



Delivering **Better Outcomes**  
Corporate Services  
**Management Plan**  
2016/17

## Contents

<b>1</b>	<b>Overview of Corporate Services</b>	<b>2</b>
<b>2</b>	<b>Corporate Services Structure</b>	<b>15</b>
<b>3</b>	<b>Service Activity</b>	
	<b>3.1 IT Services</b>	<b>16</b>
	<b>3.2 HR Services</b>	<b>30</b>
	<b>3.3 Legal Services</b>	<b>45</b>
	<b>3.4 Civic Centre Central Admin Team</b>	<b>59</b>
	<b>3.5 Corporate Procurement Unit</b>	<b>70</b>
	<b>3.6 Performance and Improvement Service</b>	<b>84</b>
	<b>3.7 Corporate Communications</b>	<b>98</b>

# 1 Overview

## 1.1 Introduction

### **Welcome to the Corporate Services Management Plan 2016/17**

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 Services, Procurement Services, Corporate Communications and Performance and Improvement Services 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.

The Procurement Service has recently joined Corporate Services. This move will provide synergies with Legal Services and will enable the council to build upon recent improvements in the council's procurement function.

In 2015/16 the Service enabled the delivery of modernised council services through the development of new technology across the council. The Service supported modernisation of service structures and processes to deliver workforce changes, completion of property related efficiencies through appropriate legal processes, programme management and systems and information support. The Service also worked alongside community planning partners to enhance customers' awareness of key issues and information and the Corporate Procurement Unit used electronic systems for the publication of quotations and tenders.

### **IT Services**

IT Services provide a wide range of information and technology services, support and advice to all of the council's services and to the Improvement Service and West Lothian College. 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 provides onsite support at schools and office locations, where required, across all council office properties.

The service manages an extensive portfolio of IT projects, both corporate and service specific, providing project, programme and portfolio management services whilst

ensuring effective utilisation of IT resources between business as usual and project activities.

### **HR Services**

HR Services works in partnership with managers and key stakeholders to jointly develop HR strategies and plans to support the delivery of modernisation and improvement to enable services to introduce more efficient ways of working. This involves advising and coaching managers on the implementation of robust recruitment and selection, performance management and employee relations policies and processes in support of the council's corporate and services' business objectives and legislative requirements. The service also provides payroll services for council employees, Elected Members, the Improvement Service and West Lothian College.

### **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.

### **Civic Centre Central Admin Team**

The Civic Centre Central Admin Team provides a wide range of administrative and support functions to the Corporate Management Team and council services based within the Civic Centre. The team also provides all reception and mail services on behalf of the Civic Centre partners and mail services for West Lothian College and partners in Strathbrock Partnership Centre.

### **Corporate Procurement Unit**

The Corporate Procurement Unit drives the most economically advantageous terms and conditions for supplies, services and works contracts for all council services through the use of electronic procurement opportunities. To ensure maximum benefit is obtained from council spend, collaboration with other local authorities is utilised to meet procurement objectives. Providing a corporate focus, direction and vision for all procurement activities and in line with the revenue budget strategy, the Corporate Procurement Unit will focus on effective procurement to deliver targeted financial efficiencies and community and other benefits in 2016/17.

## Performance and Improvement Service

The Performance and Improvement Service supports the delivery of efficient, high-performing council services through a range of activities, including; co-ordinated performance and quality improvement activity, programme management and systems and information support.

## Corporate Communications

The Corporate Communications team provide a comprehensive and co-ordinated communications service designed to ensure the council's business and achievements are promoted and that the council's reputation is enhanced and protected. The team provides a wide range of services including: media, public relations, marketing, branding, social media, web services, photography, event management and design and creative services.

### Key Achievements for 2015/16

#### IT Services

- Continued the rollout of Internet Protocol (IP) Telephony in new and refurbished buildings delivering flexibility for staff and reduced revenue costs.
- Completed the process to join the Scottish Wide Area Network (SWAN) and progressed migration to increase network bandwidth to schools.
- Designed a new network infrastructure for all council buildings assisting Public Sector Network (PSN) compliance and achieving PSN accreditation.
- Developed a new model to enable future rollout of wifi access for public access and staff.
- Maintained availability of network

#### HR Services

- Introduced the revised Appraisal and Development Review processes to manage individual performance capability outcomes effectively
- Supported the council to maintain the Health Working Lives at Gold Level
- Supported the council to achieve a CoSLA Excellence Bronze Award for its Modern Apprentice programme
- Reviewed 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
- Supported the council's channel shift agenda by providing electronic payslips to all desktop users
- Implemented an online Health and Safety Audit Incident reporting system

### **Legal Services**

- Supported Social Policy in relation to policy and procedural matters particularly to improve arrangements for looked after children.
- Completed the Gambling Policy review and responded to and gave evidence to Scottish Parliament in relation to Air Weapons and Licensing (Scotland) Bill (now Act 2015)
- Continued support for the new build housing project and secured delivery of key development sites
- Successful transfer of new school site at Southdale and completion of agreement for extension to Simpson Primary School
- Review of Community Council Scheme
- Administration of the shadow Integration Joint Board and Integration Joint Board strategic planning group

### **Civic Admin team**

- Implemented Revenues scanning service
- Implemented Planning & Economic Development scanning services
- Reviewed the use of Mitre Finch flexi clocks
- Provided administrative support for the Election Team based in the Civic Centre

### **Corporate Procurement Unit**

- Achieved Procurement Savings of £655,000
- Implemented a revised structure for the unit to meet customer requirements
- Delivered annual procurement delivery plans

### **Performance and Improvement Service**

- Supported the delivery and progression of modernisation projects in key council services
- Supported the council to achieve Investors in Young People (IYYP) at Gold level, with the IYYP team also winning the Leaders Award at Celebrating Success 2015
- Extended the council's Citizen Led Inspection programme, developing and piloting the new 'Look See' inspections that will offer customers a better and more flexible way to engage with any change in council services
- Completed Business Improvement projects in Blue Badge Administration, Licensing and Building Standards

- Extended rollout of the corporate Customer Relationship Management (CRM) system, including to Member Services to replace a legacy system
- Issued over 3,200 Blue Badges to West Lothian residents

### **Corporate Communications**

- 92% of all council related media releases in the local press were positive
- Issued over 930 news releases to local and national press
- Extended the council's reach on social media channels, with some individual articles being viewed by over 500,000 people
- Developed and expanded the use of electronic eTemplates for council services, helping to reduce print and ensure a more modern and efficient flow of information
- Continued to develop and expand the use of videos and animation used on council sites such as YouTube and the council's intranet and internet site
- Implemented the new council website and intranet site

### **Key Priorities and Actions for 2016/17**

#### **IT Services**

- Complete the migration of all council sites to SWAN
- Progress asset refresh of local area network and wireless networks across schools
- Continue to rollout IP Telephony in line with the Property Asset Management Plan
- Continue to support the technology requirements as part of the Delivering Better Outcomes programme
- Review of the ICT Strategy
- Procure and implement a replacement Electronic Document Records Management system (EDRMS)

#### **HR Services**

- Workforce planning to ensure strategic management and coordination of workforce reductions
- Continue to provide strategic advice and support to enable delivery of the Delivering Better Outcomes programme of efficiency measures
- Mainstreaming equalities into the everyday work of the council
- Introduce electronic payslips for all staff who are not desktop users

- Roll out of the Learning Management System across all council services
- Appraisal and Development Review process
- Management of sickness absence

### **Legal Services**

- Continue to support delivery of council projects
- Represent the councils interests in courts and tribunals and ensure that the impact and implication of legislative changes are understood and implemented – e.g. Air Weapons and Licensing (Scotland) Act 2015
- Review of a number of significant licensing schemes and licensing policy
- New programme of training for community councils
- Support work with council services and Police Scotland to develop processes for parades/processions

### **Civic Admin team**

- Develop a print to mail and scanning for forward delivery service to ensure that mail can be delivered quickly and efficiently to any council location
- Develop a centralised stationery service for the Civic Centre that is cost effective and efficient

### **Corporate Procurement Unit**

- Delivery of annual procurement plans for 2016/17 and 2017/18
- Delivery of planned procurement revenue budget savings of £487,000
- Implementation of revised procurement regulations
- Training and awareness of services on the new EU Procurement rules
- Living wage

### **Performance and Improvement Service**

- Implementation of the Blue Badge eligibility extension in 2016/17 whilst maintaining high performance levels for customers
- Maintain the delivery of efficiencies and modernisation of council services through programme management support and improvement activities
- Improve the functionality of CRM through support and greater integration with other council systems
- Achieve a reduction in print volumes throughout the council with effective monitoring and supporting behaviour change in employees



### **Corporate Communications**

- Continue to provide advice and support to enable delivery of the Delivering Better Outcomes programme
- Develop and enhance digital communications for both internal and external customers
- Launch a revised and comprehensive West Lothian Way to support communications with customers
- Provision of a 24/7 media support service for the council
- Develop and implement websites for West Lothian schools



**Julie Whitelaw**  
**Head of Service**

## **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 Single Outcome Agreement, Community Plan and in the council's Corporate Plan and together these strategic 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 2016/17 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 2016/17 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 integration of health and will encourage participation and co-production from the people living in our communities by supporting Community Councils and processes such as Customer Led Inspection.

During 2016/17 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 will also work with partners in East and Midlothian Councils to enhance opportunities to work in partnership to deliver more efficient and effective monitoring and reporting of Health and Safety information, through the shared electronic incident reporting system.

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 work closely with Police Scotland and relevant Council Services, to support the efficient and effective management of processions and parades organised within West Lothian.

Corporate Services will also work closely with Quality Scotland, 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.

The Corporate Procurement Unit will work with Scotland Excel to ensure that resources are concentrated on procuring local and regional collaborative contracts. The Corporate Procurement Unit will also work actively with other local authorities, in regional contracts where there is collaboration of contract requirements carried out at a local level and are working with Scottish Government to establish best practice within Scottish Procurement in line with new Procurement legislation.

**Key Partners for Corporate Services**

- |  |   |
|--|---|
| <ul style="list-style-type: none"><li>■ West Lothian Community Health and Care Partnership</li><li>■ West Lothian College</li><li>■ West Lothian Leisure</li><li>■ Police Scotland</li><li>■ Scottish Childrens Reporters Association</li><li>■ Scottish Courts Service</li><li>■ Other council services</li><li>■ COSLA</li><li>■ Local Media Outlets</li><li>■ Scotland Excel</li><li>■ Scottish Procurement</li></ul> | <ul style="list-style-type: none"><li>■ West Lothian Civic Centre and Strathbrock partners</li><li>■ Recognised Trade Unions</li><li>■ HMRC</li><li>■ Improvement Service</li><li>■ Professional organisations and chartered institutes</li><li>■ External IT and mail and print suppliers</li><li>■ Community Councils</li><li>■ Citizen Led Inspectors</li><li>■ Quality Scotland</li><li>■ Financial Management Unit</li></ul> |
|--|---|

## 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.

<b>Council Priorities</b>	<b>IT Services</b>	<b>HR Services</b>	<b>Legal Services</b>	<b>Civic Admin Team</b>	<b>Corporate Procurement</b>	<b>Performance and Improvement Service</b>	<b>Corporate Communications</b>
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							
<b>Enablers</b>							
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
People Strategy	<ul style="list-style-type: none"> <li>■ Engaging and Motivating our employees</li> <li>■ Recognised as a good employer</li> <li>■ Helping our employees to succeed</li> <li>■ Ensuring equality for all</li> <li>■ Ensuring a healthy and safe workforce</li> </ul>	2013	2017	April 2016
ICT Strategy	<ul style="list-style-type: none"> <li>■ Increase access to digital services</li> <li>■ Employ Technology Solutions to improve efficiency and effectiveness</li> <li>■ Reduce carbon emissions and make savings through using smart technologies</li> <li>■ Consolidate and share systems to achieve a more integrated approach and make additional savings</li> <li>■ Provide secure, high performance network connectivity</li> </ul>	2015	2017	May 2016

Corporate Strategy	Strategy Outcomes	Start	End	Review Date
Information Strategy	<ul style="list-style-type: none"> <li>■ To create a culture which values information Handling customer information effectively and securely</li> <li>■ Improving access to information through technology, processes and tools</li> <li>■ Ensure best use of information by developing opportunities for sharing and re-use</li> <li>■ Compliance with information management legislation, policies, standards, codes of practice and other guidance</li> </ul>	2014	2017	January 2017
Corporate Procurement Strategy	<ul style="list-style-type: none"> <li>■ Savings</li> <li>■ Contracts</li> <li>■ Compliance</li> <li>■ Accessibility</li> <li>■ Community benefits</li> <li>■ Sustainable Procurement</li> </ul>	2013	2018	2018
Improvement Strategy	<ul style="list-style-type: none"> <li>■ High performing and achieving council</li> <li>■ Services are self aware and improving</li> <li>■ Services are designed and improved to meet the needs and preferences of the customer</li> </ul>	2014	2017	September 2016

*Figure 2: Corporate Strategies*

## 2 Corporate Services Structure

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

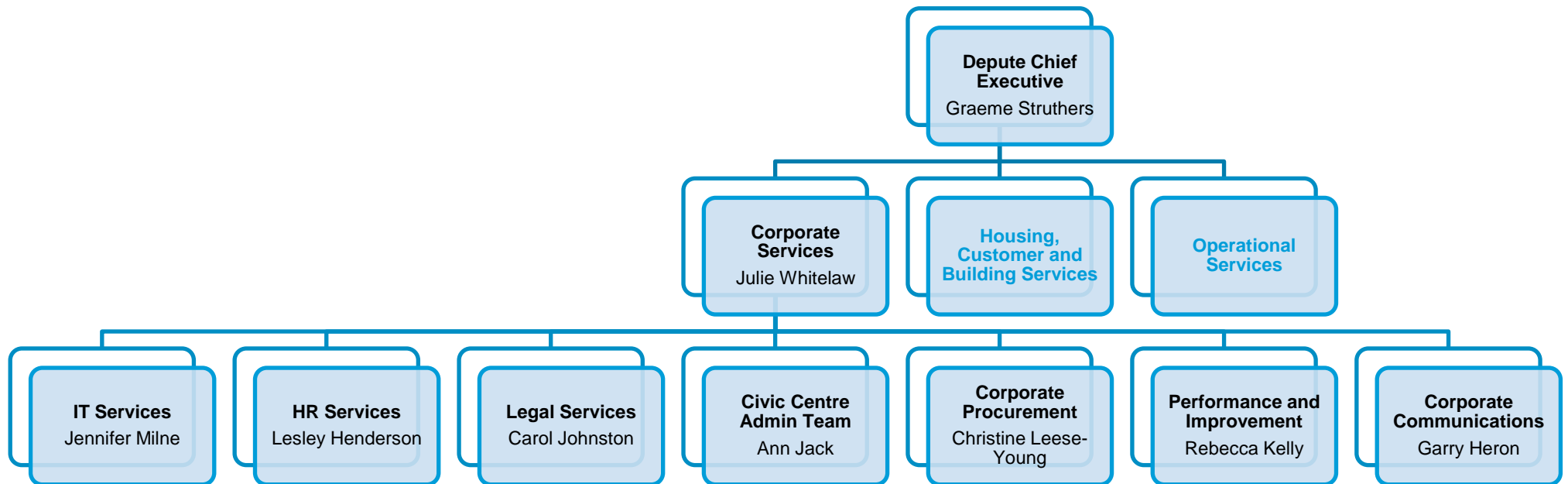


Figure 3: Service Structure



## 3 Service Activity

### 3.1 IT Services

Manager:	Jennifer Milne
Number of Staff (FTE):	61.9
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 ICT Strategy 2015/17 was approved by Council Executive in January 2015.

