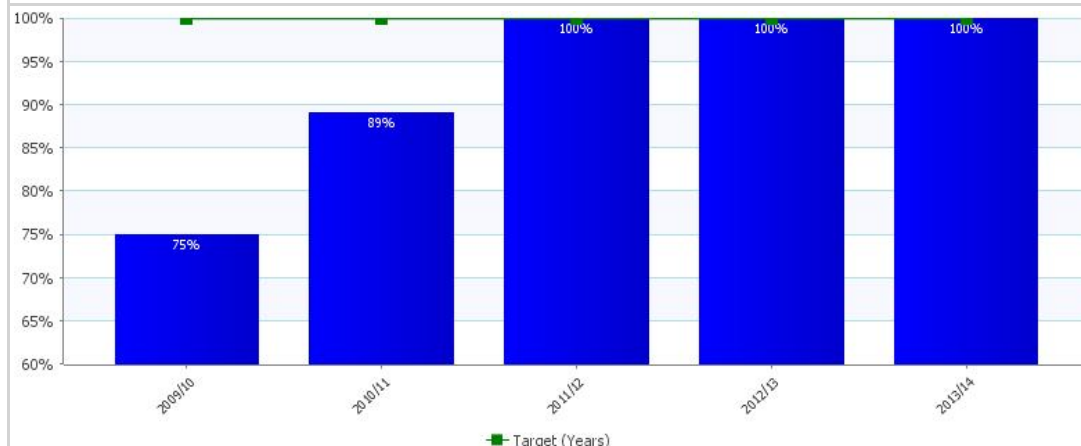
Performance in this area has been consistently high and the target was raised to 100% in 2011/12. Performance for the last 4 years has been 100%, with all customers rating overall quality of the service of good or excellent.

The target for 2014/15 will remain at 100%.

By continuing to operate in line with procedures, which cover all key stages of the audit process, it is expected that high levels of performance will be maintained for this indicator. The targets set will continue to be reviewed in line with our [Customer Service Excellence](#) requirements.

IA009_6b.2 Percentage of reactive work draft reports issued within 8 weeks or such other date as agreed with the customer.

This performance indicator measures the percentage of reactive work reports issued (in draft) within target. We aim to issue the draft report for all reactive work within either 8 weeks or the timeframe agreed with the client. The date that the draft report is issued is subtracted from the date that the work commenced to show the number of weeks taken. For each financial year, the number of draft reports issued within target is divided by the total number of requests for reactive work to determine the percentage issued within target.

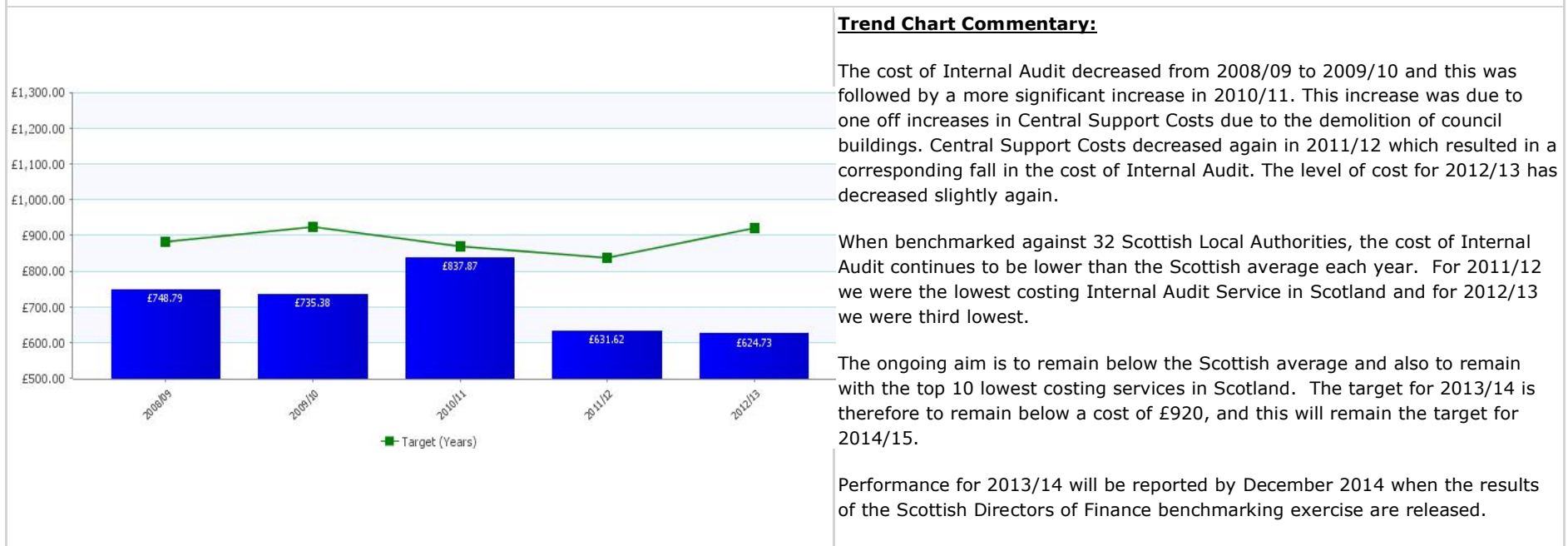
**Trend Chart Commentary:**

Performance has gradually increased from 2009/10 to 2011/12 and the target of 100% has been achieved for the last three years. The complex nature of reactive work and the timing of the work received, which then requires to be prioritised, affects our ability to meet the 100% target for this indicator on an ongoing basis.

The target for 2014/15 will remain at 100%.

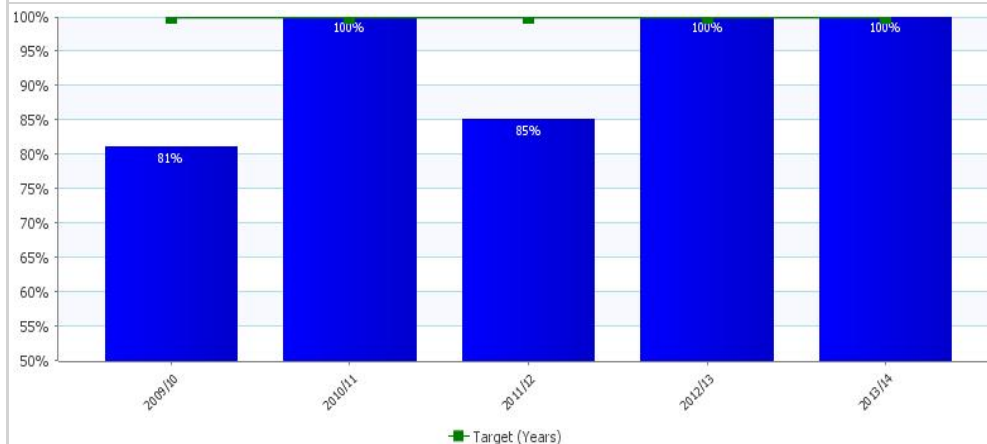
IA018_9a.1a Cost of Internal Audit per £1 million of West Lothian Council's net expenditure.

This performance indicator measures the cost of Internal Audit per £1 million of West Lothian Council's net expenditure. Performance is benchmarked against 32 Scottish Local Authorities as part of the annual 'Scottish Directors of Finance Performance Indicators' benchmarking exercise. In line with the benchmarking guidance issued, the indicator is calculated by dividing the total cost of Internal Audit services (excluding risk management services) by West Lothian Council's net expenditure for the financial year and multiplying by one million. The objective of this performance indicator is to compare the level of resources made available by Councils for the provision of Internal Audit services.



IA022_9b.1a Percentage of risk based audits in the annual audit plan completed for the year.

This performance indicator measures the percentage of planned audits in the annual audit plan that have actually been completed each year. The total number of planned audits to be completed between 1 April and 31 March each year are outlined in the annual audit plan which is approved by the Audit and Governance Committee. The number of completed audits is divided by the number of planned audits to determine the percentage completed. Completion of all audits within the annual audit plan helps provide assurance on the adequacy and effectiveness of West Lothian Council's systems of internal control. Consequently, we aim to complete 100% of the systems audits each year.



Trend Chart Commentary:

Performance in this area is assisted by the internal procedures which cover the key stages of the audit process and ensure the progress of audits is continuously monitored.

Performance for this indicator was below target for 2009/10 and 2011/12, when all the audits in the annual audit plan were not fully complete by 31 March. This was due to the quantity of reactive work that was given preference over planned audits.

Performance was on target at 100% for 2010/11 and the target was again met in 2012/13 and 2013/14 when all planned audits were completed.

The target will remain at 100% for 2014/15.

Calendar of Improvement and Efficiency Activity – Audit and Risk Management Unit

Action	Frequency	2014/15 (✓)											
		Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
● Performance management	Monthly	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
● Review of Performance Indicators and targets	Quarterly	✓			✓			✓			✓		
● Benchmarking	Annually					✓							
● Collation Specified Performance Indicators (SPIs)	N/A												
● Update of PPR information	Quarterly	✓			✓			✓			✓		
● WLAM (assessment)	N/A												
● Review Panel	N/A												
● Performance Committee	N/A												
● Process Review (Lean/RIE activity)	N/A												
● Progress review of improvement actions	Quarterly	✓			✓			✓			✓		
● CSE preparation	Annually					✓							
● Inspection or Audit activity	Annually												✓
● Budget Management activity	Quarterly	✓			✓			✓			✓		
● Equality Impact Assessment(s)	Annually					✓							
● Health and Safety Assessment(s)	Annually				✓								
● Business Continuity Planning	N/A												
● Workforce Planning	Quarterly	✓			✓			✓			✓		
● PRPDs	Annually		✓								✓		
● Review of customer groups/segmentation matrix	Annually		✓										
● Customer consultation	Monthly	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
● Review of Service Standards	Annually		✓										
● Planned Engagement activity	Quarterly			✓			✓			✓			✓
● Website content management	Annually					✓							

● Performance activity

● Self Assessment activity

● Consultation & engagement activity

● External assessment activity

● Corporate management activity

3.2 Corporate Procurement Unit

Manager:	Christine Leese-Young
Number of Staff (FTE):	10.4
Location:	Civic Centre

Purpose

The Corporate Procurement Unit is an enabler service which provides professional procurement provision whose principal aim is to procure goods, services and works on behalf of all council services and to ensure best value is obtained; including financial and non-financial savings. It takes into account sustainable procurement, including community benefits, and utilises electronic and collaborative procurement opportunities to achieve procurement objectives. Providing a corporate focus, direction and vision for all procurement activities and in line with Delivering Better Outcomes, the Corporate Procurement Unit will focus on the effective procurement work stream to deliver targeted financial efficiencies and for relevant contracts delivery of community and other benefits in 2014/15.

Activities

The main activities of the service in 2014/15 will be:

- Establish and manage contracts to ensure delivery of savings targets
- Obtain community benefits for all relevant contracts
- Consider sustainable procurement in contract development
- Identify cashable savings targets for contracts and measure their delivery
- Increase the use of collaborative contracts with other public sector organisations
- Develop and implement more efficient order and invoice processing techniques

Key Partners

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

- Scottish Procurement – Category A contracts
- Scotland Excel – Category B contracts
- Other local authorities – Category collaborative C1 contracts

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
Contract Customers & Suppliers	Opinion Taker survey	One per tender issued after contract award	Procurement Specialist	Inform covalent and team meetings
Corporate Management Team and Contract Customers	Opinion Taker survey	Annually	Procurement Development Officer	Results posted on intranet
Suppliers / Potential Suppliers	Opinion Taker survey	Annually	Procurement Development Officer	Results posted on internet

Activity Budget – Corporate Procurement Unit

Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2014/15	PI Category	Staff Resource (FTE)	Revenue Expenditure Budget 2014/15 £	Revenue Income Budget 2014/15 £	Net Revenue Budget 2014/15 £
Strategic Procurement	Progress the Journey towards Superior Procurement Performance through the 2011 Modernising Procurement Review and improvement in the Procurement Capability Assessment	Enabler Service - Corporate Governance and Risk	CPU018_9a.1a - Cost of the Corporate Procurement Unit per £1 million of West Lothian Council's net expenditure (£1,200).	High Level	1.5	104,610	0	104,610
			CPU021_9b.1a - Procurement Capability Assessment score assigned to West Lothian Council (68%).	Public				
Contract provision and collaborative procurement	To establish and manage contracts that meet council requirements. Participate fully in collaborative contracts.	Enabler Service - Corporate Governance and Risk	CPU018_9a.1a - Cost of the Corporate Procurement Unit per £1 million of West Lothian Council's net expenditure (£1,200).	High Level	7.2	503,437	(602)	502,835
			CPU019_9b.1a - Percentage of all council expenditure covered by contracts (90%).	Public				

Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2014/15	PI Category	Staff Resource (FTE)	Revenue Expenditure Budget 2014/15 £	Revenue Income Budget 2014/15 £	Net Revenue Budget 2014/15 £
Sustainable procurement	Structure contracts to allow local suppliers, Small to Medium Enterprises and the third sector an equal opportunity to gain business and apply consideration of the principles of sustainable development in all contracts. Contracts to incorporate Community Benefits where appropriate.	Enabler Service - Corporate Governance and Risk	CPU018_9a.1a - Cost of the Corporate Procurement Unit per £1 million of West Lothian Council's net expenditure (£1,200).	High Level	1.0	69,740	0	69,740
			CPU021_9b.1a - Procurement Capability Assessment score assigned to West Lothian Council (68%).	Public				

Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2014/15	PI Category	Staff Resource (FTE)	Revenue Expenditure Budget 2014/15 £	Revenue Income Budget 2014/15 £	Net Revenue Budget 2014/15 £
Corporate Procurement Development	To play a lead role in managing system projects including estimating and managing budgets for such projects.	Enabler Service - Corporate Governance and Risk	CPU018_9a.1a - Cost of the Corporate Procurement Unit per £1 million of West Lothian Council's net expenditure (£1,200).	High Level	0.5	34,870	0	34,870
			CPU024_9b.1c - Percentage of invoices received electronically into Corporate Procurement System (PECOS) - (60%)	High Level				
Service Support	Provision of management and administrative support	Enabler Service - Corporate Governance and Risk	CPU018_9a.1a - Cost of the Corporate Procurement Unit per £1 million of West Lothian Council's net expenditure (£1,200).	High Level	0.2	13,803	0	13,803
			CPU007_6a.7 - Percentage of customers who rated the overall quality of the service provided by the Corporate Procurement Unit as good or excellent (90%).	Public				
	Total :-				10.4	726,460	(602)	725,858

