



Delivering **Better Outcomes**
Finance and Property
Services
Management Plan
2016/17

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1 Overview of Finance and Property Services

1.1 Introduction

Welcome to the Finance and Property Services Management Plan for 2016/17

Finance and Property Services plays a key role in providing positive leadership so that the council, along with our Community Planning Partners, continues to modernise and provide high quality services, fulfil the needs of communities, and secure targeted outcomes.

Finance and Property Services is a new service of six units containing Audit, Financial Management, Property, Revenues, The Advice Shop and Construction Services. This welcome change will enhance the work undertaken in response to welfare changes and allows synergies in the approach to money and debt advice. Placing all aspects of property asset management in one service will ensure a co-ordinated approach to all property matters. This will also encourage sharing of best practice principles in future endeavours.

The work of all six units in Finance and Property is crucial in enabling services to change so that they continue to deliver better outcomes, including sound financial management, effective income collection, forward looking asset management, focused risk management, a range of advice to key groups and maintenance of the council's assets.

The Audit, Risk and Counter Fraud Unit provide a professional and independent audit function. The service also provides advice and guidance in relation to risk management and business continuity planning, and pro-actively investigates allegations of corporate fraud.

The Financial Management Unit ensures that the council integrates corporate planning, financial planning and asset management, combined with sound financial management and insurance arrangements, to ensure the most effective use of resources.

Property Management and Development leads on strategic property asset management, manages the council's Tenanted Non Residential Portfolio (TNRP) and is responsible for a wide range of professional services including property acquisitions and disposals. It also manages all of the council's property ownership

records and has responsibility for energy management across the council's operational and non-operational buildings.

The Revenues Unit manages income from government grants, council tax, business rates and other payments and provides vital front line services such as Housing Benefit, the Council Tax Reduction Scheme, the Scottish Welfare Fund and Discretionary Housing Payments.

The Advice Shop provides a free, impartial and confidential service to people in West Lothian with a focus on alleviating poverty and promoting inclusion and equality through advice, assistance and advocacy. It helps individuals and families to; increase their disposable income, manage debt and remain in their home and keep warm. The Advice Shop also provides money and budgeting advice and leads on the development and delivery of the Community Planning Partnership's 'Better Off: West Lothian Anti-Poverty Strategy.

Construction Services provides multi-disciplinary professional and technical construction related services. This includes delivery of construction projects for the council's investment programmes, maintenance of the council's non-housing property assets and compliance with property related legislation. The service reflects a strong corporate approach to the lifecycle management of the council's assets.

Significant Achievements in 2015/16:

2015/16 was a successful year for Finance and Property Services. Key achievements across each unit are set out below:

Audit, Risk and Counter Fraud Unit

- High-profile counter fraud investigations were successfully completed and reported to Audit and Governance Committee
- The unit supported ongoing development of service business continuity plans across the council
- There was a successful test of the corporate business continuity plan
- Ongoing advice was provided to services via the risk based internal audit plan
- Approval of audit risk and counter fraud strategy

Financial Management Unit

- Agreement of the Revenue Budget Strategy for 2016/17 and 2017/18
- Agreement of Annual Revenue Budget and Council Tax for 2016/17
- Agreement of the updated General Services and Housing capital programmes for 2016/17 and 2017/18
- Continuing treasury savings helping fund capital investment

- Implementation of ALBACS replacement (ALBACS is Bacs payments software that enables easy, cost-effective and secure Electronic Fund Transfers)
- 95.9% of the councils supplies paid within 30 days of receipt of an invoice
- Joint top performing Scottish Council for payment of suppliers by electronic means (99.97%)

Property Management and Development

- The acquisition of Arrochar and Torridon Houses, Livingston to facilitate the ending of the lease of New Cheviot House, generating significant recurring savings
- Completion of the major office refurbishment at the iHub office building in Livingston, and its subsequent lease to the Local Government Improvement Service
- Complete refurbishment and occupation of property at Lister Road, to create Kirkton Service Centre
- Letting and completion of demolition contract as part of enabling works for Whitehill Service Centre
- Procurement, letting and management of biomass boiler installation contract in six council properties
- Significant progress in review and re-structure of the unit

Revenues Unit

- Increase in Council Tax collection rates
- Improvement in processing times for new claims for Housing Benefit and/or Council Tax Reduction
- Introduction of online review forms for Council Tax discounts
- Upgrade of the data image and workflow system
- Successful integration of Fraud and Error service work into the Benefits Team
- Introduction of benefit e-communications with landlords
- Integration of mailroom function with Civic Centre Administration team
- Progress with the corporate approach to debt
- Organisational restructure of the Corporate Debt team

The Advice Shop

- Prioritised child poverty, in-work poverty, food poverty and incorporated financial inclusion activities into the anti-poverty action plan which included developing the West Lothian Advice Network (WLAN) to promote financial inclusion
- Worked in partnership with Fife and Falkirk Councils to produce a detailed Community Development Financial Initiative feasibility study

- Developed Macmillan @ West Lothian project, a volunteer led information and support service throughout West Lothian
- The Advice Shop volunteers won the Voluntary Group of the Year and the Advice Shop, along with Barnardos, won the Employer Supported Volunteers of the Year award at the West Lothian Voluntary Sector annual award ceremony
- The Advice Shop won the Fairer and Wealthier category at Celebrating Success 2015 with 'Bringing Services to the Community'
- Invested in staff training through upskilling staff to deliver in-house training, offering opportunities for shadowing and developing best practice through sharing and networking opportunities with other local authorities

Construction Services

- The Construction Services Schools Summer Programme achieved its most successful year ever, with 62 separate construction projects delivered across West Lothian with a total investment of £4.5 million
- Complete refurbishment and occupation of Kirkton Service Centre, providing a new depot for the Council's in-house contractor, Building Services and accommodation for Archives and Records Management
- Completion and opening of Blackburn Assessment Centre, a new facility providing temporary accommodation to support homelessness in West Lothian
- Procurement, letting and successful delivery of a new cemetery in East Calder
- Procurement, letting and successful completion of the 3G pitches programme, which has provided new pitches in Blackburn, Broxburn, Fauldhouse and Linlithgow
- Continued improvements in compliance with statutory property legislation across the property estate

Key Priorities and Actions for 2016/17:

Strong performance and innovation will continue to be prioritised to secure continuous improvement. Key priorities and actions across each unit in 2016/17 are set out below:

Audit, Risk and Counter Fraud Unit

- Completion of the Annual Audit Plan
- Completion of the business continuity test project and follow up to ensure that effective business continuity plans are in place
- Further development of the counter fraud function

Financial Management Unit

- Supporting and enabling the implementation of the agreed Revenue and Capital Budgets
- Continuing to provide effective budget management support and advice to services
- Provision of financial support arrangements for the West Lothian Health and Social Care Integration Joint Board
- Delivery of the agreed action plan for the Community Planning Partnership (CPP) Resource Alignment Group

Property Management and Development

- Continued implementation of the Property Asset Management Plan
- Continued intensive management of the TNRP to meet occupancy and income targets
- Implementation of re-structuring of the unit
- Review of Asset Transfer Policy in the light of the Community Empowerment (Scotland) Act
- Whitehill Service Centre – letting of main works contract with substantial completion by spring 2017
- Linlithgow Partnership Centre – award of full refurbishment contract with substantial completion by spring 2017
- West Calder High School – completion of works for new road bridge and access to school site

Revenues Unit

- Maximising income from Council Tax, Business Rates, Service Accounts and Housing Benefit Overpayments
- Ensuring benefits claims are processed efficiently
- Ensuring Scottish Welfare Fund and Discretionary Housing payments are effectively delivered and available resources are fully utilised
- Implementing a new Discretionary Housing Payment Module for Universal Credit claimants
- Implementing the approach to corporate debt across the council, including early intervention to help and support customers
- Implementing a customer self-service portal for Council Tax, Housing Benefit and Business Rates
- Implementing the data disposal module on the data image and workflow system
- Increasing opportunities for customers to change the way they interact with our service
- Introducing a new rent account reconciliation process

The Advice Shop

- Working with partners and other stakeholders to refresh the Community Planning Partnership Better Off: Anti-Poverty Strategy in order to relaunch in April 2017
- Submitting an application for the re-tender of the Scottish Legal Aid Board project which offers advice to adults and families at risk of losing their home
- Refreshing the project which supports adults with a cancer diagnosis to access benefits, advice and support in partnership with Macmillan Cancer Support and the Western General Hospital
- Delivering two information and support hubs at Bathgate and Strathbrock Partnership Centres as part of the Macmillan @West Lothian project
- Working with Scottish Legal Aid Board to gain the National Standards for Information Advice Providers
- As lead of the West Lothian Advice Network, exploring the feasibility of a legal advice centre in West Lothian
- Working with Falkirk and Fife Councils to produce a business case for a Community Development Finance Initiative and, if successful, providing money advice as part of this project
- Working with Housing, Building and Customer Services to provide budgeting and money advice to all potential tenants of council new build housing
- Consolidating outreach sessions in key locations in the community
- Developing targeted campaigns to mitigate the effect of the ongoing welfare changes

Construction Services

- Delivery of the 2016/17 capital programme of property investment , including planned improvements, statutory compliance, property and open space projects
- Ensuring operational availability of council premises through effective management of revenue maintenance budgets and implementing IT systems in support of this
- Continued intensive management of statutory property compliance across council property, in particular relation to the reduction of unwanted fire alarm activations within buildings
- Southdale Primary School – completion and opening of the new school in August 2016
- West Calder High School – completion of bridge works and start on site for the new school
- Whitehill Service Centre – contract award and substantial completion of works on site to deliver a new facility for Operational Services
- Main Street, Fauldhouse – completion of refurbishment work and provision of 12 one bedroom houses

Staff Communication and Engagement

The contribution of staff will continue to be the key factor in the achievements of the service and in meeting the challenging times ahead.

There are performance indicators in each unit monitoring the delivery of team meetings and performance review meetings between staff and their line manager. In addition there will be training plans in place for each unit.

The Finance and Property Services Communication Group consists of staff working together from each unit to highlight the services Finance and Property can offer across the whole of the council.

Staff engagement meetings continue to be a key priority for Finance and Property Services and provide an opportunity for staff to provide feedback.



Donald Forrest
Head of Finance and Property Services

1.2 Context

The purpose of the Finance and Property Services 2016/17 management plan is to outline the service specific activities and actions that the service intends to carry out during the year. In taking time to plan activities and related performance measures, it will allow each service to focus on key issues and prioritise resources.

The financial climate facing the council continues to be extremely challenging. Government funding restrictions, continuing increases in social care demand and higher numbers of school pupils are all combining to generate considerable pressure around balancing funding with expenditure demands.

The council's revenue budget strategy is updated to take account of factors impacting on funding availability and expenditure requirements to ensure the council's budget position is balanced and enables council priorities to be delivered. Based on this, the council's 2016/17 revenue budget was approved by Council on 23 February 2016.

Finance and Property Services will continue to play a core role in delivering this strategy by supporting services and through the direct delivery of work streams such as asset management. Individual units within the service will also continue to modernise structures and processes to provide the most efficient model for service delivery. The service will also play an ongoing role in responding to welfare changes, by forward planning with colleagues and partners to support people affected by legislative changes and by responding to changes such as the roll out of Universal Credit. The service will also continue to lead on anti-poverty work across the Community Planning Partnership.

In conjunction with our Community Planning Partners, the council will collectively focus to make the most effective use of assets and financial resources to meet the targets in the Single Outcome Agreement. This aims to provide the greatest positive impact upon the people, families and communities living within West Lothian.

1.3 Partnership Working

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

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

The clear objective of this activity is to work towards sharing budget and resource planning assumptions at an early stage and to deploy resources to jointly agreed outcomes. Finance and Property Services will positively engage with Community Planning Partners and will incorporate community planning priorities in our budget making and accountability arrangements.

The Audit, Risk and Counter Fraud Unit is in partnership with the Falkirk Council Internal Audit Service and joint working will continue during 2016/17 with auditors being shared between the councils and audit work being undertaken on each other's processes. This allows both councils to draw on additional audit expertise. In relation to counter fraud work and the objective of reducing crime, the unit works closely with Police Scotland, which is an area of work that will continue to be developed during 2016/17. The unit will also be working in partnership with colleagues in NHS Lothian as part of the internal audit and risk management arrangements for the West Lothian Integration Joint Board.