#### Activities

The main activities of the service in 2016/17 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 that 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	IT Manager	Annual Consultation report provided to all Heads of Service
Information Management Working Group	Meeting	Annual	Information Strategy and Security Manager	Annual Consultation report provided to all Heads of Service
Service Management teams	Meeting	Annual	Service Portfolio and Programme Manager	Annual report to service area Senior Management teams.
Improvement Service	Meeting	Annual	Service Portfolio and Programme Manager	Annual report to Improvement Service as part of Service Level Agreement
Education Service Head of Service for Support Model review	Meeting	Annual	Service Portfolio and Programme Manager	Annual review report on support model to Education Heads of Service
Education Service Head of Service and Secondary Head Teachers	Meeting/ Electronic survey	Quarterly	Service Portfolio and Programme Manager	Annual review report on support model to Education Heads of Service
Service Users	Electronic survey	Monthly	IT Manager	Covalent reporting and update on intranet

## Employee Engagement

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

Employee Engagement Schedule			
Employee Group	Engagement Method	Frequency	Responsible Officer
All employees	One-to-ones	monthly	IT Management team
All employees	Team meetings	monthly	IT Management team
All employees	Full Team meeting	Six monthly	IT Manager
All employees	Appraisal and Development Review (ADR)	Annually	IT Manager/IT Management team
Employee sample	Employee survey	Annually	Head of Service/IT Manager
Employee sample	Employee focus groups	Annually	IT Manager
All employees	Management Plan Launch	Annually	Head of Service/IT Management team
All employees	Circulation of the Corporate Services CMT update report	Monthly	IT Manager
IT Services Management team	Extended Management Team	Quarterly	Head of Service
IT Services Management team	Directorate Managers Meeting	Quarterly	Depute Chief Executive

## Activity Budget

Activity Budget 2016/17								
Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2016/17	PI Category	Staff Resources (FTE)	Revenue Expenditure Budget 2016/17 £	Revenue Income Budget 2016/17 £	Net Revenue Budget 2016/17 £
Corporate IT Strategy & 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	ITS060_9a.1a Cost of development/monitoring and management of compliance with Information Management and ICT Strategy.  Target: £277,291	Public	4.5	296,271	-18,980	277,291
			CP:ITS061_9b.1a Percentage of Information Security Incidents  Target: 1% (estimate)	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	ITS062_9a.1a - Cost of managing service and IT projects across the council within IT Services.  Target: £601,739	Public	12.0	642,928	-41,189	601,739
			ITS063_9b.1a - Percentage of projects completed within budget.  Target: 92% (estimate)	PUBLIC				

Activity Budget 2016/17								
Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2016/17	PI Category	Staff Resources (FTE)	Revenue Expenditure Budget 2016/17 £	Revenue Income Budget 2016/17 £	Net Revenue Budget 2016/17 £
Information Systems Development and Support	Provide IT solutions to: applications and interfaces development; adoption of user systems for maintenance and support; applications and interfaces support - in house and 3rd party developed systems; web development; small projects management.	Enabler Service - Modernisation and Improvement	ITS068_9a.1a –The cost of IT services per £1 million of West Lothian Council's net budget  Target: £13,047	PUBLIC	21.2	1,221,131	-53,476	1,167,655
			CP:ITS066_9b.1a Percentage of IT faults resolved at first point of contact. Target: 45% (estimate)	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 - Modernisation and Improvement	ITS068_9a.1a –The cost of IT services per £1 million of West Lothian Council's net budget  Target: £13,047	PUBLIC	23.3	3,133,685	-194,379	2,939,306

Activity Budget 2016/17								
Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2016/17	PI Category	Staff Resources (FTE)	Revenue Expenditure Budget 2016/17 £	Revenue Income Budget 2016/17 £	Net Revenue Budget 2016/17 £
			ITS019a_9b.1c Percentage data network availability.  Target: 99.5% (estimate)	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	62,057	0	62,057
<b>IT</b>	<b>Total :-</b>				<b>61.9</b>	<b>5,356,072</b>	<b>-308,024</b>	<b>5,048,048</b>

## Actions

Actions 2015/16						
Action	Description	Planned Outcome	Owner	Start	End	Status (Planned, Active, Complete)
West Lothian College	Use the council's data centre and service structure to support West Lothian College	Extend usage of shared data centre to support use of technology for West Lothian College	IT Manager	February 2013	May 2015	Complete
Secure email	To provide a separate segregated and secure email system.	Provide the council with secure email system for PSN originated data	IT Manager	February 2015	June 2015	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	Information Strategy and Security Manager	April 2015	August 2015	Complete
Cloud mail	To investigate the provision of cloud email for corporate users.	The business case to justify any future plan to move to a cloud email system	IT Manager	February 2015	2015/16	Complete

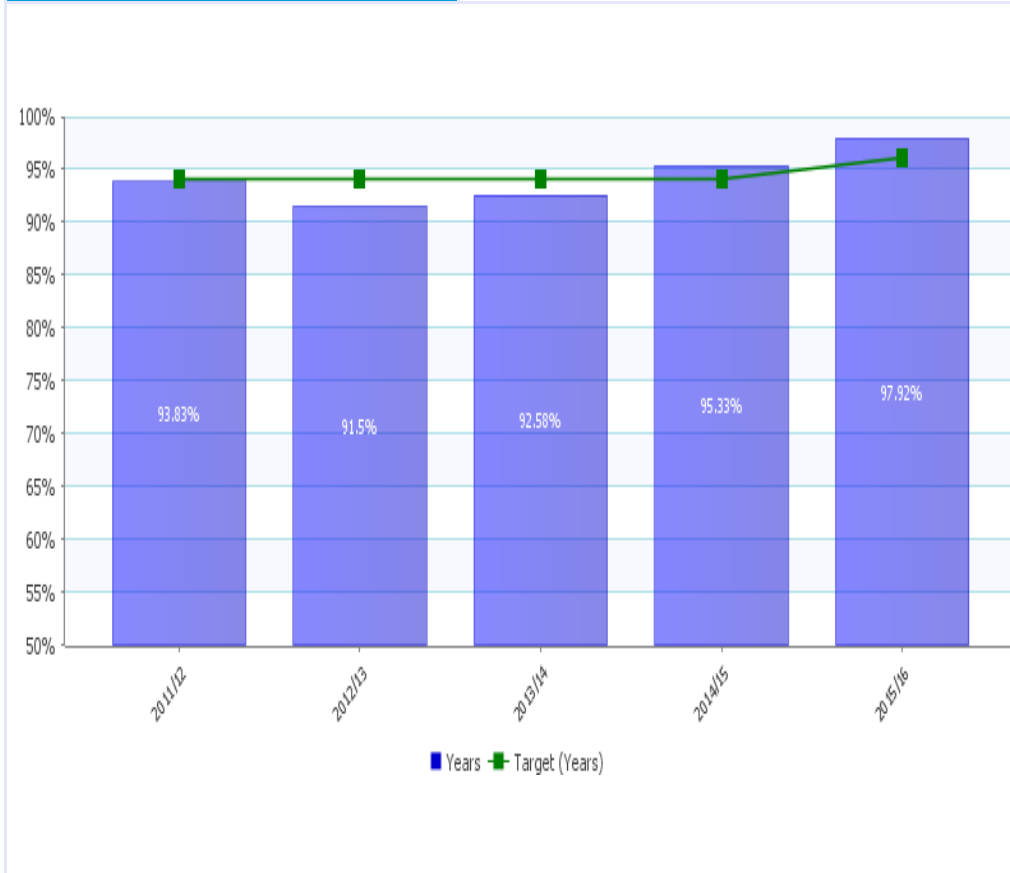
Actions 2016/17						
Action	Description	Planned Outcome	Owner	Start	End	Status (Planned, Active, Complete)
Scottish Wide Area Network	Migration of the council's wide area network to the government's Scottish Wide Area Network and the provision of an increased broadband capacity for schools	A wide area network that will meet the business requirements whilst maintaining the PSN code of Compliance	IT Manager	July 2014	June 2016	Active
Open Data	Prepare a report for the ICT Programme Board defining open standards for the inter-change of data	An agreed corporate approach to Open Data.	IT Solutions Architecture Manager	April 2015	June 2016	Active
Enterprise Records Management	Consider cloud based records management systems as existing system reaches end of lifecycle ( <i>previously known as EDRM</i> )	An enterprise Records Management System that support the council including the mobile workforce	Head of Corporate Services	April 2015	March 2017	Active
Virtualisation (Thin client)	Consider thin client technology as an alternative to existing desktop computers	Reduced carbon emissions through energy reduction	IT Solutions Architecture Manager	April 2015	March 2017	Active



Actions 2016/17						
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)	IT Manager	December 2009	June 2017	Active

**Performance**

<b>Performance Indicator</b>	<b>Annual Percentage of IT Customers Rating the Overall Quality of the service as good or excellent.</b>	ITS067_6a.7
<b>Description</b>	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.	



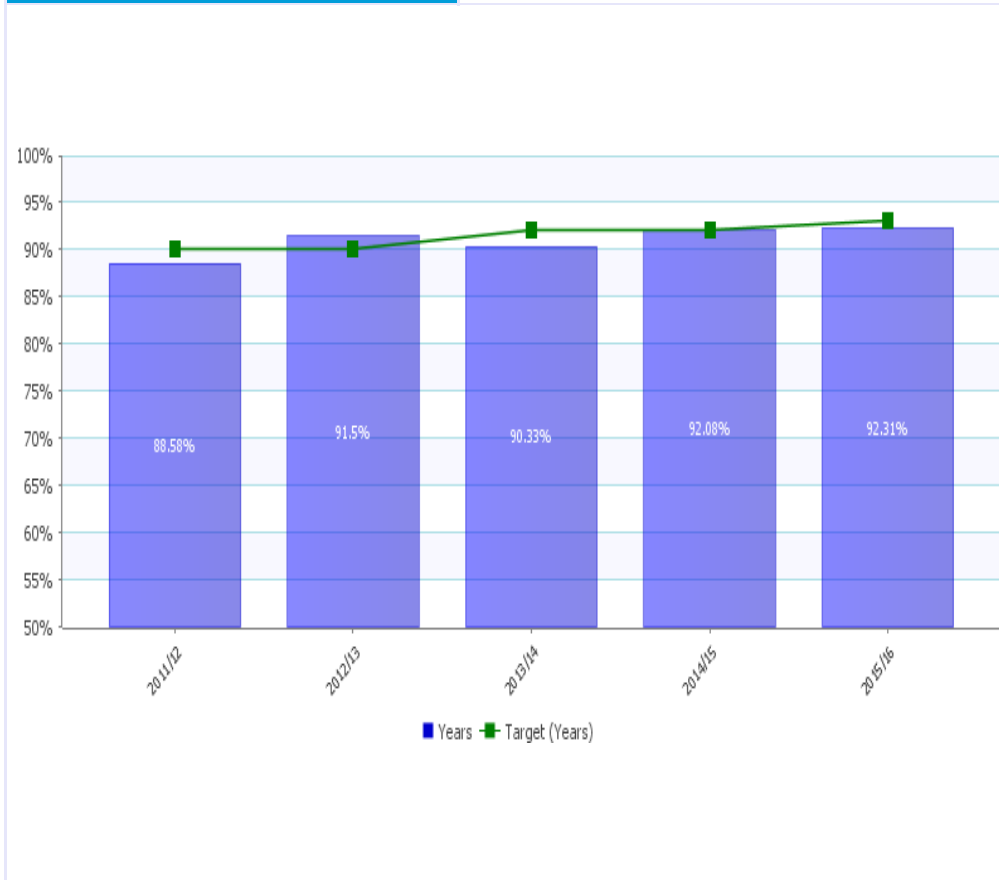
**Trend Chart Commentary**  
 The trend chart demonstrates performance reduced until 2012/13. The significant increase in demand year on year and increasing customer expectations is impacting this perception measure. While IT Services key performance indicators ITS001 and ITS002 have increased performance 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.

Performance in 2013/14 increased as a result of continuing work with the Education Secondary School Support Model. IT Services identified improvement areas including working with our suppliers to resolve wide area network issues and improved skills transfer to assist improving performance in the quality of service.

Performance in 2014/15 and 2015/16 increased as a result of the feedback from our customers and continuing improvements with processes and consistency across IT Services teams. The target for 2016/17 is 98%.

<b>Performance Indicator</b>	<b>Annual Percentage of IT Faults resolved within service standards.</b>	ITS064_6b.2
<b>Description</b>	This performance indicator measures the overall percentage of IT faults resolved within the service standards in a financial year. The current service standard attached to all Corporate faults is 5 working days. The data for this indicator is provided from the IT Service Management software system.	



**Trend Chart Commentary**

The trend chart demonstrates performance achieves 88% or above over the period.

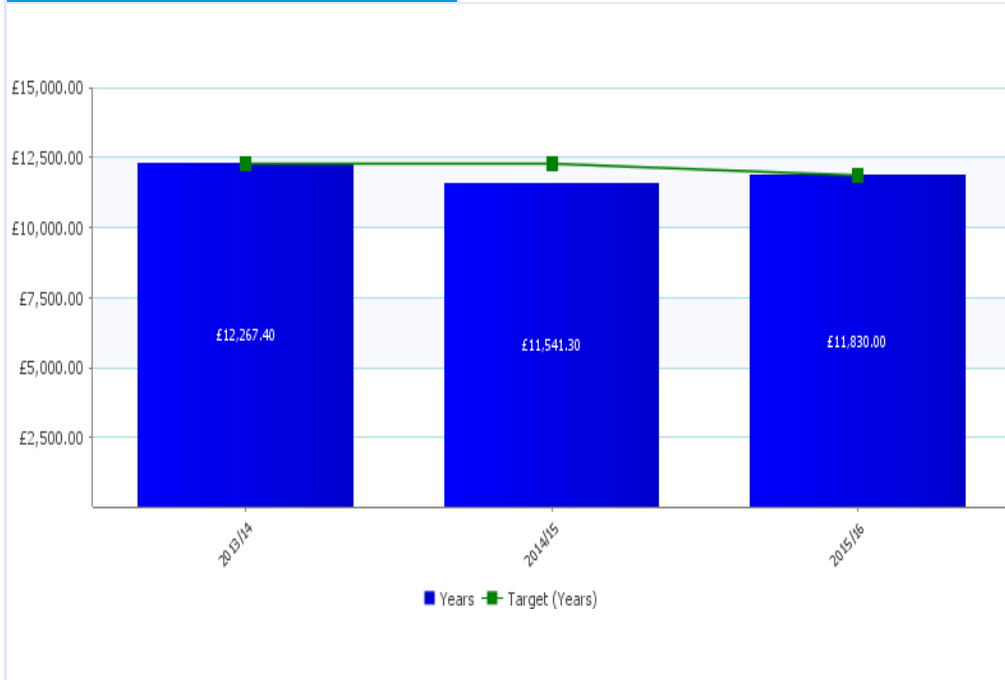
Performance improved in 2012/13 as a result of a low level of major incidents recruitment successfully filled majority of vacancies.

Performance in 2013/14 reduced as a result of major incidents in September/October 2013 and an increased resource requirement to achieve Public Sector Network compliance in the year.

Performance in 2014/15 improved as a result of low levels of major incidents, recruitment exercises had successfully filled the majority of vacancies and improved processes.

Performance in 2015/16 improved as a result of improved resource management in the service and the target for 2016/17 is 93%.

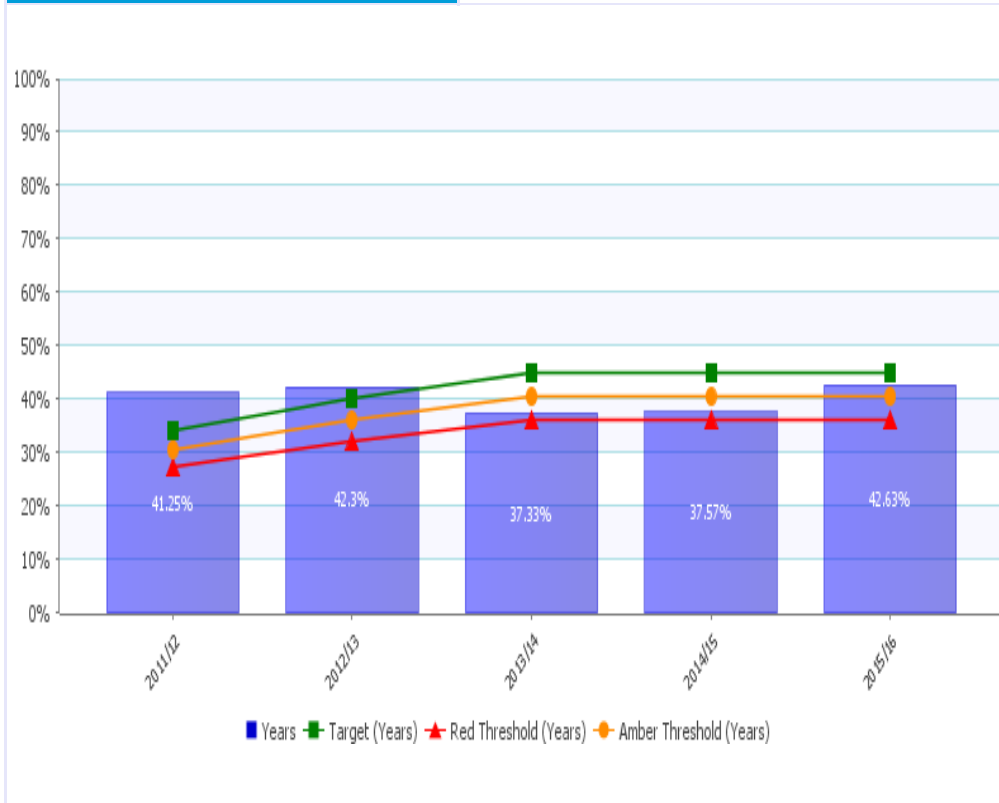
<b>Performance Indicator</b>	<b>Total cost of IT service per £1 million of West Lothian Council's net expenditure.</b>	<i>P:ITS068_9a.1a</i>
<b>Description</b>	<p>This performance indicator measures the cost of IT Services per £1 million of West Lothian Council's budget expenditure. This is calculated 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>	



**Trend Chart Commentary**  
 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.

The target for 2015/16 was £11,830. The target for 2016/17 is £13,047.

<b>Performance Indicator</b>	<b>Annual Percentage of IT Faults resolved at the first point of contact.</b>	<i>P:ITS066_9b.1a</i>
<b>Description</b>	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 2011/12 to 2012/13 as a result of targeted training and cross skilling of front line service desk staff.

Performance in 2013/14 reduced as a result of major faults in September/October 2013 and impact of vacancy and training of new staff in December 2013/January 2014.

Performance in 2014/15 and 2015/16 demonstrates improvement. A new performance indicator is being created for 2016/17 to provide better transparency of first line resolutions for Education services and other council services areas.

The overall target for 2016/17 is 45%.