Actions – Corporate Procurement Unit

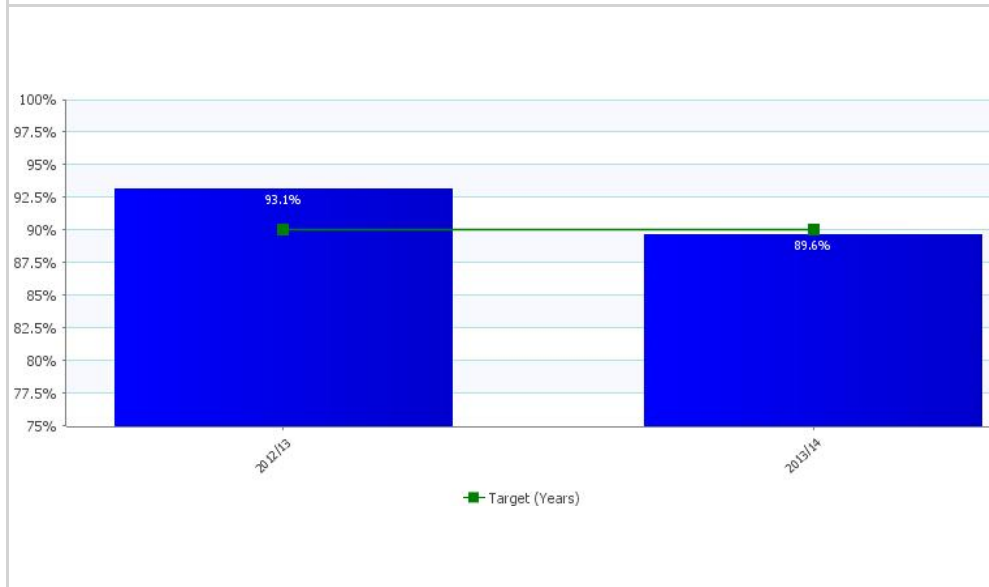
Actions 2013/14						
Action	Description	Planned Outcome	Owner	Start	End	Status (Planned, Active, Complete)
Structuring of contracts	To structure contracts to allow equality in tender opportunities	Equal opportunity for local suppliers, small to medium enterprises, the third and voluntary sectors to gain council contracts	Christine Leese-Young	01/04/13	01/08/13	Complete
Procurement Capability Assessment	Improve Procurement Capability Assessment Score	Increase 2012/13 score of 44% to 60% on the journey towards superior purchasing performance throughout the council	Christine Leese-Young	01/04/13	30/11/13	Complete
Delivering Effective Procurement Workstream	Complete and implement five year work plans	Five year and one year work plans to be in place to ensure all procurement activity is captured and future efficiencies identified	Christine Leese-Young	01/04/13	31/03/14	Complete

Actions 2014/15						
Action	Description	Planned Outcome	Owner	Start	End	Status (Planned, Active, Complete)
Delivering Effective Procurement Workstream	Development of annual procurement delivery plans	Provide details of all procurement requirements over the financial year	Christine Leese-Young	01/04/14	31/03/15	Planned
Community Benefits	Compliance with Community Benefit Procedure	Community benefits achieved for all relevant contracts	Stuart Saunders	01/04/14	31/03/15	Planned
Accessibility of contracts	To structure contracts to allow equality in tender opportunities	Engagement of local suppliers, small to medium enterprises, the third and voluntary sectors to gain council contracts	Christine Leese-Young	01/04/14	31/03/15	Planned
Procurement Capability Assessment	Improve Procurement Capability Assessment Score	Increase 2013/14 score of 62% to 68% on the journey towards superior purchasing performance throughout the council	Christine Leese-Young	01/04/14	31/03/15	Planned
Procurement Reform (Scotland) Bill 2014	Implementation of the Procurement Reform (Scotland) Bill 2014 when published	Review and revise procedures to ensure compliance and engagement with stakeholders to ensure understanding and compliance with legislative requirements.	Christine Leese-Young	01/07/14	31/03/15	Planned

Performance – Corporate Procurement Unit

CPU007_6a.7 Percentage of customers who rated the overall quality of the service provided by the Corporate Procurement Unit as good or excellent.

This performance indicator measures the percentage of customers who rated the overall quality of the service provided by the Corporate Procurement Unit as good or excellent. Customers are asked to rate the overall quality of service as; excellent, good, adequate, poor or very poor. All responses ranked as either 'Excellent' or 'Good' are recorded as positive responses.



Trend Chart Commentary:

The Corporate Procurement Unit introduced a new customer feedback form in August 2012. The service issue customer surveys after each tender process. Performance in 2012/13 was 93.1 percent which was above the target of 90 percent. From 29 customer feedback forms, 27 customers rated the overall quality as either good/excellent, one response was rated 'adequate' and one response was rated 'poor'.

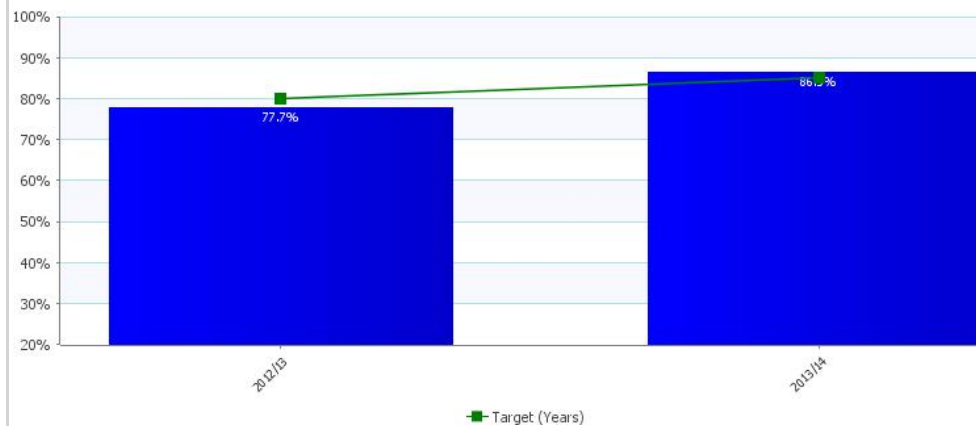
The target for 2013/14 was 90 percent and actual performance was 89.6 percent. From 77 customer responses, 69 customers rated the overall quality of the service as either good/excellent, four responses rated 'adequate', three responses rated 'poor' and one response rated 'very poor'.

All adverse customer feedback is logged in a comments database and reviewed at Corporate Procurement Unit staff meetings in order to identify lessons learned and improvement actions.

The target for 2014/15 will remain at 90 percent. The service will continue to monitor performance in this area throughout the year in order to achieve the target of 90 percent.

CPU019_9b.1a Percentage of all council expenditure covered by contracts.

This performance indicator measures the percentage of all Supplies, Services and Works expenditure covered by contracts. For each quarter, we identify the council's contracted suppliers from the Corporate Contract Management System (CCMS) and cumulatively measure levels of spend within the council's purchase to pay system.



Trend Chart Commentary:

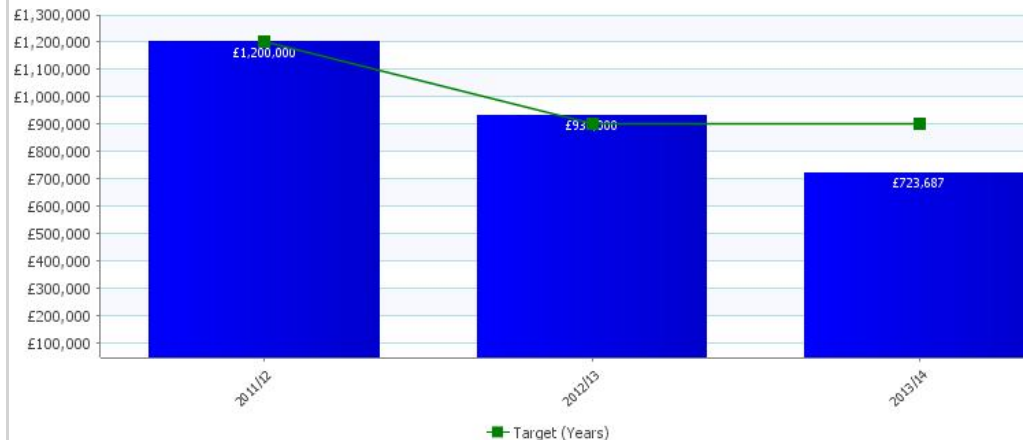
This performance indicator was introduced in 2012/13 to measure the percentage of the council's supplies, services and works expenditure covered by contracts. The total contracted spend for 2012/13 was £148,787,202 against a total spend of £191,401,446. Therefore performance for 2012/13 was 77.7 percent which was just below the target of 80 percent.

An exercise to identify the top non-contracted suppliers was completed during 2013 and as a result 86.5 percent of the council's supplies, services and works expenditure are now covered by contracts. This performance exceeded the 2013/14 target of 85 percent.

The target for 2014/15 will be to have 90 percent of the council's supplies, services and works expenditure covered by contracts. Levels of spend with non-contracted suppliers will continue to be monitored and actioned on a monthly basis to ensure target performance is achieved.

CPU020_9b.1a Value of procurement savings achieved through arranged contracts.

This performance indicator measures the value of cashable savings achieved through the award of contracts. Collected on a monthly basis, cumulative cashable savings will be identified from contracts set up for use by the Scottish Government's centres of procurement expertise: Scottish Procurement and Scotland Excel, as well as those arranged by West Lothian Council and collaboratively with public sector partners.



Trend Chart Commentary:

Collected on an annual basis, this indicator measures cumulative savings calculated using the Scottish Government's Best Practice Indicator 1 (Total Efficiency Savings Achieved year-on-year).

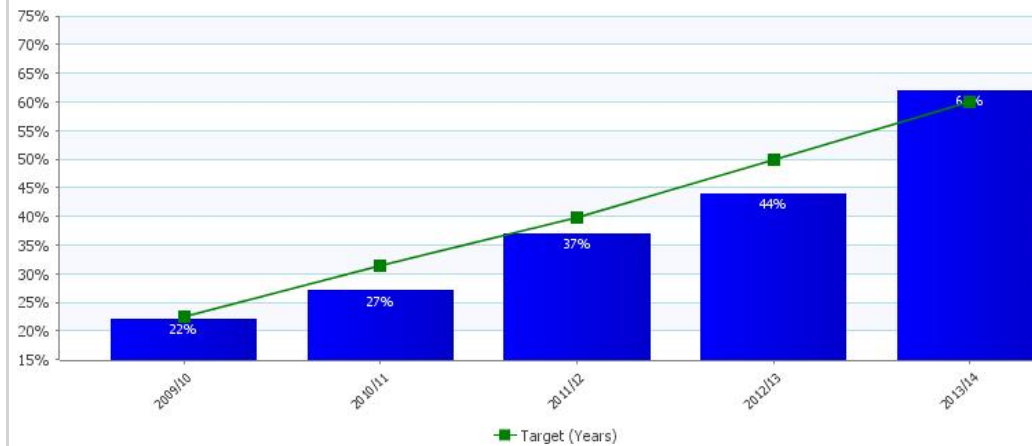
The target for cashable savings in 2011/12 was £1,200,000 and actual cashable savings achieved was £1,200,000. The target for cashable savings in 2012/13 was £900,000 and actual cashable savings achieved was £934,000.

The target for 2013/14 is a further £900,000 cashable savings. As at 24 February 2014, £721,533 of actual cashable savings has been achieved and further savings for the remainder of 2013/14 are not anticipated. Any cashable savings variance (currently £178,467) will be carried forward and added to next year's cashable savings target of £576,000.

Therefore the revised target for cashable savings in 2014/15 is currently £754,467.

CPU021_9b.1a Procurement Capability Assessment score assigned to West Lothian Council.

This performance indicator measures the percentage score of West Lothian Council's Procurement Capability Assessment. The Procurement Capability Assessment is performed annually by Scotland Excel (the Scottish Government's Local Authority Centre of Procurement Expertise). The assessment is performed annually for all Scottish Local Authorities.



Trend Chart Commentary:

West Lothian Council has consistently increased its Procurement Capability Assessment score year on year (2009 = 22 percent, 2010 = 27 percent, 2011 = 37 percent and 2012 = 44 percent).

The target for the 2013 assessment was set in the range 55-60 percent and a Procurement Capability Assessment action plan was put in place.

The Procurement Capability Assessment was carried out on 3 October 2013 and West Lothian Council achieved a score of 62 percent. A Procurement Capability Assessment is carried out for all Scottish Councils and West Lothian Council has achieved the joint seventh highest score from the 31 Scottish Local Authorities assessed to date.

The target for the 2014 assessment will be 68 percent.

Calendar of Improvement and Efficiency Activity – Corporate Procurement Unit

Action	Frequency	2014/15 (✓)											
		Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
● Performance management	Monthly	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
● Review of Performance Indicators and targets	Annually										✓		
● Benchmarking	Quarterly	✓			✓				✓				✓
● Collation Specified Performance Indicators (SPIs)	N/A												
● Update of PPR information	Quarterly	✓			✓			✓			✓		
● WLAM (assessment)	Annually							✓					
● Review Panel	Annually									✓			
● Performance Committee	N/A												
● Process Review (Lean/RIE activity)	N/A												
● Progress review of improvement actions	Quarterly	✓			✓			✓			✓		
● CSE preparation	Annually				✓								
● Inspection or Audit activity	Annually	✓											
● Budget Management activity	Quarterly	✓			✓			✓			✓		
● Equality Impact Assessment(s)	Annually										✓		
● Health and Safety Assessment(s)	Annually		✓										
● Business Continuity Planning	Quarterly	✓			✓			✓			✓		
● Workforce Planning	Annually	✓											
● PRPDPs	Annually	✓						✓					
● Review of customer groups/segmentation matrix	Annually			✓									
● Customer consultation	Monthly	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
● Review of Service Standards	Annually	✓											
● Planned Engagement activity	Annually	✓											
● Website content management	Quarterly	✓			✓			✓			✓		

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

3.3 Financial Management Unit

Manager:	David Maule
Number of Staff (FTE):	41.5
Location:	Civic Centre

Purpose

The Financial Management Unit (FMU) provides a wide range of financial services. It is responsible for developing revenue and capital financial strategy. It is also responsible for the annual management of budgets through a risk based approach to budget monitoring. Other core activities support and enable service delivery across the council and include: insurance cover and advice, VAT and treasury management, accounts payable, and preparation of the statutory statements of account.

In 2014/15 a key aim of FMU will be to develop the council's financial strategy for the period 2015/16 to 2017/18 and to continue to support the development of the council's nine Delivering Better Outcomes workstreams. The unit will play a key role in providing advice and support for all workstreams, and will also be responsible for management of projects relating to income and concessions and financial streamlining.

In addition, for 2014/15 the unit will be responsible for the coordination and development of a resource mapping approach across the Community Planning Partnership, which will provide evidence of how resources across the partnership are targeted and aligned at delivery of the Single Outcome Agreement.