The Financial Management Unit has a key role in supporting the resource alignment agenda in conjunction with all the members of the Community Planning Partnership (CPP).

The CPP established a cross partnership Resource Aligning Group (RAG) when it became apparent through early partnership discussions that there was a strong will from partners to work together to progress this development area. A work plan has been agreed for the RAG for 2016 and this will focus on the following areas;

- Governance
- Aligning Resources
- Asset Management Planning
- Scenario Planning

Property Management and Development work in partnership with a number of Community Planning Partners such as Police Scotland and NHS Lothian. This ensures effective asset management, planning and sharing of facilities and services via the Civic Centre in Livingston and various partnership centres around West Lothian. Further expansion of partnership centres is planned in the years ahead. Property Management and Development work in partnership with the Scottish Government through Hub South East and Scottish Futures Trust. This allows us to plan and resource the delivery of the Council's property investment programme as efficiently and effectively as possible.

Partnership working is the key to the delivery of services by the Revenues Unit. Provision of information and guidance in relation to the administration of Housing Benefit is undertaken in close co-operation with the Department for Work and Pensions. There is also long-standing joint working in place with local Registered Social Landlords in relation to the administration of Housing Benefit arrangements and verification of documents. A benefit officer is based within Almond Housing Association and Weslo Housing Management offices to process benefit cases.

Administration of the Scottish Welfare Fund is carried out in partnership with COSLA and the Scottish Government with regular meetings held to discuss the development of the scheme and the provision of guidance.

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

The Advice Shop is the lead partner in West Lothian (CPP) Better Off: West Lothian Anti-Poverty Strategy 2014-17. This strategy is one of the enablers of the Single Outcome Agreement. It involves partners from within and out with the CPP working together to alleviate poverty in West Lothian. Work with partners and stakeholders will commence to refresh the strategy which will be relaunched in April 2017.

The Advice Shop works in partnership with a number of stakeholders all with the aim of alleviating the effects of poverty and the ongoing changes of welfare reform. Alongside Fife and Falkirk Councils, a detailed Community Development Financial Initiative feasibility study has been produced to better support access to loans, budget and money advice. There is a long standing partnership with Macmillan Cancer Support and this has resulted in the development of the Macmillan @ West Lothian project. This is an information and support service which will be volunteer led

and will create four Macmillan hubs and a further ten information points throughout West Lothian. The Scottish Legal Aid Board in partnership with the Advice Shop and Citizens Advice Bureau (CAB) deliver housing advice and support to tenants and owner-occupiers at risk of losing their homes. Our newest partnership is with Children 1st to provide money advice to hard-to-reach parents with children under eight years of age.

Construction Services work in partnership with the Scottish Government through Hub South East and Scottish Futures Trust. This allows us to plan and resource the delivery of the Council's property investment programme as efficiently and effectively as possible.

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

Key Partners for Finance and Property Services	
<ul style="list-style-type: none"> ■ NHS Scotland ■ NHS Lothian ■ Scottish Court Service ■ Police Scotland ■ Department for Work and Pensions ■ Scottish Government ■ Audit Scotland ■ Lothian Valuation Joint Board ■ West Lothian Community Planning Partnership ■ West Lothian Leisure ■ Hubco ■ Scottish Futures Trust (SFT) ■ Registered Social Landlords ■ Falkirk Council Internal Audit Service ■ The Scottish Local Authorities Chief Internal Auditors Group (SLACIAG) ■ Business Improvement District Companies (Enterprising Bathgate and Linlithgow Bid Area) ■ Her Majesty's Revenue and Customs (HMRC) 	<ul style="list-style-type: none"> ■ Chartered Institute of Public Finance and Accountancy (CIPFA) ■ Convention of Scottish Local Authorities (COSLA) ■ Citizens Advice Bureau (CAB) ■ Scottish Legal Aid Board ■ Voluntary Sector Gateway West Lothian ■ Credit Unions ■ Children 1st ■ Macmillan Cancer Support ■ West Lothian Anti-Poverty Strategy Board and Action Plan Development Group ■ West Lothian Advice Network ■ Other local authorities ■ Scottish Fire and Rescue Service ■ External contractors and consultants ■ Framework Consultant Partners

1.4 Outcomes, Priorities and Activities

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

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

Council Priorities	Audit, Risk and Counter Fraud	Financial Management	Property Management & Development	Revenues	The Advice Shop	Construction and Design
1. Delivering positive outcomes and early intervention for early years					✓	✓
2. Improving the employment position in West Lothian			✓		✓	✓
3. Improving attainment and positive destinations for school children						✓
4. Improving the quality of life for older people					✓	✓
5. Minimising poverty, the cycle of deprivation and promoting equality				✓	✓	
6. Reducing crime and improving community safety	✓					
7. Delivering positive outcomes on health					✓	
8. Protecting the built and natural environment			✓			✓
Enablers						
Financial planning		✓	✓	✓	✓	✓
Corporate governance and risk	✓	✓			✓	✓
Modernisation and improvement	✓	✓	✓	✓	✓	✓

Figure 1: Council priorities and activities

1.5 Corporate Strategies

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

Finance and Property Services has responsibility for the development and implementation of the following corporate strategies:

Corporate Strategy	Strategy Outcomes	Start	End	Review Date
Revenue Budget Strategy	<ul style="list-style-type: none"> ■ Balanced revenue budgets ■ Support delivery of the Council's work streams ■ Strategic assessment of service costs ■ Effective prioritisation of resources 	2013	2018	2017
Capital Strategy	<ul style="list-style-type: none"> ■ Delivery of five year capital programme ■ Maximisation of capital resources ■ Sustainable long term management of assets 	2013	2018	2017
Asset Management Strategy	<ul style="list-style-type: none"> ■ Compliance ■ Condition ■ Suitability ■ Sufficiency ■ Accessibility ■ Sustainability ■ Reducing energy use 	2013	2018	2017
Audit, Risk and Counter Fraud Strategy	<ul style="list-style-type: none"> ■ Effective management of corporate risks 	2015	2018	2018
Better Off: West Lothian Anti-Poverty Strategy	<ul style="list-style-type: none"> ■ To alleviate poverty among vulnerable people in West Lothian 	2014	2017	2017

Figure 2: Corporate Strategies

2 Finance and Property Services Structure

The management structure is outlined in figure 3 below:

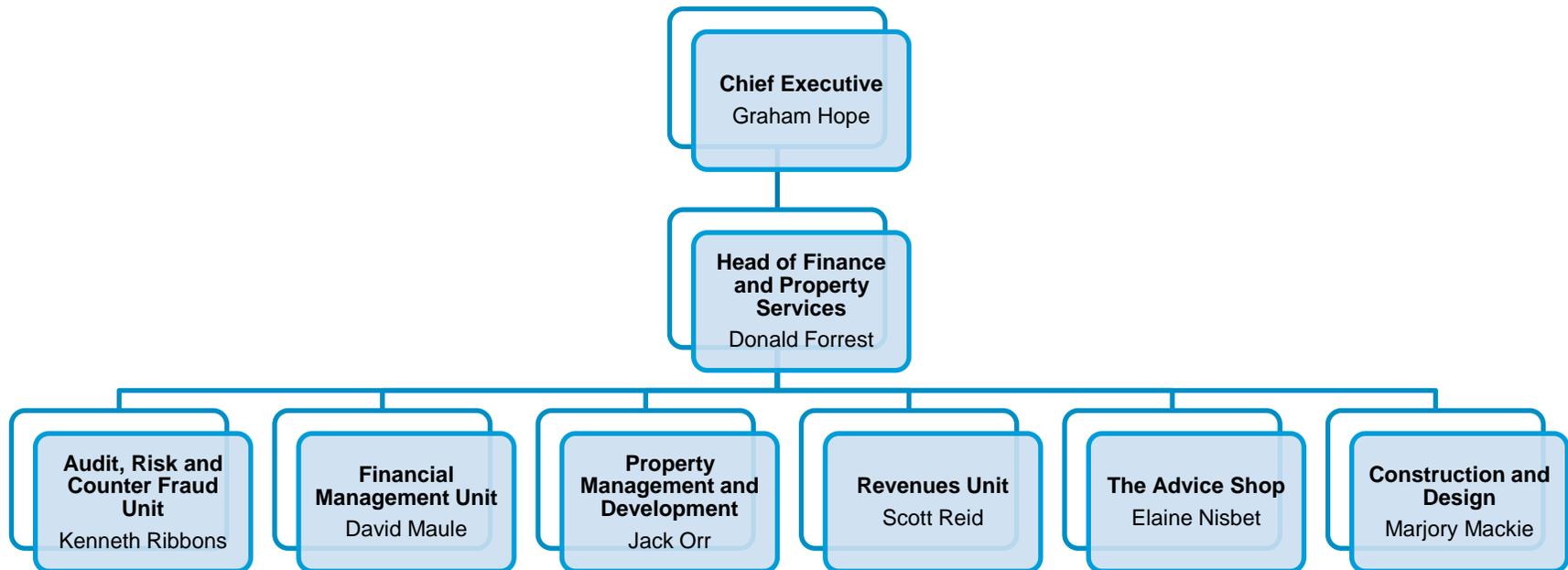


Figure 3: Service Structure

3 Service Activity

3.1 Audit, Risk and Counter Fraud Unit

Manager:	Kenneth Ribbons
Number of Staff (FTE):	6.00
Location:	Civic Centre

Purpose

The Audit, Risk and Counter Fraud Unit is responsible for ensuring that there is a corporate framework in place which enables the council to effectively manage its risks. The unit also independently audits key risks and investigates allegations of fraud or irregularity. The Audit and Governance Committee approves a counter fraud plan, internal audit plan and risk management plan. Following an audit or investigation, action plans are agreed with services to address any identified issues.

Activities

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

- Review and report on the adequacy of controls in relation to the council's key risks
- Prevent, detect and investigate fraud committed against the council
- Enable the council to effectively manage risk, reducing its cost and impact, and ensure the delivery of essential services

Key Partners

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

- Police Scotland
- NHS Lothian
- Falkirk Council Internal Audit Service
- The Scottish Local Authorities Chief Internal Auditors Group (SLACIAG)

Customer Participation

The service will actively engage with 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
Audit and Governance Committee, Senior Managers	Consultation	Annually	Audit and Risk Manager	Annual audit plan on intranet
Audit / investigation point of contact	E-survey creator	On completion of audit / investigation	Audit and Risk Manager	Questionnaire results published on intranet
Senior Managers	E-survey creator	Annually	Senior Auditor	Questionnaire results published 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	Audit and Risk Manager
All employees	Appraisal Development Review (ADR)	Annually	Audit and Risk Manager
All employees	Team meetings	Monthly	Audit and Risk Manager
All employees	Employee survey	Annually	Audit and Risk Manager
All employees	Management Plan Launch	Annually	Audit and Risk Manager/ Head of Finance and Property Services
Service Managers	Senior Management Team Meeting	Monthly	Head of Finance and Property Services
Service Managers / Team Managers	Extended Management Team Meeting	Bi-annually	Head of Finance and Property Services

Audit, Risk and Counter Fraud Activity Budget – 2016/17

Activity Budget 2016/17								
Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2016/17	PI Category	Staff Resource (FTE)	Revenue Expenditure Budget 2016/17 £	Revenue Income Budget 2016/17 £	Net Revenue Budget 2016/17 £
Risk Based Audits	To review and report on the adequacy of controls in relation to the council's key risks	Enabler Service - Corporate Governance and Risk	P:IA012_9a.1a - cost of internal audit per £1 million of West Lothian Council's net expenditure £580	Public	3.00	162,693	(4,618)	158,075
			P: IA014_9b.1a - Percentage of risk based audits in the annual audit plan completed for the year – 100%	Public				
Corporate Counter Fraud	To prevent, detect and investigate fraud committed against the council	Enabler Service - Corporate Governance and Risk	IA041_9a.1a - cost of counter fraud per £1 million of West Lothian Council's net expenditure - £320	WLAM	2.20	119,343	0	119,343
			IA040_9b.1a - Average length of time (in weeks) to issue draft fraud reports – 12 weeks	High Level				
Risk Advice & Business Continuity Management Co-ordination	To enable the council to effectively manage risk, reducing its cost and impact, and ensure the delivery of essential services	Enabler Service - Corporate Governance and Risk	IA023_9a.1a - cost of risk management per £1 million of West Lothian Council's net expenditure - £90	WLAM	0.70	37,980	0	37,980
			IA086_9b.1c - Annual risk report to the Audit and Governance Committee by 30 June of each financial year – 100%	High Level				
Service Support	Provision of management and administrative support	Enabler Service - Corporate Governance and Risk			0.10	5,435	0	5,435
Total :-					6.00	325,451	(4,618)	320,833