**Calendar of Improvement and Efficiency Activity**

Action	Frequency	2016/17 (✓)											
		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)	N/A												
● 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	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
● ADR	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):	54.9
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 2016/17 will be:

- HR policy and systems development, advice and support
- Payroll and employee benefits
- Appraisal and Development Review
- Management of Sickness Absence
- Workforce management and development
- Employee health and wellbeing, absence management, medical advice and support
- Equality and Diversity
- Health and Safety
- Provision of administrative support to Elected Members
- Employee 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:

- Financial Management Unit
- Recognised Trade Unions
- West Lothian College
- Society of Personnel and Development Scotland (SPDS)
- Chartered Institute of Personnel and Development

- HMRC
- ACAS
- Optima Occupational Health Consultancy
- Employee Pension Funds e.g. LPF, SPPA
- CoSLA
- Chartered Institute of Occupational Health & Safety

## 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
HR Programme Board	Board meeting	6 weekly	HR Service Manager	Reporting and Updating Heads of Service / Nominated Contacts
Service Management	Service Management Meetings	Monthly	HR Manager – Policy and Advice	Attendance at Meetings/ Review of Minutes
Heads of Service	Interview / Discussion	Annual	HR Service Manager	Meeting
HR Service Users	Electronic Survey	Annual	Team Leader – Workforce Management	Outcome reported to HR Programme Board
HR Service Users	Focus Groups	Annual	Team Leader – Workforce Management	Meetings/ Outcome reported to HR Programme Board
Corporate Working Group on Equalities	Group meeting	Monthly	HR Manager – Policy and Advice	Meetings/ Minutes- reported to HR Programme Board
Employees (minority groups)	Forums	Quarterly	HR Manager – Policy and Advice	Meetings/ Minutes – reported to HR Programme Board
HR Policy and Advice customers	Electronic Survey	Bi-annual	HR Manager – Policy and Advice	Outcome reported to HR Programme Board
HR Operations	Electronic Survey	Bi-annual	HR Manager - Operations	Outcome Reported to HR Programme Board
Health and Safety	Service Management Meetings	Quarterly	Health & Safety Adviser	Attendance at meetings



## Employee Engagement

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

Employee Engagement Schedule			
Employee Group	Engagement Method	Frequency	Responsible Officer
All employees	Email	Monthly	HR Services Manager
All employees	One-to-ones	Fortnightly / monthly	HR Services Manager / HR Managers / Team Leaders
All employees	Team meetings	Monthly	HR Services Manager / HR Managers / Team Leaders
All employees	Team Briefings	Quarterly	HR Services Manager / HR Managers
Employee sample	Employee survey	Annually	HR Services Manager
All employees	Appraisal and Development Review (ADR)	Annually	HR Services Manager / HR Managers / Team Leaders
Employee sample	Employee Focus Group	Annually	HR Services Manager
All employees	Management Plan Launch	Annually	Head of Service / HR Services Manager
All employees	Circulation of the Corporate Services CMT update report	Monthly	HR Services Manager
HR Management team	Extended Management Team	Quarterly	Head of Service
HR Management team	Directorate Managers meeting	Quarterly	Depute Chief Executive

## Activity Budget

Activity Budget 2016/17								
Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2016/17	PI Category	Staff Resources (FTE)	Revenue Expenditure Budget 2016/17 £	Revenue Income Budget 2016/17 £	Net Revenue Budget 2016/17 £
Payroll, Control and Employee Benefits.	To provide a comprehensive, cost effective payroll and benefits service including provision of statutory returns to external bodies.	Enabler Service - Modernisation and Improvement	9a HRS202 Cost of Payroll Service per council employee.  Target: £40	High Level	10.9	320,682	-44,707	275,975
			9b HRS206 Percentage of Incorrect Salary Payments.  Target: 0.27%	High Level				
Policy & 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	Enabler Service - Modernisation and Improvement	9a HRS300 Cost of the Policy & Systems Development, Advice and Support per council employee.  Target: £170	High Level	27.1	1,233,174	-47,053	1,186,121

Activity Budget 2016/17								
Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2016/17	PI Category	Staff Resources (FTE)	Revenue Expenditure Budget 2016/17 £	Revenue Income Budget 2016/17 £	Net Revenue Budget 2016/17 £
	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.		9b HRS217 Percentage of contractual documents issued within 6 weeks of the date that the change to contract takes effect.  Target: 100%	High Level				
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	9a HRS131 Cost of the Health and Safety Service per council employee.  Target: £31	High Level	4	211,835	0	211,835
			9b HRS103 Number of reportable incidents to HSE.  Target: 5% less than previous year.	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	9a HRS301 Cost of the Sickness Absence Management Service per council employee.  Target: £45	High Level	2.5	332,352	-5,438	326,914
			9b HRS305	WLAM				

Activity Budget 2016/17								
Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2016/17	PI Category	Staff Resources (FTE)	Revenue Expenditure Budget 2016/17 £	Revenue Income Budget 2016/17 £	Net Revenue Budget 2016/17 £
			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%					
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	31,207	0	31,207
<b>HR</b>	<b>Total :-</b>				<b>44.7</b>	<b>2,129,250</b>	<b>-97,198</b>	<b>2,032,052</b>
Members Support	Provision of Members Support	Enabler Service - Corporate Governance and Risk	9a HRS700 Cost of Members Services per £1 million of Council net expenditure.  Target: £3,500	High Level	9.79	1,229,643	-4,000	1,225,643
			9b HRS701 Number of enquiries handled.	High Level				

Activity Budget 2016/17								
Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2016/17	PI Category	Staff Resources (FTE)	Revenue Expenditure Budget 2016/17 £	Revenue Income Budget 2016/17 £	Net Revenue Budget 2016/17 £
			Target: 5161					
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	19,116		19,116
<b>Members Support</b>	<b>Total :-</b>				<b>10.2</b>	<b>1,248,759</b>	<b>-4,000</b>	<b>1,244,759</b>
<b>HR Shared Services</b>	<b>Total :-</b>				<b>54.9</b>	<b>3,378,009</b>	<b>-101,198</b>	<b>3,276,812</b>

**Actions**

Actions 2015/16						
Action	Description	Planned Outcome	Owner	Start	End	Status (Planned, Active, Complete)
Health and Safety Policy Review Programme	To develop and implement a review programme for health and safety policies and procedures across all services	To improve governance, policy, procedure and guidance management. This will ensure that health and safety policies, procedures and associated guidance will be reviewed within a three year cycle	Health and Safety Manager	March 2015	May 2015	Complete
Corporate Learning Management System	Implementation of a single learning management system for services that had contracts in place for LMS	A single system that will maximise the return on investment on employee learning and development by providing a central source for information capture and monitoring	HR Service Manager	July 2014	November 2015	Complete
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	HR Service Manager	April 2013	February 2016	Complete
Monitor the progress of Service Action Plans for Employee Health and Wellbeing	Services have an agreed action plan for 2015/16 for Employee Health and Wellbeing. The progress of these will be monitored by the HR Programme Board	To support employees in achieving positive health outcomes	HR Service Manager	April 2015	March 2017	Complete

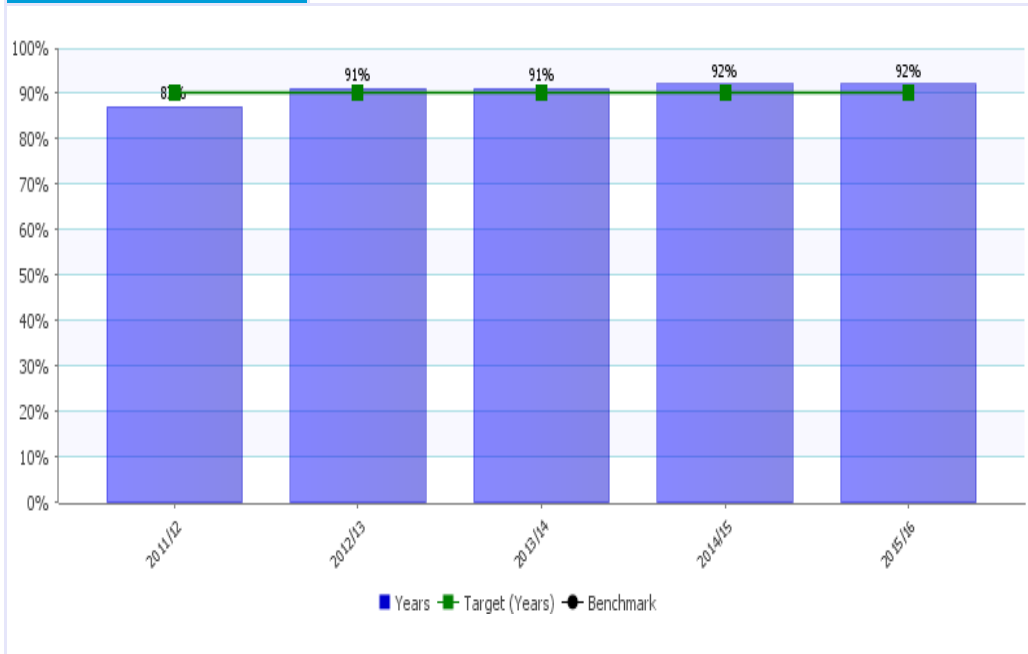
Actions 2016/17						
Action	Description	Planned Outcome	Owner	Start	End	Status (Planned, Active, Complete)
Corporate Learning Management System (phase 2)	Implementation of a single learning management system across all council services	A single system that will maximise the return on investment on employee learning and development by providing a central source for information capture and monitoring	HR Service Manager	July 2014	June 2016	Active
Managers online induction tool	Develop and implement a managers online induction tool	An online tool is available for new and existing managers to support them in being effective in their role	HR Service Manager	September 2015	June 2016	Active
Shared Services	To develop the shared service with West Lothian College to deliver a corporate e-learning platform to the council	A single e-learning site that maximises the return on investment by providing information and bespoke employee development opportunities on a range of corporate issues including HR Policies and management development	HR Service Manager	April 2015	June 2016	Active
Corporate training strategies for learning and development	Develop and implement corporate training strategies for the evaluation of training and for sponsoring formal training	An evaluation strategy will ensure a consistent approach to assessing the benefit of training provided including cost/benefit analysis  A policy on sponsoring formal training supported by the council ensures a fair, consistent and efficient approach	Team Leader – Workforce Management	January 2016	June 2016	Active
CHRIS System Upgrade	Upgrade the HR and Payroll system	The system will be upgraded to the latest version to support the efficient processing of the HR and payroll information	HR Manager – Operations	January 2016	August 2016	Active

Actions 2016/17						
Action	Description	Planned Outcome	Owner	Start	End	Status (Planned, Active, Complete)
Corporate Health and Safety Management System	Implementation of a single health and safety management system across all council services	A single system that will facilitate the management and control of health and safety incidents, risk assessments, audits, safe systems of work and identified required actions	Health and Safety Manager	January 2015	August 2016	Active
Chanel Shift	Review current communication methods with employees and move to electronic medium where at all possible	Contractual documentation will be issued electronically All employees will receive an electronic payslip. Recruitment information will be supported by the Talentlink system	HR Manager – Operations	October 2015	December 2016	Active
Equality and Diversity Training Programme	Support the roll out of equality and diversity training for all employees	All employees will have a greater awareness of equality and diversity issues	HR Service Manager	January 2016	March 2017	Active
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	HR Service Manager	April 2013	March 2017	Active
Performance Management procedures	Support the roll out of the revised Appraisal and Development Review process.	Improved management processes for dealing with individual performance and capability effectiveness to enable appropriate management action to be taken in addressing performance-related issues	HR Service Manager	April 2016	March 2017	Active
Support employee health and wellbeing	Support services to manage employee health and wellbeing	Reduction in employee absence as a result of ill health.	HR Service Manager	April 2016	March 2017	Active



**Performance**

<b>Performance Indicator</b>	<b>Percentage of HR customers who rated the overall quality of the service as good or excellent.</b>	<i>HRS516_6a.7</i>
<b>Description</b>	This annual survey records the percentage of customers who rated HR Services 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:**

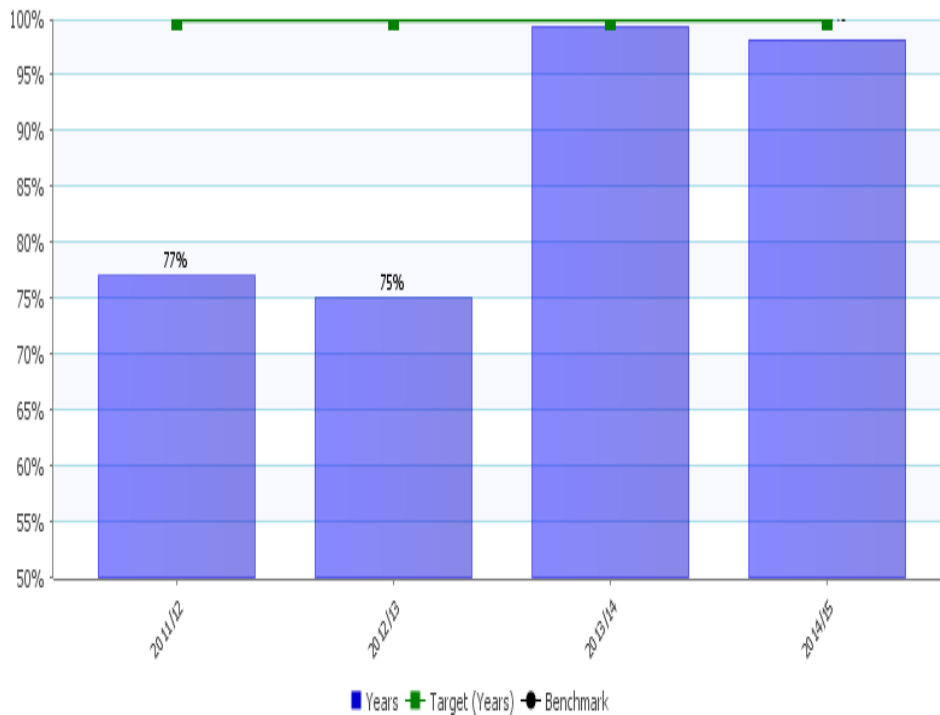
There has been a fairly consistent customer view of HR performance over the last 5 years. The slight dip in performance in 2011/12 reflected some concerns raised by customers about communications and knowing who to contact. The single point of contact approach using the HR number 282222 and development of information about HR Services held on mytoolkit has been introduced to address this.

The survey responses have ranged between 55 and 74 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 target for 2015/16 was 90% and the target for 2016/17 shall be increased to 93%.

<b>Performance Indicator</b>	<b>Percentage of cases of salary overpayment recovered</b>	<i>HRS203_9b.1c</i>
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<b>Description</b>	<p>This performance indicator reports the percentage of salary overpayment recovered in a financial year against the total overpayments in the same financial year. Overpayments occur on a monthly basis as a result of factors including late notification of contractual changes, incorrect information and keying errors. As the council seeks to recover all payments made in error, this indicator is used to assess the effectiveness of the recovery processes.</p>	
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**Trend Chart Commentary**

The council seeks to recover all payments made in error. Following the adjustment to reporting timescales in 2013/14, there has been a slight decrease in recovery rates from 2013/14 to 2014/15. However, out of 325 overpayments only 6 have yet to agree to repay.

The data used for 2011/12 and 2012/13 was reviewed 3 weeks after the period end. From 2013/14 the reporting timescale was changed and the data is now collected 6 weeks after the period end. This gives the staff overpaid towards the end of the period a chance to make payments and therefore a key reason for improvements in performance.

The target was 100% for 2015/16 and will remain at 100% for 2016/17. The data for 15/16 performance will not be available until 17 May 2017.

<b>Performance Indicator</b>	<b>Unit cost of HR in relation to the total number of council employees.</b>	<i>HRS500_9a.1c</i>																		
<b>Description</b>	<p>This performance indicator measures the cost of HR Services per FTE of West Lothian Council's employees. The value is calculated by dividing the total cost of running the HR Services by total number of FTE employees. The objective of this performance indicator is to compare the level of resources made available by Councils for the provision of HR Services. This indicator does not include the cost of the Member Services Support which is measured in a separate indicator.</p>																			
<table border="1"> <caption>Unit Cost of HR Services per FTE</caption> <thead> <tr> <th>Year</th> <th>Actual Cost (£)</th> <th>Target (£)</th> </tr> </thead> <tbody> <tr> <td>2011/12</td> <td>334.00</td> <td>334.00</td> </tr> <tr> <td>2012/13</td> <td>326.00</td> <td>334.00</td> </tr> <tr> <td>2013/14</td> <td>313.00</td> <td>334.00</td> </tr> <tr> <td>2014/15</td> <td>301.85</td> <td>334.00</td> </tr> <tr> <td>2015/16</td> <td>285.32</td> <td>334.00</td> </tr> </tbody> </table>		Year	Actual Cost (£)	Target (£)	2011/12	334.00	334.00	2012/13	326.00	334.00	2013/14	313.00	334.00	2014/15	301.85	334.00	2015/16	285.32	334.00	<p><b>Trend Chart Commentary:</b></p> <p>The reduction in unit cost for 2013/14 and 2014/15 has been as a result of a review and revised staffing allocation following HR Service redesign.</p> <p>The further reduction in staffing costs for 2015/16 is as a result of ongoing efficiencies delivered in HR Services supported by modernisation of HR and Payroll processes.</p> <p>As the service will continue to review its processes and operating arrangements, the target for 2016/17 is £282 per FTE.</p>
Year	Actual Cost (£)	Target (£)																		
2011/12	334.00	334.00																		
2012/13	326.00	334.00																		
2013/14	313.00	334.00																		
2014/15	301.85	334.00																		
2015/16	285.32	334.00																		

<b>Performance Indicator</b>	<b>Percentage of Stage 3 appeals upheld or partly upheld</b>	<i>HRS310_9b.1c</i>																		
<b>Description</b>	The percentage of Stage 3 appeals upheld or partly upheld in favour of the employee in relation to the total number of appeals submitted over the year. This PI reviews the effectiveness of HR policy and advice in ensuring employee relations decisions that are taken minimise successful employee appeals.																			
<table border="1"> <caption>Percentage of Stage 3 appeals upheld or partly upheld</caption> <thead> <tr> <th>Year</th> <th>Actual Percentage</th> <th>Target Percentage</th> </tr> </thead> <tbody> <tr> <td>2011/12</td> <td>16%</td> <td>10%</td> </tr> <tr> <td>2012/13</td> <td>6%</td> <td>10%</td> </tr> <tr> <td>2013/14</td> <td>19%</td> <td>10%</td> </tr> <tr> <td>2014/15</td> <td>12%</td> <td>10%</td> </tr> <tr> <td>2015/16</td> <td>10%</td> <td>10%</td> </tr> </tbody> </table>		Year	Actual Percentage	Target Percentage	2011/12	16%	10%	2012/13	6%	10%	2013/14	19%	10%	2014/15	12%	10%	2015/16	10%	10%	<p><b>Trend Chart Commentary:</b></p> <p>During 2015/16 the total number of appeals rose from 8 in 2014/15 to 20 mainly accounted for by an increase in disciplinary cases (increase of 12).</p> <p>The percentage of appeals upheld in entirety was 0 %. The percentage of partially upheld appeals reduced from 12 % to the target figure of 10%. The overall trend suggests that the HR policy and advice to managers continues to be robust and defensible during the earlier stages of cases leading up to appeal.</p> <p>The target was 10% for 2015/16 and will 9% for 2016/17.</p>
Year	Actual Percentage	Target Percentage																		
2011/12	16%	10%																		
2012/13	6%	10%																		
2013/14	19%	10%																		
2014/15	12%	10%																		
2015/16	10%	10%																		

**Calendar of Efficiency and Improvement Activity**

Action	Frequency	2016/17 (✓)											
		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)	<i>n/a</i>												
● Review Panel	<i>n/a</i>												
● Performance Committee	<i>n/a</i>												
● Process Review (Lean/RIE activity)	<i>As Required</i>												
● Progress review of improvement actions	Monthly	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
● CSE preparation	<i>n/a</i>	✓											
● 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	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
● ADR	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

### 3.3 Legal Services

Manager:	Carol Johnston
Number of Staff (FTE):	31.8
Location:	Civic Centre

#### Purpose

Legal Services provide a broad range of legal services, support, representation and advice to all Council Services. The Service 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 administers the Civic Government and Hire Car Licensing regimes and also provides legal advice and Clerking services to the Licensing Board.