Activities

The main activities of the service in 2014/15 will be:

- Budget Strategy and Planning
- Annual Budget Management and Monitoring
- Purchase to Pay
- Treasury, Insurance and VAT Management
- Final Accounts and statutory returns

Key Partners

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

- Audit Scotland
- West Lothian Community Planning Partnership

Customer Participation

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

Customer Consultation Schedule				
Customer Group	Survey Method	Frequency	Responsible Officer	Feedback Method
Corporate Management Team	Opinion Taker	Annually	Fiona Russell	Results posted on Intranet
All Customer Groupings*	Opinion Taker	Annually	Fiona Russell	Results posted on Intranet
Council Tenants	Tenants Insurance Survey	Triennial	Reta Wallace	Results published in tenants news

**Encompasses service managers, elected members, purchase to pay suppliers and external partners.*

Activity Budget – Financial Management Unit

Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2014/15	PI Category	Staff Resource (FTE)	Revenue Expenditure Budget 2014/15 £	Revenue Income Budget 2014/15 £	Net Revenue Budget 2014/15 £
Budget Strategy and Planning	Preparation of annual and medium term revenue and capital budgets and strategies.	Enabler Service - Financial Planning	FM021_9a.1a Cost of providing a financial management function per £'000 of council revenue budget: £3.00	High Level	6.3	354,916	0	354,916
			CP:FM003_9b.1a Annual revenue budget approval within set deadlines (100%)	High Level				
Annual Budget Management and Monitoring including Financial Advice and Queries, VAT Management, Grant Claims, Statistical Returns	Manage and Monitor the annual Capital and Revenue budgets	Enabler Service - Financial Planning	FM021_9a.1a Cost of providing a financial management function per £'000 of council revenue budget: £3.00	High Level	12.2	686,314	(3,647)	682,667
			FM014_9b.1c Budget monitoring - compliance with timescales for formal reporting (100%)	WLAM				
Final Accounts	Preparation of Final Accounts with the aim of securing an unqualified audit certificate	Enabler Service - Corporate Governance and Risk	FM021_9a.1a Cost of providing a financial management function per £'000 of council revenue budget: £3.00	High Level	3.4	190,287	0	190,287
			FMU006_9b.1a Final Accounts - unqualified audit certificate and reporting within agreed deadlines (Yes)	High Level				

Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2014/15	PI Category	Staff Resource (FTE)	Revenue Expenditure Budget 2014/15 £	Revenue Income Budget 2014/15 £	Net Revenue Budget 2014/15 £
Treasury Management	Operate an effective Treasury Management Strategy for Loans and Borrowing and Cash Management function.	Enabler Service - Financial Planning	NEW: Average cost of servicing loans fund advances in year, interest & expenses (4.7%)	High Level	1.4	79,108	(108,731)	(29,623)
			FMU070_9b.1a Treasury Management - investment rate of return (0.78%)	High Level				
Best Value, Governance and Customer Relations	To monitor and review performance in a transparent manner through service standards, customer consultation and compliance with corporate governance	Enabler Service - Corporate Governance and Risk	FM021_9a.1a Cost of providing a financial management function per £'000 of council revenue budget: £3.00	High Level	1.7	96,212	0	96,212
			NEW: Monitor and publish performance information (100%)	WLAM				
Systems Support and Records Management	Maintain and manage the Financial Ledger and Financial Records	Enabler Service - Corporate Governance and Risk	FM021_9a.1a Cost of providing a financial management function per £'000 of council revenue budget: £3.00	High Level	3.5	196,701	(3,647)	193,054
			NEW: Financial ledger and records maintained in accordance with agreed policies and procedures (100%)	WLAM				

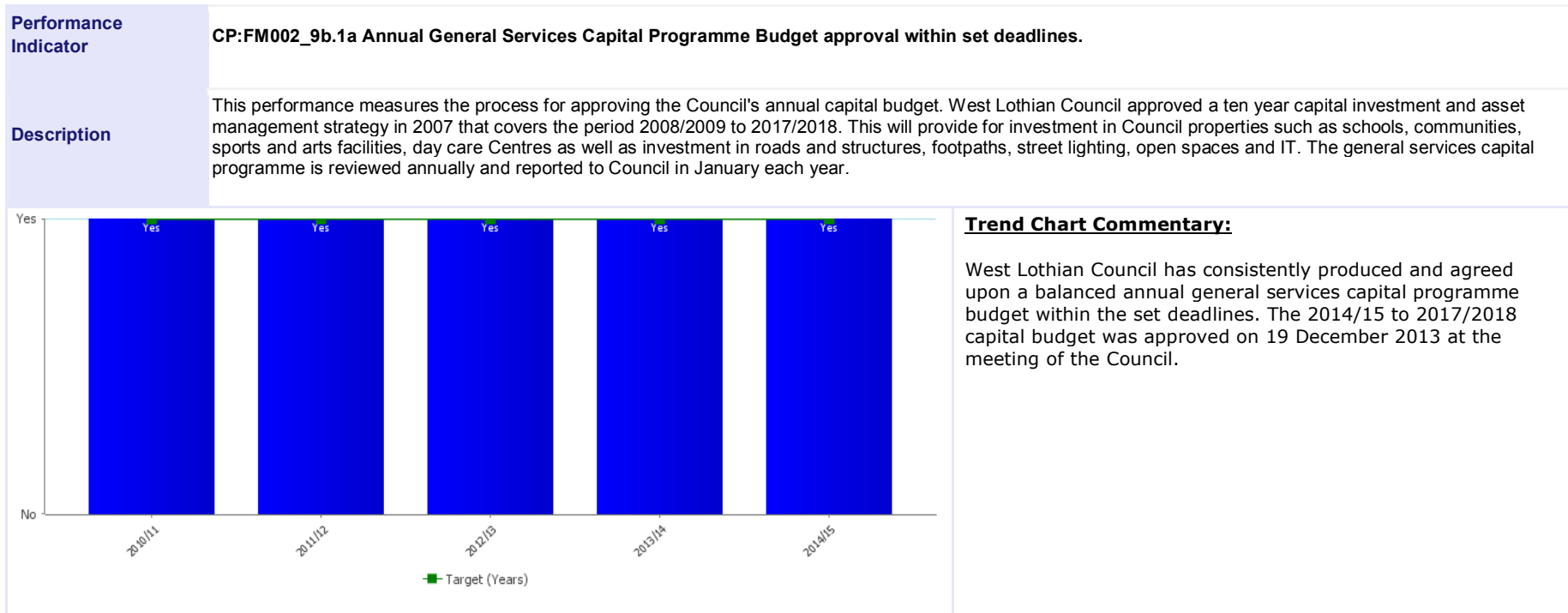
Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2014/15	PI Category	Staff Resource (FTE)	Revenue Expenditure Budget 2014/15 £	Revenue Income Budget 2014/15 £	Net Revenue Budget 2014/15 £
Purchase to Pay	To provide a comprehensive, cost effective accounts payable service	Enabler Service - Financial Planning	CP:FM022_9a.1a Purchase to pay cost per invoice (£1.23)	High Level	6.0	335,886	0	335,886
			CP: sspl07 The number of invoices paid within 30 calendar days of receipt as a percentage of all invoices paid (91.3%)	High Level				
Insurance Fund Management	To manage the cost of insurance risk	Enabler Service - Financial Planning	FM080_9a.1a Total cost of providing the Council's insurance service per £million of council revenue budget (£9,000)	WLAM	3.2	179,596	(96,650)	82,946
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		0.4	19,242	0	19,242
Total :-					41.5	2,138,262	(212,675)	1,925,587

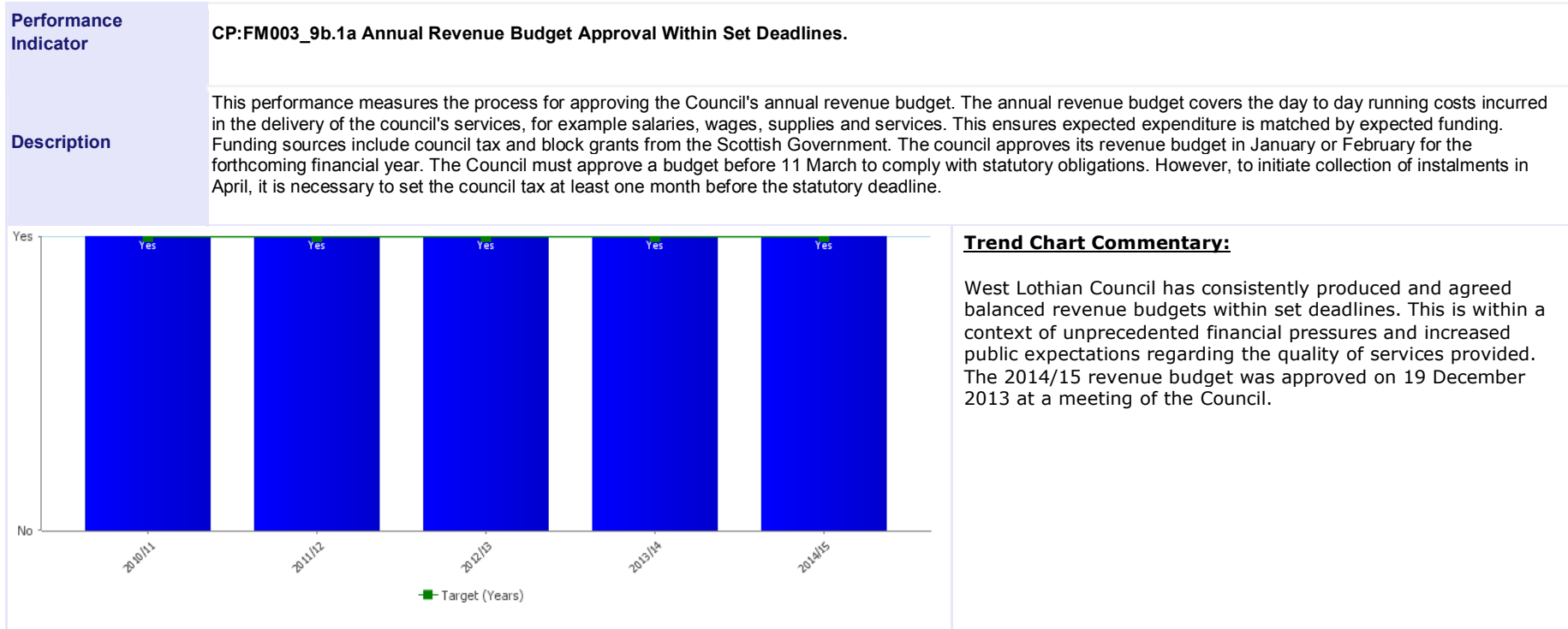
Actions – Financial Management Unit

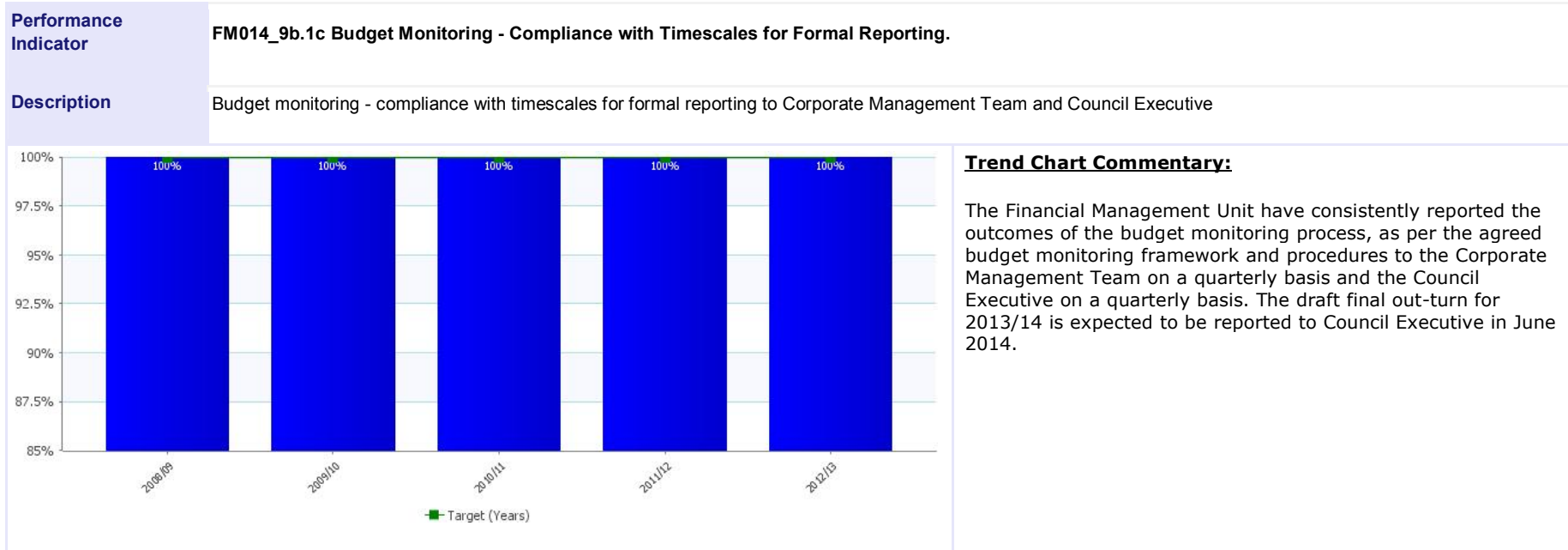
Actions 2013/14						
Action	Description	Planned Outcome	Owner	Start	End	Status (Planned, Active, Complete)
Income and Concessions Workstream (Phase 1)	Develop a robust charging policy for the council, alongside a balanced concessions policy	Propose recommendations from the review for approval by elected members	David Maule	01/04/12	17/12/13	Completed
Insurance Planning	Review insurance plans, taking into account the outcome of the insurance tender and triennial review of the Insurance Fund	Ensure optimum balance between insurance and self- insurance	Reta Wallace	01/04/13	01/12/13	Completed
Financial Regulations	Review of Financial Regulations	Financial Regulations updated to reflect current governance arrangements	Sandie Brown	01/04/13	30/06/13	Completed

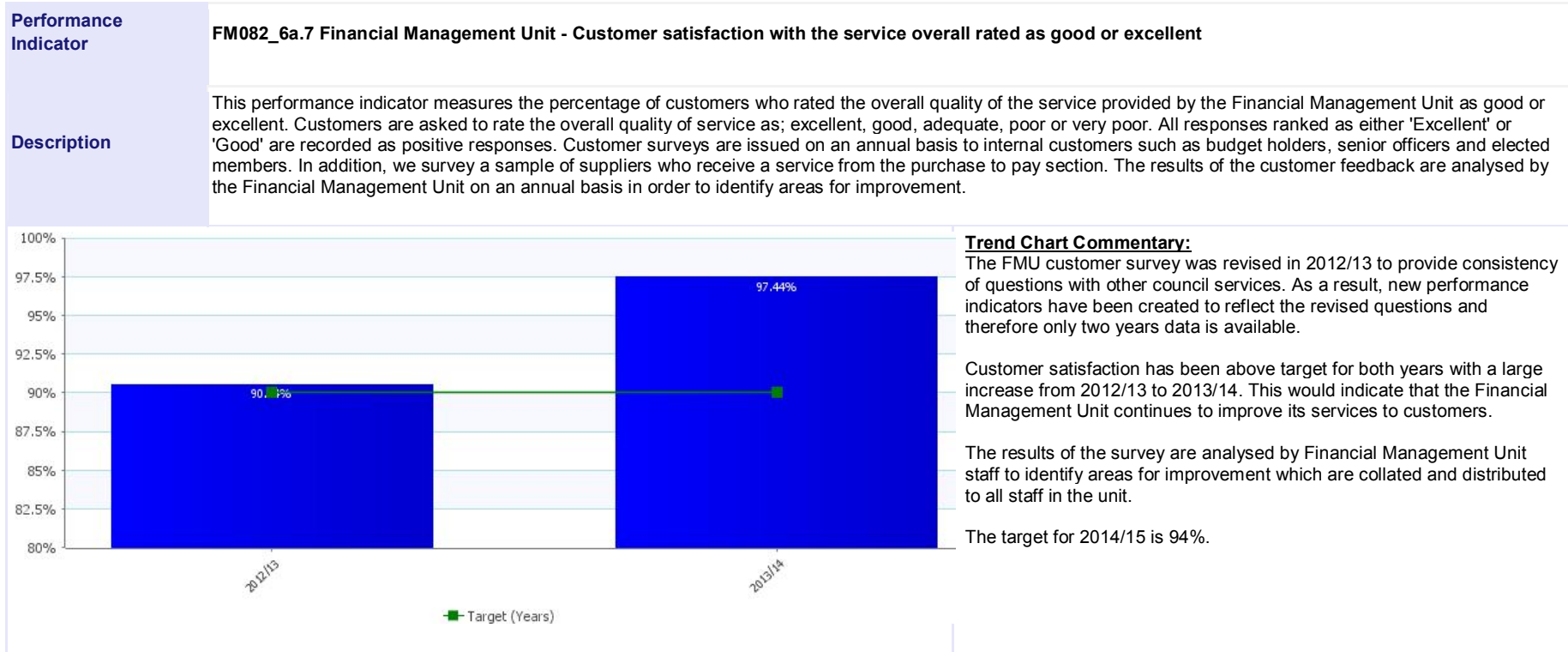
Actions 2014/15						
Action	Description	Planned Outcome	Owner	Start	End	Status (Planned, Active, Complete)
Medium Term Financial Strategy	Develop a medium term revenue budget for the council, including progression of the nine agreed workstreams	Robust and sustainable financial strategy for the period 2013/14 -2017/18	David Maule	01/04/12	31/03/14	Active
Modernising Services Workstream	Develop plans for financial streamlining of current practices across a range of service areas	The council will deliver a range of efficiency savings streamlining of current financial administration practices	Ailsa MacKerrow and Douglas Pirie	01/04/13	31/03/15	Active
Community Planning Partnership – Resource Aligning	Coordinate and develop a shared approach to alignment of resources across the CPP participants	Enable the Community Planning Partnership to develop an improved understating of how SOA outcomes are resourced and improve the CPP's capacity to better align resource to outcomes	David Maule	31/01/14	31/12/14	Active
Income and Concessions workstream (Phase 2)	Develop proposals for charging and concessions for 2015/16 to 2017/18 in line with best practice guidance	Revised fees and charges proposals will be incorporated into the council's revenue budget strategy for 2015/16 to 2017/18	David Maule	01/04/14	31/10/14	Planned