Audit, Risk and Counter Fraud Actions – 2015/16

Actions 2015/16						
Action	Description	Planned Outcome	Owner	Start	End	Status (Planned, Active, Complete)
Audit risk and counter fraud strategy	Preparation of audit risk and counter fraud strategy	Effective deployment of audit risk and counter fraud resources	Audit and Risk Manager	April 2015	March 2016	Complete
Business Continuity	Review of council WLC2 business continuity plans	Improved resilience in the event of service disruption	Audit and Risk Manager	April 2015	March 2016	Active
Counter Fraud	Implement the Counter Fraud action plan for 2015/16 as approved by Audit and Governance Committee	Improved corporate counter fraud arrangements	Audit and Risk Manager	April 2015	March 2016	Complete
Risk Management	Conduct a high level review of services' risk management arrangements to determine whether effective	Improved management of risk	Audit and Risk Manager	September 2015	March 2016	Complete

Audit, Risk and Counter Fraud Actions – 2016/17

Actions 2016/17						
Action	Description	Planned Outcome	Owner	Start	End	Status (Planned, Active, Complete)
Public Sector Internal Audit Standards (PSIAS)	External assessment of compliance with PSIAS	Assurance as to effectiveness of internal audit arrangements	Audit and Risk Manager	April 2016	September 2016	Planned
Business Continuity	Review of council WLC2 business continuity plans	Improved resilience in the event of service disruption	Audit and Risk Manager	April 2016	March 2017	Active
Integration Joint Board	Development of internal audit and risk management arrangements for the West Lothian Integration Joint Board	Effective internal audit and risk management arrangements	Audit and Risk Manager	April 2016	March 2017	Planned
Police Scotland	Review and development of joint working arrangements with Police Scotland	Effective joint working arrangements	Audit and Risk Manager	April 2016	March 2017	Planned

Audit, Risk and Counter Fraud Unit Performance – 2015/16

<p>Performance Indicator</p>	<p>Annual Percentage of customers who rated the overall quality of the service provided by internal audit as good or excellent.</p>	<p>IA007_6a.7</p>																		
<p>Description</p>	<p>This performance indicator measures the percentage of customers who rated the overall quality of internal audit as good or excellent. A questionnaire is issued at the end of each audit and customers are asked to rate the overall quality of the audit service provided as; excellent, good, adequate, poor or very poor. All responses ranked as either 'Excellent' or 'Good' are recorded as positive responses. For each year, the cumulative number of positive responses are divided by the total number of responses to determine a percentage. The results of customer feedback are analysed by all staff on a quarterly basis in order to identify areas for improvement.</p>																			
<table border="1"> <caption>Performance Data</caption> <thead> <tr> <th>Year</th> <th>Performance (%)</th> <th>Target (%)</th> </tr> </thead> <tbody> <tr> <td>2011/12</td> <td>100%</td> <td>90%</td> </tr> <tr> <td>2012/13</td> <td>100%</td> <td>90%</td> </tr> <tr> <td>2013/14</td> <td>100%</td> <td>100%</td> </tr> <tr> <td>2014/15</td> <td>96%</td> <td>100%</td> </tr> <tr> <td>2015/16</td> <td>100%</td> <td>100%</td> </tr> </tbody> </table>	Year	Performance (%)	Target (%)	2011/12	100%	90%	2012/13	100%	90%	2013/14	100%	100%	2014/15	96%	100%	2015/16	100%	100%	<p>Trend Chart Commentary:</p> <p>Performance for 2015/16 was 100% (estimate).</p> <p>For 2014/15 one customer rated the overall quality of services as adequate and performance was 96%.</p> <p>Performance from 2013/14 to 2011/12 was consistently high, at 100%, with all customers rating the quality of service as good or excellent. Due to the high performance the target was raised from 90% to 100% in 2011/12.</p> <p>The numbers of response received are follows: 2011/12(15), 2012/13(16), 2013/14(12), 2014/15(28) and 2015/16(25-estimate).</p> <p>By continuing to operate in line with procedures, which cover all key stages of the audit process, it is expected that high levels of performance will be maintained for this indicator. The targets set will continue to be reviewed in line with our Customer Service Excellence requirements.</p> <p>The target for 2016/17 will remain at 100%.</p>	
Year	Performance (%)	Target (%)																		
2011/12	100%	90%																		
2012/13	100%	90%																		
2013/14	100%	100%																		
2014/15	96%	100%																		
2015/16	100%	100%																		

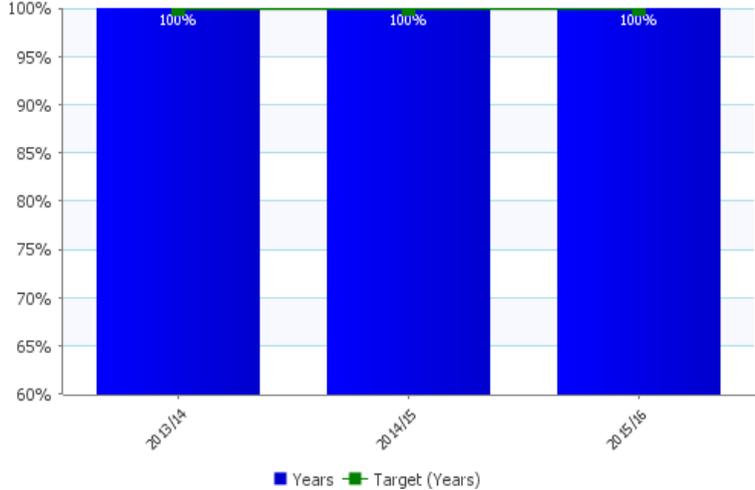
Audit, Risk and Counter Fraud Unit Performance – 2015/16

<p>Performance Indicator</p>	<p>Cost of internal audit per £1 million of West Lothian Council's net expenditure.</p>	<p>P:IA012_9a.1a</p>														
<p>Description</p>	<p>This performance indicator measures the cost of internal audit per £1 million of West Lothian Council's net expenditure. Our performance is benchmarked against 32 Scottish Local Authorities as part of the annual 'Scottish Directors of Finance Performance Indicators' benchmarking exercise. In line with the benchmarking guidance issued, we calculate our indicator by dividing the total cost of internal audit services (excluding risk management and counter fraud services) by West Lothian Council's net expenditure for the financial year and multiplying by one million. The objective of this performance indicator is to compare the level of resources made available by councils for the provision of internal audit services.</p>															
<table border="1"> <caption>Cost of internal audit per £1 million of net expenditure</caption> <thead> <tr> <th>Year</th> <th>Cost (£)</th> </tr> </thead> <tbody> <tr> <td>2011/12</td> <td>£631.62</td> </tr> <tr> <td>2012/13</td> <td>£624.73</td> </tr> <tr> <td>2013/14</td> <td>£593.26</td> </tr> <tr> <td>2014/15</td> <td>£579.74</td> </tr> <tr> <td>2015/16</td> <td>£560.00</td> </tr> <tr> <td>2015/16 Target</td> <td>£580.00</td> </tr> </tbody> </table>		Year	Cost (£)	2011/12	£631.62	2012/13	£624.73	2013/14	£593.26	2014/15	£579.74	2015/16	£560.00	2015/16 Target	£580.00	<p>Trend Chart Commentary:</p> <p>The cost internal audit for 2015/16 was £560 (estimate), with a target of £580.</p> <p>The cost for the previous four years was:</p> <p>2014/15 - £579.74 2013/14 - £593.26 2012/13 - £624.73 2011/12 - £631.62</p> <p>A key contributing factor towards the lower cost in recent years is the change in the role of the unit. From 2011/12 the unit took over responsibility for risk management and business continuity planning, and from 2014/15 the counter fraud function has also transferred to the unit.</p> <p>When benchmarked against 32 Scottish Local Authorities, the cost of internal audit continues to be significantly lower than the Scottish average each year. The Scottish average was £920 for 2012/13, £988 for 2013/14 and £974 for 2014/15. 2015/16 benchmarking data is not yet available.</p> <p>For 2014/15 internal audit was the second lowest costing internal audit service in Scotland, for 2013/14 the lowest costing, for 2012/13 third lowest and for 2011/12 the lowest.</p> <p>The target for 2016/17 is £580.</p>
Year	Cost (£)															
2011/12	£631.62															
2012/13	£624.73															
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2015/16	£560.00															
2015/16 Target	£580.00															

Audit, Risk and Counter Fraud Unit Performance – 2015/16

<p>Performance Indicator</p>	<p>Percentage of risk based audits in the annual audit plan completed for the year.</p>	<p>P:IA014_9b.1a</p>																		
<p>Description</p>	<p>This performance indicator measures the percentage of planned audits in the annual audit plan that have actually been completed each year. The total number of planned audits to be completed between 1 April and 31 March each year are outlined in the annual audit plan which is approved by the Audit and Governance Committee. The number of <u>completed</u> audits is divided by the number of <u>planned</u> audits to determine the percentage completed. Completion of all audits within the annual audit plan helps provide assurance on the adequacy and effectiveness of West Lothian Council's systems of internal control. Consequently, we aim to complete 100% of the risk based audits each year.</p>																			
<table border="1"> <caption>Percentage of risk based audits completed</caption> <thead> <tr> <th>Year</th> <th>Percentage Completed</th> <th>Target</th> </tr> </thead> <tbody> <tr> <td>2011/12</td> <td>85%</td> <td>100%</td> </tr> <tr> <td>2012/13</td> <td>100%</td> <td>100%</td> </tr> <tr> <td>2013/14</td> <td>100%</td> <td>100%</td> </tr> <tr> <td>2014/15</td> <td>82%</td> <td>100%</td> </tr> <tr> <td>2015/16</td> <td>85%</td> <td>100%</td> </tr> </tbody> </table>	Year	Percentage Completed	Target	2011/12	85%	100%	2012/13	100%	100%	2013/14	100%	100%	2014/15	82%	100%	2015/16	85%	100%	<p>Trend Chart Commentary:</p> <p>For 2015/16 85%(estimate) of the audit plan was completed. This is due to a combination of the complexity of some of the work undertaken and available resources being used for other priority areas of work such as investigations into allegations of fraud and irregularity.</p> <p>Performance for 2012/13 and 2013/14 was 100%, and for 2011/12 and 2014/15 was below target at 85% and 82% respectively. The below target performance was due to the level of reactive work being greater than planned.</p> <p>The numbers of audits completed in each year are as follows: 2011/12(17 from 20 audits), 2012/13(25 audits), 2013/14(31 audits), 2014/15(32 from 39 audits) and 2015-16(30 from 35 audits - estimate).</p> <p>Performance is assisted by the internal procedures which cover the key stages of the audit process and ensure the progress of audits is continuously monitored. The number of audits included in the plan each year will vary depending on the nature and complexity of the work.</p> <p>The target will remain at 100% for 2016/17.</p>	
Year	Percentage Completed	Target																		
2011/12	85%	100%																		
2012/13	100%	100%																		
2013/14	100%	100%																		
2014/15	82%	100%																		
2015/16	85%	100%																		