#### Activities

The main activities of the service in 2016/17 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 Services

#### Key Partners

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

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

## 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 Services	Customer Satisfaction Surveys	On completion of a transaction	Chief Solicitor	Annual consultation report provided to Heads of Service
Adoption Panel	Adoption Panel	Monthly	Litigation Manager	Annual report to Adoption Panel Business Meeting
Licence Holders	Customer Satisfaction Surveys	On completion of licence application process or when licence being issued	Licensing Manager	Annual report published on Council Website
Licence holders and Key Stakeholders	Consultation with customer group on proposed amendments to licensing scheme for street traders	As required	Licensing Manager	Annual report published on Council Website Report to Environment PDSP, and Council Executive
Internal Services	Meeting with Internal Customer	As required	Service Managers	Monthly meetings with Head of Service and quarterly attendance at Service Senior Management Team meetings, Annual email to Heads of Service
Placing in Schools Appeals Committee	Customer Satisfaction Survey	Annually	Chief Solicitor	Annual report published on Council Website, annual email to LAC, PDSP Lead Officers and Community Council Secretaries
LAC and PDSP Lead Officers	Customer Satisfaction Survey	Annually	Chief Solicitor	
Community Council Secretaries	Customer Satisfaction Survey	Annually	Chief Solicitor	

## Employee Engagement

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

Employee Engagement Schedule			
Employee Group	Engagement Method	Frequency	Responsible Officer
All employees	One-to-ones	Fortnightly / monthly	Chief Solicitor / Legal Services Management team
All employees	Team meetings	Fortnightly / monthly	Chief Solicitor / Legal Services Management team
Employee sample	Employee survey	Annually	Chief Solicitor
All employees	Appraisal and Development Review (ADR)	Annually	Chief Solicitor / Legal Services Management team
Employee sample	Employee focus group	Annually	Chief Solicitor
All employees	Management Plan Launch	Annually	Head of Service/Chief Solicitor
All employees	Circulation of the Corporate Services CMT update report	Monthly	Chief Solicitor / Legal Services Management team
Legal Services Management Team	Extended Management Team	Quarterly	Head of Service
Legal Services Management Team	Directorate Managers Meeting	Quarterly	Depute Chief Executive



## Activity Budget

Activity Budget 2016/17								
Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2016/17	PI Category	Staff Resources (FTE)	Revenue Expenditure Budget 2016/17 £	Revenue Income Budget 2016/17 £	Net Revenue Budget 2016/17 £
Legal	To provide legal advice and services to support the full range of the Council's businesses including conveyancing, litigation, tribunals and inquiries, planning, transportation, social services & education. Provision of advice to Working Groups, Boards and other groups in relation to corporate governance business and other matters.	Enabler Service - Corporate Governance and Risk	P:LS111_9a.1c Cost of Legal Services per £1`m Budget Expenditure. Target: £2,576	Public	15.8	672,674	-59,385	613,289
			LS058_9b.1a Percentage of Debt Recovery writs/sumonesses lodged within 20 working days of receipt of full instructions. Target: 100%	WLAM				
Licensing Board	To provide legal advice, committee clerking and services to support the Licensing Sub-committee, and administration of taxis, private hire car and other Council licensing and also the administration of the private landlord registration scheme. To review compliance with Licensing Standards and	Enabler Service - Corporate Governance and Risk	LS109_9a.1 Net Cost of resourcing Licensing Board as a percentage of Legal Services Budget 19%. Target: 19%	WLAM	9.8	526,935	-533,500	-6565
			LS053_9b.2 Percentage of Taxi/Private Hire Car Drivers Licences Suspended. Target: 2%	WLAM				

Activity Budget 2016/17								
Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2016/17	PI Category	Staff Resources (FTE)	Revenue Expenditure Budget 2016/17 £	Revenue Income Budget 2016/17 £	Net Revenue Budget 2016/17 £
	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.							
To administer the councils 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	LS110_9a.1 Net Cost of resourcing the Administration of the Councils decision making process and providing administration services as a percentage of Legal Services Budget	WLAM	6	377,094	0	377,094
			Target: 20% P:LS072_9b.2 Target Percentage of committee action notes issued within target.  Target: 100%	PUBLIC				

Activity Budget 2016/17								
Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2016/17	PI Category	Staff Resources (FTE)	Revenue Expenditure Budget 2016/17 £	Revenue Income Budget 2016/17 £	Net Revenue Budget 2016/17 £
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	12,991		12,991
<b>Legal Services</b>	<b>Total :-</b>				<b>31.8</b>	<b>1,589,694</b>	<b>-592,885</b>	<b>996,809</b>

## Actions

Actions 2016/17						
Action	Description	Planned Outcome	Owner	Start	End	Status (Planned, Active, Complete)
Licensing Board Over provision Policy	Review of information and evidence relating to over provision of license premises.	Identification of need for over provision policy	Managing Solicitor – Licensing	May 2014	December 2016	Active
Licensing Fees review	Review of fees applicable to all licensing schemes	Setting of fees commensurate with statutory requirements	Managing Solicitor – Licensing	June 2016	June 2017	Planned
Public Entertainment License review	Review of licensing scheme in relation to public entertainment.	Procedures and license conditions reviewed and amended where appropriate	Managing Solicitor – Licensing	June 2016	December 2017	Planned
Metal Dealer License review	Review of licensing scheme in relation to metal dealers	Procedures and license conditions reviewed and amended where appropriate	Solicitor - Licensing	April 2016	September 2016	Started
Review of conditions relating to holding of Processions	Review of conditions relating to the undertaking of processions in public areas	Conditions reviewed and amended where appropriate	Solicitor - Licensing	April 2016	September 2016	Started
Review of Licensing Committee Procedures	Review if procedures and processes	Updating and modernisation of procedures and processes where appropriate	Managing Solicitor – Licensing	May 2016	October 2016	Planned

Actions 2016/17						
Action	Description	Planned Outcome	Owner	Start	End	Status (Planned, Active, Complete)
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	Managing Solicitor - Property/ Planning	April 2013	March 2017	Active
Social Policy Permanent Care Review	Review of procedures and progress in relation to permanent care cases	Updating and improvement to procedures where required and review of forum in which proceedings are taken	Managing Solicitor - Litigation	February 2016	October 2016	Active
West Calder High School Development Project	Provision of legal advice in respect of project work, property and planning issues, and procurement in support of development and delivery of new school	West Calder High School development completed	Managing Solicitor – Property/Planning	September 2015	August 2018	Active
Review of Planning Obligations – S75	Review of procedures and progress of S75 planning obligations	Updating and modernisation of approach to S75 planning obligations/review and revisal of agreements as necessary	Managing Solicitor Property/Planning	April 2016	August 2016	Planned

Actions 2016/17						
Action	Description	Planned Outcome	Owner	Start	End	Status (Planned, Active, Complete)
Private Sector Leases	Review of processes and procedures	Training and advice to support delivery of private sector lease arrangements	Managing Solicitors property/planning	March 2016	July 2016	Active
Procurement of licensing software system	Tender to secure support and maintenance contract for existing systems	Software contract let	Managing Solicitor – Licensing	April 2016	July 2016	Active
Procurement of committee services software system	Support and maintenance contract for existing systems	Software contract let	Solicitor/ Committee Services Manager	April 2016	July 2016	Active

<b>Performance Indicator</b>	<b>Percentage of Licensing customers who rated the service’s accuracy of information as good or excellent</b> <i>LS038_6a.10</i>																			
<b>Description</b>	Customer satisfaction surveys are issued to all customers by Licensing Services at the end of the Licensing process. This performance indicator measures the percentage of customers who rated the service's accuracy of information 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.																			
<table border="1"> <caption>Performance Data (2011/12 to 2015/16)</caption> <thead> <tr> <th>Year</th> <th>Actual Performance (%)</th> <th>Target (%)</th> </tr> </thead> <tbody> <tr> <td>2011/12</td> <td>94%</td> <td>95%</td> </tr> <tr> <td>2012/13</td> <td>89%</td> <td>95%</td> </tr> <tr> <td>2013/14</td> <td>94%</td> <td>95%</td> </tr> <tr> <td>2014/15</td> <td>94%</td> <td>95%</td> </tr> <tr> <td>2015/16</td> <td>89%</td> <td>95%</td> </tr> </tbody> </table>	Year	Actual Performance (%)	Target (%)	2011/12	94%	95%	2012/13	89%	95%	2013/14	94%	95%	2014/15	94%	95%	2015/16	89%	95%	<p><b>Trend Chart Commentary:</b> Methods of consultation were reviewed in early 2013 and telephone surveys were trialled but were not found to result in an improved response rate. Surveys have been used since April 2013 and are issued to all customers who have supplied email addresses. Paper surveys are issued to all other customers at the end of their application process. Opinion Taker led to a 61% increase in the number of responses received during 2013/14 compared to 2012/13. The legislative framework for licensing is complicated in that most of the licensing customers are not represented by legal agents. There is often a misunderstanding of the inability of the licensing team to provide legal advice and this is likely to have led to negative responses to this indicator. To counter this, information is provided annually to gala day committees to explain what types of licences may be required. In addition a high percentage of respondents are landlord registration customers who have little contact with the team as their applications are made online. In view of this respondents have expressed some dissatisfaction relating to the information provided to landlords in relation to the scheme. This information is provided on a third party website. This may represent the drop in performance experience in 2015/16 compared to 2014/15. The target for 2016/17 is 95%.</p>	
Year	Actual Performance (%)	Target (%)																		
2011/12	94%	95%																		
2012/13	89%	95%																		
2013/14	94%	95%																		
2014/15	94%	95%																		
2015/16	89%	95%																		

<b>Performance Indicator</b>	<b>LS065_6b.5 Percentage of customers who attended Placing in Schools Appeal who rated Committee Services performance as good or excellent</b>	LS065_6b.5															
<b>Description</b>	Customer satisfaction surveys are issued to all customers attending Placing in Schools Appeals by Committee Services. Surveys are issued annually in August following the pupil placement process and conclusion of the Placing in Schools appeals which take place between May and July as required each year. This performance indicator measures the percentage of customers who rated Committee Services performance 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.																
<table border="1"> <caption>Performance Data</caption> <thead> <tr> <th>Year</th> <th>Percentage</th> <th>Target</th> </tr> </thead> <tbody> <tr> <td>2011/12</td> <td>100%</td> <td>100%</td> </tr> <tr> <td>2012/13</td> <td>100%</td> <td>100%</td> </tr> <tr> <td>2013/14</td> <td>86%</td> <td>100%</td> </tr> <tr> <td>2014/15</td> <td>100%</td> <td>100%</td> </tr> </tbody> </table>		Year	Percentage	Target	2011/12	100%	100%	2012/13	100%	100%	2013/14	86%	100%	2014/15	100%	100%	<p><b>Trend Chart Commentary:</b></p> <p>This indicator was introduced in April 2011. Most appeals take place in May and June each year, and so the opportunity to gather responses throughout the year does not arise. The survey in 2013/14 produced only 8 responses. Those responding tend to confuse the service provided by Committee Services with the service provided by Pupil Placement Services. Their responses tend to be coloured by the outcome of their appeal. One negative response had a disproportionate impact on the percentage achieved. It is not felt that changes are required as a result.</p>
Year	Percentage	Target															
2011/12	100%	100%															
2012/13	100%	100%															
2013/14	86%	100%															
2014/15	100%	100%															

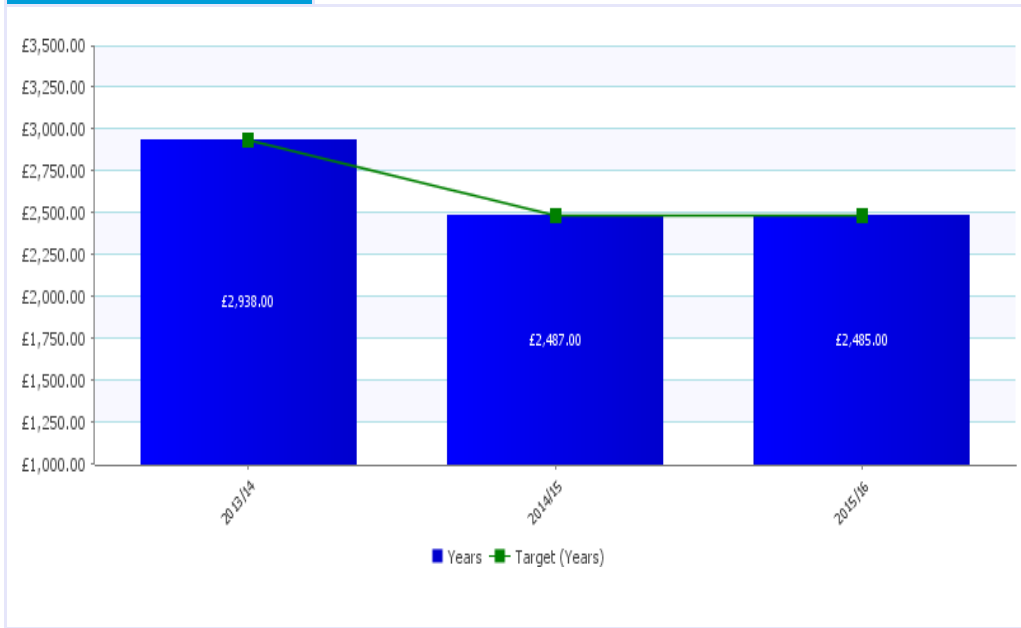


<b>Performance Indicator</b>	<b>Cost of Legal Services per £1m Budget Expenditure</b>	<i>P:LS111_9a.1c</i>
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**Description**

This Performance Indicator measures the cost of Legal Services per £1 million of West Lothian Council's budget expenditure. This is calculated by dividing the total cost of Legal Services by West Lothian Council's budget expenditure for the financial year and multiplying by one million.

The Performance Indicator provides an understanding of the corporate resource commitment to legal services, support and advice to all Council Services, for the provision of committee administration services and administration of the Civic Government and Hire Car licensing regimes, and administration and provision of legal advice and clerking services to the Licensing Board



**Trend Chart Commentary:**

The trend shows that the cost of delivering legal services to the Council, its officers and elected members had reduced from £2,938 in 2013/14 to £2,487 in 2014/15. This reflects the budget efficiencies achieved in legal services.

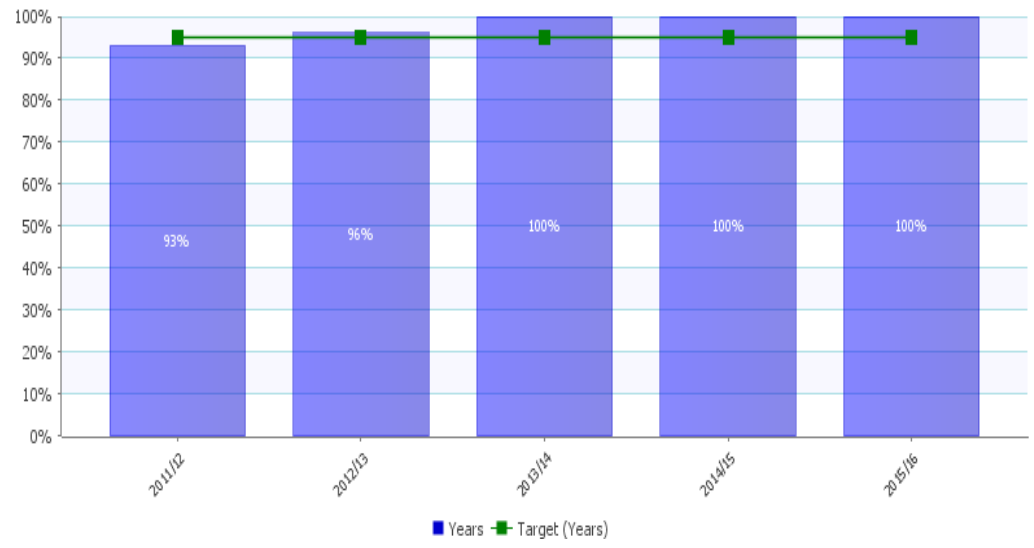
The reduction in cost has been achieved as a result of service efficiencies achieved through service reorganisation completed in 2012/13 and review of the methods and procedures for delivery of the service.