Performance – Financial Management Unit







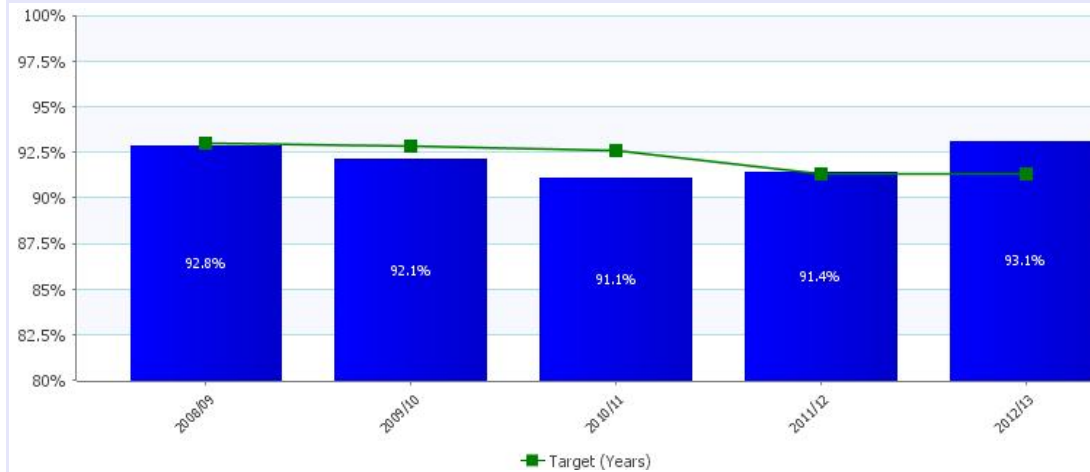


Performance Indicator

CP:sspi07 The number of invoices paid within 30 calendar days of receipt as a percentage of all invoices paid.

Description

This indicator shows the percentage of invoices from suppliers paid within 30 calendar days of receipt. Thirty calendar days reflects the normal credit term period in accordance with the Late Payments of Commercial Debts (Interests) Act 1998. West Lothian Council recognises the importance in paying invoices in a timely manner. The target used is set internally by the Head of Finance and Estates and ensures challenging targets year on year which are always higher than the Scottish average.



Trend Chart Commentary

In 2011/12, the council paid in excess of 91% of invoices within 30 days, showing a 0.3% increase in performance compared with 2010/11. This was a result of joint working by all services to improve invoice processes. The objective for 2012/13 was to increase the percentage of invoices paid within 30 days by implementing a new payment system early in the new financial year, streamlining invoice processes and improving electronic ordering systems. The result was that in 2012/13, the council paid in excess of 93% of invoices within 30 days, showing an increase of 1.7% compared with 2011/12. This increase is due to the implementation of the new payment system and working closely with services to streamline invoice processes.

In 2012/13, West Lothian Council was ranked 6th out of 32 Scottish Local Authorities for this indicator in comparison to 2011/12 when we were ranked 9th out of 32 Scottish Local Authorities for this indicator.

The target for 2014/15 is 93.5%.

Calendar of Improvement and Efficiency Activity – Financial Management Unit

Action	Frequency	2014/15 (✓)											
		Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
● Performance management	Monthly	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
● Review of Performance Indicators and targets	Annually											✓	
● Benchmarking	Annually	✓											
● Collation Specified Performance Indicators (SPIs)	Annually	✓											
● Update of PPR information	Annually	✓											
● WLAM – next assessment September 2015	N/A												
● Review Panel - next review February 2016	N/A												
● Performance Committee	N/A												
● Progress review of improvement actions	Quarterly	✓			✓			✓			✓		
● CSE preparation	Annually			✓									
● Inspection or Audit activity	Annually	✓											
● Budget Management activity	Quarterly				✓		✓			✓			✓
● Equality Impact Assessment(s)	Annually									✓			
● Health and Safety Assessment(s)	Annually	✓											
● Business Continuity Planning	Annually												✓
● Workforce Planning	Annually												✓
● PRPDs	Annually	✓							✓				
● Review of customer groups/segmentation matrix	Annually			✓									
● Customer consultation	Annually			✓									
● Review of Service Standards	Annually											✓	
● Planned Engagement activity	Annually	✓											
● Website content management	Annually											✓	
● Performance activity ● Self Assessment activity ● Consultation & engagement activity ● External assessment activity ● Corporate management activity													

3.4 Property Management and Development

Manager:	Jack Orr
Number of Staff (FTE):	20.03
Location:	Civic Centre

Purpose

Property Management and Development delivers a range of asset management services for internal and external customers, from strategic direction of the council's property portfolio through to management of utilities and operational property budgets. The unit is also involved in the development of property to promote economic activity in support of local business and industry. Professional services include valuation of land and property, as well as maintenance of property records. Key challenges in 2014/15 will be progressing the delivery of the various asset management and climate change workstreams in the Delivering Better Outcomes agenda, together with further roll out of the new Atrium property asset management software.

Activities

The main activities in 2014/15 will be:

- Strategic property asset management
- Management of council office premises, energy and water
- Management of the council's tenanted non- residential property portfolio
- Professional services including disposals, valuations, property records and property advice

Key Partners

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

- NHS Scotland – various Partnership Centres (existing and proposed)
- Police Scotland - various Partnership Centres (existing and proposed)
- Heartlands Business Park Joint Venture

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
Customers (internal and external)	Customer Satisfaction Questionnaire	Annually	Paul Furbank	Results sent to respondents and posted on internet
Tenant Customers	Equality questionnaire	Annually	Paul Furbank	Results posted on internet
Civic Centre User Groups	Meetings	Quarterly	Arthur Weir	Minutes of meetings
Targeted client groups	Focus Group	Ad hoc, demand driven	Paul Furbank	Minutes and meeting notes circulated

Activity Budget – Property Management and Development

Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2014/15	PI Category	Staff Resource (FTE)	Revenue Expenditure Budget 2014/15 £	Revenue Income Budget 2014/15 £	Net Revenue Budget 2014/15 £
Strategic Property Asset management	The efficient and effective management of the council's operational properties.	Enabler Service - Financial Planning	PMD151 (9a.1a) - cost of providing the service - £5.00 per head of population	WLAM	1.30	188,101	0	188,101
			SSP1008a (9b2a) - Percentage of Operational Properties in Satisfactory Condition: 96%	Public				
Disposal of Surplus Land and Property	Delivering a programme of property disposals to support the Council's capital investment programme	Enabler Service - Financial Planning	PMD151 (9a.1a) - cost of providing the service - £5.00 per head of population	WLAM	2.83	98,366	(734)	97,632
			PMD033 (9b2a) - Capital receipt income against target: 100%	WLAM				

Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2014/15	PI Category	Staff Resource (FTE)	Revenue Expenditure Budget 2014/15 £	Revenue Income Budget 2014/15 £	Net Revenue Budget 2014/15 £
Management of the TNRP Portfolio	The efficient and effective management of the council's commercial portfolio to maximise income and to maintain long term performance	Enabler Service - Financial Planning	PMD151 (9a.1a) - cost of providing the service - £5.00 per head of population	WLAM	5.00	1,231,076	(4,421,845)	(3,190,769)
			PMD074 (9b) - Commercial Property, percentage of rent outstanding (Current debt): 4%	Public				
Professional services.	Including: Valuation for capital accounting purposes; maintenance of property records; granting property rights; provision of expert advice; development of land and buildings for economic development purposes and provision of advice to migrant and growing businesses.	Enabler Service - Financial Planning	PMD127 (6a.7) - PM&D percentage of customers rating the service as good or excellent - 84%	WLAM	2.50	86,896	(649)	86,247
			PMD169 (9b) - Asset valuations input to Atrium within agreed timescales: 100%	WLAM				

Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2014/15	PI Category	Staff Resource (FTE)	Revenue Expenditure Budget 2014/15 £	Revenue Income Budget 2014/15 £	Net Revenue Budget 2014/15 £
Energy Management	Ensuring effective energy and water management in corporate non-domestic properties through energy efficiency measures. Developing potential projects, analyse consumption trends and setting targets.	Enabler Service - Financial Planning	CMP003_9a1 - Carbon emissions from energy used in buildings (Annually): 31,680	WLAM	1.20	523,228	0	523,228
			CMP004_9b - Total Annual CO2e - Water: 176	WLAM				
The management of the Council's HQ buildings	Providing an efficient and effective facilities management function in Civic Centre and the council's headquarter office buildings.	Enabler Service - Financial Planning	PMD077 (6a) - Overall customer satisfaction - Headquarter buildings: 80%	WLAM	6.40	4,760,135	(2,545,530)	2,214,605
			SSP1008b (9b2a) - Percentage of Operational Properties that are Suitable for Current Use: 88%	Public				

Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2014/15	PI Category	Staff Resource (FTE)	Revenue Expenditure Budget 2014/15 £	Revenue Income Budget 2014/15 £	Net Revenue Budget 2014/15 £
The management of the Council's Corporate Properties	The efficient and effective management of the council's operational properties.	Enabler Service - Financial Planning	PMD151 (9a.1a) - cost of providing the service - £5.00 per head of population	WLAM	0.60	16,248,632	(26,503)	16,222,129
			SSPI003 (9b2a) - Percentage of council buildings in which all public areas are suitable for and accessible to disabled people : 69%	Public				
Service Support	Provision of management and administrative support	Enabler Service - Corporate Governance and Risk	Support activities contribute towards the overall performance of the service. Performance is monitored through the indicators for front line activities		0.20	14,663	0	14,663
	Total :-				20.03	23,151,097	(6,995,261)	16,155,836

Actions – Property Management and Development

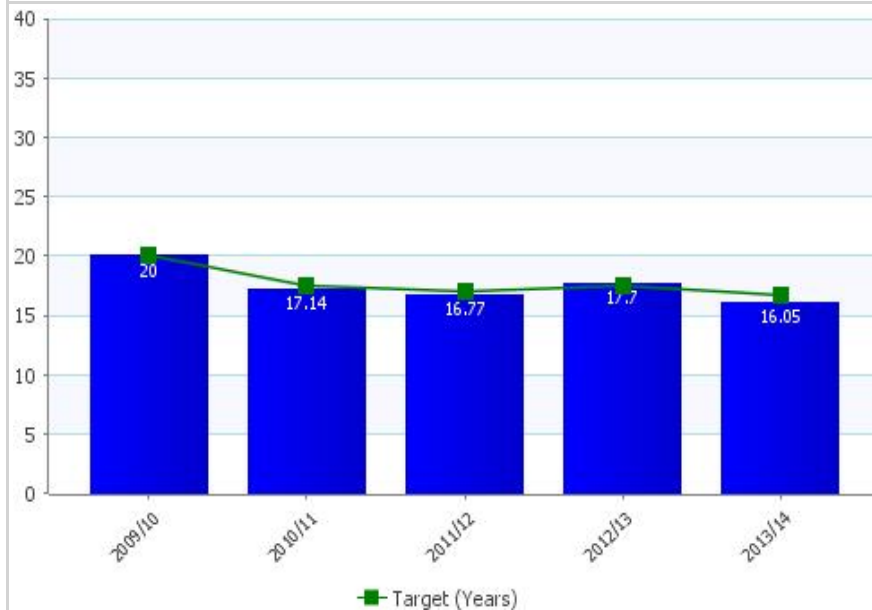
Actions 2013/14						
Action	Description	Planned Outcome	Owner	Start	End	Status (Planned, Active, Complete)
Asset Management	Property Asset Management Plan	Property Asset Management Plan to be completed and approved	Paul Kettrick	01/01/13	31/10/13	Complete
Office Modernisation	Asset Management – Office Modernisation	Completion of further phases of modernisation and rationalisation of council HQ buildings	Jack Orr	01/01/13	31/03/14	Complete
Office Modernisation – Service Support Accommodation	Asset Management – service support accommodation	Initial review of council depot and stores to inform future modernisation and rationalisation	Paul Furbank	01/01/13	31/03/14	Complete
Asset Management – Tenanted Non Residential Properties	Asset Management – Tenanted Non Residential Properties modernisation	Improved financial return from the councils non-operational property, increased income /reduced expenditure	Paul Furbank	01/01/13	31/03/14	Complete
Asset Management-Place Based	Asset Management – place based review	Initial review of front line service delivery buildings to ensure property suited to service requirements	Stephen Letch	01/01/13	31/03/14	Complete
Asset Management – Third Party Occupation	Third party occupation of council property	Collection of information on third party occupation and formulation and approval of a new policy to clarify management arrangements in future	Paul Furbank	01/01/13	31/03/14	Complete

Actions 2014/15						
Action	Description	Planned Outcome	Owner	Start	End	Status (Planned, Active, Complete)
Asset Register	Atrium – Phase II Asset Management Software	Full installation of next phase of software development	Paul Kettrick	01/04/13	31/03/14	Active
Office Modernisation – Administrative Buildings	Accommodation improvements in Administrative Buildings	Full refurbishment of St David House and County Buildings	Jack Orr	01/01/13	31/03/14	Active
Asset Register	Atrium – Phase II Asset Management Software	Full installation of next phase of software development	Paul Kettrick	01/04/14	31/03/15	Planned
Asset Management Workstream - Office Modernisation	Accommodation improvements in various operational offices together with improved desk and space utilisation	Full refurbishment of St David House and County Buildings	Jack Orr	01/04/14	31/03/15	Planned
Asset Management Workstream – Depot and Store Modernisation	Consolidation of existing support accommodation into two geographical locations	Procurement of two properties together with full design, specification and obtaining of statutory consents – site start at one location	Paul Furbank	01/04/14	31/03/15	Planned
Asset Management Workstream – Place Based Review	Review of front line service delivery buildings to ensure properties linked to service requirements	Appropriate and improved service delivery in appropriate geographical locations	Paul Furbank	01/04/14	31/03/15	Planned
Physical Assets Review – UPS/Hub Rooms	Linking of all IT hub rooms in the Civic Centre to the existing UPS and standby generator	When complete, works will provide greater IT resilience in the event of a loss of power in the CC, and will ensure that data is not lost or corrupted	Jack Orr	01/01/14	30/04/15	Planned
Asset Management – Third Party Occupation	Third party occupation of council property	Implementation of approved policy through new legal agreements	Paul Furbank	01/04/14	31/03/15	Planned

Performance – Property Management and Development

CSA051_9a Total Office Accommodation per staff FTE (EM P2)

Performance measure illustrates the effectiveness of the Office Modernisation Strategy in reducing the overall office accommodation per FTE post. This is a measure of sufficiency and utilisation.



Trend Chart Commentary:

This indicator aims to demonstrate the increasing efficiency in the use of office accommodation by reducing the amount of space per full time employee (FTE). Performance for 2013/14 has improved primarily as a result of the temporary vacation of County Buildings and St David's House staff to Lomond House, resulting in an outcome of 16.05m2 per FTE against a target of 16.75 m2 per FTE.

The target for 2014/15 is 17 m2 per FTE which will reflect the occupancy of St David's and County Buildings which are larger than Lomond House.