Audit, Risk and Counter Fraud Unit Performance – 2015/16

<p>Performance Indicator</p>	<p>Annual Percentage of customers who rated the overall quality of risk management and business continuity advice as good or excellent.</p>	<p>IA020_6a.7</p>												
<p>Description</p>	<p>This performance indicator measures the percentage of customers who rated the overall quality of risk management and business continuity advice as good or excellent. Annual questionnaire is issued and customers are asked to rate the overall quality of the audit service provided as; excellent, good, adequate, poor or very poor. All responses ranked as either 'Excellent' or 'Good' are recorded as positive responses. For each year the number of positive responses are divided by the total number of responses to determine a percentage.</p>													
 <p>The chart displays performance percentages for three years: 2013/14, 2014/15, and 2015/16. The y-axis ranges from 60% to 100% in 5% increments. Each year's performance is represented by a blue bar reaching the 100% mark. A green horizontal line at the 100% level represents the target. The legend indicates 'Years' for the blue bars and 'Target (Years)' for the green line.</p> <table border="1"> <thead> <tr> <th>Year</th> <th>Performance (%)</th> <th>Target (%)</th> </tr> </thead> <tbody> <tr> <td>2013/14</td> <td>100%</td> <td>100%</td> </tr> <tr> <td>2014/15</td> <td>100%</td> <td>100%</td> </tr> <tr> <td>2015/16</td> <td>100%</td> <td>100%</td> </tr> </tbody> </table>	Year	Performance (%)	Target (%)	2013/14	100%	100%	2014/15	100%	100%	2015/16	100%	100%	<p>Trend Chart Commentary:</p> <p>Performance for 2015/16 was 100%(estimate).</p> <p>Performance from 2014/15 and 2013/14 was also high, at 100%, with all customers rating the quality of service as good or excellent.</p> <p>The numbers of response received are follows: 2013/14(15), 2014/15(15) and 2015/16(15-estimate).</p> <p>The target for 2016/17 will remain at 100%.</p> <p>There was no performance indicator produced prior to 2013/14 as risk management and business continuity were undertaken in the Financial Management Unit.</p> <p>By continuing to operate in line with procedures, which cover all key stages of the audit process, it is expected that high levels of performance will be maintained for this indicator. The targets set will continue to be reviewed in line with our Customer Service Excellence requirements.</p>	
Year	Performance (%)	Target (%)												
2013/14	100%	100%												
2014/15	100%	100%												
2015/16	100%	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)	N/A												
○ Update of PPR information	Quarterly	✓			✓			✓			✓		
● WLAM (assessment)	3 year						✓						
● Review Panel	Annually								✓				
● Performance Committee	Annually										✓		
● Process Review (Lean/RIE activity)	N/A												
● Progress review of improvement actions	Quarterly	✓			✓			✓			✓		
● CSE preparation	Annually					✓							
● Inspection or Audit activity	Annually									✓			
○ Budget Management activity	Quarterly	✓			✓			✓			✓		
○ Equality Impact Assessment(s)	Annually					✓							
○ Health and Safety Assessment(s)	Annually				✓								
○ Business Continuity Planning	N/A												
○ Workforce Planning	Quarterly	✓			✓			✓			✓		
○ ADRs	Annually		✓										
○ Review of customer groups/segmentation matrix	Annually		✓										
● Customer consultation	Monthly	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
● Review of Service Standards	Annually		✓										
● Planned Engagement activity	Quarterly			✓			✓			✓			✓
● Website content management	Quarterly	✓			✓			✓			✓		

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

3.2 Financial Management Unit

Manager:	David Maule
Number of Staff (FTE):	43.10
Location:	Civic Centre

Purpose

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

In 2016/17 a key aim of FMU will be to continue to support and enable council services to deliver the agreed financial strategy for 2016/17 and 2017/18.

In addition, for 2016/17 the unit will continue to be responsible for aligning resources across the Community Planning Partnership, which will provide evidence of how resources are targeted and aligned with delivery of the Single Outcome Agreement.

Activities

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

- Budget Strategy and Planning
- Annual Budget Management and Monitoring
- Purchase to Pay
- Treasury, Insurance and VAT Management
- Final Accounts and statutory returns
- Community Planning Partnership Resource Alignment Group support
- West Lothian Integration Joint Board financial management support

Key Partners

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

- Audit Scotland
- NHS Lothian
- West Lothian Community Planning Partnership
- HMRC
- CIPFA
- COSLA

- West Lothian Leisure
- Hubco

Customer Participation

The service will actively engage with customers and potential customers in the delivery and re-design of services. This will ensure that the unit is accessible and focuses on their needs and preferences.

Customer Consultation Schedule				
Customer Group	Survey Method	Frequency	Responsible Officer	Feedback Method
Corporate Management Team	E-survey creator	Annually	Group Accountant	Results posted on Intranet
All Customer Groupings	E-survey creator	Annually	Group Accountant	Results posted on Intranet
Council Tenants	Tenants Insurance Survey	Annually	Group Accountant	Results published in Tenants News

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	Corporate Finance Manager
All employees	Team meetings	Fortnightly / Monthly	Corporate Finance Manager
All employees	Appraisal Development Review (ADR)	Annually	Corporate Finance Manager
Employee sample	Employee survey	Annually	Corporate Finance Manager
All employees	Management Plan Launch	Annually	Corporate Finance Manager / Head of Finance and Property Services
Service Managers	Senior Management Team Meeting	Monthly	Head of Finance and Property Services
Service Managers / Team Managers	Extended Management Team Meeting	Bi-annually	Head of Finance and Property Services

Financial Management Unit Activity Budget – 2016/17

Activity Budget 2016/17								
Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2016/17	PI Category	Staff Resource (FTE)	Revenue Expenditure Budget 2016/17 £	Revenue Income Budget 2016/17 £	Net Revenue Budget 2016/17 £
Budget Strategy and Planning	Preparation of annual and medium term revenue and capital budgets and strategies	Enabler Service - Financial Planning	FM021_9a.1a Cost of providing a financial management function per £'000 of council revenue budget - £2.96	High Level	6.30	351,941	0	351,941
			CP:FM003_9b.1a Annual revenue budget approval within set deadlines – 100%	Public				
Annual Budget Management and Monitoring	Manage and Monitor the annual Capital and Revenue budgets including provision of financial advice, VAT management, Grant Claims and completion of Statistical Returns	Enabler Service - Financial Planning	FM021_9a.1a Cost of providing a financial management function per £'000 of council revenue budget - £2.96	High Level	17.60	983,402	(103,391)	880,011
			FM014_9b.1c Budget monitoring - compliance with timescales for formal reporting - 100%	WLAM				
Final Accounts	Preparation of Final Accounts with the aim of securing an unqualified audit certificate	Enabler Service - Corporate Governance and Risk	FM021_9a.1a Cost of providing a financial management function per £'000 of council revenue budget - £2.96	High Level	3.40	189,932	0	189,932
			FM006_9b.1a Final Accounts - unqualified audit certificate and reporting within agreed deadlines – 100%	High Level				
Treasury Management	Operate an effective Treasury Management Strategy for Loans and Borrowing and Cash Management function	Enabler Service - Financial Planning	NEW: Average cost of servicing loans fund advances in year, interest & expenses – 4.70%	High Level	1.40	78,236	(126,484)	(48,248)
			FM070_9b.1a Treasury Management - investment rate of return – 0.88%	High Level				

Financial Management Unit Activity Budget – 2016/17

Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2016/17	PI Category	Staff Resource (FTE)	Revenue Expenditure Budget 2016/17 £	Revenue Income Budget 2016/17 £	Net Revenue Budget 2016/17 £
Systems Support and Records Management	Maintain and manage the Financial Ledger and Financial Records	Enabler Service - Corporate Governance and Risk	FM021_9a.1a Cost of providing a financial management function per £'000 of council revenue budget - £2.96	High Level	3.00	167,545	(2,610)	164,935
			NEW: Financial ledger and records maintained in accordance with agreed policies and procedures – 100%	WLAM				
Purchase to Pay	To provide a comprehensive, cost effective accounts payable service	Enabler Service - Financial Planning	CP:FM022_9a.1a Purchase to pay cost per invoice - £1.23	High Level	8.20	457,379	(54,258)	403,121
			CP:sspi07 The number of invoices paid within 30 calendar days of receipt as a percentage of all invoices paid - 96%	High Level				
Insurance Fund Management	To manage the cost of insurance risk	Enabler Service - Financial Planning	FM080_9a.1a Total cost of providing the Council's insurance service per £ millions of council revenue budget £9,000	WLAM	2.80	156,472	(96,392)	60,080
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		0.40	22,387	0	22,387
Total :-					43.10	2,407,294	(383,135)	2,024,159

Financial Management Unit Actions – 2015/16

Actions 2015/16						
Action	Description	Planned Outcome	Owner	Start	End	Status (Planned, Active, Complete)
Implementation of Financial Streamlining Review	Review of payment methods, systems development and consolidation of financial activities	Financial management activities will be streamlined and efficiency savings delivered	Corporate Finance Manager	April 2015	November 2015	Complete
BACS payment system Upgrade	BACS is the payment system used by the council to send supplier and payroll payments and collect direct debits electronically. An upgrade to the system which will improve functionality and security will be carried out 2015/16	Successful development, testing and go live of the system in 2015/16	Group Accountant	April 2015	January 2016	Complete
Development of financial support arrangements for Health and Social Care Integrated Joint Board	Establish budget management and statutory financial reporting arrangements for the council and NHS Lothian's Integrated Joint Board	Financial management arrangements will be in place for the implementation of the Integrated Joint Board on 1 April 2016	Accounting Manager	April 2015	February 2016	Complete
Delivery of action plan for Community Planning Partnership (CPP) Resource Alignment Group	Co-ordinate development of the Resource Alignment Groups plans to deliver a CPP Asset Plan, joint information sharing and scenario planning	Plans will be developed throughout 2015/16	Corporate Finance Manager	April 2015	March 2016	Active
Online Training Courses	Mandatory online training courses will be developed and rolled out to all PECOS system users	Successful implementation of online training courses fully rolled out to all PECOS system users	Purchase to Pay Team Leader	April 2015	March 2016	Active

Financial Management Unit Actions – 2016/17

Actions 2016/17						
Action	Description	Planned Outcome	Owner	Start	End	Status (Planned, Active, Complete)
Online Training Courses	Mandatory online training courses will be developed and rolled out to all PECOS system users	Successful implementation of online training courses fully rolled out to all PECOS system users	Purchase to Pay Team Leader	April 2016	July 2016	Active
Delivery of action plan for Community Planning Partnership Resource Alignment Group (RAG)	The three key themes of the RAG action plan are aligning resources and resource efficiency, asset management planning, and scenario planning. FMU will co-ordinate delivery of the actions against these themes across the CPP in 2016/17	Key actions will be delivered in accordance with the timescales set out in the RAG Action Plan	Corporate Finance Manager	April 2016	March 2017	Active
Provision of financial support arrangements to the West Lothian Integration Joint Board (WLIJB)	Provision of budget management and statutory financial reporting arrangements to the WLIJB	Financial reporting and statutory accounts will be prepared and reported to the WLIJB in accordance with agreed deadlines	IJB Section 95 Officer	April 2016	March 2017	Planned
Rent Reconciliation	Implement revised rent reconciliation process	Rent reconciliation process is effective and efficient	Group Accountant	April 2016	March 2017	Planned

Financial Management Unit Performance – 2015/16

Performance Indicator	Annual General Services Capital Programme Budget approval within set deadlines.	<i>CP:FM002_9b.1a</i>												
Description	This performance indicator measures the process for approving the Council's annual capital budget. West Lothian Council approved a ten year capital investment and asset management strategy in 2007 that covers the period 2008/2009 to 2017/2018. This provides for investment in Council properties such as schools, communities, sports and arts facilities, day care centres as well as investment in roads and structures, footpaths, street lighting, open spaces and IT. The general services capital programme is reviewed annually and reported to Council in January each year.													
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Year	Performance													
2011/12	Yes													
2012/13	Yes													
2013/14	Yes													
2014/15	Yes													
2015/16	Yes													