The target for 2015/16 was £2,485

Target for 2016/17 is £2,576

<b>Performance Indicator</b>	<b>Percentage of Debt Recovery writs/sommonses lodged within 20 working days of receipt of full instructions</b>	LS116_9b.1a
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<b>Description</b>	Legal Services has agreed a service standard of lodging debt recovery writ/summons in the sheriff court within 20 working days of receipt of full instructions. Instructions can be received at any time during the month. This indicator measures the percentage of debt recovery writs/sommonses which have been lodged within timescale. The target set by legal services is to lodge 95% of writs/sommonses within timescale.	
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**Trend Chart Commentary:**

This indicator reports annual performance in relation to processing of all heritable arrears cases, service accounts, general debt recovery and anti social behaviour order applications to the Sheriff Court. Service level has been agreed with services as lodging summons/writ in court within 20 working days of receipt of full instructions.

The trend shows that there was a reduction in performance in 2011/12 as a result of the need to prioritise other business. During the period 2012/13 to 2015/16, the trend is that the target is being met.

Legal services have set the target for 2016/17 at 100%

**Calendar of Improvement and Efficiency Activity**

Action	Frequency	2016/17 (✓)											
		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)	3 year cycle											✓	
● Review Panel	3 year cycle											✓	
● Performance Committee	<i>n/a</i>												
● Process Review (Lean/RIE activity)	<i>n/a</i>												
● Progress review of improvement actions	Monthly	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
● CSE preparation	<i>n/a</i>	✓											
● 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	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
● ADR	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 Admin Team

Manager:	Ann Jack
Number of Staff (FTE):	28.3
Location:	Civic Centre

#### Purpose

The Civic Centre Admin Team provides a diverse range of administration and support functions to the Corporate Management Team, council services located within the Civic Centre and to a number of council locations out with the Civic Centre who use the Mitrefinch - Time Recording System or require high volume printing. The Civic Centre Admin Team provides a reception to the Civic Centre Partners, council staff and is the first point of contact for all visitors to the building. The team successfully manage a council centralised mail service and an external mail service on behalf of West Lothian College and Strathbrock Partnership Centre partners. The team continue to develop a generic workforce that is flexible and have the ability to be responsive to meet the ever changing demands and requirements of the council and our partners.

#### Activities

The main activities of the service in 2016/17 will be:

- Centralised Mail service on behalf of all council services and partners
- Civic Centre reception
- Administrative support for the Corporate Management Team
- Administrative support for Civic Centre council services
- Tell Us Once administration
- Council wide flexi system management and administration
- High volume printing support
- Scanning incoming Revenues mail for forward delivery
- Scanning on behalf of Planning & Economic Development

#### Key Partners

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

- Whistl
- Neopost
- Royal Mail
- Community Transport
- Xerox
- Mitre Finch
- Civic Centre partners

## Customer Participation

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

Customer Consultation Schedule				
Customer Group	Survey Method	Frequency	Responsible Officer	Feedback Method
Service Users	eSurvey	Quarterly	Admin Team Leader	Covalent, intranet, emails to respondents, hard copy at reception
Corporate Management Team	eSurvey	Quarterly	Admin Manager	Report provided to Heads of Service
Reception customers	eSurvey/ hard copy survey	Quarterly	Admin Team Leader	Intranet, emails to respondents, hard copy at reception
Mail Room customers	eSurvey/ hard copy survey	Quarterly	Admin Team Leader	Intranet, emails to respondents, hard copy in mail room
Revenue benefit processors	eSurvey	Quarterly	Admin Manager	Email and focus groups

## Employee Engagement

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

Employee Engagement Schedule			
Employee Group	Engagement Method	Frequency	Responsible Officer
All employees	One-to-ones	Bi - Monthly	Team Leaders/Admin Manager
All employees	Team meetings	Monthly	Team Leader/Admin Manager
Employee sample	Employee survey	Annually	Admin Manager
Employee sample	Employee focus groups	Monthly	Admin Manager
All employees	Employee Survey (in-house)	Annually	Head of Service/Admin Manager
All employees	Management Plan Launch	Annually	Head of Service/Admin Manager
All employees	Circulation of the Corporate Services CMT update report	Monthly	Communications Manager

Employee Engagement Schedule			
Employee Group	Engagement Method	Frequency	Responsible Officer
Civic Admin Management team	Extended Management Team	Quarterly	Head of Service
Civic Admin Management team	Directorate Managers Meeting	Quarterly	Depute Chief Executive

## Activity Budget

Activity Budget 2016/17								
Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2016/17	PI Category	Staff Resources (FTE)	Revenue Expenditure Budget 2016/17 £	Revenue Income Budget 2016/17 £	Net Revenue Budget 2016/17 £
Reception	Reception duties on behalf of West Lothian Council and its Civic Centre Partners	Enabler Service – Modernisation and Improvement	CCA061_9a1c Unit cost per customer engagement at Civic Centre reception. Target: £0.35	HIGH LEVEL	3	65,045	-38,255	26,790
Mailroom Services	Management of all incoming and outgoing mail at the Civic Centre on behalf of West Lothian Council and its Partners. Managing an outgoing mail service on behalf of West Lothian College	Enabler Service - Modernisation and Improvement	CCA063_9a 1a Unit cost of providing an external mail service within the Civic Centre. Target: £0.23	HIGH LEVEL	5	355,408	-169,258	186,150
			P:CCA069_9b.1c Annual percentage of council mail issued using the lowest second class postage rate offered by the mail service providers. Target: 86%	PUBLIC				
Administration Support	To provide a comprehensive administration support service to Heads of Service and all council services within Civic Centre	Enabler Service - Modernisation and Improvement	P:CCA067_9a 1a Total cost of Administration Team Service per £1 million of total Council Revenue Expenditure. Target: £2,500	PUBLIC	20.2	979,056	0	979,056

Activity Budget 2016/17								
Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2016/17	PI Category	Staff Resources (FTE)	Revenue Expenditure Budget 2016/17 £	Revenue Income Budget 2016/17 £	Net Revenue Budget 2016/17 £
			CCA068_9b 1c Percentage of all administration requests completed within service level agreement.  Target: 98.5%	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	14,836	0	14,836
	<b>Total :-</b>				<b>28.3</b>	<b>1,414,345</b>	<b>-207,513</b>	<b>1,206,833</b>



**Actions**

Actions 2016/17						
Action	Description	Planned Outcome	Owner	Start	End	Status (Planned, Active, Complete)
Internal Mail review (Phase 2)	Revised mail service which provides a cost effective service which continues to meet customer needs	Revised process for incoming/internal mail to be received by services	Civic Centre Admin Manager	April 2015	December 2016	Active
Centralised Stationery budget within the Civic Centre	Revised provision and storage of stationary within the Civic Centre	Effective stock management and reduced expenditure	Civic Centre Admin Manager	April 2015	December 2016	Active
Review of Council Admin Services	Review of admin and clerical duties in council locations	Create similar Admin Team models that are efficient and relevant to the service and location	Civic Centre Admin Manager	December 2012	March 2017	Active

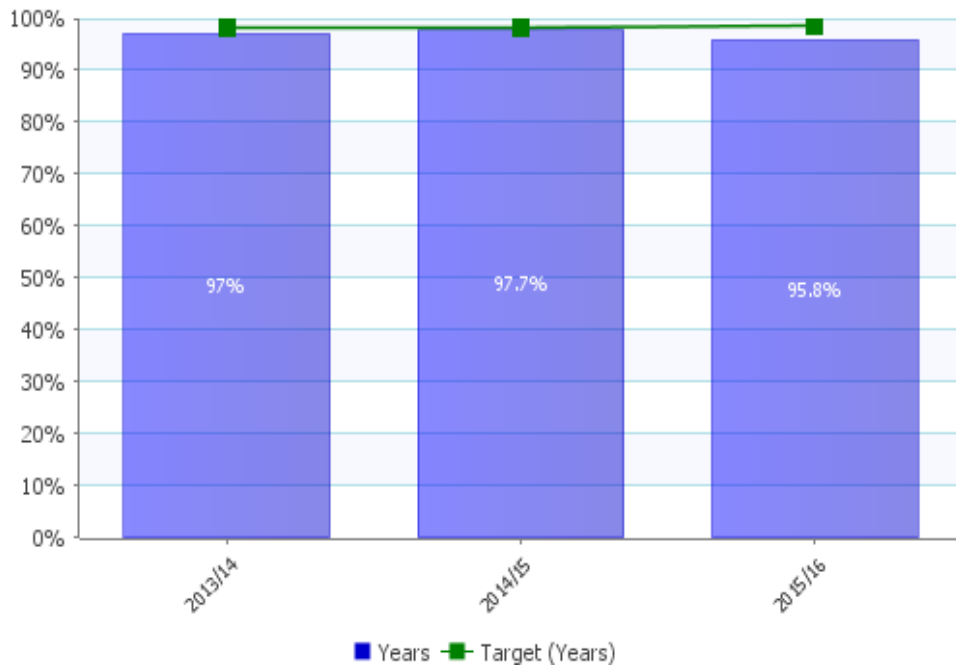
**Performance**

<p><b>Performance Indicator</b></p>	<p><b>Percentage of customers who rated the overall quality of Customer Service provided by the Admin Team service as good or excellent. (Annual)</b></p>	<p>CCA012_6a.7</p>												
<p><b>Description</b></p>	<p>Customer satisfaction surveys are issued quarterly to a sample of Admin Team customers. 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. Visitors to reception and mail room customers are issued with hard copy surveys, all completed surveys are input to Opinion taker and form part of the final analysis.</p>													
<div style="display: flex; justify-content: space-between;"> <div data-bbox="224 679 1153 1252"> <table border="1"> <caption>Performance Indicator Data</caption> <thead> <tr> <th>Year</th> <th>Percentage</th> <th>Target</th> </tr> </thead> <tbody> <tr> <td>2013/14</td> <td>95.7%</td> <td>98%</td> </tr> <tr> <td>2014/15</td> <td>97.8%</td> <td>98%</td> </tr> <tr> <td>2015/16</td> <td>96.1%</td> <td>98%</td> </tr> </tbody> </table> </div> <div data-bbox="1198 679 2054 1252"> <p><b><u>Trend chart commentary</u></b></p> <p>This annual performance indicator was introduced in 2013/14. Target was achieved in 2014/15 and as a result the target has been reviewed and increased to 98% for 2015/16. There are no supporting comments to identify why service users are not 100% satisfied with the quality of the Admin Team's service, currently quarterly performance has been reviewed and target will remain at 98% for 2016/17 with changes introduced to the customer surveys for customers to be contacted to discuss adequate or poor responses.</p> </div> </div>			Year	Percentage	Target	2013/14	95.7%	98%	2014/15	97.8%	98%	2015/16	96.1%	98%
Year	Percentage	Target												
2013/14	95.7%	98%												
2014/15	97.8%	98%												
2015/16	96.1%	98%												

<p><b>Performance Indicator</b></p>	<p><b>Annual percentage of Time Management System (TMS) requests processed within two days by the Civic Centre Admin Team</b></p>	<p>CCA035_6b.5</p>										
<p><b>Description</b></p>	<p>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.</p>											
<table border="1"> <caption>Performance Data</caption> <thead> <tr> <th>Year</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>2013/14</td> <td>85%</td> </tr> <tr> <td>2014/15</td> <td>96%</td> </tr> <tr> <td>2015/16</td> <td>98.8%</td> </tr> <tr> <td>Target (Years)</td> <td>97%</td> </tr> </tbody> </table>		Year	Percentage	2013/14	85%	2014/15	96%	2015/16	98.8%	Target (Years)	97%	<p><b>Trend Chart Commentary</b>                  There are approximately 2500 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. 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 2013. Performance during 2014/15 improved and there were 4,377 requests for assistance with 4,203 resolved within the service level agreement. Performance dipped in May, July and October 2014 due to the complexity of the enquiries. Additional administrator training has been provided with additional administrator support available at quarterly administrator meetings resulting in improved performance reporting. The target was reviewed and increased to 97% for 2015/16 and a further increase to 98% for 2016/17.</p>
Year	Percentage											
2013/14	85%											
2014/15	96%											
2015/16	98.8%											
Target (Years)	97%											

<p><b>Performance Indicator</b></p>	<p><b>Total cost of Admin Team Service per £1 million of total Council Revenue Expenditure.</b></p>	<p><i>P:CCA067_9a.1a</i></p>												
<p><b>Description</b></p>	<p>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.</p> <p>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.</p> <p>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 border="1"> <caption>Admin Team Costs per £1 million of total Council Revenue Expenditure</caption> <thead> <tr> <th>Year</th> <th>Actual Cost (£)</th> <th>Target (£)</th> </tr> </thead> <tbody> <tr> <td>2013/14</td> <td>2,147.00</td> <td>2,200.00</td> </tr> <tr> <td>2014/15</td> <td>1,860.00</td> <td>2,000.00</td> </tr> <tr> <td>2015/16</td> <td>1,805.00</td> <td>1,850.00</td> </tr> </tbody> </table>	Year	Actual Cost (£)	Target (£)	2013/14	2,147.00	2,200.00	2014/15	1,860.00	2,000.00	2015/16	1,805.00	1,850.00	<p><b>Trend Chart Commentary</b></p> <p>In the three year's data that is available, Admin Team costs per £1million of total Council Revenue Expenditure has reduced each year 2015/16, 2014/15 and 2013/14 due to savings within the centralised mail budget and a reduction in the number of FTE within the Admin Team. The 2015/16 target of £1850 has been reviewed resulting in a reduced target for 2016/17 of £1750.</p>	
Year	Actual Cost (£)	Target (£)												
2013/14	2,147.00	2,200.00												
2014/15	1,860.00	2,000.00												
2015/16	1,805.00	1,850.00												

<b>Performance Indicator</b>	<b>Percentage of all annual admin requests completed within service level agreements.</b>	CCA068_9b.1c
<b>Description</b>	This performance indicator was created to report on the number of annual service requests being completed within the Admin Team service level agreements. The 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**

During 2013/14 the Admin Team completed 97% of all service requests and in 2014/15 completed 97.7% of all service requests received within the appropriate service level agreement, both were slightly below target. Target was not met during April and May 2014 due to a high number of Pecos, TMS and Councillors Local Disbursement Fund requests not completed within the appropriate service level agreement. Target was not met in December due to a high number of Pecos and Councillors Local Disbursement Fund requests not completed within the appropriate service level agreement. Training is ongoing to increase the number of staff who can resolve time management system requests, Pecos and Councillors Local Disbursement issues. Due to the continued increase in flexi system and Pecos enquiries for the Admin Team the target has been reviewed and increased slightly to 98.5% for 2015/16. Monthly performance between April 2015 and January 2016 has been analysed and as a result of the currently performance the target for 2016/17 will remain at 98.5%

**Calendar of Improvement and Efficiency Activity**

Action	Frequency	2016/17 (✓)											
		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	Annually		✓										
● Performance Committee	N/A												
● Process Review (Lean/RIE activity)	Quarterly			✓			✓			✓			✓
● Progress review of improvement actions	Monthly	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
● CSE preparation	Annually										✓	✓	✓
● Inspection or Audit activity	Annually	✓											
● Budget Management activity	Monthly	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
● Equality Impact Assessment(s)	As required												
● Health and Safety Assessment(s)	Annual											✓	
● Business Continuity Planning	Quarterly			✓			✓			✓			✓
● Workforce Planning	Monthly	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
● ADR	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 Corporate Procurement Unit

Manager:	Christine Leese-Young
Number of Staff (FTE):	13.5
Location:	Corporate Procurement Unit

#### Purpose

The Corporate Procurement Unit is an enabler service which procures goods, services and works on behalf of council services and ensures best value is obtained including Revenue, Capital and Housing savings. Consideration is given to sustainable procurement, including community benefits, workforce matters. Electronic procurement is used to ensure full transparency in the tender process. To ensure maximum benefit is obtained from council spend, collaboration with other local authorities is utilised to meet procurement objectives. Providing a corporate focus, direction and vision for all procurement activities and in line with the revenue budget strategy, the Corporate Procurement Unit will focus on effective procurement to deliver targeted financial efficiencies and community and other benefits in 2016/17.