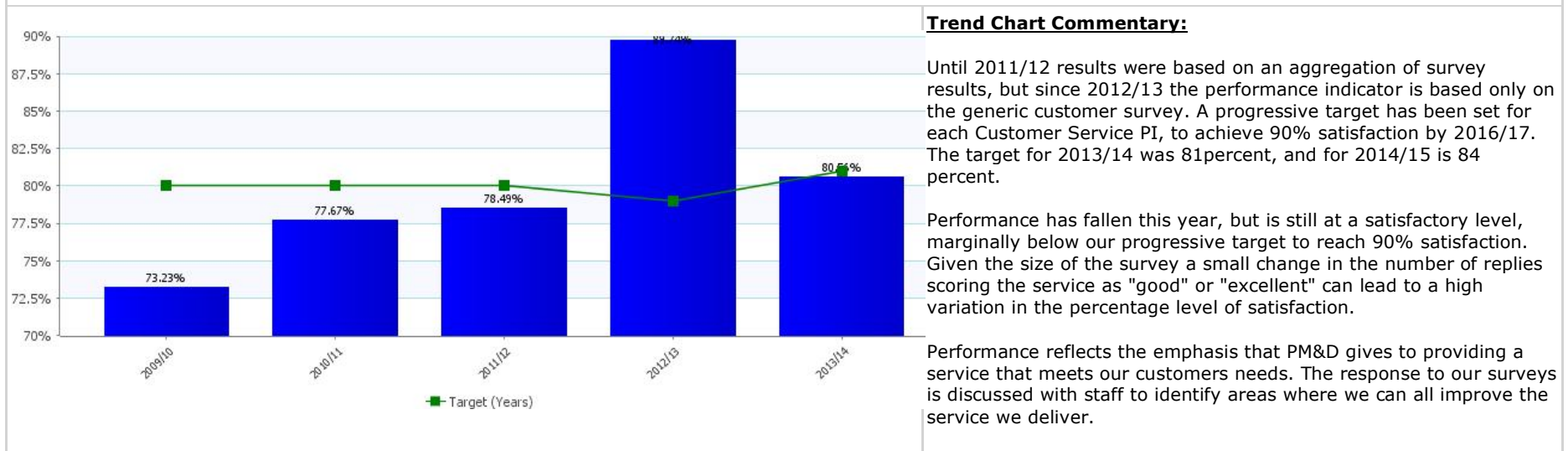
P:PMD127_6a.7 Property Management and Development - Percentage of Customers rating the service as good or excellent.

Property Management and Development issues a standard questionnaire that is available to all customers throughout the year. The question set is based on the 5 Drivers of customer satisfaction and experience. Performance Indicator 6a.7 - is based on a question asking customers to rate their overall satisfaction with the service they received, measuring the percentage of respondents who rated the service delivered as good or excellent.

Until 2011/12 results were based on an aggregation of survey results. This included surveys of the tenants of the commercial portfolio and the occupiers of Headquarter buildings, who were consulted in alternate years, in addition to the general survey. Results were also based on a four point scale of response (Excellent, Good, Adequate, Poor).

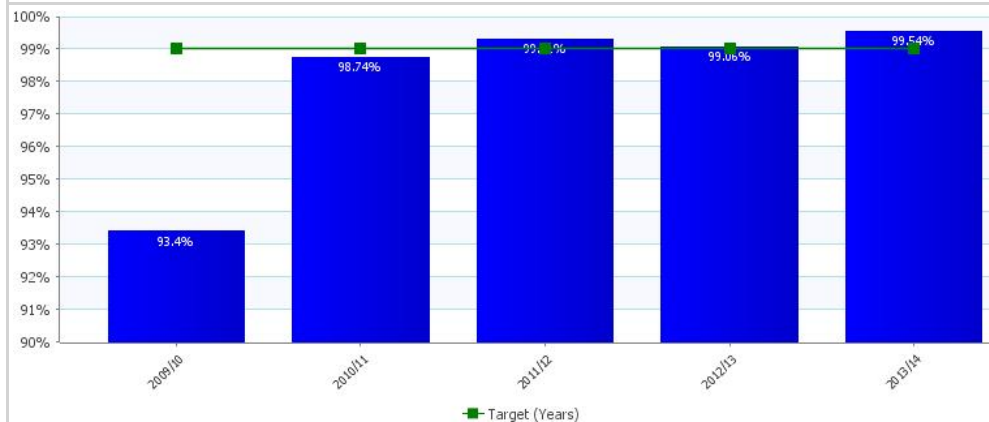
From 2012/13 the performance indicator is based only on the generic customer survey, rather than an aggregation of results. It is also based on responses on Excellent or Good on a five point scale (Excellent, Good, Adequate, Poor, Very Poor.)

Targets are reviewed in April each year



PMD166_9b.1c - Rent Collected for commercial property

This Performance Indicator measures our success in collecting rent due from tenants of the commercial (Tenanted Non-Residential property) portfolio. Bad debts written off in a financial year are deducted from the total amount billed, and the balance is expressed as a percentage of the total billed. The TNRP portfolio comprises those properties that the council owns, but does not occupy for direct service delivery, and totals 650 properties, including 108 shops, 38 offices, and 284 industrial units. As rent written off during one financial year may relate to income billed in a previous financial year some variation in the annual percentage figure may be expected. Trends should therefore be looked at over a longer period.



Trend Chart Commentary:

Collection rates have generally been improving over the past five years. The exception in 2009/10 relates to a single debtor who owed a six figure sum in rental. Excluding this debtor the collection rate would have been marginally higher than the subsequent year (98.84 percent)

Performance for 2013/14 was slightly above the target of 99 percent at 99.54 percent, and the highest collection rate for five years.

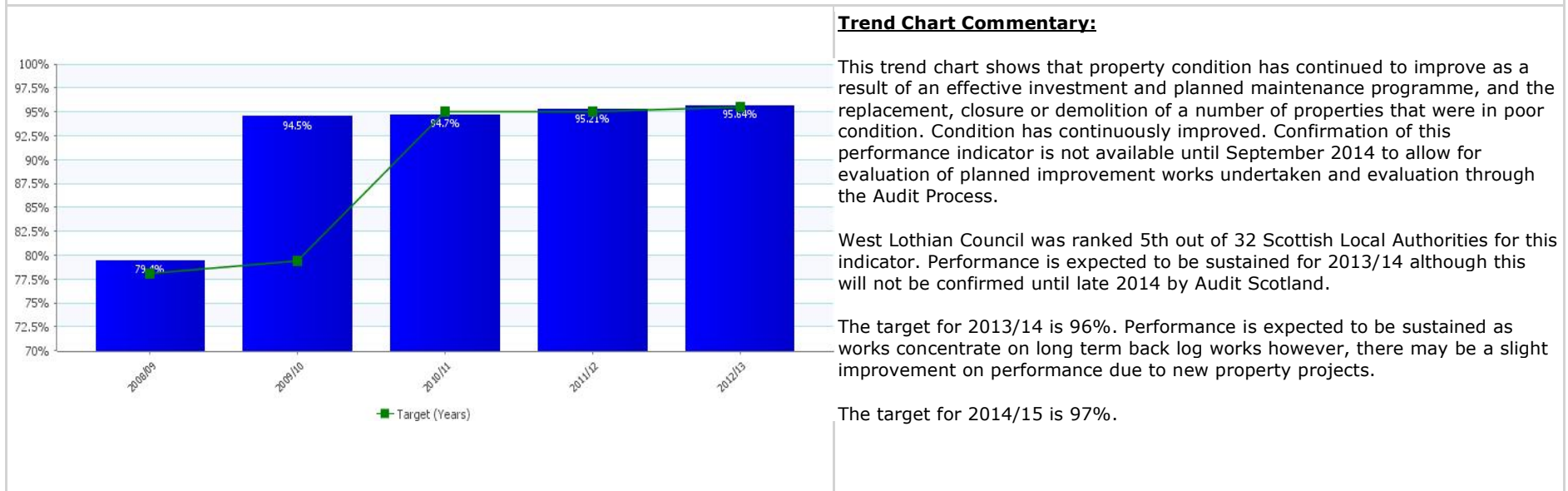
The target for 2014/15 will be unchanged.

CP:sspi08a Asset management - proportion of gross internal area that is in satisfactory condition.

This is a Specified Performance Indicator, used by all Scottish authorities. This is submitted to the Scottish Government annually.

It expresses the percentage of the total gross internal floor area of properties used by the Council to deliver services (e.g. schools, community centres, offices and depots etc) that is in satisfactory or better condition.

It excludes council housing and commercial property leased to generate an income e.g. industrial units & shops.

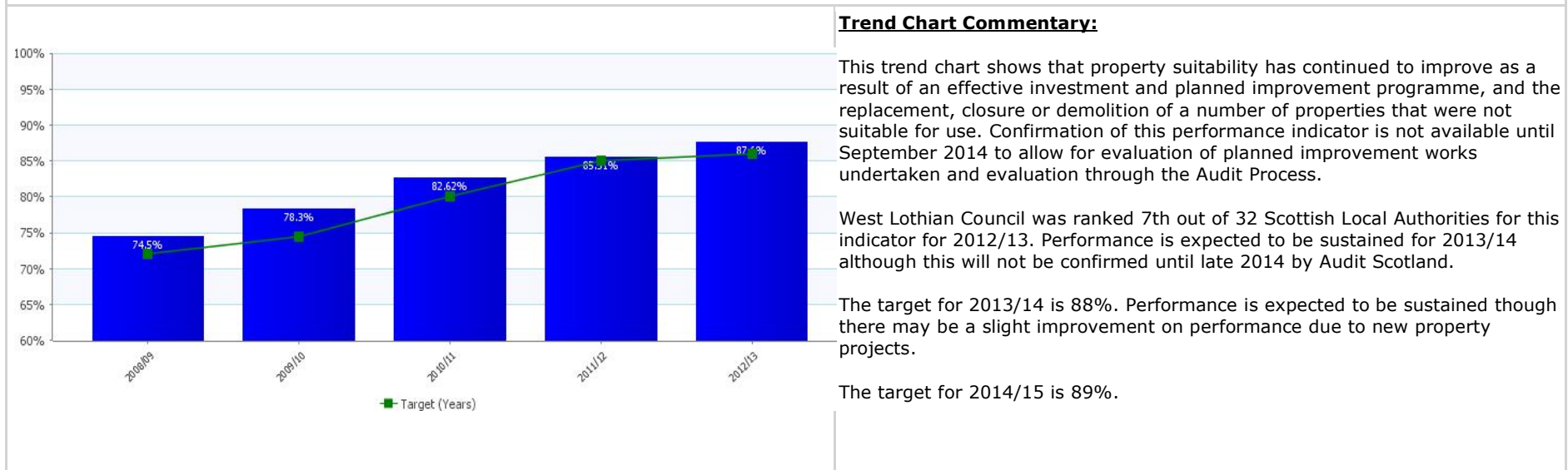


CP:sspi08b Asset management - percentage of operational buildings that are suitable for their current use.

This is a Specified Performance Indicator, used by all Scottish authorities. This is reported to the Scottish Government annually.

It measures the percentage of total properties used by the Council to deliver services (e.g. schools, community centres, offices and depots etc) that are suitable for current use.

It excludes council housing and commercial property leased to generate an income e.g. industrial units & shops.



Calendar of Improvement and Efficiency Activity – Property Management and Development

Action	Frequency	2014/15 (✓)											
		Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
● Performance management	Monthly	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
● Review of Performance Indicators and targets	Annually				✓								
● Benchmarking	Quarterly			✓			✓				✓		
● Collation Specified Performance Indicators (SPIs)	Annually				✓								
● Update of PPR information	Annually	✓											
● WLAM (assessment)	Annually										✓		
● Review Panel	Annually												✓
● Performance Committee	N/A												
● Process Review (Lean/RIE activity)	As Required												
● Progress review of improvement actions	Quarterly	✓			✓			✓			✓		
● CSE preparation	As Required												
● Inspection or Audit activity	N/A												
● Budget Management activity	Quarterly					✓		✓			✓		✓
● Equality Impact Assessment(s)	As Required												
● Health and Safety Assessment(s)	Annually								✓				
● Business Continuity Planning	Annually	✓											
● Workforce Planning	Annually	✓											
● PRPDPs	Annually	✓						✓					
● Review of customer groups/segmentation matrix	Annually			✓									
● Customer consultation	Annually				✓								
● Review of Service Standards	Annually								✓				
● Planned Engagement activity	N/A												
● Website content management	Quarterly	✓			✓			✓			✓		

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

3.5 Revenues Unit

Manager:	Scott Reid
Number of Staff (FTE):	118.5
Location:	St David House

Purpose

The Revenues Unit is responsible for council tax and business rates billing and collection, underpinning the council's holistic approach to dealing with customer's who are in debt through the work of the corporate debt team, the administration of housing benefit, council tax reduction scheme and the Scottish welfare fund as well as benefit fraud investigations. It provides a direct front line service to recipients of benefits, which includes processing claims, assessing benefits, processing discretionary housing payments, as well as payments to claimants and landlords. The service is responsible for rent collection and the collection of all miscellaneous income, which is received through multiple payment channels and is in excess of £450 million annually.

During 2014/15 the unit will look to maximise income to the council whilst minimising the costs of collection. The unit will continue to work closely with stakeholders and partners to plan and prepare for the impact of welfare reform. The unit will continue to modernise, with customer communication and consultation playing a key part in its modernisation activity. There will be ongoing change in the provision of the benefits service due to the effects of welfare reform. The benefit fraud team will also relocate to the Audit and Risk Management Unit to develop the council's corporate fraud arrangements.