Financial Management Unit Performance – 2015/16

Performance Indicator	Total cost of providing a financial management function per £'000 of council revenue budget.	<i>FM021_9a.1a</i>																		
Description	<p>This performance indicator measures the cost of the Financial Management Unit (accountancy services) per £'000 of West Lothian Council's net expenditure. The value is calculated by dividing the total cost of running the Financial Management Unit by West Lothian Council's net expenditure for the financial year. The objective of this performance indicator is to compare the level of resources made available by Councils for the provision of a Financial Management Unit service. This indicator does not include the cost of the purchase to pay or insurance element of the Financial Management Unit which are both measured in separate indicators.</p>																			
<table border="1"> <caption>Financial Management Unit Performance Data</caption> <thead> <tr> <th>Year</th> <th>Actual Cost (£'000)</th> <th>Target (£'000)</th> </tr> </thead> <tbody> <tr> <td>2011/12</td> <td>£2.71</td> <td>£3.00</td> </tr> <tr> <td>2012/13</td> <td>£2.69</td> <td>£3.00</td> </tr> <tr> <td>2013/14</td> <td>£3.09</td> <td>£3.00</td> </tr> <tr> <td>2014/15</td> <td>£2.96</td> <td>£3.00</td> </tr> <tr> <td>2015/16</td> <td>£3.00</td> <td>£3.00</td> </tr> </tbody> </table>	Year	Actual Cost (£'000)	Target (£'000)	2011/12	£2.71	£3.00	2012/13	£2.69	£3.00	2013/14	£3.09	£3.00	2014/15	£2.96	£3.00	2015/16	£3.00	£3.00	<p>Trend Chart Commentary</p> <p>The cost of providing a financial management function to the council has fallen from £5.17 per £'000 of revenue budget in 2008/2009 to £3.09 in 2013/2014. This would indicate that the Financial Management Unit has reduced its costs in line with the Council's budget reduction strategy. For 2011/2012, costs reduced as a number of staff left via voluntary service in March 2011. The cost of the financial management function has increased in 2013/14 due to a staffing restructure which has resulted in a small increase in employee costs. The restructure was implemented to support the Council's financial strategy, including service support in delivering a number of projects and the wider financial strategy.</p> <p>It should be noted that the cost of Accounts Payable, Insurance and Purchase to Pay teams are excluded from this cost.</p> <p>For 2014/15, the benchmarked average cost of providing accountancy functions was £4.04 compared to a West Lothian cost of £2.96.</p> <p>For 2013/14, the benchmarked average cost of providing accountancy functions was £4.40 compared to a West Lothian cost of £3.09.</p> <p>For 2010/2011, 2011/2012 and 2012/13 the cost of West Lothian Council's financial management service is below the benchmarked average.</p> <p>In 2008/2009 and 2009/2010, the benchmarking information confirmed the service was above average when compared to other local authorities.</p> <p>The target for 2014/15 was £3.00</p> <p>The target for 2015/16 was £3.00</p> <p>The target for 2016/17 is £2.96</p>	
Year	Actual Cost (£'000)	Target (£'000)																		
2011/12	£2.71	£3.00																		
2012/13	£2.69	£3.00																		
2013/14	£3.09	£3.00																		
2014/15	£2.96	£3.00																		
2015/16	£3.00	£3.00																		

Financial Management Unit Performance – 2015/16

<p>Performance Indicator</p>	<p>Percentage of Financial Management Unit customers who rated the overall quality of the service as good or excellent. <i>FM082_6a.7</i></p>										
<p>Description</p>	<p>This performance indicator measures the percentage of customers who rated the overall quality of the service provided by the Financial Management Unit as good or excellent. Collected as part of our annual survey, customers are asked to rate the overall quality of service 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.</p> <p>All responses ranked as either 'Excellent' or 'Good' are recorded as positive responses. Customer surveys are issued on an annual basis to internal customers such as budget holders, senior officers and elected members. In addition, we survey a sample of suppliers who receive a service from the purchase to pay section and a small sample of partners. The results of the customer feedback are analysed by the Financial Management Unit on an annual basis in order to identify areas for improvement.</p>										
<table border="1"> <caption>Performance Data</caption> <thead> <tr> <th>Year</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>2012/13</td> <td>93.05%</td> </tr> <tr> <td>2013/14</td> <td>97.44%</td> </tr> <tr> <td>2014/15</td> <td>97.26%</td> </tr> <tr> <td>2015/16</td> <td>98.11%</td> </tr> </tbody> </table>	Year	Percentage	2012/13	93.05%	2013/14	97.44%	2014/15	97.26%	2015/16	98.11%	<p>Trend Chart Commentary:</p> <p>The FMU customer survey was revised in 2012/13 to provide consistency of questions with other council services. As a result, new performance indicators created to reflect the revised questions and therefore only three years data is available.</p> <p>Customer satisfaction has been above target for all four years. There was a slight dip in customer satisfaction from 13/14 to 14/15. There was a large increase from 2012/13 to 2013/14 indicating that the Financial Management Unit continues to improve its services to customers. The results of the survey are analysed by Financial Management Unit staff to identify areas for improvement which are collated and distributed to all staff in the unit.</p> <p>In 2015/16 a total of 59 customers responded to the survey, 53 answered this question with a total of 36 respondents rating the overall quality of the service as Excellent and 16 as Good.</p> <p>In 2014/15 a total of 76 customers responded to the survey, 73 answered this question with a total of 36 respondents rating the overall quality of the service as Excellent and 35 as Good.</p> <p>In 2013/14 a total of 78 customers responded to the survey, 78 answered this question with a total of 39 respondents rating the overall quality of the service as Excellent and 37 as Good.</p> <p>In 2012/13 a total of 73 customers responded to the survey, 72 answered this question with a total of 31 respondents rating the overall quality of the service as Excellent and 36 as Good.</p> <p>The target for 2016/17 will be to remain in the green zone.</p> <p>For 2016/17 the target will increase to 98%.</p>
Year	Percentage										
2012/13	93.05%										
2013/14	97.44%										
2014/15	97.26%										
2015/16	98.11%										

Financial Management Unit Performance – 2015/16

Performance Indicator	The number of invoices paid within 30 calendar days of receipt as a percentage of all invoices paid.	CP:sspi07																		
Description	This indicator shows the percentage of invoices from suppliers paid within 30 calendar days of receipt. Thirty calendar days reflects the normal credit term period in accordance with the Late Payments of Commercial Debts (Interests) Act 1998. West Lothian Council recognises the importance in paying invoices in a timely manner. The target used is set internally by the Head of Finance and Property Services and ensures challenging targets year on year which are always higher than the Scottish average.																			
<table border="1"> <caption>Invoice Payment Performance Data</caption> <thead> <tr> <th>Year</th> <th>Performance (%)</th> <th>Target (%)</th> </tr> </thead> <tbody> <tr> <td>2011/12</td> <td>91.4%</td> <td>-</td> </tr> <tr> <td>2012/13</td> <td>93.1%</td> <td>-</td> </tr> <tr> <td>2013/14</td> <td>96%</td> <td>-</td> </tr> <tr> <td>2014/15</td> <td>96.1%</td> <td>-</td> </tr> <tr> <td>2015/16</td> <td>95.9%</td> <td>96%</td> </tr> </tbody> </table>	Year	Performance (%)	Target (%)	2011/12	91.4%	-	2012/13	93.1%	-	2013/14	96%	-	2014/15	96.1%	-	2015/16	95.9%	96%	<p>Trend Chart Commentary</p> <p>The target for 2015/16 was 96%. At the end of January 2016, the cumulative performance for the year is 95.9%.</p> <p>In 2014/15, the council paid 96.1% of invoices within 30 days. This is a 0.1% increase in performance compared with 2013/14. Services continue to work hard to improve invoice processing timescales. The implementation of additional e-invoicing suppliers should further improve performance in 2015/16.</p> <p>In 2013/14, the council paid 96% of invoices within 30 days. This is a 2.9% increase in performance compared with 2012/13. This increase is due to streamlining invoice processes and improving electronic ordering / invoicing systems, whilst continuing to highlight to services the importance of prompt payment.</p> <p>In 2012/13, the council paid in excess of 93% of invoices within 30 days. There has been a 1.7% increase in performance compared with 2011/12. This increase is due to the implementation of a new payment system and working closely with services to streamline invoice processes.</p> <p>In 2011/12, the council paid in excess of 91% of invoices within 30 days. There has been a 0.3% increase in performance compared with 2010/11, partly as a result of joint working by all services to improve invoice processes. The objective is to increase the percentage of invoices paid within 30 days in 2012/13 by implementing a new payment system early in the new financial year, streamlining invoice processes and improving electronic ordering systems.</p> <p>In 2013/14, West Lothian Council was ranked 6th out of 32 Scottish Local Authorities for this indicator.</p> <p>In 2012/13, West Lothian Council was ranked 10th out of 32 Scottish Local Authorities for this indicator.</p> <p>In 2011/12, West Lothian Council was ranked 9th out of 32 Scottish Local Authorities for this indicator.</p> <p>The target for 2016/17 is 96%.</p>	
Year	Performance (%)	Target (%)																		
2011/12	91.4%	-																		
2012/13	93.1%	-																		
2013/14	96%	-																		
2014/15	96.1%	-																		
2015/16	95.9%	96%																		

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)	Annually	✓											
● Update of PPR information	Annually	✓											
● WLAM (assessment)	3 year												
● Review Panel	N/A												
● Performance Committee	N/A												
● Process Review (Lean/RIE activity)	N/A												
● Progress review of improvement actions	Annually			✓									
● CSE preparation	Annually	✓											
● Inspection or Audit activity	Quarterly				✓		✓			✓			✓
● Budget Management activity	Annually									✓			
● Equality Impact Assessment(s)	Annually	✓											
● Health and Safety Assessment(s)	Annually												✓
● Business Continuity Planning	Annually												✓
● Workforce Planning	Annually	✓											
● ADRs	Annually			✓									
● Review of customer groups/segmentation matrix	Annually			✓									
● Customer consultation	Annually											✓	
● Review of Service Standards	Annually	✓											
● Planned Engagement activity	Annually											✓	
● Website content management	Quarterly	✓			✓			✓			✓		

● Performance activity

● Self Assessment activity

● Consultation & engagement activity

● External assessment activity

● Corporate management activity

3.3 Property Management and Development

Manager:	Jack Orr
Number of Staff (FTE):	25.80
Location:	Civic Centre

Purpose

Property Management and Development delivers a range of property asset management services for internal and external customers, from strategic direction of the council's property portfolio through to management of utilities and operational property budgets. The unit is also involved in the acquisition and disposal of property to support council objectives. Professional services include valuation of land and property, as well as maintenance of property records. Key challenges in 2016/17 will be delivering the various asset management and climate change programmes, together with further roll out of the new Atrium property asset management system. In addition, completion of the re-structuring of the Unit will be a priority.

Activities

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

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

Key Partners

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

- NHS Scotland – various Partnership Centres (existing and proposed)
- Police Scotland – various Partnership Centres (existing and proposed)
- Scottish Court Service
- Hubco

Customer Participation

The service will actively engage with 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
Customers (internal and external)	E-survey creator	Annually	Surveyor	Results are sent to respondents and posted on the internet
Commercial tenants and occupiers of Admin Buildings	E-survey creator	Biennially	Surveyor	Results posted on the internet and/or posted to respondents
Civic Centre User groups	Meetings	Quarterly	Civic Centre Building Manager	Minutes of 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 office based employees	One-to-ones	Monthly	Estates Manager
All caretakers/facilities management assistants	One-to-ones	Quarterly	Civic Centre Building Manager/Commercial Property Surveyor
All office based employees	Appraisal Development Review (ADR)	Annually	Estates Manager
All caretakers/facilities management assistants		Annually	Civic Centre Building Manager/Commercial Property Surveyor
All employees	Team meetings	Monthly	Estates Manager
Employee sample	Employee survey	Annually	Estates Manager
All employees	Management Plan Launch	Annually	Estates Manager / Head of Finance and Property Services
Service Managers	Senior Management Team Meeting	Monthly	Head of Finance and Property Services
Service Managers / Team Managers	Extended Management Team Meeting	Bi-annually	Head of Finance and Property Services

Property Management and Development Activity Budget – 2016/17

Activity Budget 2016/17								
Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2016/17	PI Category	Staff Resource (FTE)	Revenue Expenditure Budget 2016/17 £	Revenue Income Budget 2016/17 £	Net Revenue Budget 2016/17 £
Strategic Property Asset Management	The efficient and effective management of the council's operational properties	Enabler Service - Modernisation and Improvement	PMD151_9a.1a - cost of providing the service - £4.84 per head of population	WLAM	4.00	161,725	0	161,725
			CP:sspi08a - Percentage of Operational Properties in Satisfactory Condition: 96.1%	Public				
Disposal of Surplus Land and Property	Delivering a programme of property disposals to support the Council's capital investment programme	Enabler Service - Financial Planning	PMD151_9a.1a - cost of providing the service - £4.84 per head of population	WLAM	2.50	86,794	(1,149)	85,645
			PMD033_9b.2a - Capital receipt income against target: 100%	WLAM				
Management of the TNRP Portfolio	The efficient and effective management of the council's commercial portfolio to maximise income and to maintain long term performance	Enabler Service - Financial Planning	PMD151_9a.1a - cost of providing the service - £4.84 per head of population	WLAM	5.00	1,260,973	(4,634,898)	(3,373,925)
			P:PMD074_9b.1c - Commercial Property, percentage of rent outstanding (Current debt): 4%	Public				