#### Activities

The main activities of the service in 2016/17 will be to:

- Establish and manage contracts to ensure delivery of savings targets
- 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
- Embed revised Procurement Reform (Scotland) Act 2014 and European Procurement Regulations 2014 by 17 April 2016

#### Key Partners

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

- Scottish Procurement
- Scotland Excel
- Other local authorities

## 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	E-survey creator	One per tender issued after contract award	Procurement Specialist	Results with 'You Said: We Did' posted on intranet and internet
Corporate Management Team and Contract Customers	E-survey creator	Annually	Corporate Procurement Manager	Results with 'You Said: We Did' posted on intranet
Suppliers / Potential Suppliers	E-survey creator	Annually	Corporate Procurement Manager	Results with 'You Said: We Did' posted on internet



## Employee Engagement

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

Employee Engagement Schedule			
Employee Group	Engagement Method	Frequency	Responsible Officer
All employees	One-to-ones	Monthly	Corporate Procurement Manager / Corporate Procurement Management team
All employees	Team meetings	Monthly	Corporate Procurement Manager
All employees	Appraisal and Development Review (ADR)	Annually	Corporate Procurement Manager / Corporate Procurement Management team
Service managers	Manager meetings	Monthly	Corporate Procurement Manager / Corporate Procurement Management team
Employee sample	Employee survey	Annually	Corporate Procurement Manager
All employees	Management Plan Launch	Annually	Corporate Procurement Manager / Head of Service
All employees	Circulation of the Corporate Services CMT update report	Monthly	Corporate Procurement Manager
Corporate Procurement Management team	Extended Management Team	Quarterly	Head of Service
Corporate Procurement Management team	Directorate Managers Meeting	Quarterly	Depute Chief Executive

Activity Budget 2016/17								
Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2016/17	PI Category	Staff Resources (FTE)	Revenue Expenditure Budget 2016/17 £	Revenue Income Budget 2016/17 £	Net Revenue Budget 2016/17 £
Strategic Procurement	Progress the Journey towards to ensure the section average score is obtain within the Procurement Commercial Improvement Programme, increasing Procurement Performance through the Delivery Better Outcomes Project.	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  Target: £1,900	HIGH LEVEL	1.5	67,719	0	67,719
			P:CPU021_9b.1a - Procurement and Commercial improvement Programme assessment score assigned to West Lothian Council  Target: Scottish Average or better	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  Target: £1,900	HIGH LEVEL	10.3	463,393	-602	462,791
			P:CPU019_9b.1a - Percentage of all council expenditure covered by contracts  Target: 90%	PUBLIC				

Activity Budget 2016/17								
Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2016/17	PI Category	Staff Resources (FTE)	Revenue Expenditure Budget 2016/17 £	Revenue Income Budget 2016/17 £	Net Revenue Budget 2016/17 £
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  Target: £1,900	HIGH LEVEL	1.0	45,166	0	45,166
			P:CPU021_9b.1a - Procurement and Commercial improvement Programme assessment score assigned to West Lothian Council –  Target: Scottish Average or better	PUBLIC				
Corporate Procurement Development	To carry out contract and supplier management of the top high risk contracts in line with on the contract and supplier management strategy	Enabler Service - Corporate Governance and Risk	P:CPU018_9a.1a - Cost of the Corporate Procurement Unit per £1 million of West Lothian Council's net expenditure  Target: £1,900	HIGH LEVEL	0.5	22,553	0	22,553
			CPU038_9b.1a – Percentage of managed suppliers meeting contract and supplier management targets  Target: £487,000	HIGH LEVEL				

Activity Budget 2016/17								
Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2016/17	PI Category	Staff Resources (FTE)	Revenue Expenditure Budget 2016/17 £	Revenue Income Budget 2016/17 £	Net Revenue Budget 2016/17 £
Service Support	Provision of management and administrative Support	Enabler Service - Corporate Governance and Risk			0.2	9,057	0	9,057
<b>Procurement</b>	<b>Total :-</b>				<b>13.5</b>	<b>607,888</b>	<b>-602</b>	<b>607,888</b>

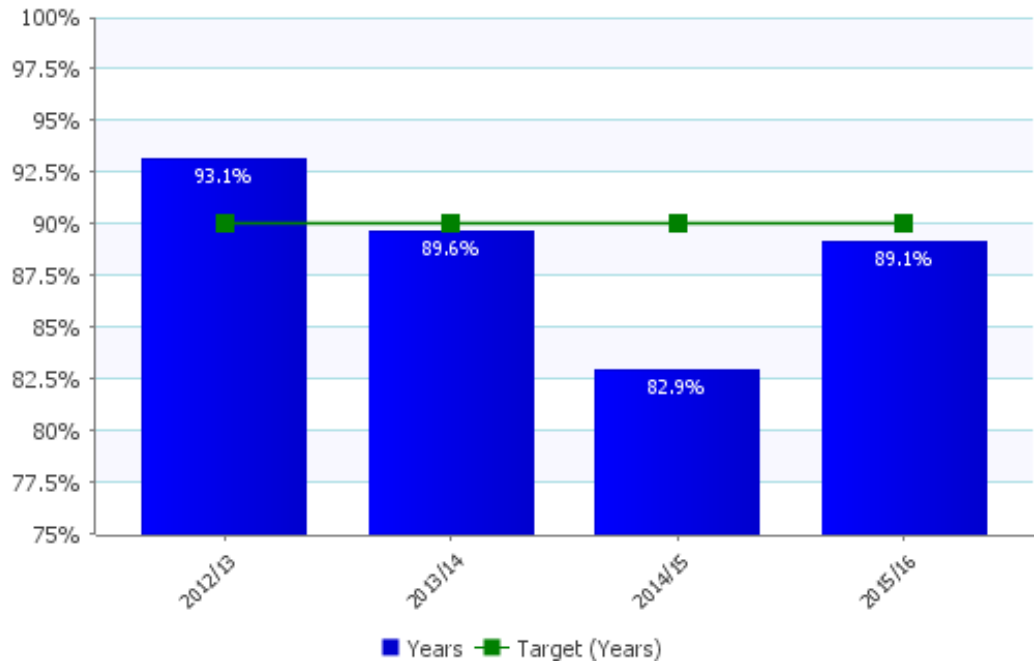
## Actions

Actions 2015/16						
Action	Description	Planned Outcome	Owner	Start	End	Status (Planned, Active, Complete)
Procurement Reform (Scotland) Act 2014	Implementation of the Procurement Reform (Scotland) Act 2014 when published	Review and revise procedures to ensure compliance and engagement with stakeholders to ensure understanding and compliance with legislative requirements	Corporate Procurement Manager	April 2015	March 2016	Active
European Procurement Regulations 2014	Implementation of the European Procurement Regulations 2014 when published	Review and revise procedures to ensure compliance and engagement with stakeholders to ensure understanding and compliance with legislative requirements	Corporate Procurement Manager	April 2015	March 2016	Active
Review position of paying the Living Wage in contracts	Review the Scottish Procurement Policy Note - SPPN 1/ 2015 - Evaluating employment practices and workforce matters, including living wage, in public contracts	Understand how the Living Wage can be considered and promoted within contracts	Corporate Procurement Manager	April 2015	June 2016	Complete
Citizen Led Inspection Action Plan	Implement the actions from the Citizen Led Inspection Report issued in 2014	All actions from the Citizen Led Inspection Report fully implemented by the agreed action dates	Corporate Procurement Manager	April 2015	June 2016	Complete
Assessment Regime 2015/16	Improve Procurement Capability Assessment Score	Increase procurement performance on the journey towards superior performance	Corporate Procurement Manager	January 2016	September 2016	Active

Actions 2016/17						
Action	Description	Planned Outcome	Owner	Start	End	Status (Planned, Active, Complete)
Procurement Commercial Improvement Programme	The new Procurement Commercial Improvement Programme (PCiP), assessments will take place bi-annually. Previously known as 2015/16 Action Improve Procurement Capability Assessment Score	Increase procurement performance on the journey towards superior performance	Corporate Procurement Manager	June 2016	March 2017	Planned
Procurement Reform (Scotland) Act 2014	Implementation of the Procurement Reform (Scotland) Act 2014 when published	Review and revise procedures to ensure compliance and engagement with stakeholders to ensure understanding and compliance with legislative requirements	Corporate Procurement Manager	April 2016	March 2017	Active
European Procurement Regulations 2014	Implementation of the European Procurement Regulations 2014 when published	Review and revise procedures to ensure compliance and engagement with stakeholders to ensure understanding and compliance with legislative requirements	Corporate Procurement Manager	April 2016	March 2017	Active
Payment of Living Wage in Contracts	In line with the living wage accreditation, payment of the living wage will be agreed for all contracts delivered on council premises at least two hours per day and all council care contracts.	With payment of the living wage, staff within these organisations will be paid a fairer wage, expecting to deliver a better service to the public.	Corporate Procurement Manager	April 2016	October 2016	Active

<b>Performance Indicator</b>	<b>Percentage of customers who rated the overall quality of the service provided by the Corporate Procurement Unit as good or excellent.</b>	CPU007_6a.7
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<b>Description</b>	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. Each year, the 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 Corporate Procurement Unit staff on an annual basis in order to identify areas for improvement.	
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**Trend Chart Commentary:**

The service issues customer surveys after each tender process. The target set for 2015/16 was 90%. The target for 2014/15 was 90%. Actual performance was below target at 82.9%. 70 customers responded to this question. 58 customers rated the overall quality of service as 'Good' or 'Excellent'. Nine responses rated as 'Adequate' and three rated 'Poor'. The target for 2013/14 was 90%. Actual performance for the year was 89.6%. A total of 77 responses were received. 69 responses rated overall quality of the service as either 'Good' or 'Excellent'. Four responses rated 'Adequate', three responses rated 'Poor' and one response rated 'Very Poor'. This performance was due to staffing resource experienced by the Corporate Procurement Unit. All adverse customer feedback is discussed at monthly Corporate Procurement Unit staff meetings in order to identify lessons learned and improvement actions. The target for 2012/13 was 90%. Actual performance was 93.1%. A total of 29 customer responses were received to this question. 27 customers rated overall quality of service as either 'Good' or 'Excellent'. One response rated 'Adequate' and one response rated 'Poor'. The target for 2016/17 is set at 90%.

<b>Performance Indicator</b>	<b>Percentage of relevant council expenditure covered by contracts.</b>	<i>P:CPU019_9b.1a</i>
<b>Description</b>	<p>This performance indicator measures the percentage of relevant Supplies, Services and Works expenditure covered by contracts. Calculated on an annual basis, the service identifies the council's contracted suppliers from the Corporate Contract Management System (CCMS) and measures their spend against the total council spend within the council's purchase to pay systems. Levels of spend with non-contracted suppliers is monitored by the service on a quarterly basis to ensure that the year end target performance is achieved. This performance indicator is related to ensuring that the target savings agreed for the next five years can be achieved through effective procurement activity. A 90% target to be achieved by 2018 has been set within the council's Corporate Procurement Strategy 2013/18.</p>	



**Trend Chart Commentary:**

This performance indicator measures the percentage of the council's supplies, services and works expenditure covered by contracts. The target for 2015/16 is 90%. Current performance to date is recorded at 91.3%. This is derived from contracted spend of £131,464,338 and total influencable spend of £144,051,909.

The target for 2014/15 was 90%. The actual percentage of all Supplies, Services and Works expenditure covered by contracts was 90.3%. This is derived from contracted spend of £159m and total influencable spend of £176m. Levels of spend with non-contracted suppliers will continue to be monitored and appropriate action will be taken on a quarterly basis to ensure target performance is achieved.

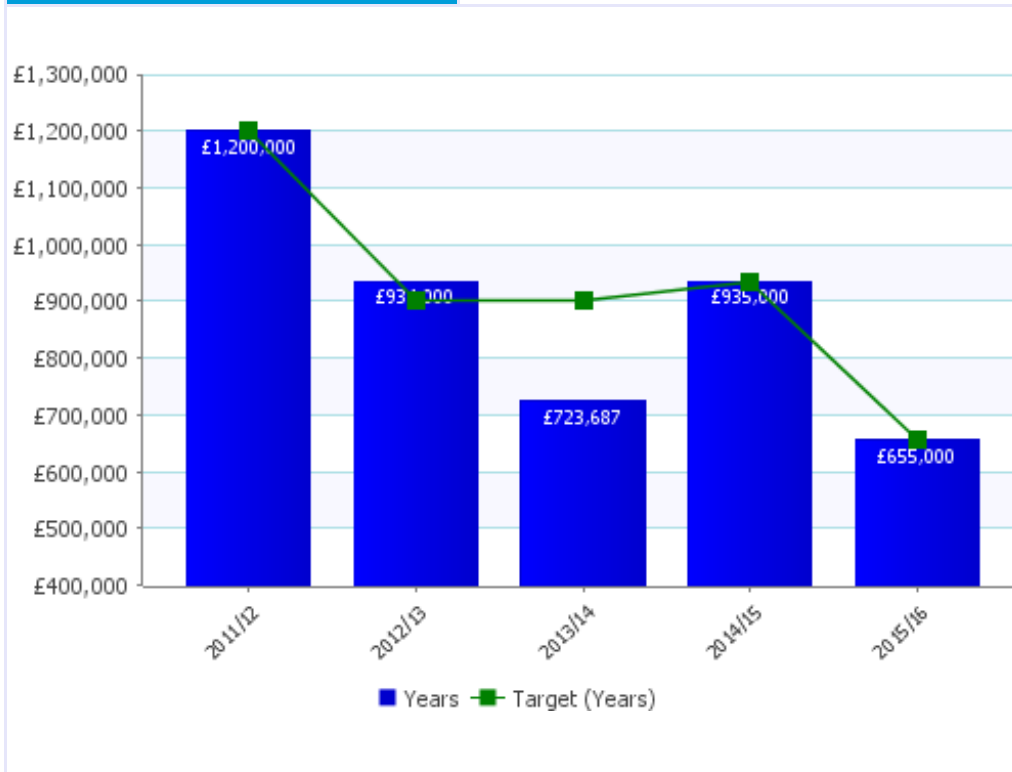
Performance for 2012/13 was 77.7% which was just below target. An exercise to identify high value non-contracted suppliers was completed during 2013 and as a result performance for 2013/14 increased to 86.5%, which was above target.

The target for 2016/17 is set at 92%.



<b>Performance Indicator</b>	<b>Value of procurement savings achieved through arranged contracts.</b>	<i>CP:CPU020_9b.1a</i>
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<b>Description</b>	<p>This performance indicator measures the value of cashable savings achieved through the award of contracts. 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. This indicator measures savings calculated using the Scottish Government's Best Practice Indicator 1 (Total Efficiency Savings Achieved year-on-year). This performance indicator is related to achieving the outcomes within the council's Corporate Procurement Strategy 2013/18.</p>	
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**Trend Chart Commentary:**

The target for cashable savings in 2015/16 is set at £655,000. Cumulative actual cashable savings to February 2016 are £415,000. The target savings of £655,000 are expected to be met by 31 March 2016.

The target for cashable savings in 2014/15 was £935,000 and actual cashable savings achieved was £935,000. These savings incorporated some one-off procurement savings.

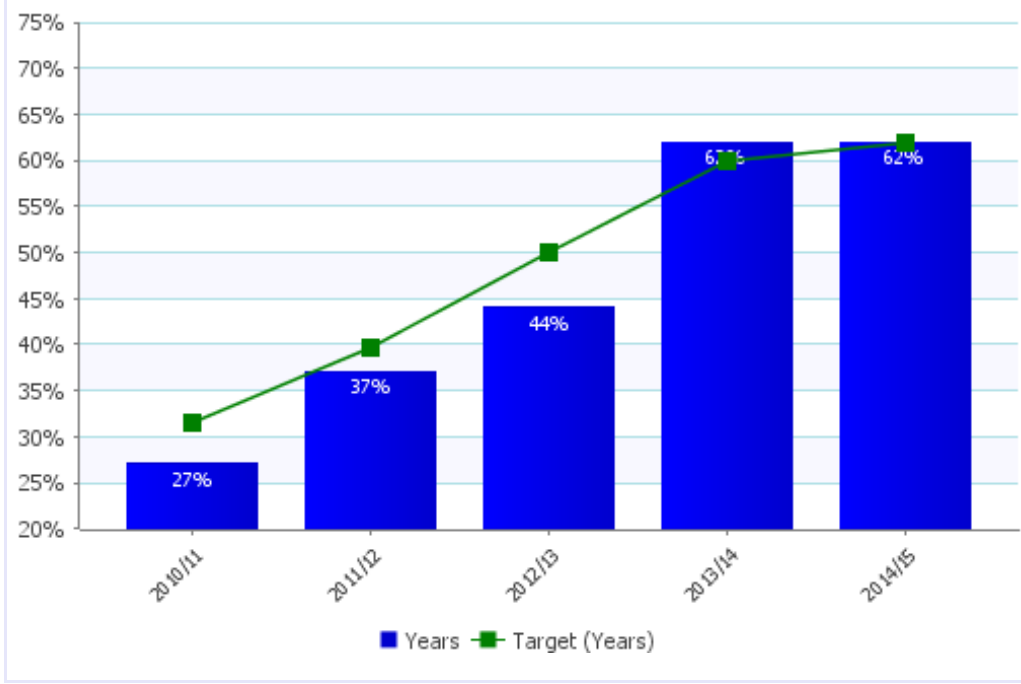
The target for cashable savings in 2013/14 was £900,000 and actual cashable savings achieved was £723,687. Most contracts now being procured are second and third generation contracts, which means that savings are more difficult to obtain. To assist with reaching the savings target, the service are now working with customers to review specifications in a bid to make further savings.

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

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 2016/17 will be £487,000.

<b>Performance Indicator</b>	<b>Procurement and Commercial Improvement Programme (PCIP) score assigned to West Lothian Council.</b>	<i>P:CPU021_9b.1a</i>
<b>Description</b>	<p>This performance indicator measures the percentage score of West Lothian Council's Procurement and Commercial Improvement Programme (PCIP). This external assessment was previously named the Procurement Capability Assessment (PCA). The Scottish Government's Procurement Reform Delivery Group agreed in January 2009 that a single procurement assessment should be developed for the Scottish Public Sector. The objective of the PCIP is to set out a mechanism for identifying areas where organisations can strengthen their approach to procurement through a detailed evaluation of their procurement capability to improve their structure, processes and ultimately performance. Corporate procurement capability is assessed in key areas against common criteria and standards and assigns a percentage score. The assessment is performed annually for all Scottish Local Authorities. The structure and scoring of the PCIP for 2016/17 has yet to be finalised.</p>	



**Trend Chart Commentary:**

The structure and scoring of the Procurement Capability Assessment (PCA) was revised in 2015/16. As a result of this national review there was no assessment carried out in 2015/16.