Activities

The main activities of the service in 2014/15 will be:

- Council Tax
- Non- Domestic Rates
- Service Accounts
- Corporate Debt
- Housing Benefit
- Council Tax Reduction Scheme
- Scottish Welfare Fund
- Benefit Fraud Investigations
- Income and Rent Control
- Discretionary Housing Payments

Key Partners

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

- Department for Work and Pension
- Registered Social Landlords
- Lothian Valuation Joint Board
- Sheriff Officers
- Business Improvement District Company (Enterprising Bathgate)

Customer Participation

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

Customer Consultation Schedule				
Customer Group	Survey Method	Frequency	Responsible Officer	Feedback Method
Council Taxpayer	Paper based/ electronically issued along with e-bills. Surveys	Monthly	Scott Reid	Results posted on internet Council Tax leaflet Email
Pensioners 60+ in receipt of HB/ CTRS	Paper based/ electronically issued along with e-bills. Surveys	Monthly	Sandra Malloy	Results posted on internet Benefits leaflet. Email
Business Ratepayers	Electronically issued following annual billing	Annually	Scott Reid	Results posted on internet Business Rates leaflet. Email
Working age 16-60 in receipt of HB/CTRS	Paper based/electronically issued along with e-bills. Surveys	Monthly	Sandra Malloy	Results posted on internet. Benefits leaflet Email
RSL / Private Landlords	Electronically. Regular Meetings of RSL and Private Landlord forums	Annually	Sandra Malloy	Results posted on internet. Email Housing Association & Private Landlord Forums
Scottish Welfare Fund	Telephone	Daily	Sandra Malloy	Results posted on internet. Email
Other council services	Electronically	Annually	Scott Reid	Results posted on internet. Email

Activity Budget – Revenues Unit

Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2014/15	PI Category	Staff Resource (FTE)	Revenue Expenditure Budget 2014/15 £	Revenue Income Budget 2014/15 £	Net Revenue Budget 2014/15 £
Council Tax and Residual Community Charge	Billing, collection and administration of Council Tax and Water Service Charges. Collection of Residual Community Charge.	Enabler Service - Financial Planning	SSPI05 - Cost of collecting Council Tax per dwelling - £9.00.	Public	19.5	712,006	(430,000)	282,006
			SSP106b - percentage of income due from Council Tax for the year that was received by the end of the year - 94.5%	Public				
Corporate Debt	Collection of multiple debts due to the council, provision of welfare and debt advice, collection of Housing Benefit overpayments and administration of Discretionary Housing Payments.	Enabler Service - Financial Planning	REV106 - Customer income generated from Corporate Debt Team Activity - £375k	WLAM	9.0	328,618	(141,858)	186,760
			REV009 - Cumulative value of Housing Benefit Overpayment recovered - £800,000	WLAM				
Non-Domestic Rates	Billing, collection and administration of Non Domestic Rates	Enabler Service - Financial Planning	REV014 - Business Rates cost per property - £45.00	Public	3.0	109,539	(203,020)	(93,481)
			REV002 - Percentage of Business Rates received in the year - 98.5%	Public				

Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2014/15	PI Category	Staff Resource (FTE)	Revenue Expenditure Budget 2014/15 £	Revenue Income Budget 2014/15 £	Net Revenue Budget 2014/15 £
Service Accounts	Invoicing, collection and administration of the councils service accounts.	Enabler Service - Financial Planning	REV016 - Cost of collection for service accounts - £15.50	WLAM	2.0	73,026	0	73,026
			REV083 - Outstanding service account debt over 12 months - £750,000					
Housing Benefit and Council Tax Reduction	Administration of Housing Benefit and Council Tax Reduction including appeals and interventions.	5. Reduce poverty, the cycle of deprivation and promote equality	SSPI04 - Gross administration cost per Housing Benefit and Council Tax Benefit case - £36.50	WLAM	38.1	1,391,152	-2,095,486	-704,334
			REV103 - Cumulative days to process new housing benefit claims and change of circumstances - 20 days.					
Housing Benefit and Council Tax Reduction Fraud	Prevention and detection of Housing benefit and Council Tax Reduction fraud.	Enabler Service - Financial Planning	REV049 - Rate of return counter fraud officer - £3.57	WLAM	5.0	182,566	0	182,566
			REV050 - Number of successful sanctions – 42					
Scottish Welfare Fund	Administration of Community Care Grants and Crisis Grants.	5. Reduce poverty, the cycle of deprivation and promote equality	REV107 - Cost of Scottish Welfare Fund per Application Received - £37.00	WLAM	7.0	1,259,111	(203,020)	1,056,091
			REV108 - Scottish Welfare Fund Spend Against Budget - 98%					

Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2014/15	PI Category	Staff Resource (FTE)	Revenue Expenditure Budget 2014/15 £	Revenue Income Budget 2014/15 £	Net Revenue Budget 2014/15 £
Income and Rent Control	Administration and provision of income management function. Administration of Rent Accounting system.	Enabler Service - Financial Planning	REV109 - Cost of Income and Rent Control Function per £1 million income generated (less grants). - £1168.00	WLAM	10.0	365,131	(66,225)	298,906
			REV069 - Percentage of rent account changes processed within 7 days of receipt - 95%					
Business Systems Development	Provision and development of critical business systems, including routine accuracy and compliance checks.	Enabler Service - Financial Planning	REV110 - Cost of Business Systems Development per £1 million of income generated (less grants) - £1287.00	WLAM	9.6	350,526	0	350,526
			REV031 - Percentage of incidents logged regarding software faults within 3 working days - 98%					
Business Support	Provision of a support function for all Unit teams.	Enabler Service - Financial Planning	REV111 - Cost of Business Support per £1 million of income generated (less grants) - £748.00	WLAM	9.3	339,572	0	339,572
			REV089 - Percentage of benefits and collections mail indexed within 1 day of receipt - 90%.					
	Total :-				112.5	5,111,247	(3,139,609)	1,971,638

Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2014/15	PI Category	Staff Resource (FTE)	Revenue Expenditure Budget 2014/15 £	Revenue Income Budget 2014/15 £	Net Revenue Budget 2014/15 £
Time Limited Preventative / Anti Poverty Measures	Supporting the challenges of welfare reform - Revenues and Benefits	5. Reduce poverty, the cycle of deprivation and promote equality	Progress on this activity is reported to both CMT and Council Executive on a quarterly basis		6.0	157,000	0	157,000
Time Limited Preventative / Anti Poverty Measures	Supporting the challenges of welfare reform - Discretionary Housing Payment top up	5. Reduce poverty, the cycle of deprivation and promote equality	Progress on this activity is reported to both CMT and Council Executive on a quarterly basis		0	200,000	0	200,000
	Total :-				118.5	5,468,247	(3,139,609)	2,328,638

Actions - Revenues Unit

Actions 2013/14						
Action	Description	Planned Outcome	Owner	Start	End	Status (Planned, Active, Complete)
Business Rates System	Introduce new business rates system	Efficient administration of rates accounts	Maureen Duff	01/04/13	31/03/14	Complete
Housing Benefit Overpayment System	Introduce new housing benefit overpayment system	Efficient administration of overpayment accounts	Maureen Duff	01/04/13	31/03/14	Complete
Council Tax Reduction Scheme and Scottish Welfare Fund	Introduce the new council tax reduction scheme and Scottish welfare fund from 1 April 2013	Efficient administration of Council Tax Reduction Scheme and Scottish Welfare Fund applications	Sandra Malloy	01/04/13	31/03/14	Complete
Revenues Unit Management Team assessments	360 degree reviews for line managers	Carry out 360 degree assessments of Revenues Management Team	Scott Reid	01/04/12	31/05/13	Complete
Revenues Unit Organisational Review	Implement the outcomes of the organisational review	New structure in place	Scott Reid	01/04/13	31/03/14	Complete

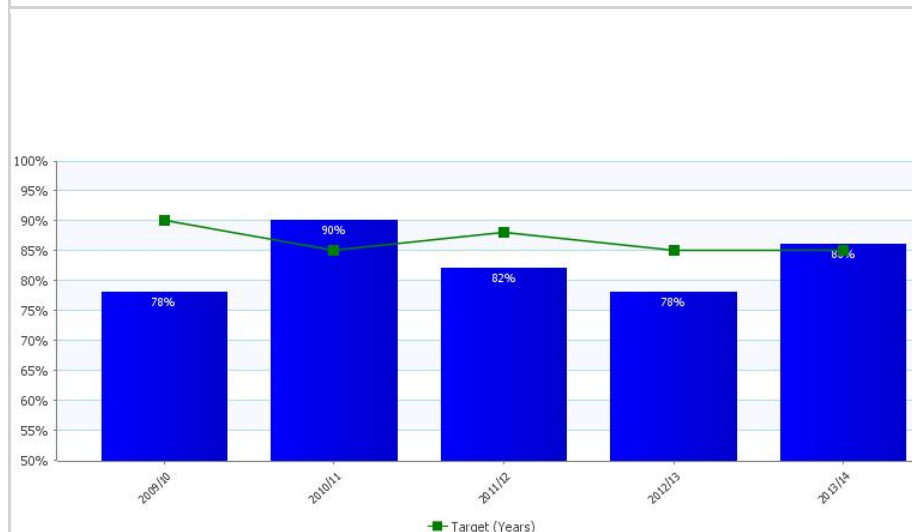
Actions 2014/15						
Action	Description	Planned Outcome	Owner	Start	End	Status (Planned, Active, Complete)
Corporate Debt	Work with colleagues in housing to ensure an effective corporate approach to debt	Efficient administration of ongoing rent arrears and former tenant arrears for those customers who have multiple debts due to the Council	Scott Reid	01/04/13	31/03/14	Active
Money Matters System	Introduce and develop new "Money Matters" system for money advice and welfare rights advice within the Corporate Debt Team	Efficient administration of money advice and welfare rights advice cases within the Corporate Debt Team	Mhairi Welsh	01/04/14	31/03/15	Planned
Corporate Debt	Integrate housing benefit overpayments and rent into Corporate Debt system	Housing Benefit Overpayment accounts and rent accounts integrated into Corporate Debt system	Scott Reid	01/04/14	31/03/15	Planned
Scottish Welfare Fund	Expand payment options for Scottish Welfare Fund	Additional payment options available to applicants	Nicola Reid	01/04/14	31/03/15	Planned
Housing Benefit Administration	Introduce new benefit online form and risk based verification analysis	Increase take up of online benefit applications and implement risk based verification analysis	Sandra Malloy	01/04/14	31/03/15	Planned
Benefits Training	Implement staff training plan for benefits	Benefit staff effectively trained	Graham Watt	01/04/14	31/03/15	Planned
W2 workflow system.	Implement data disposal module and system upgrade for Revenues W2 workflow system	Data disposal module and system upgrade implemented	Maureen Duff	01/04/14	31/03/15	Planned

Actions 2014/15 (Continued)						
Action	Description	Planned Outcome	Owner	Start	End	Status (Planned, Active, Complete)
Council Tax bills and benefit notifications.	Merge the issue of daily Council Tax bills and benefit notifications	Daily Council Tax bills and benefit notifications issued jointly.	Maureen Duff	01/04/14	31/03/15	Planned
Council Tax and Business Rates customer appointment system.	Implement Council Tax and Business Rates online appointment system for customers.	Council Tax and Business Rates customers able to self serve and arrange appointments online.	Mhairi Welsh	01/04/14	31/03/15	Planned
Cash Receipting System	Upgrade Capita Cash Receipting system.	Cash Receipting system upgrade implemented.	Michelle Walker	01/04/14	31/03/15	Planned

Performance - Revenues Unit

P:REV027_6b.2 Percentage of Business Rates and Council Tax correspondence processed within 10 working days of receipt.

This performance indicator is cumulative across the financial. Where correspondence is received within the Revenues Unit in relation to Business Rates and Council Tax enquiries, we will aim to process 85 percent within 10 working days of receiving it.



Trend Chart Commentary:

We have reviewed the target for 2014/15 and set it at 86 percent. This target has been set taking into account the impact of the new Revenues Unit structure and recruitment of remaining staff vacancies. Performance improved in 2013/14 so achieving this target will allow us to maintain this level of performance in 2014/15.

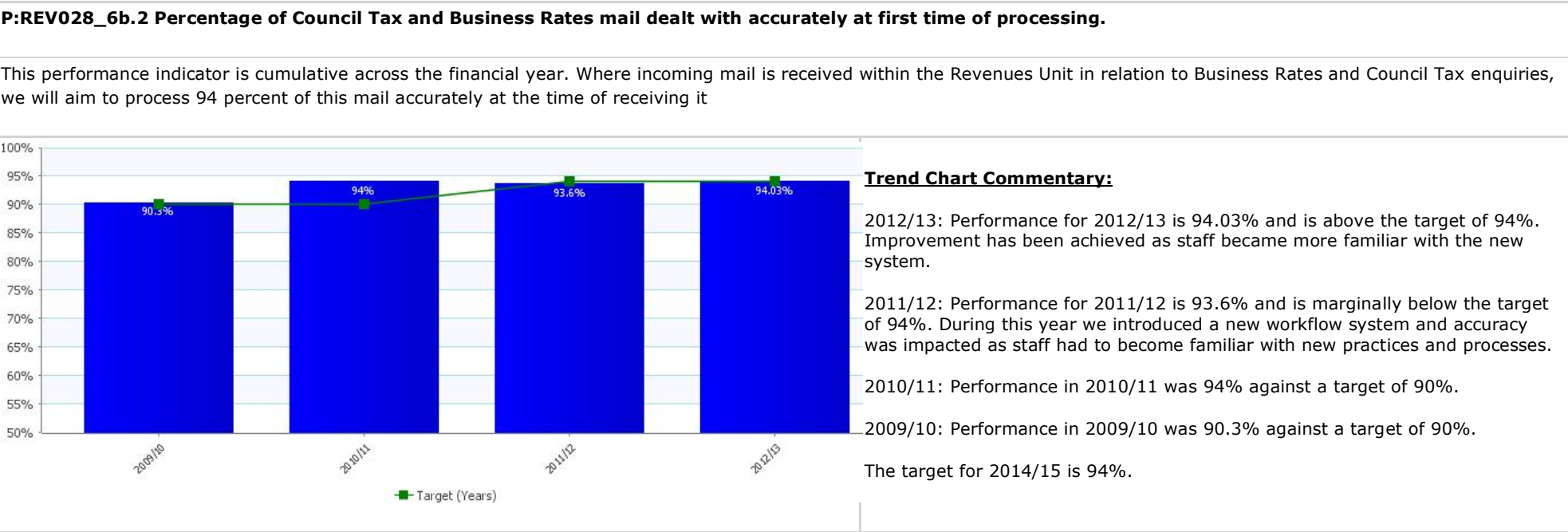
2013/14: Performance for 2013/14 is 86% and is above the target of 85%. Improvement has been made in 2013/14 following the implementation of the new Council Tax and benefit system in the previous year as staff training and familiarisation with the new system has been delivered.

2012/13: Performance for 2012/13 is 78% and is below target due to the impact of the introduction of a new Council Tax and benefit system in July 2012. The implementation of the new system has resulted in the need to deliver a full programme of staff retraining. It has taken staff time to become familiar with the new system functionality so processing times took longer.

2011/12: Performance for 2011/12 is 82% and was impacted due to the implementation of a new workflow system (W2) in quarter 2 of the year. Following a period of development and familiarisation with the new system performance has improved significantly from quarter 2.

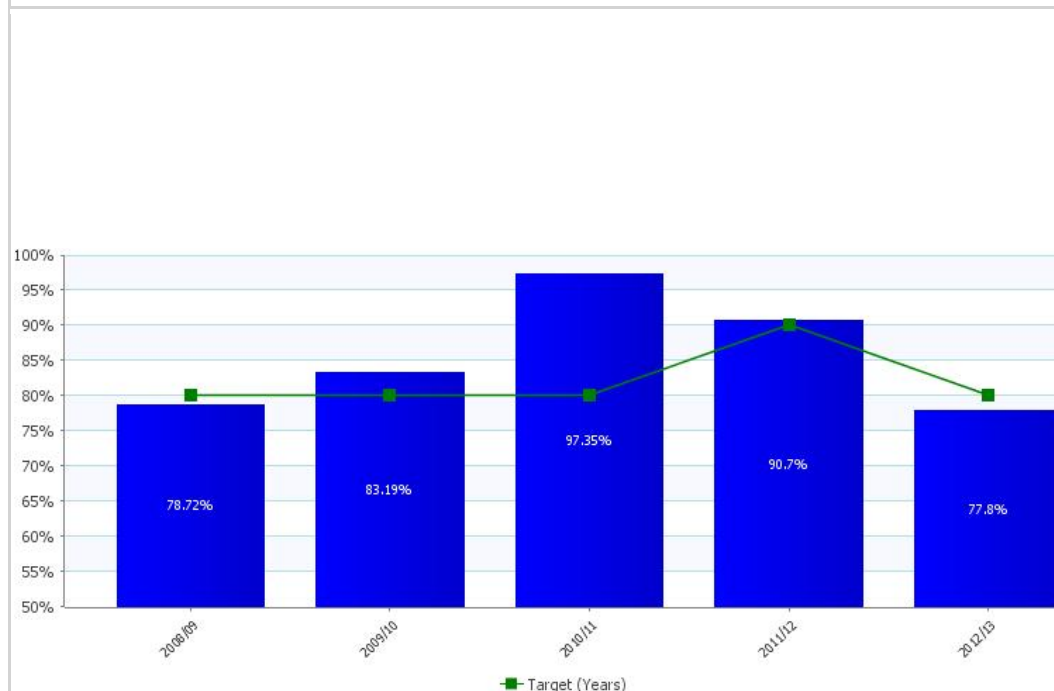
2010/11: Performance in 2010/11 was 90% against a target of 85%.

2009/10: Performance in 2009/10 was 78% against a target of 90%.