Property Management and Development Activity Budget – 2016/17

Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2016/17	PI Category	Staff Resource (FTE)	Revenue Expenditure Budget 2016/17	Revenue Income Budget 2016/17	Net Revenue Budget 2016/17
Professional services	Including: Valuation for capital accounting purposes; maintenance of property records; granting property rights; provision of expert advice; development of land and buildings for economic development purposes and provision of advice to migrant and growing businesses	Enabler Service - Financial Planning	PMD127_6a.7 - PM&D percentage of customers rating the service as good or excellent - 90%	WLAM	3.00	104,152	(1,378)	102,774
			PMD169_9b - Asset valuations input to Atrium within agreed timescales: 100%					
Energy Management and Climate Change	Ensuring effective energy and water management in corporate non-domestic properties through energy efficiency measures	Enabler Service - Financial Planning	PMD191_9a.1- Carbon emissions from energy used in buildings (Annually) – 28,203 tonnes	WLAM	3.00	747,704	0	747,704
			PMD196_9b - Percentage completion of Energy Performance Certificates in operational buildings where required – 100%	WLAM				
The management of the Council's Corporate Partnership Properties and PPP schools	Providing an efficient and effective facilities management function in the council's principal office buildings, Partnership Centres and PPP schools	Enabler Service - Financial Planning	PMD133_6a - Overall customer satisfaction - Headquarter buildings: 80%	WLAM	7.60	4,522,392	(2,632,825)	1,889,567
			CP:sspi08a - Percentage of Operational Properties in Satisfactory Condition: 96.1%	Public				

Property Management and Development Activity Budget – 2016/17

Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2015/16	PI Category	Staff Resource (FTE)	Revenue Expenditure Budget 2016/17 £	Revenue Income Budget 2016/17 £	Net Revenue Budget 2016/17 £
The management of the Council's Corporate Properties	The efficient and effective management of the council's operational properties	Enabler Service - Financial Planning	PMD151_9a.1a - cost of providing the service - £4.84 per head of population	WLAM	0.60	15,556,729	(93,567)	15,463,162
			CP:sspi08a - Percentage of Operational Properties in Satisfactory Condition: 96.1%	Public				
Service Support	Provision of management and administrative support	Enabler Service – Financial Planning	Support activities contribute towards the overall performance of the service. Performance is monitored through the indicators for front line activities		0.10	3,426	0	3,426
Total :-					25.80	22,443,895	(7,363,817)	15,080,078

Property Management and Development Actions – 2015/16

Actions 2015/16						
Action	Description	Planned Outcome	Owner	Start	End	Status (Planned, Active, Complete)
Workforce and succession planning	Complete review of Property Management and Development staffing structure	Implementation of new structure	Estates Manager	April 2015	September 2015	Active
Asset Management Workstream – modernisation of TNRP	Refurbishment of Adaptive House, Livingston to create revenue income stream	Completion of refurbishment contract, lease to Local Government Improvement Service, and full occupation by LGIS	Commercial Property Surveyor	April 2015	October 2015	Complete
Asset Management Workstream – property modernisation	Refurbishment of County Buildings, Linlithgow to form Linlithgow Partnership Centre	Procure contract and remove asbestos as an advance contract ahead of main contract start	Estates Manager	April 2015	March 2016	Complete
Asset Management Workstream – depots and stores modernisation	Consolidation of existing support accommodation into two geographical locations	Letting of refurbishment contract for works at Whitehill Service Centre and start on site	Economic Property Development Manager	April 2015	March 2016	Active
Asset Management Workstream – climate change	Development of council wide policy on heating and energy use	Approval and implementation of new policy	Energy Manager	April 2015	March 2016	Active
Asset Register	Atrium – Phase 2 Asset Management Software	Full installation of next phase of software development	Asset Manager	April 2015	March 2016	Active

Property Management and Development Actions – 2016/17

Actions 2016/17						
Action	Description	Planned Outcome	Owner	Start	End	Status (Planned, Active, Complete)
Asset Management Workstream – depots and stores modernisation	Consolidation of existing support accommodation into two geographical locations	Letting of main contract for works at Whitehill Service Centre and start on site	Economic Property Development Manager	April 2016	July 2016	Active
Asset Management Workstream – property modernisation	Renovate and occupy new offices at Arrochar House	Completion of refurbishment of building and full occupation by staff groups	Estates Manager	April 2016	July 2016	Planned
Asset Management Workstream – TNRP modernisation	Westerton Road, East Mains Industrial Estate, Broxburn	Termination of two head leases	Commercial Property Surveyor	April 2016	July 2016	Planned
Asset Management Workstream – climate change	Development of council wide policy on heating and energy use	Approval and implementation of new policy	Energy Manager	April 2016	October 2016	Active
Workforce and succession planning	Complete review of Property Management and Development staffing structure	Implementation of new structure	Estates Manager	April 2016	October 2016	Active
Asset Management Workstream – property modernisation	Strathbrock Partnership Centre	Relocation of existing Broxburn library to within partnership centre	Estates Manager	July 2016	October 2016	Planned
Strategic Property Asset Management	New West Calder High School	Completion of new bridge and associated road works	Strategic Property Asset Manager	April 2016	December 2016	Planned
Asset Management Workstream – property modernisation	Refurbishment of County Buildings, Linlithgow to form Linlithgow Partnership Centre	Substantial completion of a new partnership centre	Estates Manager	April 2016	March 2017	Planned

Actions 2016/17						
Action	Description	Planned Outcome	Owner	Start	End	Status (Planned, Active, Complete)
Asset Register	Atrium – Phase 2 Asset Management Software	Full installation of next phase of software development	Asset Manager	April 2016	March 2017	Active
Strategic Property Asset Management	New East Calder Partnership Centre	Substantial completion of new partnership centre	Strategic Property Asset Manager	April 2016	March 2017	Planned

Property Management and Development Performance – 2015/16

Performance Indicator	Carbon emissions from energy used in buildings (annual)	PMD191_9a.1																		
Description	Carbon emissions from energy used in buildings based on those in the CRC Energy Efficiency Scheme uplifted for those that are not included as a core source (gas accounts with consumption below 73,200kWh). This is measured in tonnes of CO2. The revised Climate Change Strategy sets a target to 2020/21 of reducing our emissions by 20% from a 2013/14 baseline figure. This averages 2.9% reduction per annum; however this will be subject to weather conditions etc whether this will be achieved in a particular year. This is collected mainly from invoice information contained within the Energy Monitoring and targeting System, Systemslink. Reports run on a monthly, quarterly and annual basis to produce the consumption figures contained within this indicator.																			
<table border="1"> <caption>Carbon Emissions Data</caption> <thead> <tr> <th>Year</th> <th>Actual Emissions (Years)</th> <th>Target Emissions (Target (Years))</th> </tr> </thead> <tbody> <tr> <td>2011/12</td> <td>31,628</td> <td>~34,000</td> </tr> <tr> <td>2012/13</td> <td>32,028</td> <td>~33,500</td> </tr> <tr> <td>2013/14</td> <td>30,808</td> <td>~31,000</td> </tr> <tr> <td>2014/15</td> <td>29,197</td> <td>~30,000</td> </tr> <tr> <td>2015/16</td> <td>28,880</td> <td>~29,000</td> </tr> </tbody> </table>	Year	Actual Emissions (Years)	Target Emissions (Target (Years))	2011/12	31,628	~34,000	2012/13	32,028	~33,500	2013/14	30,808	~31,000	2014/15	29,197	~30,000	2015/16	28,880	~29,000	<p>Trend Chart Commentary:</p> <p>2014/15 showed a further drop in emissions from, partly down to a milder year but also because of continued energy efficiency measures. Despite 2015/16 having a significantly higher number of degree days, it is anticipated that a further reduction in emissions will be seen due to additional energy efficiency measures and changes to carbon emissions factors. More reductions are forecast for 2016/17 due to other factors including the impact of biomass boilers, but will be dependent on weather/climate conditions.</p> <p>Target for 2015/16 is 29046 tonnes. This has been updated to reflect the new 2013/14 baseline figure and annual reduction of 2.9% set out in the council's approved Carbon Management Plan and Climate Change Strategy.</p> <p>The target in 2016/17 is 28203 tonnes</p>	
Year	Actual Emissions (Years)	Target Emissions (Target (Years))																		
2011/12	31,628	~34,000																		
2012/13	32,028	~33,500																		
2013/14	30,808	~31,000																		
2014/15	29,197	~30,000																		
2015/16	28,880	~29,000																		

Property Management and Development Performance – 2015/16

<p>Performance Indicator</p>	<p>Property Management and Development - Percentage of Customers rating the service as good or excellent.</p>	<p><i>P:PMD127_6a.7</i></p>												
<p>Description</p>	<p>Property Management and Development makes a standard questionnaire available to all customers throughout the year, through the council website and links in emails. The question set is based on the 5 Drivers of customer satisfaction and experience. This Performance Indicator is based on a question asking customers to rate their overall satisfaction with the service they received, measuring the percentage of respondents who rated the service delivered as good or excellent.</p> <p>From 2012/13 the performance indicator is based only on the generic customer survey, rather than an aggregation of with results from tenants and building occupiers, who are surveyed in alternate years. It is also based on responses on a five point scale, rather than the four point scale that had been used previously.</p> <p>Progressive targets have been set for all PM&D's Customer satisfaction Performance Indicators (except PMD126, equality, which is fixed at 100%) with the intention of reaching 90% satisfaction by 2016/17.</p>													
<table border="1"> <caption>Performance Data (2011/12 to 2015/16)</caption> <thead> <tr> <th>Year</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>2011/12</td> <td>78.49%</td> </tr> <tr> <td>2012/13</td> <td>89.74%</td> </tr> <tr> <td>2013/14</td> <td>80.56%</td> </tr> <tr> <td>2014/15</td> <td>88.33%</td> </tr> <tr> <td>2015/16</td> <td>87%</td> </tr> </tbody> </table>	Year	Percentage	2011/12	78.49%	2012/13	89.74%	2013/14	80.56%	2014/15	88.33%	2015/16	87%	<p>Trend Chart Commentary:</p> <p>Performance in 2015/16 is on target. The overall target to reach 90% satisfaction by 2016/17.</p> <p>Results in 2015/16 are based on 50 survey returns, which is a reduction from the 60 returns in 2014/15. Given the size of the survey return a small change in the number of replies scoring the service as "good" or "excellent" can lead to a high variation in the percentage level of satisfaction.</p> <p>Performance reflects the emphasis that PM&D gives to providing a service that meets our customers' needs. The response to our surveys is discussed with staff to identify areas where we can all improve the service we deliver.</p> <p>The target for 2016/17 is 90%.</p>	
Year	Percentage													
2011/12	78.49%													
2012/13	89.74%													
2013/14	80.56%													
2014/15	88.33%													
2015/16	87%													

Property Management and Development Performance – 2015/16

Performance Indicator	Property Management and Development - Number of upheld complaints received against service delivery	P:PMD141_6b.1																		
Description	Number of complaints against Property Management and Development's service which have been upheld, i.e. where the service has been at fault																			
<table border="1"> <caption>Upheld Complaints Data</caption> <thead> <tr> <th>Year</th> <th>Years (Actual)</th> <th>Target (Years)</th> </tr> </thead> <tbody> <tr> <td>2011/12</td> <td>1</td> <td>0</td> </tr> <tr> <td>2012/13</td> <td>0</td> <td>0</td> </tr> <tr> <td>2013/14</td> <td>0</td> <td>0</td> </tr> <tr> <td>2014/15</td> <td>0</td> <td>0</td> </tr> <tr> <td>2015/16</td> <td>1</td> <td>0</td> </tr> </tbody> </table>		Year	Years (Actual)	Target (Years)	2011/12	1	0	2012/13	0	0	2013/14	0	0	2014/15	0	0	2015/16	1	0	<p><u>Trend Chart Commentary:</u></p> <p>One upheld complaint was recorded in 2015/16.</p> <p>Property Management & Development records complaints from customers regarding our service to them. This PI shows the number of complaints that were fully upheld. From 2013/14 complaints are recorded on the corporate system, providing a more robust methodology and assessment than in previous years</p> <p>The target for 2016/17 will be unchanged at zero complaints upheld against the Unit.</p>
Year	Years (Actual)	Target (Years)																		
2011/12	1	0																		
2012/13	0	0																		
2013/14	0	0																		
2014/15	0	0																		
2015/16	1	0																		