West Lothian Council accepted an offer to defer the assessment in 2014/15 and therefore the actual performance scored remained at 62%. This will allow staff to prioritise on the delivery of contracts and contract savings.

West Lothian Council has consistently increased its Procurement Capability Assessment score year on year (2010/11 = 27%, 2011/12 = 37 per cent and 2012/13 = 44% and 2013/14 = 62%). Improvement in the PCA score reflects the improvements made within corporate procurement as the PCA review reflects the level of compliance in procurement work undertaken. This has made an impact on spend captured under contract, community benefits achieved, contract and supplier management processes and ultimately ensuring best value for all contracts.

In 2013/14 West Lothian Council achieved the joint seventh highest score from all the Scottish Local Authorities assessed.

The revised assessment has been renamed the Procurement and Commercial Improvement Programme (PCIP) and the first PCIP is scheduled to take place during 2016/17.

The structure and scoring of the PCIP for 2016/17 has yet to be finalised. The target for 2016/17 will be to achieve the Scottish average or better. No date has yet been set for the council's PCIP assessment in 2016/17.

**Calendar of Improvement and Efficiency Activity**

Action	Frequency	2016/17 (✓)											
		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)	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										✓		
● ADR	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

### 3.6 Performance and Improvement Service

Manager:	Rebecca Kelly
Number of Staff (FTE):	11.8
Location:	Civic Centre

#### Purpose

The Performance and Improvement 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 2016/17 will be:

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

#### 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 Scotland
- Transport Scotland
- Young Scot

Our key internal partners are:

- HR Services
- IT Services

- Legal Services
- Community Planning team
- Financial Management
- Customer and Community Services
- Occupational Therapy

## 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
Performance and Improvement Service Council Service Users	Electronic Survey	Annually	Improvement Manager	Council intranet page and management team meetings
Blue Badges	Electronic	Bi-annually	Project and Systems Manager	Council website page and management team meetings
Customers (council services) of Performance and Systems	Electronic Survey	Bi-annually	Project and Systems Manager	Council intranet page and management team meetings
Citizen Led Inspectors and Inspected services	Electronic Survey	Annually	Business Improvement Officer	Council intranet page and website

## Employee Engagement

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

Employee Engagement Schedule			
Employee Group	Engagement Method	Frequency	Responsible Officer
Improvement team	One-to-ones	Monthly	Improvement Manager
Performance and Systems team	One-to-ones	Monthly	Project and Systems Manager
All employees	Team meeting	Monthly	Improvement Manager
All employees	Extended team meeting	Bi-annually	Improvement Manager
All employees	Appraisal Development and Review process (ADR)	Annually	Improvement Manager
All employees	Employee survey	Annually	Improvement Manager
Employee sample	Employee focus group	Annually	Improvement Manager
Employee sample	Management Plan Launch	Annually	Improvement Manager
All employees	Circulation of the Corporate Services CMT update report	Monthly	Improvement Manager
Performance and Improvement Service Management team	Extended Management Team	Quarterly	Head of Service
Performance and Improvement Service Management team	Directorate Managers Meeting	Quarterly	Depute Chief Executive

## Activity Budget

Activity Budget 2016/17								
Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2016/17	PI Category	Staff Resources (FTE)	Revenue Expenditure Budget 2016/17 £	Revenue Income Budget 2016/17 £	Net Revenue Budget 2016/17 £
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	<i>New PI</i> Cost of corporate Quality Support per WLAM unit Target: £3,300	WLAM	2.2	118,315	0	118,315
			PIS207_9b.1c Percentage of corporate compliance with Audit Scotland's assessment of public performance information. Target: 75%	PUBLIC				
Project Management	To provide professional change management to the corporate change programme.	Enabler Service - Modernisation and Improvement	<i>New PI</i> Cost of corporate Project management and improvement support per £1m of savings Target: £10,000	WLAM	2.2	116,710	0	116,710
			PIS402_9b.1a Total Value of Efficiency Savings Achieved (£m). Target: £12.587m	High Level				
Process Improvement	To promote process improvement activity and the move to new ways of working across the	Enabler Service - Modernisation and	PIS024_9a.1a Cost of Performance and Improvement Service per £1m Budget.	PUBLIC	2.2	97,663	0	97,663



Activity Budget 2016/17								
Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2016/17	PI Category	Staff Resources (FTE)	Revenue Expenditure Budget 2016/17 £	Revenue Income Budget 2016/17 £	Net Revenue Budget 2016/17 £
	Council.	Improvement	Target: £1,692 PIS103_9b.1c Total number of business improvement activities completed. Target: 75%	WLAM				
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 PIS545_9b.1a Percentage of West Lothian Council employees that have a Customer Relationship Management (CRM) user account. Target: 15%	WLAM	4.1	254,595	0	254,595
Entitlement - Blue Badge/NEC	Entitlement schemes are supported and administered efficiently and effectively.	Enabler Service - Corporate Governance and Risk	PIS501_9a.2b Percentage of Blue Badge Appeals upheld. Target: 30%	WLAM	0.9	54,549	0	54,549

Activity Budget 2016/17								
Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2016/17	PI Category	Staff Resources (FTE)	Revenue Expenditure Budget 2016/17 £	Revenue Income Budget 2016/17 £	Net Revenue Budget 2016/17 £
			PIS504_9b.1c Percentage of Blue Badge applications processed within five working days  Target: 93%	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	7,988	0	7,988
Performance and Improvement	<b>Total :-</b>				<b>11.8</b>	<b>649,820</b>	<b>0</b>	<b>649,820</b>

## Actions

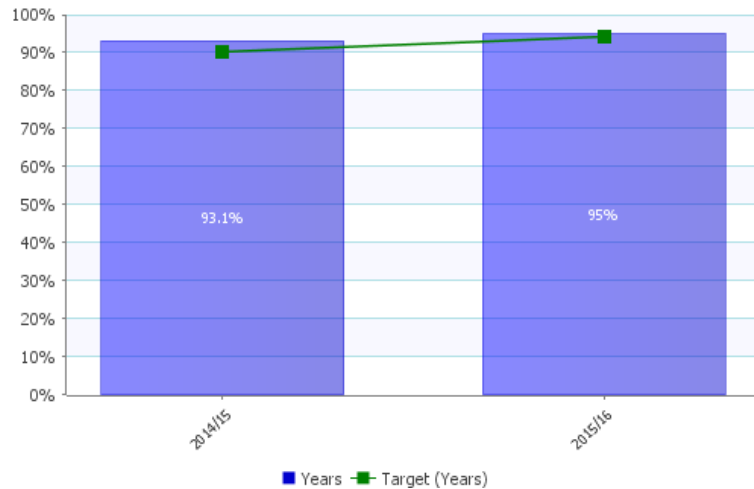
Actions 2015/16						
Action	Description	Planned Outcome	Owner	Start	End	Status (Planned, Active, Complete)
Review of public performance reporting	To enhance the range and quality of the council's performance information reported to the public	The council increases public awareness of performance and achieves greater compliance in Audit Commission's annual audit of public performance reporting	Improvement Manager	January 2015	April 2015	Complete
CRM – Data Cleansing (phase 1)	To cleanse/merge customer records in CRM in preparation for integration and golden customer record	Duplicate customer records are removed and contact history is merged	Project and Systems Manager	January 2015	November 2015	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	Improvement Manager	April 2015	December 2015	Complete

Actions 2016/17						
Action	Description	Planned Outcome(s)	Owner	Start	End	Status (Planned, Active, Complete)
CRM Upgrade	To upgrade the CRM system from V8.04 to the most up to date version (currently 14R2)	The CRM system is upgraded to the most relevant version	Project and Systems Manager	April 2015	April 2016	Active
MFD and printer replacement solution	Developing the specification and implementation for the new print devices throughout the council	A print solution is in place across the estate that will allow the council to efficiently manage print and reduce costs and printing levels	Business Improvement Officer	October 2015	October 2016	Active
National Entitlement Card (NEC) Replacement programme	To cleanse and validate the West Lothian NEC Card holder information on the card management system to support a national programme to replace all cards	All affected National Entitlement Card holders will have their cards replaced by December 2016	Project and Systems Manager	August 2015	December 2016	Active
Warning Flags	Review and implement a Warning Flag indicator system across council services	Warning Flag information is shared across all services	Project and Systems Manager	December 2015	March 2017	Active
Pupil / Student Led Inspection	Develop the framework for a new form of inspection, to be led by secondary school pupils	New framework in place and pilot completed	Business Improvement Officer	November 2015	March 2017	Active
Business improvement project management	Carry out business improvement activities within Fleet, Planning and Economic Development	Completed business improvement projects within the agreed service areas with action plans for each to take forward	Business Improvement Officer	January 2016	March 2017	Active

Actions 2016/17						
Action	Description	Planned Outcome(s)	Owner	Start	End	Status (Planned, Active, Complete)
Citizens Led Inspection – Extended Programme	An extended programme of inspection that will include a pilot of the new 'Customer Design' element of the CLI framework and development of programme of 'Look See' inspections for front line services	<ul style="list-style-type: none"> <li>A new offering for inspectors of 'customer redesign' to be piloted</li> <li>A programme of 'Look See' inspections completed across council services</li> </ul>	Business Improvement Officer	April 2016	March 2017	Planned
CRM Data Cleansing (phase 2)	To cleanse/merge customer records in CRM in preparation for integration and golden customer record	Duplicate customer records are removed and contact history is merged	Project and Systems Manager	August 2016	March 2017	Planned
Blue Badge Eligibility Extension - National Pilot	A pilot to extend the Blue Badge eligibility to cover aspects of cognitive impairment to be implemented on behalf of Transport Scotland	Successful implementation of the extended Blue Badge pilot with all eligible applicants receiving a Blue Badge	Project and Systems Manager	April 2016	April 2017	Planned
Programme 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 in line with the council's Budget Strategy	Programme Manager	January 2013	March 2018	Active

**Performance**

<b>Performance Indicator</b>	<b>Percentage of Performance and Improvement Service customers who rated the overall quality of the service as good or excellent</b>	<i>PIS007_6a.7</i>
<b>Description</b>	This performance indicator measures the percentage of customers that rated the overall quality of the service from the Performance and Improvement service as good or excellent. Collected as part of our annual survey, customers are asked to rate the quality of the service provided as excellent, good, adequate, poor, very poor or not applicable. The results are analysed to identify improvements to the way the service is delivered to customers.	



**Trend Chart Commentary**

In 2015/16 a total of 40 respondents to the annual survey were received. The customer sample is a limited number as it is based on an enabler service and therefore this represents a reasonable return from a significant number of WLAM unit managers, performance officers and project managers. This year 75% of respondents rated the service as Excellent and 20% as Good, with 5% of respondents rating the service as Adequate or Poor. A small number of customers would like to see the service increase the support available to improve performance in frontline services, so stronger links will be established between performance and the business improvement element of the service.

In 2014/15 the survey achieved 29 responses, with a total of 17 respondents rating the overall quality of the service as Excellent and 10 as Good.

The 2016/17 survey will be undertaken in February 2017 and the target will be 95%.

<b>Performance Indicator</b>	<b>Percentage of Blue Badges processed within five working days</b>	<i>PIS513_6b.2</i>															
<b>Description</b>	This indicator measures the percentage Blue Badge applications that are processed by the service within five working days. This is a service standard to ensure that Blue Badges are processed in a timely manner. There are two distinct categories of Blue Badge application, the first is those that automatically qualify by meeting eligibility criteria. The second is discretionary applications, which require desktop assessment and in some cases an Independent Mobility Assessment to assess eligibility.																
<table border="1"> <caption>Blue Badges processed within five working days</caption> <thead> <tr> <th>Year</th> <th>Actual Performance (%)</th> <th>Target (%)</th> </tr> </thead> <tbody> <tr> <td>2012/13</td> <td>97%</td> <td>95%</td> </tr> <tr> <td>2013/14</td> <td>98%</td> <td>95%</td> </tr> <tr> <td>2014/15</td> <td>93%</td> <td>95%</td> </tr> <tr> <td>2015/16</td> <td>92%</td> <td>95%</td> </tr> </tbody> </table>		Year	Actual Performance (%)	Target (%)	2012/13	97%	95%	2013/14	98%	95%	2014/15	93%	95%	2015/16	92%	95%	<p><b>Trend Chart Commentary</b></p> <p>The service aims to process all Blue Badge applications within five working days to ensure that customers receive a timely decision and Badges are issued to eligible customers as quickly as possible.</p> <p>Over the period performance has declined from 97 percent in 2012/13 to 92 percent in 2015/16, this is a result of an increase in the number of applications and more complex, discretionary applications being received by the service. In 2014/15 the number of applications received increased by 15 percent on the previous year and this volume was sustained in 2015/16. Performance dipped in 2015/16 by one percent when compared to 2014/17 and the service will continue to monitor demand and will seek to refine the Blue badge process for customers.</p> <p>The target for 2016/17 will remain at 95%.</p>
Year	Actual Performance (%)	Target (%)															
2012/13	97%	95%															
2013/14	98%	95%															
2014/15	93%	95%															
2015/16	92%	95%															

<b>Performance Indicator</b>	<b>Cost of Performance and Improvement service per £1m Budget Expenditure.</b>	<i>P:PIS024_9a.1a</i>
<b>Description</b>	<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 it's overall impact and whether it represents value for money.</p>	



**Trend Chart Commentary**

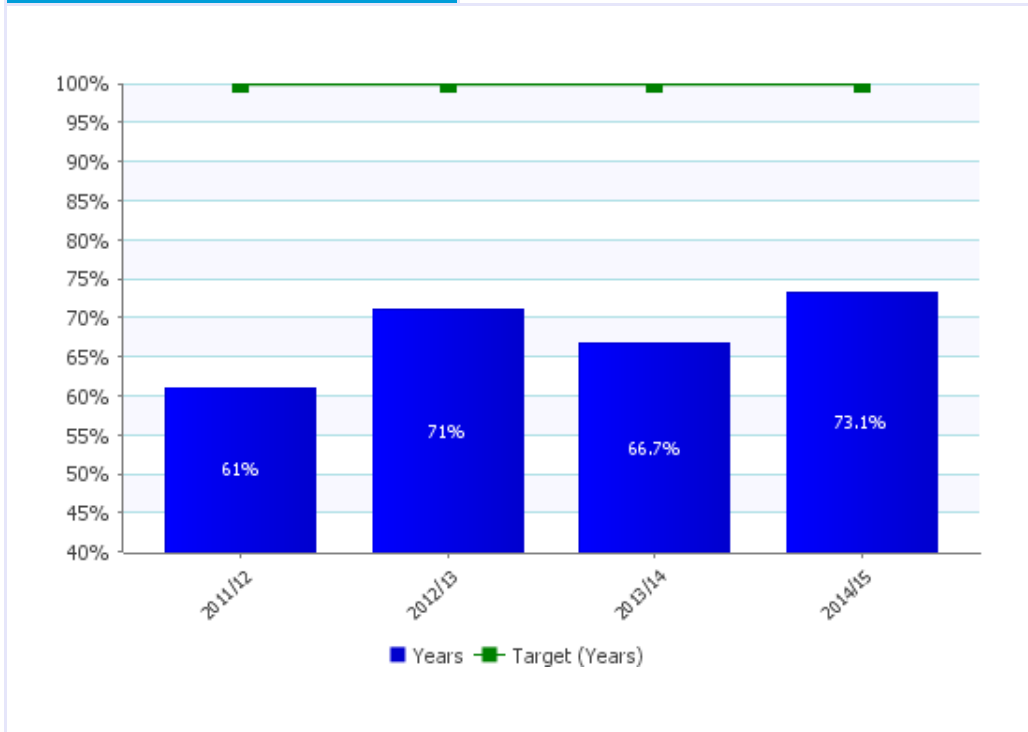
Performance and Improvement Services was established in 2013/14 as a council service. The aim was to achieve a reduction in the overall cost of the service from the baseline figure in 2013/14 of £1,669.74 and this has been achieved across the last two years, with the budgeted cost in 2015/16 at £1658.27.

This was managed through ongoing changes to the service provision and roles within the team, realising efficiencies and smarter ways of working that were identified in the restructuring and creation of the team.

The target for 2016/17 is £1658.07. This target is the same as the performance and was set using the revenue budget information for the financial year.



<b>Performance Indicator</b>	<b>Percentage of corporate compliance with Audit Scotland's assessment of public performance information.</b>	<i>P:PIS207_9b.1c</i>
<b>Description</b>	<p>This performance indicator captures the results of the Audit Commission's evaluation of the council's performance information that is reported to the public. Public performance reporting ensures that there is transparent information reported to the public on the efficiency and effectiveness of key council services.</p> <p>All councils are evaluated annually in specified categories and a cumulative total gives a score (percentage) for each council's overall level of compliance against national requirements for public performance reporting. The audit report is prepared for Elected Members and the Controller of Audit and is usually published in June each year.</p>	



Trend Chart Commentary

The council's overall level of compliance in 2014/15 increased to 73.1% from 66.7% in 2013/14. Performance was below the challenging 100% target, though it was in the top quartile of Scottish local authorities, achieving full compliance in 15 out of 18 themes.

Performance is scored within 4 Statutory Performance Information (SPI) themes. Improvements were made in SPI 1: Corporate Management increasing from 42.9% to 71.4%; SPI 2: Service Performance increasing from 72.8% to 100%; and 100% for SPI 3 Local Government Benchmarking Framework.