P:REV042_6a.7 Percentage of respondents who rated the overall quality of service delivered by the Revenues Unit as good or excellent.

This performance indicator measures the percentage of customers that rated our overall service as good or excellent. Collected as part of our ongoing survey, customers are asked to rate the quality of the service provided as; excellent, good, adequate, poor, very poor or not applicable. The survey is a random but representative sample of the customers that accessed the service and the results are analysed to identify improvements to the way the service is delivered to customers.



Trend Chart Commentary:

We strive to improve our services on an ongoing basis. Feedback from our customers is important to judge if our actions have been successful.

2012/13:

The surveys were issued to a sample of our Benefits, Business Rates and Council Tax customers. 1,423 surveys were issued with 165 being returned (11.6%). The percentage of respondents who rated the overall quality of service between good and excellent has reduced from the previous year and has not reached our target. There are a number of factors that have contributed to this:

1) The previous three year survey results took into account those respondents who rated the service as excellent, very good and good whereas the revised survey for 2012/13 takes into account responses for excellent or good only.

2) A new Council Tax and benefit system was introduced in August 2012 as a result of Welfare Reform changes to benefit administration. As a result of this workloads built up and resulted in delays in processing customer enquiries.

The target for 2013/14 is 80%.

2011/12:

From the 1,758 surveys issued, 255 (14.5%) were returned. Although analysis of these results has shown a reduction in the percentage of respondents who rated the overall quality of service delivered as good, very good and excellent, we have exceeded our target. Future surveys will be assessed on the percentage of respondents who rate the overall quality of service delivered as good or excellent therefore the target for 2012/13 is 80%.

The target for 2013/14 is 80%.

The target for 2014/15 is 85%.

CP:sspi04 Gross administration cost per Housing Benefit and Council Tax Benefit case.

This is a Specified Performance Indicator, used by all Scottish authorities.

The numerator for this indicator is all costs associated with Housing Benefit and Council Tax Benefit administration including counter-fraud work.

The indicator shows the average administration cost of dealing with Housing Benefit and Council Tax Benefit applications. The indicator allows costs to be more directly comparable by weighting the caseload mix by using the Housing Benefit and Council Tax Benefit subsidy distribution formula.

**Trend Chart Commentary:**

The per case expenditure has continued to reduce against a background of constant change in benefit administration and an increase in caseload. However, we are anticipating an increase in costs relating to a rise in queries and appeals as a result of these benefit changes.

In 2012/13, West Lothian Council had the 9th lowest cost per case of 32 Scottish Local Authorities. Our benefit caseload increased by 376 cases.

The target for 2013/14 is £35.00

The target for 2014/15 is £36.00

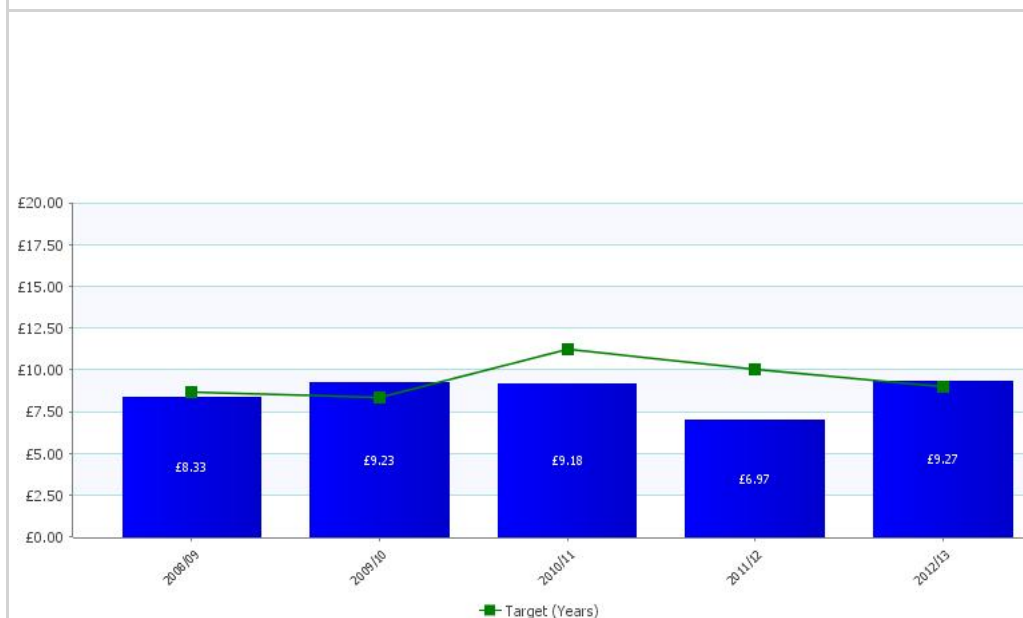
CP:sspi05 Cost of collecting Council Tax per dwelling.

This is a Specified Performance Indicator, used by all Scottish authorities.

The cost includes billing, collection and debt recovery administration for both Council Tax and Water Charges less intervention income and recoveries received from the public water authorities.

As a result of the impact of the ongoing recession, it is anticipated that more recovery action will be required in order to secure the in-year collection target. This will mean increased recovery costs.

This information is updated in September each year with the previous year's performance figures.



Trend Chart Commentary:

2012/13

Costs in 2012/13 rose by £2.30 per dwelling. The rise was greater than expected and is mainly due to a significant reduction in intervention income as a result of the implementation of a new software system because of welfare reform changes to benefit administration. The change to the software prevented us from taking out summary warrant action for a period of 6 months and led to a drop of £89k in intervention income. Intervention income reduces the costs of collection of Council Tax. The reduction in income compared to the previous year increased costs by approximately £1.17 per dwelling.

There has been an increase in the number of dwellings during the year as a result of 485 new build properties and this has helped reduce the impact of increased costs of collecting Council Tax. We had the 8th lowest cost per dwelling of the 32 Scottish Councils.

2011/12

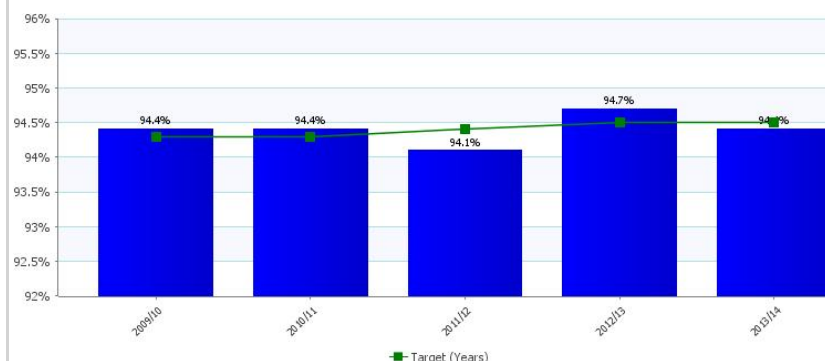
Costs have reduced significantly. There was a small increase (305) in the number of dwellings that came onto the Council Tax list in 2011/12. Due to a reorganisation within the Council Tax team staff costs reduced. However, it is anticipated that increasing costs of recovery will push up the costs of Council Tax Administration in 2012/13.

We had the 4th lowest cost per dwelling of the 32 Scottish Councils.

The target for 2014/15 is £9.00

CP:sspi06b Percentage of income due from Council Tax for the year that was received by the end of the year.

This indicator shows the amount of payments received against Council Tax for the year due, excluding water charges (outstanding previous year charges are also excluded). It is a Specified Performance Indicator, used by all Scottish authorities, and the aim is to achieve or exceed the target and maximise the percentage of income received during the year. This information is updated in September each year with the previous year's performance figures.

**Trend Chart Commentary:****2013/14:**

In year percentage collection as at 31 March 2014 dropped by 0.3% on the same point in the previous year. The total amount collected for the in year Council Tax in 2013/14 was £56.632m compared to £56.266m for the in year Council Tax 2012/13. The level of Council Tax Reduction which replaced Council Tax Benefit is down by £63k on the previous year. Even after the year has ended collection of outstanding Council Tax continues until all collectable debt is paid.

2012/13:

In year percentage collection as at 31 March 2013 increased by 0.6% on the same point in the previous year. The calculation of the in year Council Tax collection was assisted by a more accurate separation of the amount collected for Council Tax and that collected for Scottish Water (commonly referred to as a line by line calculation) whereas in previous years the calculation was based on a formula that could not account for the negative impact of Scottish Water charges on Council Tax collection amounts.

The total amount collected for the in year Council Tax in 2012/13 was £56.265m compared to £55.370m for the in year Council Tax 2011/12. Even after the year has ended collection of outstanding Council Tax continues until all collectable debt is paid.

In 2012/13, West Lothian Council was ranked 22nd out of 32 Scottish Local Authorities for this indicator.

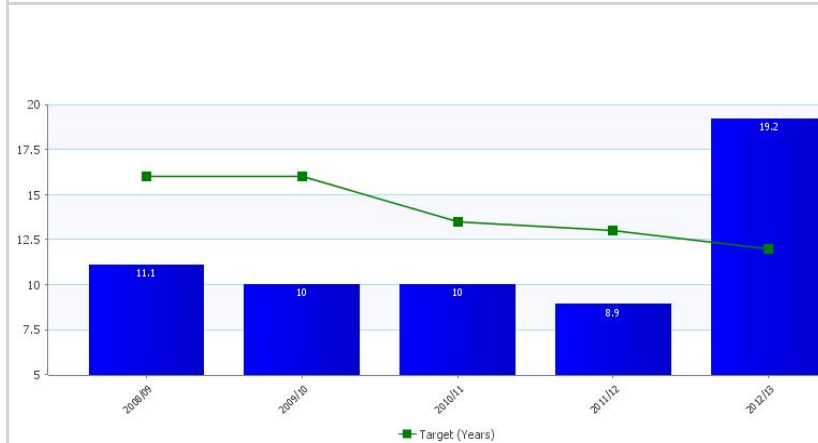
2011/12:

In year percentage collection as at 31 March 2012 is down 0.24% on the same point in the previous year. However, cash collected in 2011/12 is up approximately £300,000 from 2010/11. The percentage collection has been negatively affected due to a reduction in the level of write offs, Council Tax Benefit awarded and discounts. Even after the year has ended collection of outstanding Council Tax continues until all collectable debt is paid.

In 2011/12, West Lothian Council was ranked 27th out of 32 Scottish Local Authorities for this indicator. The target for 2014/15 is 94.5%

REV004_9b Average days to process new benefit claims and change of circumstances

Average days to process new Housing Benefit and Council Tax Benefit applications and change of circumstances



Trend Chart Commentary:

2012/13: We reduced our target to 12 days for 2012/13 based on our previous performance but did not manage to meet this target with a performance of 19.2 days. The slippage in performance was partly due to the move to our new benefit system which meant we had no system to process benefit claims for a period of three weeks. In addition to this we lost five staff to the new Scottish Welfare Fund team. We have 8 new staff currently in training and hope to have them integrated in to the team soon.

2011/12: Performance in 2011/12 was 8.9 days against a target of 13 days. Performance improved from the previous year as a result of a stable staff base and minimal legislative change in the administration of benefits.

2010/11: Performance in 2010/11 was 10 days against a target of 13.5 days.

2009/10: Performance in 2009/10 was 10 days against a target of 16 days.

Target for 2013/14: 20 days

Target for 2014/15: 20 days

Calendar of Improvement and Efficiency Activity - Revenues Unit

Action	Frequency	2014/15 (✓)											
		Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
● Performance management	Monthly	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
● Review of Performance Indicators and targets	Annually	✓											
● Benchmarking	Annually						✓						
● Collation Specified Performance Indicators (SPIs)	Annually			✓									
● Update of PPR information	Quarterly	✓			✓			✓			✓		
● WLAM (assessment)	Annually									✓			
● Review Panel	Annually										✓		
● Performance Committee	Annually												✓
● Process Review (Lean/RIE activity)	Monthly	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
● Progress review of improvement actions	Quarterly	✓			✓			✓			✓		
● CSE preparation	Annually									✓			
● Inspection or Audit activity	Annually		✓										
● Budget Management activity	Quarterly	✓			✓			✓			✓		
● Equality Impact Assessment(s)	As Required												
● Health and Safety Assessment(s)	Annually										✓		
● Business Continuity Planning	Annually				✓								
● Workforce Planning	As Required												
● PRPDs	Annually	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
● Review of customer groups/segmentation matrix	Annually										✓		
● Customer consultation	Monthly	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
● Review of Service Standards	Annually										✓		
● Planned Engagement activity	Monthly	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
● Website content management	Annually											✓	

● Performance activity

● Self Assessment activity

● Consultation & engagement activity

● External assessment activity

● Corporate management activity

Finance & Estates

Management Plan 2014/15

Donald Forrest
Head of Service

April 2014

For more information:

Email address: graeme.carracher@westlothian.gov.uk

Telephone number: [01506 281820](tel:01506281820)

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



West Lothian
Council

PARTNERSHIP AND RESOURCES POLICY DEVELOPMENT AND SCRUTINY PANEL

LOTHIAN VALUATION JOINT BOARD

REPORT BY CHIEF EXECUTIVE

A. PURPOSE OF REPORT

To update the Partnership and Resources Policy Development and Scrutiny Panel on the business and activities of the Lothian Valuation Joint Board.

B. RECOMMENDATION

It is recommended that the Panel notes the terms of the Minutes of the meeting held on 25 November 2013 of the Lothian Valuation Joint Board.

C. SUMMARY OF IMPLICATIONS

I	Council Values	Focusing on our customers' needs Being honest, open and accountable Working in partnership.
II	Policy and Legal (including Strategic Environmental Assessment, Equality Issues, Health or Risk Assessment)	Council requires the activities of certain outside bodies to be reported to elected members on a regular basis, as part of its Code of Corporate Governance.
III	Implications for Scheme of Delegations to Officers	None
IV	Impact on performance and performance Indicators	None
V	Relevance to Single Outcome Agreement	National outcome 15: Our Public Services are high quality, continually improving, efficient and responsive to local people's needs.
VI	Resources - (Financial, Staffing and Property)	None
VII	Consideration at PDSP	No prior consideration required.

VIII Consultations

None required.

D. TERMS OF REPORT

At its meeting of 29 June 2010, the Council Executive decided that the activities of certain outside bodies should be reported within the council to ensure all elected members are aware of the business of those bodies and to help to ensure their activities are more effectively scrutinised.

In accordance with that decision, the business of the Lothian Valuation Joint Board was to be reported to this meeting by the production of its minutes and annual report. Appendix A provides the Minutes of the Lothian Valuation Joint Board meeting held on 25 November 2013.

E. CONCLUSION

This report ensures that members are kept apprised of the activities of Lothian Valuation Joint Board as part of the council's Code of Corporate Governance.

F. BACKGROUND REFERENCES

West Lothian Council Code of Corporate Governance
Council Executive, 29 June 2010
Partnership and Resources PDSP, 1 March 2013, 24 May 2013 and 31 January 2014.

Appendices/Attachments:

A. Minutes of meeting of the Lothian Valuation Joint Board held on 25 November 2013.

Contact Person: Carrie Heron, Executive Project Officer
Email carrie.heron@westlothian.gov.uk; Telephone 01506 281675

Graham Hope
Chief Executive
25 April 2014

Lothian Valuation Joint Board

Edinburgh, 25 November 2013

Present:-

City of Edinburgh Council – Councillors Work (Convener), Bagshaw, Keil, McVey and Rust.

East Lothian Council – Councillor Gillies.

West Lothian Council – Councillor McCarra.

1 Minute

Decision

To approve the minute of the Lothian Valuation Joint Board of 2 September 2013 as a correct record.

2 Period 7 Financial Statement 2013-2014

The Board's actual and budgeted expenditure for the seven month period to 31 October 2013 was reported together with a year end projection to 31 March 2014.