Property Management and Development Performance – 2015/16

<p>Performance Indicator</p>	<p>Rent Collected for commercial property</p>	<p>PMD166_9b.1c</p>												
<p>Description</p>	<p>This Performance Indicator measures our success in collecting rent due from tenants of the commercial (Tenanted Non-Residential property) portfolio. Bad debts written off in a financial year are deducted from the total amount billed, and the balance is expressed as a percentage of the total billed. The TNRP portfolio comprises those properties that the council owns, but does not occupy for direct service delivery, and totals c700 properties, including 109 shops, 38 offices, and 301 industrial units. As rent written off during one financial year may relate to income billed in a previous financial year some variation in the annual percentage figure may be expected. Trends should therefore be looked at over a longer period.</p>													
<table border="1"> <caption>Rent Collected for commercial property (2011/12 - 2015/16)</caption> <thead> <tr> <th>Year</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>2011/12</td> <td>99.71%</td> </tr> <tr> <td>2012/13</td> <td>99.06%</td> </tr> <tr> <td>2013/14</td> <td>99.57%</td> </tr> <tr> <td>2014/15</td> <td>99.13%</td> </tr> <tr> <td>2015/16</td> <td>99.36%</td> </tr> </tbody> </table>		Year	Percentage	2011/12	99.71%	2012/13	99.06%	2013/14	99.57%	2014/15	99.13%	2015/16	99.36%	<p>Trend Chart Commentary:</p> <p>Performance for 2015/16 was better than the target of 99%, and slightly up the previous year's result.</p> <p>Collection rates were consistently around or above target in the previous four years.</p> <p>The target for 2016/17 will be unchanged at 99%.</p>
Year	Percentage													
2011/12	99.71%													
2012/13	99.06%													
2013/14	99.57%													
2014/15	99.13%													
2015/16	99.36%													

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	Quarterly		✓			✓			✓			✓	
● Collation Specified Performance Indicators (SPIs)	Annually				✓								
● Update of PPR information	Annually	✓											
● WLAM (assessment)	3 year												
● Review Panel	N/A												
● Performance Committee	N/A												
● Process Review (Lean/RIE activity)	N/A												
● Progress review of improvement actions	Quarterly	✓			✓				✓			✓	
● CSE preparation	N/A												
● Inspection or Audit activity	N/A												
● Budget Management activity	Quarterly					✓		✓			✓		✓
● Equality Impact Assessment(s)	Ad Hoc												
● Health and Safety Assessment(s)	Annually								✓				
● Business Continuity Planning	Annually	✓											
● Workforce Planning	Annually												✓
● ADRs	Annually	✓											
● Review of customer groups/segmentation matrix	Annually			✓									
● Customer consultation	Annually			✓									
● Review of Service Standards	Annually								✓				
● Planned Engagement activity	N/A												
● Website content management	Quarterly	✓			✓				✓			✓	

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

3.4 Revenues Unit

Manager:	Scott Reid
Number of Staff (FTE):	112.00
Location:	St David House

Purpose

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

During 2016/17 the unit will look to maximise income to the council whilst minimising the costs of collection. The unit will continue to work closely with stakeholders and partners to plan and prepare for the impact of welfare reform. The unit will continue to modernise, with customer communication and consultation playing a key part in its modernisation activity. There will be ongoing development in the provision of the benefits service due to the effects of welfare changes.

Activities

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

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

Key Partners

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

- Department for Work and Pensions
- Scottish Government
- Registered Social Landlords
- Lothian Valuation Joint Board
- Business Improvement District Companies

Customer Participation

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

Customer Consultation Schedule				
Customer Group	Survey Method	Frequency	Responsible Officer	Feedback Method
Council Taxpayer	Paper based and E-survey creator	Monthly	Revenues Manager	Results posted on internet Council Tax booklet Email
Pensioners in receipt of HB/ CTRS	Paper based and E-survey creator	Monthly	Benefits Manager	Results posted on internet Council Tax booklet Email
Business Ratepayers	E-survey creator	Annually	Revenues Manager	Results posted on internet Business Rates booklet Email
Working age in receipt of HB/CTRS	Paper based and E-survey creator	Monthly	Benefits Manager	Results posted on internet Council Tax booklet Email
RSL / Private Landlords	Paper based and E-survey creator	Annually	Benefits Manager	Results posted on internet Email RSL & Private Landlord Forums
Scottish Welfare Fund	Telephone	Daily	Benefits Manager	Results posted on internet Email
Council services	E-survey creator	Annually	Revenues Manager	Results posted on internet Email
Customers with multiple debts	Telephone	Bi-monthly	Revenues Manager	Results posted on internet Email
Revenues system users	E survey	Annually	Revenues Manager	Incident Tool – Software System Issues Email

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 with line management responsibility	One-to-ones	Monthly	Revenues Manager
All employees with no line management responsibility	One-to-ones	Quarterly	Revenues Manager
All employees	Appraisal Development Review (ADR)	Annually	Revenues Manager
All employees	Team meetings	Monthly	Revenues Manager
Employee sample	Employee survey	Annually	Revenues Manager
All employees	Management Plan Launch	Annually	Revenues Manager / Head of Finance and Property Services
Service Managers	Senior Management Team Meeting	Monthly	Head of Finance and Property Services
Service Managers / Team Managers	Extended Management Team Meeting	Bi-annually	Head of Finance and Property Services

Revenues Activity Budget – 2016/17

Activity Budget 2016/17								
Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2016/17	PI Category	Staff Resource (FTE)	Revenue Expenditure Budget 2016/17 £	Revenue Income Budget 2016/17 £	Net Revenue Budget 2016/17 £
Council Tax	Billing, collection and administration of Council Tax and Water Service Charges	Enabler Service - Financial Planning	CP:sspi05 - Cost of collecting Council Tax per dwelling- £8.00	Public	19.70	733,199	(431,652)	301,547
			CP:sspi06b - percentage of income due from Council Tax for the year that was received by the end of the year - 95.1%					
Corporate Debt	Collection of multiple debts due to the council, provision of welfare and debt advice, collection of Housing Benefit overpayments	Enabler Service - Financial Planning	NEW - Amount of estimated customer income generated by Corporate Debt Team in income maximisation activity - £38.00	WLAM	14.00	521,647	(137,526)	384,121
			REV009_9b(C) - Cumulative value of Housing Benefit Overpayment recovered - £800,000					
Non-Domestic Rates	Billing, collection and administration of Non Domestic Rates	Enabler Service - Financial Planning	REV014_9a - Business Rates cost per property - £30.00	WLAM	3.00	111,837	(223,876)	(112,039)
			REV002_9b - Percentage of Business Rates received in the year - 97.8%					

Activity Budget 2016/17								
Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2016/17	PI Category	Staff Resource (FTE)	Revenue Expenditure Budget 2016/17 £	Revenue Income Budget 2016/17 £	Net Revenue Budget 2016/17 £
Service Accounts	Invoicing, collection and administration of the councils service accounts	Enabler Service - Financial Planning	REV016_9a - Cost of collection for service accounts - £12.00	WLAM	2.00	74,424	0	74,424
			REV083_9b - Outstanding service account debt over 12 months - £400,000					
Housing Benefit and Council Tax Reduction	Administration of Housing Benefit and Council Tax Reduction including appeals, interventions and administration of Discretionary Housing Payments	5. Minimising poverty, the cycle of deprivation and promoting equality	REV114_9a - Gross administration cost per Housing Benefit case - £32.00	WLAM	40.10	3,509,422	(2,024,943)	1,484,479
			REV118_9b.1c – Average number of days to process Housing Benefit new claims - 19 days					
			REV119_9b.1c – Average number of days to process Housing Benefit change in circumstances - 9 days					
Scottish Welfare Fund	Administration of Community Care Grants and Crisis Grants	5. Minimising poverty, the cycle of deprivation and promoting equality	REV107_9a - Cost of Scottish Welfare Fund per application received - £45.00	WLAM	7.00	1,286,570	(223,877)	1,062,693
			REV108_9b – Percentage of spend against budget - 100%					

Activity Budget 2016/17								
Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2016/17	PI Category	Staff Resource (FTE)	Revenue Expenditure Budget 2016/17 £	Revenue Income Budget 2016/17 £	Net Revenue Budget 2016/17 £
Income and Rent Control	Administration and provision of income management function. Administration of Rent Accounting system	Enabler Service - Financial Planning	REV109_9a - Cost of income and rent control per £1 million of payments processed – £350.00	WLAM	8.60	320,262	(66,480)	253,782
			REV069_6b.2 - Percentage of rent account changes processed within 7 days of receipt - 98%					
Business Systems Development	Provision and development of critical business systems, including routine accuracy and compliance checks	Enabler Service - Financial Planning	REV110_9a - Cost of Business Systems Development per £1 million of income generated - £350.00	WLAM	9.60	357,410	0	357,410
			REV031_6b.2 - Percentage of incidents logged regarding software faults within 3 working days - 98%					
Business Support	Provision of a support function for all Unit teams	Enabler Service - Financial Planning	REV111_9a - Cost of Business Support per £1 million of income generated - £300.00	WLAM	8.00	297,973	0	297,973
			REV089_9b - Percentage of benefits and collections mail indexed within 1 day of receipt - 96%					
Total :-					112.00	7,212,744	(3,108,354)	4,104,390

Revenues Actions – 2015/16

Actions 2015/16						
Action	Description	Planned Outcome	Owner	Start	End	Status (Planned, Active, Complete)
Corporate Debt	Deal with customers' debt due to the council on a corporate basis	When customers contact the council all their debt due to the council, is dealt with	Revenues Manager	April 2015	March 2016	Active
Council Tax Discount Reviews	Develop and introduce online forms for Council Tax discount reviews	Customers able to return their discount review via online forms	Collections Team Leader	April 2015	March 2016	Complete
Housing Benefit and Council Tax Reduction	Implement risk based verification for all benefit claims	Risk based verification in place and reduction in benefit processing times	Benefits Manager	April 2015	March 2016	Complete
Housing Rent	Carry out review of rent reconciliation process	Rent reconciliation process reviewed and more efficient process in place	Income and Rent Control Team Leader	April 2015	March 2016	Complete
Interventions	Introduce Housing Benefit and Council Tax Reduction interventions programme	Programme implemented and reduction in fraud and error	Benefits Team Leader	April 2015	March 2016	Complete
Scottish Welfare Fund	Review Scottish Welfare Fund processes	Processes reviewed and cost per application reduced	Benefits Team Leader	April 2015	March 2016	Complete
Universal Credit	Preparing for roll out of Universal Credit including working with Department for Work and Pensions	Universal Credit successfully introduced	Benefits Manager	April 2015	March 2016	Complete
W2 Workflow System	System upgrade for W2 workflow system	System upgrade implemented	Business Systems Development Team Leader	April 2015	March 2016	Complete
W2 Workflow System	Implement data disposal module for W2 workflow system	Data disposal module implemented	Business Systems Development Team Leader	April 2015	March 2016	Active