The Accounts Commission highlighted areas for improvement with SPI 4 which considers the accessibility of performance information. An action plan is in place to review the full range of performance information.

The compliance criteria will change in 2016 and as such the target for 2016/17 will be 80%.

### Calendar of Improvement and Efficiency Activity

Action	Frequency	2016/17 (✓)											
		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	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	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
● ADR	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

### 3.7 Corporate Communications

Manager:	Garry Heron
Number of Staff (FTE):	11.8
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 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 service in 2016/17 will be:

- Provision of a 24/7 media support service for the council
- Enhance the council's online communications channels
- Provision of a corporate design function for both online and print publications and ensure a consistent approach to the council's branding
- Provision of internal communications support to services

#### Key Partners

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

- West Lothian College
- West Lothian Integrated Joint Board
- West Lothian Leisure
- Police Scotland
- Inprint
- GOSS

## 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
Internal service users	Electronic Survey	Annually	Corporate Communications Manager	Council intranet page and management team meetings
Heads of Service and senior officers	Electronic Survey	Annually	Corporate Communications Manager	Council intranet page and management team meetings
Local media	Electronic Survey	Annually	Corporate Communications Manager	Council intranet page and management team meetings
Bulletin readers/West Lothian residents	Survey in Bulletin	Annually	Corporate Communications Manager	Publish results electronically and hard copy/ council intranet page and management team meetings
West Lothian residents using council's social media	Electronic Survey	Annually	Corporate Communications Manager	Publish results online and promote on social media channels/ council intranet page and management team meetings
Website users	Electronic Survey	Monthly	Web services Manager	Council website

## Employee Engagement

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

Employee Engagement Schedule			
Employee Group	Engagement Method	Frequency	Responsible Officer
All employees	One-to-ones	Fortnightly	Corporate Communications Management Team
All employees	Team meetings	Monthly	Communications Manager
Employee sample	Employee survey	Annually	Communications Manager
Employee sample	Employee focus groups	Annually	Communications Manager
All employees	Management Plan Launch	Annually	Communications Manager
All employees	Circulation of the Corporate Services CMT update report	Monthly	Communications Manager
Corporate Communications Management team	Extended Management Team	Quarterly	Head of Service
Corporate Communications Management team	Directorate Managers Meeting	Quarterly	Depute Chief Executive

## Activity Budget

Activity Budget 2016/17								
Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2016/17	PI Category	Staff Resources (FTE)	Revenue Expenditure Budget 2016/17 £	Revenue Income Budget 2016/17 £	Net Revenue Budget 2016/17 £
Media relations and reputation management	To protect and enhance the reputation of the council via proactive news articles and secure balanced and fair reporting of all news stories relating to the council. Support elected members and officers on media campaigns and working with the media.	Enabler Service - Corporate Governance and Risk	CC042_9a.2a Press releases issued per FTE Target: 32 press releases issued per FTE	WLAM	2.8	131,350	-25,066	106,284
			CC043_9b.1a Percentage of news stories in local media that are positive. Target: 90%	WLAM				
Publications	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	CC062_9a.1a Unit cost of Bulletin per household Target: £0.18	PUBLIC	1.1	100,725	-20,764	79,961
			CC064_9b.2a Number of articles in Bulletin/Inside News promoting equality or diversity Target: 4 articles per year	WLAM				
Online communications including social media and ebulletins	Promote council, community planning partners and other local news using a variety of online	Enabler Service - Corporate Governance and Risk	CC082_9b Percentage of new Facebook likes/Twitter followers Target: 4%	WLAM	1.0	46,911	0	46,911

Activity Budget 2016/17								
Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2016/17	PI Category	Staff Resources (FTE)	Revenue Expenditure Budget 2016/17 £	Revenue Income Budget 2016/17 £	Net Revenue Budget 2016/17 £
	communications channels.		CC081_9a Number of posts on Facebook/Tweets Target: 180 posts per month	WLAM				
Creative services, including graphic design, video, branding and photography	Council services are supported by promoting visual impact and clarity to their services in an appropriate format. Enhance the council's corporate identity by ensuring the council's branding is used when appropriate.	Enabler Service - Modernisation and Improvement	CC072_9b Percentage of photography jobs kept in house Target: 90%	WLAM	2.7	126,659	-24,170	102,489
			CC052_9a.2a Creative design jobs completed per FTE Target: 12 creative design jobs completed per FTE per month	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.			4,178		4,178
<b>Corporate Communications</b>	<b>Total :-</b>				<b>11.8</b>	<b>649,820</b>	<b>0</b>	<b>649,820</b>

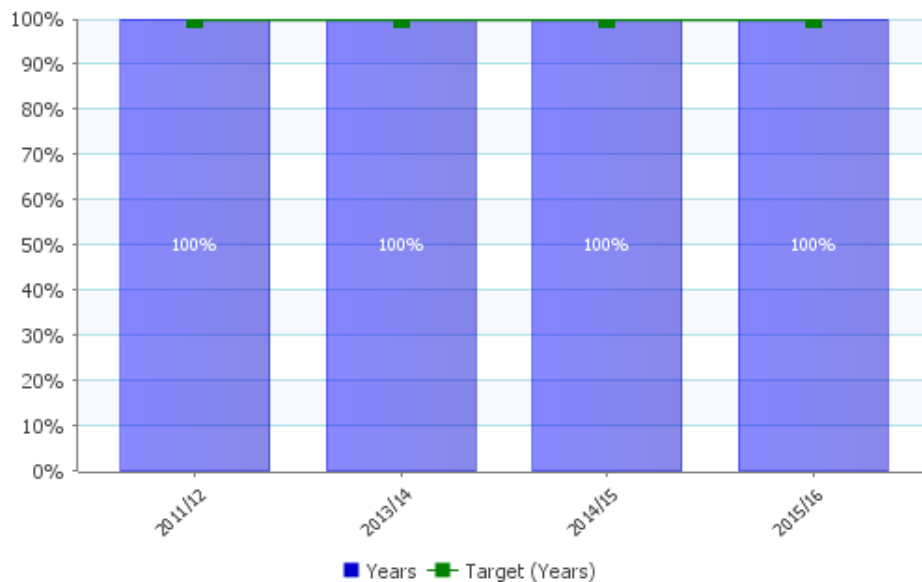
Actions 2015/16						
Action	Description	Planned Outcome	Owner	Start	End	Status (Planned, Active, Complete)
Internal communications channels	Review of internal communications channels in conjunction with the launch of the new intranet site	Reduce printing of internal newsletter and develop more effective and efficient internal communications channel	Corporate Communications Manager	January 2015	June 2015	Complete
eTemplates	Support the expansion of etemplates to maximise opportunities for efficient flow of information	Enable services to communicate better with the corporate communications team	Corporate Communications Manager	August 2015	November 2015	Complete
Media service	Maintain the high level of proactive news releases issued and maintain a robust and effective media service	Ensure there is an efficient and proactive media service for the council and partners	Corporate Communications Manager	January 2015	December 2015	Complete
Review of social media communications	Review of social media communications	Evaluate online communications to increase reach and improve customer service	Corporate Communications Manager	January 2015	December 2015	Complete
Review of publications	Identify what publications are printed and which ones are online	Ensure a more effective and efficient service and advise services	Communications Officer	September 2015	December 2015	Complete
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 external and internal.	More customers use the website to interact with the council	Customer Services Development Manager	January 2013	March 2016	Complete



Actions 2016/17						
Action	Description	Planned Outcome	Owner	Start	End	Status (Planned, Active, Complete)
Video/filming skills	Develop and expand the skillset across team.	Ensure resilience within team to support growing need for video	Corporate Communications Manager	February 2016	June 2016	Planned
Review of West Lothian Way guidelines	Review of West Lothian Way guidelines.	Ensure the guidelines better reflect customer needs and are communicated effectively	Corporate Communications Manager	January 2016	June 2016	Active
Electronic design	Develop and expand the skillset across design team.	Ensure resilience within team to support growing need for online design packages	Public Relations and Media Manager	January 2016	November 2016	Active
Internal communications	Enhance internal communications service and support staff engagement via intranet and other channels	Develop more effective and efficient internal communications channels and support behaviour change agenda	Corporate Communications Manager	January 2016	December 2016	Active
Media service	Maintain the high level of proactive news releases issued and maintain a robust and effective media service.	Ensure there is an efficient and proactive media service for the council and partners	Corporate Communications Manager	January 2016	December 2016	Active
Review of social media communications	Improve upon existing channels and develop new and improved channels	Increase reach and improve customer engagement	Senior Communications Officer	January 2016	December 2016	Active
Production of Bulletin	Deliver four editions of the council's newspaper Bulletin each year	Ensure a consistent and robust delivery of council news and information to each household in West Lothian	Corporate Communications Manager	January 2016	December 2016	Active

Actions 2016/17						
Action	Description	Planned Outcome	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	Public Relations and media Manager	March 2016	December 2016	Planned
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	Web Services Manager	November 2013	March 2017	Active
Create new websites for all West Lothian Schools	Primary and secondary schools within West Lothian will all have a web presence	School websites will have up to date consistent information	Web Services Manager	January 2016	December 2017	Active

<b>Performance Indicator</b>	<b>Percentage of Corporate Communications customers who rated their overall satisfaction/quality with our service as good or excellent</b>	CC007_6a.7
<b>Description</b>	Customer satisfaction surveys are issued to customers by Corporate Communications annually. This performance indicator measures the percentage of customers who rated the overall quality of the service as good or excellent from a five-point scale (excellent, good, adequate, poor, very poor). The survey is issued annually to key internal customers such as Depute Chief Executives, Heads of Service, senior managers and other key staff who we work with on a regular basis.	



**Trend Chart Commentary**

The trend chart demonstrates performance has remained consistent with all customers who responded to the survey indicating that the overall quality of the service is good or excellent. 30 surveys were issued and 16 responses received in 2011/12 and 31 surveys issued and 17 responses received in 2013/14. No surveys were carried out for 2010/11 and 2012/13.

Corporate Communications has sought to increase the sample size of respondents and aim to increase the number of responses to gain a greater measure of the team’s performance. In 2014/15 the survey was sent to 70 regular customers from across each service area. 100% rated their overall satisfaction/quality with our service as good or excellent, with the 2015/16 results sustaining the 100% result.

The target remained 100% for 2015/16 which was consistent with previous years. The target for 2016/17 is 100%.

<b>Performance Indicator</b>	<b>Total number of complaints received</b>	CC013_6b.3									
<b>Description</b>	Total number of complaints received. The team follows the council's Complaints Handling procedure and aims to ensure a frontline resolution to any issues that arise where possible.										
<table border="1"> <caption>Complaints Received Data</caption> <thead> <tr> <th>Year</th> <th>Actual (Years)</th> <th>Target (Years)</th> </tr> </thead> <tbody> <tr> <td>2014/15</td> <td>0</td> <td>0</td> </tr> <tr> <td>2015/16</td> <td>0</td> <td>0</td> </tr> </tbody> </table>		Year	Actual (Years)	Target (Years)	2014/15	0	0	2015/16	0	0	<p><b><u>Trend Chart Commentary</u></b></p> <p>This performance indicator was introduced in 2014/15.</p> <p>There were no complaints received in 2014/15 and 2015/16.</p> <p>Although no complaints have been received in 2015/16 three internal complaints have been logged on CRM in relation to the team's service.</p> <p>The target for 2015/16 was set at 0 and will remain 0 for 2016/17.</p>
Year	Actual (Years)	Target (Years)									
2014/15	0	0									
2015/16	0	0									

<b>Performance Indicator</b>	<b>Unit cost of Bulletin per household</b>	<i>P:CC062_9a.1</i>
<b>Description</b>	<p>This annual indicator demonstrates the average cost to West Lothian Council of printing and distributing Bulletin per household, per edition in West Lothian. The unit cost is calculated by taking overall Bulletin cost of printing and distributing and subtracting income received from external advertising, divided by the approximate total population (80,000). The indicator allows the corporate communications team to monitor the cost of each edition of Bulletin and take appropriate action to ensure best value is achieved for residents.</p>	



**Trend Chart Commentary**

The trend highlights that Bulletin costs have never exceeded 16p per edition, per household. Costs have been fairly consistent over the past four years.

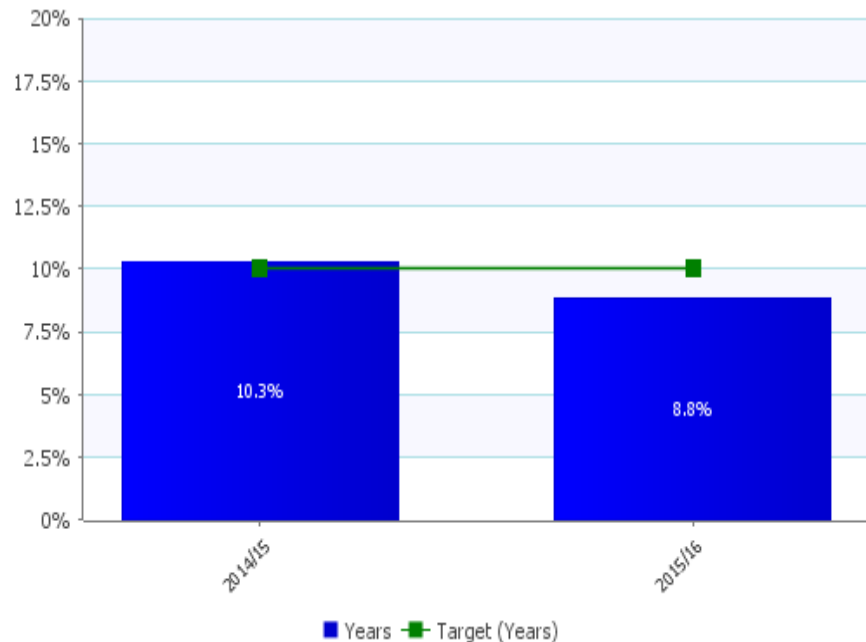
Reduced costs for 2013/14 were achieved through accepting a significant amount of advertising from our community planning partners, Visit West Lothian, West Lothian College and West Lothian Leisure.

Costs remained at a consistent level over 2011/12, 2012/13 and 2014/15 due to small reductions in external advertising, compared to 2013/14.

In 2015/16 the unit cost of Bulletin per household was 15p which was consistent with 2014/15 data. In both 2014/15 and 2015/16 there were a number of 20 page editions of Bulletins printed which results in higher printing costs for the council, and is reflected in the higher unit cost compared with the 2013/14 value.

Due to more sophisticated data being available to the team, we are able to identify exactly how many households receive Bulletin. This is likely to increase above 80,000 noted in the description. Therefore the target will be reduced for 2016/17 to 14p.

<b>Performance Indicator</b>	<b>Percentage of new Facebook likes/Twitter followers on the West Lothian Council sites</b>	<i>P:CC082_9b</i>
<b>Description</b>	<p>This Performance indicator (PI) measures the percentage increase or decrease of Facebook/Twitter followers on the main council sites. The data is obtained from Facebook insights and Twitter Counter and is calculated by comparing the change in numbers and calculating what the percentage change is when compared to the total number of Facebook and Twitter followers. This indicator allows the corporate communications team to monitor and measure the usage of key social media channels allowing us to evaluate staffing resources and determine the appropriate content required to attract new service users to this communications channel.</p>	



**Trend Chart Commentary**

This PI was introduced in Quarter 2 2014/15, so the 2014/15 figure does not represent a full year's data.

The target of 10% has been set to increase the number of followers on social media, and will be reviewed once we have a full financial year of figures. On 1 July 2014 our combined Facebook and Twitter followers totalled 35,723, and grew to 34,915 by 1 April 2015. This has grown further to 42,902 as of 1 January 2016.

The trend shows that there was an increasing number of mainly local residents choosing to engage with the social media channels. A survey was carried out in October 2014 and January 2016 which has provided feedback on the council's social media service. This data is being used to improve the social media service with the aim of increasing the number of followers in future.

The number of Twitter followers rose above 10,000 in January 2016 and the number of Facebook followers increased to 32,779. We will not have a full year's worth of data until 1 April 2016 and this PI will be updated once the current financial year ends to reflect the entire 2015/16 period. The target for 2016/17 is likely to remain at 10% but, will be reviewed once a full year's worth of data is known.

### Calendar of Improvement and Efficiency Activity

Action	Frequency	2016/17 (✓)											
		Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
● Performance management	Monthly	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
● Review of Performance Indicators and targets	Quarterly	✓	✓			✓			✓			✓	
● Benchmarking	Annual	✓											
● Collation Specified Performance Indicators (SPIs)	Quarterly	✓	✓			✓			✓			✓	
● Update of PPR information	Annual	✓											
● WLAM (assessment)	3 year cycle	✓											
● Review Panel	Annual	✓											
● Performance Committee	Annual	✓											
● Process Review (Lean/RIE activity)	Annual	✓											
● Progress review of improvement actions	Annual	✓									✓		
● CSE preparation	Annual	✓											
● Inspection or Audit activity	Annual		✓										
● Budget Management activity	Monthly	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
● Health and Safety Assessment(s)	Annual	✓											
● Business Continuity Planning	Quarterly	✓		✓					✓			✓	
● Workforce Planning	Monthly	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
● ADR	Annual	✓	✓										
● Review of customer groups/segmentation matrix	Quarterly	✓		✓			✓				✓		
● Customer consultation	Monthly	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
● Review of Service Standards	6 monthly	✓							✓				
● Planned Engagement activity	[A/Q/M]	✓	✓									✓	
● Website content management	Monthly	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

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

# Corporate Services

## Management Plan 2016/17

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**April 2016**

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