At this stage, the projected outturn indicated a potential net expenditure of £6,005,000 resulting in a net underspend of £113,000.

The Treasurer recommended that the Board retain the under spend from 2012/13 amounting to £0.127m to manage the cost of early release measures.

Decision

- 1) To note the financial statement for the seven month period to 31 October 2013 together with the year end projections.
- 2) To approve the retention of the 2012-2013 underspend of £127,000.

(Reference – report by the Treasurer, submitted)

3 Audited Financial Statements for the Year Ended 31 March 2013

The Audited Financial Statements for the year ended 31 March 2013 were presented.

No significant issues had been identified during the course of the audit. Minor adjustments were made following the audit, none of which affected the surplus on provision of services or net assets recorded in the balance sheet.

There were no qualifications to the auditor's opinion in the audit report and it was concluded that the financial statements give a true and fair view of the state of affairs of the Lothian Valuation Joint Board and had been properly prepared in accordance with the International Financial Reporting Standards and relevant legislation.

Decision

To note the Audited Financial Statements for the year ended 31 March 2013.

(References – Lothian Valuation Joint Board 28 June 2013 (item 2); report by the Treasurer, submitted.)

4 Mid-Term Review – Treasury Management Activity

The Treasury Management activity undertaken by the Joint Board during the first half of the 2013/14 financial year was detailed together with information on the investment outturn for the period.

Decision

To note the update.

(Reference – report by the Treasurer, submitted.)

5 Assessor's Quarterly Progress Report

The Assessor presented an update on the service overview and priorities, current issues and the future direction of the Joint Board.

Members' attention was drawn to a number of matters including the 2013 electoral registration canvass, the Scottish Independence Referendum, transition to individual electoral registration, non-domestic rating and risk management.

Lothian Valuation Joint Board
25 November 2013

Decision

To note the updates contained in the report.

(Reference – report by the Assessor and Electoral Registration Officer 25 November 2013, submitted)



West Lothian
Council

PARTNERSHIP & RESOURCES POLICY DEVELOPMENT AND SCRUTINY PANEL

**RESPONSE TO CONSULTATION ON THE IMPLEMENTATION OF THE MARRIAGE
AND CIVIL PARTNERSHIP (SCOTLAND) ACT 2014**

REPORT BY HEAD OF CORPORATE SERVICES

A. PURPOSE OF REPORT

To invite the Panel to consider the draft response to the letter dated 10 April 2014 sent by the Scottish Government regarding the implementation of Section 21 of the Marriage And Civil Partnership (Scotland) Act 2014.

B. RECOMMENDATION

It is recommended that the Panel agrees to recommend to the Council Executive that it approves the response to the letter as set out in Appendix 3 to the report.

C. SUMMARY OF IMPLICATIONS

I	Council Values	<ul style="list-style-type: none">• focusing on our customers' needs;• being honest, open and accountable
II	Policy and Legal (including Strategic Environmental Assessment, Equality Issues, Health or Risk Assessment)	The Marriage (Scotland) Act 1977, The Marriage (Scotland) Act 2002, The Marriage (Approval of Places) (Scotland) Regulations 2002, The Marriage and Civil Partnership (Scotland) Act 2014
III	Implications for Scheme of Delegations to Officers	None
IV	Impact on performance and performance Indicators	None
V	Relevance to Single Outcome Agreement	None
VI	Resources - (Financial, Staffing and Property)	There will be a small loss of licensing income.
VII	Consideration at PDSP	N/A
VIII	Other consultations	Chief Registrar

D. TERMS OF REPORT

In terms of the Marriage (Scotland) Act 2002 which amended the Marriage (Scotland) Act 1977 and The Marriage (Approval of Places) (Scotland) Regulations 2002 local authorities are required to approve places within their areas where civil marriages can be solemnised. This process involves applications being made to the Council's Licensing Team within Legal Services for approval of particular venues. The approvals granted either last for 3 years or alternatively can be granted on a temporary basis for particular ceremonies.

The Marriage and Civil Partnership (Scotland) Act 2014 was passed by the Scottish Parliament on 12 March 2014 and is intended to be brought into force later this year. Section 21 of the act will amend the Marriage (Scotland) Act 1977 by removing the requirement of local authorities to formally approve place of civil marriages. In future it will be for the parties to a civil marriage and the Council to agree between them that particular venues are appropriate for civil marriage ceremonies. It is understood that the reason for this change in legislation is that there were concerns when the 2002 Act was enacted that Registrars would be faced with unrealistic requests from the public for marriage venues. The main consideration was the safety of registrars and the public attending such ceremonies. However, in practice most venues are eminently suitable and many are already licensed so this is now seen by the Government as an unnecessary layer of bureaucracy. The Chief Registrar advises that registrars across Scotland are generally are supportive of this change in the law.

The letter from the Scottish Government which is attached at Appendix 1 to this report seeks the Council's view on whether Section 21 should be brought into effect on 1 September 2014. The Chief Registrar can see no difficulties from her perspective with this proposal.

There are 15 venues within West Lothian which are currently approved for the use of their premises as civil marriage venues. These are listed in Appendix 2 to this report together with details of the length of their current approvals. All but one of the venues listed are in current use, Beecraigs Restaurant is no longer trading. The last occasion on which a temporary approval was granted was in 2010.

The fee for an approval is £541.54 regardless of whether this is a temporary approval or an approval lasting for the usual period of three years.

Given that a decision has been made by the Government after a lengthy consultation process to revoke the legislative requirement to formally approve places of civil marriage it would seem only fair that this change is brought into force as soon as possible. The current number of approvals is small and therefore the effect on income is not significant. A draft response to the letter of 10 April 2014 is contained in Appendix 3 to this report.

E. CONCLUSION

The Scottish Government is seeking the view of the Council on the proposal to bring Section 21 of the Marriage and Civil Partnership (Scotland) Act 2014 into effect on 1 September 2014. The Panel is invited to consider the letter and to recommend that the Council Executive approves the draft response attached at Appendix 3.

F.

The Marriage (Scotland) Act 1977,

The Marriage (Scotland) Act 2002,

The Marriage (Approval of Places) (Scotland) Regulations 2002,

The Marriage and Civil Partnership (Scotland) Act 2014

Appendices/Attachments:

Appendix 1: Letter dated 10 April 2014 from the Scottish Government.

Appendix 2: List of currently approved civil marriage venues.

Appendix 3: Draft response to the Scottish Government's letter of 10 April 2014.

Contact Person: Audrey Watson, Managing Solicitor, Licensing Team, Legal Services (01506) 281624

Audrey.watson@westlothian.gov.uk

Julie M Whitelaw

Acting Head of Corporate Services

Date of meeting: 25 April 2014

To: All local authority chief executives in Scotland

Copy: Convention of Scottish Local Authorities

10 April 2014

Dear Chief Executive

IMPLEMENTATION OF THE MARRIAGE AND CIVIL PARTNERSHIP (SCOTLAND) ACT 2014

Introduction

1. This letter seeks your views by **Friday 9 May 2014** on the implementation of section 21 of the 2014 Act, on civil ceremonies taking place anywhere agreed by the registrar and the couple.
2. This letter follows a meeting organised by National Records of Scotland on 1 April 2014, attended by registrars from across Scotland.

Implementation of the 2014 Act generally

3. The first same sex marriages in Scotland are expected towards the end of 2014. It is not yet clear whether changes from civil partnerships to marriages and the provisions of the Act on transgender people will be implemented to the same timetable.

Section 21 of the 2014 Act

4. Section 21 amends the Marriage (Scotland) Act 1977 so that civil marriage ceremonies can take place anywhere, other than in religious premises, agreed by the couple and the registrar, rather than at “approved places”¹.
5. Once commenced, the amendments will mean that a civil marriage ceremony can take place in:
 - The registration office of the authorised registrar; or
 - At an appropriate place in the registration district of the authorised registrar; or

¹ Information by National Records of Scotland on the current provisions is at: <http://www.gro-scotland.gov.uk/regscot/getting-married-in-scotland/civil-marriages-in-approved-places.html>

- With the approval of the Registrar General, at the registration office of another authorised registrar; or
- With the approval of the Registrar General, at an appropriate place in the registration district of another authorised registrar; or
- With the approval of the Registrar General, at an appropriate place in Scottish waters.

6. This will apply to both opposite sex and same sex marriages, although, as indicated above, we do not expect same sex marriages to start until the end of this year.

7. Civil partnerships may already be registered at any place agreed between the couple and the registrar (section 93 of the Civil Partnership Act 2004 refers).

8. We discussed the commencement of section 21 of the 2014 Act with registrars at the meeting on 1 April. The majority view was that some lead-in time was required. **Therefore, the Government proposes to commence section 21 so that it comes into force on 1 September 2014. I would be grateful for views on this proposal.**

Other provisions of the 2014 Act

9. It may also be possible to commence other provisions of the 2014 Act before the end of the year. Areas of particular interest to local authorities are:

9.1 Sections 17 and 25 on the power of district registrars to require evidence of nationality from those entering marriage or civil partnerships. The meeting on 1 April agreed these provisions should be commenced as soon as the Registrar General's guidance in this area is available.

9.2 Sections 18 and 24(12) on extending the notice period for marriage and civil partnership (respectively) from 14 days to 28 days. The meeting on 1 April agreed that these provisions should be commenced at the same time. As section 24(12) covers other matters as well, this is likely to mean that commencement of both provisions would be around the end of this year.

9.3 Section 19. The effect of this is that where a person wants to marry outwith Scotland and seeks a certificate about his or her legal capacity from the district registrar, the person must provide a copy of the decree of dissolution or annulment of any previous civil partnership. The Government intends to commence section 19 in May 2014.

9.4 Section 22. This is a minor amendment to section 20 of the Marriage (Scotland) Act 1977. This allows a couple to have a second marriage ceremony in Scotland if they have already married outwith the United Kingdom but there is some doubt about the validity of the overseas ceremony. Section 20 of the 1977 Act prescribes an endorsement to the Marriage Schedule in these circumstances and contains references to the figures "19", reflecting the twentieth century. Section 22 of the 2014 Act repeals the figures "19". The Government intends to commence section 22 in May 2014.

9.5 Section 32. This corrects an erroneous cross-reference in the Registration of Births, Deaths and Marriages (Scotland) Act 1965. The Government intends to commence section 32 in May 2014.

Conclusion

10. Please send your reply to this letter to Simon Stockwell, Civil Law and Legal System Division, The Scottish Government, St Andrew's House, Edinburgh, EH1 3DG. E-mail: simon.stockwell@scotland.gsi.gov.uk

Yours sincerely

SIMON STOCKWELL
Family and Property Law

Appendix 2

List of Approved Civil Marriage Venues in West Lothian as at 16 April 2014

Venue	Date approval granted	Date approval expires	Approval number	Capacity of premises
Houstoun House Hotel, Uphall	9/4/2009	8/4/2015	001	Houstoun Suite – 400 Strathbrock Suite – 130 Shaip Suite – 80 Gardens – 400 Hunting Room - 25
Hopetoun House, South Queensferry	8/5/2009	7/5/2015	002	The Adam Stables – 150 Tapestry Room – 60 The Lawns – 600 The Ballroom – 350 The Red Room - 60
Linlithgow Palace	13/8/2012	12/8/2015	003	Undercroft – 60
Cairn Hotel, Bathgate	13/8/2012	12/8/2015	004	Simpson Suite – 180 Cairngorm Suite – 50 Cairnpapple Suite - 40
Howden Park Centre, Livingston	28/4/2009	27/4/2015	005	Auditorium – 300 Space 3 – 200 Space 2 - 50
Hilcroft Hotel, Whitburn	18/12/2009	17/12/2015	006	Strathern Suite – 221 Loch Maree Suite – 83 Glengarry Suite – 75 Garden - 60
Mercure Hotel, Livingston	28/1/2010	27/1/2016	007	Almond Suite – 120
Deer Park Golf & Country Club, Livingston	18/3/2010	17/3/2016	008	Function Suite – 192
Kaim Park Hotel, Bathgate	22/5/2013	21/5/2016	014	Torchfire Suite – 100 Glenavon – 50
The Vu, Ballencrieff Reservoir, Bathgate	10/9/2008	9/9/2014	017	The Vu – 280 Water Lily - 130
Burgh Halls, Linlithgow	18/5/2011	17/5/2014	024	Provost Lawrie Hall – 140 Baillie Hardie Hall – 140 The Education Room – 30 Audio Visual Room – 40 Gardens – 120 Glass Terrace - 59
Beecraigs Restaurant, by Linlithgow	21/6/2011	20/6/2014	025	Banqueting Hall/General Purpose Room – 60 Restaurant/Lounge – 90
Uphall Golf Club	26/7/2011	25/7/2014	027	Main Function Room/Office – 110
Bonsyde House Hotel, Linlithgow	19/12/2011	18/12/2014	028	Conference Room – 25
Torphichen Inn	13/8/2012	12/8/2015	029	Function Suite - 160

Appendix 3

Corporate Services

Carol Johnston
Acting Chief Solicitor
Legal Services

Simon Stockwell
Family and Property Law
Justice Directorate
Civil Law and Legal System Division
St Andrew's House
Regent Road
Edinburgh EH1 3DG

WEST LOTHIAN COUNCIL
WEST LOTHIAN CIVIC CENTRE
HOWDEN SOUTH ROAD
LIVINGSTON
EH54 6FF

LP 1, LIVINGSTON 2
DX 552060, LIVINGSTON 7
e-mail: audrey.watson@westlothian.gov.uk
Our Ref: AW/LIC-008828
Your Ref:
Contact: Audrey Watson
Tel: 01506 281624

Dear Mr Stockwell

RESPONSE TO CONSULTATION ON THE IMPLEMENTATION OF THE MARRIAGE AND CIVIL PARTNERSHIP (SCOTLAND) ACT 2014

I refer to your letter dated 10 April 2014 seeking the Council's view on the Government's proposal to bring Section 21 of the above act into force on 1 September 2014.

I would advise that your letter was considered by the Council Executive on 29 April and the Council is supportive of your proposal.

Thank you for providing an update on when some of the other parts of the act are likely to be brought into effect. It would be appreciated if as early notice as possible is given of the commencement date for same sex marriage ceremonies as we have already have a number of enquiries from customers regarding this.

Yours sincerely

Audrey Watson
Managing Solicitor Licensing

**PARTNERSHIP AND RESOURCES POLICY DEVELOPMENT AND SCRUTINY PANEL
WORKPLAN TO 6 JUNE 2014**

	Agenda Item	Lead Officer	P&R PDSP Date / Month
1.	Quarterly Performance Report	Depute Chief Executive, Corporate, Operational and Housing Services	Quarterly 6 June 2014 5 September 2014 28 November 2014 20 February 2015
2.	Quarterly Welfare Reform update	Head of Finance and Estates	Quarterly 6 June 2014 5 September 2014 28 November 2014 20 February 2015
3.	Quarterly Sickness Absence Update	Head of Corporate Services	Quarterly 6 June 2014 5 September 2014 28 November 2014 20 February 2015
4.	Minutes of Scotland Excel Meetings	Head of Finance and Estates	As available
5.	Lothian Valuation Joint Board minutes	Chief Executive	As available
6.	Annual Report on Corporate Governance and Annual Statements of Compliance	Chief Executive	6 June 2014
7.	Best Value Framework	Chief Executive	6 June 2014
8.	Review of Corporate Debt Policy	Head of Finance and Estates	6 June 2014
9.	Shared Services – West Lothian College	Depute Chief Executive, Corporate, Operational and Housing Services	6 June 2014
10.	Financial Inclusion	Head of Finance and Estates	1 August 2014
11.	Lothian Valuation Joint Board annual report	Chief Executive	Annually 23 January 2015

Graham Hope
Chief Executive

DATA LABEL: PUBLIC