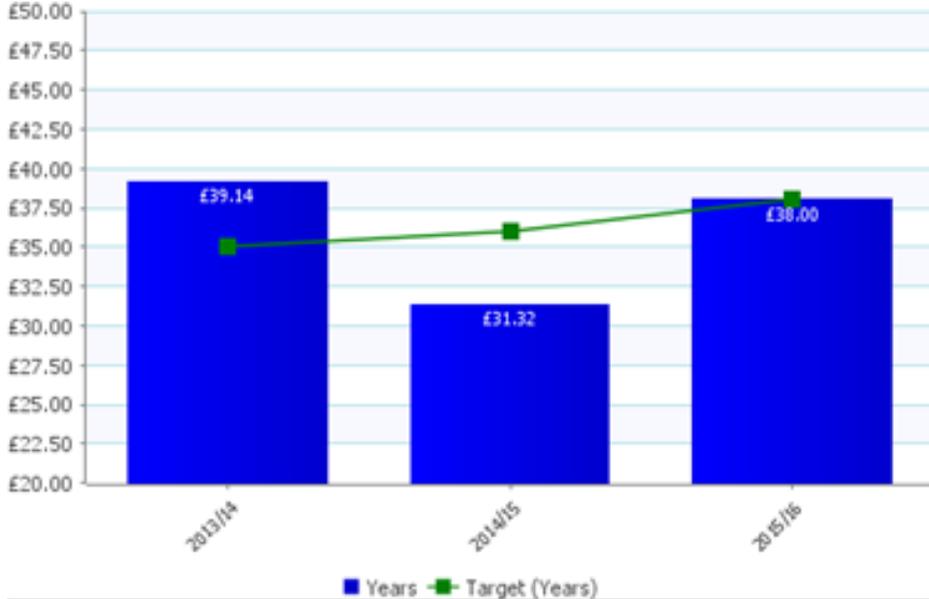
Revenues Actions – 2016/17

Actions 2016/17						
Action	Description	Planned Outcome	Owner	Start	End	Status (Planned, Active, Complete)
Corporate Debt	Deal with customers' debt due to the council on a corporate basis	When customers contact the council all their debt due to the council is dealt with	Revenues Manager	April 2016	September 2016	Active
Corporate Debt	Introduce new Corporate Debt Approach	Performance indicators and monitoring arrangements are in place	Corporate Debt Team Leader	April 2016	March 2017	Planned
Channel Shift	Increase opportunities for customers to change the way they interact with our service	Increased take up of direct debit, e-billing, online forms, e-communications, self service payments and customer portal	Revenues Manager	April 2016	March 2017	Planned
Council Tax	Implement Water Direct arrangements for Council Tax	Council Tax collection rates are increased	Collections Team Leader	April 2016	March 2017	Planned
Customer Self Service Portal	Introduce customer self-service portal for Council Tax, Benefits and Business Rates	Customers are able to access account details online	Business Systems Development Team Leader	April 2016	March 2017	Planned
Housing Benefit	Install the discretionary housing payment module for Universal Credit claimants	Discretionary housing payments are administered efficiently for Universal Credit claimants	Benefits Team Leader	April 2016	March 2017	Planned
Rent Reconciliation	Implement revised rent reconciliation process	Rent reconciliation process is effective and efficient	Income and Rent Control Team Leader	April 2016	March 2017	Planned
W2 Workflow System	Implement data disposal module for W2 workflow system	Data disposal module implemented	Business Systems Development Team Leader	April 2016	March 2017	Active

Revenues Unit Performance - 2015/16

<p>Performance Indicator</p>	<p>Percentage of respondents who rated the overall quality of service delivered by the Revenues Unit as good or excellent.</p>	<p>P:REV042_6a.7</p>												
<p>Description</p>	<p>This performance indicator measures the percentage of customers that rated our overall service as good or excellent. Collected as part of our ongoing survey, customers are asked to rate the quality of the service provided as; excellent, good, adequate, poor, very poor or not applicable. The survey is a random but representative sample of the customers that accessed the service and the results are analysed to identify improvements to the way the service is delivered to customers.</p>													
<div style="display: flex; justify-content: space-between;"> <div data-bbox="179 486 1176 1391" style="width: 48%;"> <table border="1"> <caption>Performance Data (2011/12 - 2015/16)</caption> <thead> <tr> <th>Year</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>2011/12</td> <td>90.7%</td> </tr> <tr> <td>2012/13</td> <td>77.8%</td> </tr> <tr> <td>2013/14</td> <td>89.4%</td> </tr> <tr> <td>2014/15</td> <td>89.5%</td> </tr> <tr> <td>2015/16</td> <td>90%</td> </tr> </tbody> </table> <p>Legend: ■ Years (Blue bars), ■ Target (Years) (Green line)</p> </div> <div data-bbox="1176 486 2051 1391" style="width: 48%;"> <p>Trend Chart Commentary:</p> <p>We strive to improve our services on an ongoing basis. Feedback from our customers is important to judge if our actions have been successful.</p> <p>2015/16: Current performance is in line with the 2015/16 target of 90%.</p> <p>2014/15: The surveys were issued to a sample of our Benefits, Business Rates, Council Tax, Scottish Welfare Fund and internal customers. 2,123 surveys were issued with 482 being returned (22.7%), an increase in return rate of 7% from the previous year. The percentage of respondents who rated the overall quality of service between good and excellent was 89.5%, an increase of 0.1% from the previous year.</p> <p>2013/14: The surveys were issued to a sample of our Benefits, Business Rates, Council Tax and internal customers. 2,202 surveys were issued with 345 being returned (15.7%), an increase in return rate of 4.1% from the previous year. The percentage of respondents who rated the overall quality of service between good and excellent was 89.4%, an increase of 11.6% from the previous year. This level of response has exceeded our target.</p> <p>2012/13: The surveys were issued to a sample of our Benefits, Business Rates and Council Tax customers. 1,423 surveys were issued with 165 being returned (11.6%). The percentage of respondents who rated the overall quality of service between good and excellent has reduced from the previous year and has not reached our target. The main reason for this is the introduction of a new Council Tax and benefit system in August 2012 because of Welfare Reform changes to benefit administration. As a result of workloads build up, delays occurred in processing customer enquiries.</p> <p>2011/12: From the 1,758 surveys issued, 255 (14.5%) were returned. Although analysis of these results has shown a reduction in the percentage of respondents who rated the overall quality of service delivered as good, very good and excellent, we have exceeded our target.</p> <p>The target for 2016/17 is 91%.</p> </div> </div>			Year	Percentage	2011/12	90.7%	2012/13	77.8%	2013/14	89.4%	2014/15	89.5%	2015/16	90%
Year	Percentage													
2011/12	90.7%													
2012/13	77.8%													
2013/14	89.4%													
2014/15	89.5%													
2015/16	90%													

Revenues Unit Performance - 2015/16

Performance Indicator	Gross administration cost per Housing Benefit case	REV114_9a												
Description	<p>The cost per case for Housing Benefit and Council Tax Benefit was previously a specified performance indicator, used by all Scottish authorities, and reported on under CP.sspi04. This indicator is no longer a statutory performance indicator from 2013/14.</p> <p>From 1 April 2013, when Council Tax Benefit was replaced by Council Tax Reduction, the cost per case for Housing Benefit only will be reported.</p> <p>The indicator shows the average administration cost of dealing with Housing Benefit applications. The indicator allows costs to be more directly comparable by weighting the caseload mix by using the Housing Benefit subsidy distribution formula.</p>													
 <table border="1"> <caption>Gross administration cost per Housing Benefit case</caption> <thead> <tr> <th>Year</th> <th>Actual Cost (£)</th> <th>Target (£)</th> </tr> </thead> <tbody> <tr> <td>2013/14</td> <td>£39.14</td> <td>£38.00</td> </tr> <tr> <td>2014/15</td> <td>£31.32</td> <td>£38.00</td> </tr> <tr> <td>2015/16</td> <td>£38.00</td> <td>£38.00</td> </tr> </tbody> </table>	Year	Actual Cost (£)	Target (£)	2013/14	£39.14	£38.00	2014/15	£31.32	£38.00	2015/16	£38.00	£38.00	<p>Trend Chart Commentary:</p> <p>This is a new indicator that replaces CP.sspi04, as the cost per case is only now collected for housing benefit from 2013/14.</p> <p>2015/16 - It is anticipated that the cost per case for 2015/16 will be in line with the target of £38.00.</p> <p>2014/15 - The cost per case has reduced by £7.82 from last year. This is down to a reduction in staff and overtime costs during the financial year. We were ranked as 6 out of the 32 Scottish local authorities for cost per case.</p> <p>2013/14 - As a result of constant change to benefit administration, with the associated rise in the level of enquiries received, the cost per case expenditure has increased from £35.17 in 2012/13, to £39.14.</p> <p>We were ranked as 14 out of the 32 local authorities for cost per case.</p> <p>The target for 2016/17 is £32.00.</p>	
Year	Actual Cost (£)	Target (£)												
2013/14	£39.14	£38.00												
2014/15	£31.32	£38.00												
2015/16	£38.00	£38.00												

Revenues Unit Performance - 2015/16

<p>Performance Indicator</p>	<p>Average number of days to process Housing Benefit new claims</p>	<p>P:REV118_9b.1c</p>												
<p>Description</p>	<p>This performance indicator measures the average number of days to process Housing Benefit new claims on an annual basis. The average number of days is calculated from the date of receipt of the application to the date that a decision is made. Receipt of a claim for HB at any designated office will be the starting point at which the count for the processing time begins. The count for the processing time stops the day the decision is made.</p> <p>This data is gathered by the Single Housing Benefit Extract tool which reports on all data entered on the Housing Benefit processing system. This information allows management to monitor ongoing performance and to compare performance against other Local Authorities.</p>													
<table border="1"> <caption>Performance Data from Chart</caption> <thead> <tr> <th>Year</th> <th>Actual Performance (Days)</th> <th>Target (Days)</th> </tr> </thead> <tbody> <tr> <td>2013/14</td> <td>25</td> <td>28</td> </tr> <tr> <td>2014/15</td> <td>27</td> <td>28</td> </tr> <tr> <td>2015/16</td> <td>18</td> <td>20</td> </tr> </tbody> </table>		Year	Actual Performance (Days)	Target (Days)	2013/14	25	28	2014/15	27	28	2015/16	18	20	<p>Trend Chart Commentary:</p> <p>The purpose of the Housing Benefit (HB) new claims indicator is to establish the average time taken by councils to process all new claims from the date of receipt to the date of decision. Prior to 2013/14 this indicator included Housing Benefit and Council Tax Benefit new claims as both were reported to the Department for Work and Pensions. As Council Tax Benefit was replaced by Council Tax Reduction from 1 April 2013, this indicator now only considers Housing Benefit and the data is only available from 2013/14.</p> <p>2015/16 - Current performance is 18 days against a target of 20 days.</p> <p>2014/15 - Performance was 27 days against a target of 28 days, with a total of 4188 new claims being processed during the year. The average number of days to process a new claim reflects a poorer performance at the start of the year due to staff resource, with a performance that was below 27 days in the last four months of the year. The average processing time for March 2015 was 19.13 days. We were ranked as 27 out of the 32 Scottish local authorities for the average number of days to process housing benefit new claims.</p> <p>2013/14 - Performance was 25 days against a target of 28 days. The target of 28 days was set based on the level of resources in place within the Benefit team.</p> <p>The target for 2016/17 has been set at 19 days. The target has been revised to reflect the current position with regard to staff resource, Welfare Reform changes and system developments.</p>
Year	Actual Performance (Days)	Target (Days)												
2013/14	25	28												
2014/15	27	28												
2015/16	18	20												

Revenues Unit Performance - 2015/16

Performance Indicator	Percentage of income due from Council Tax for the year that was received by the end of the year.	<i>CP:sspi06b</i>																		
Description	<p>This indicator shows the amount of payments received against Council Tax for the year due, excluding water charges (outstanding previous year charges are also excluded). It is a Specified Performance Indicator, used by all Scottish authorities, and the aim is to achieve or exceed the target and maximise the percentage of income received during the year. This information is updated in September each year with the previous year's performance figures.</p>																			
<table border="1"> <caption>Revenues Unit Performance Data</caption> <thead> <tr> <th>Year</th> <th>Percentage of Income Received</th> <th>Target</th> </tr> </thead> <tbody> <tr> <td>2011/12</td> <td>94.1%</td> <td>94.34%</td> </tr> <tr> <td>2012/13</td> <td>94.7%</td> <td>94.7%</td> </tr> <tr> <td>2013/14</td> <td>94.9%</td> <td>94.9%</td> </tr> <tr> <td>2014/15</td> <td>94.9%</td> <td>94.9%</td> </tr> <tr> <td>2015/16</td> <td>95.0%</td> <td>95.0%</td> </tr> </tbody> </table>		Year	Percentage of Income Received	Target	2011/12	94.1%	94.34%	2012/13	94.7%	94.7%	2013/14	94.9%	94.9%	2014/15	94.9%	94.9%	2015/16	95.0%	95.0%	<p>Trend Chart Commentary:</p> <p>2015/16: Current performance is in line with the 2015/16 target of 95%.</p> <p>2014/15: The in year percentage collection as at 31 March 2015 improved by 0.5% on the same point in the previous year. The total amount collected for the in year Council Tax in 2014/15 was £58.004m compared to £56.632m for the in year Council Tax 2013/14. Even after the year has ended collection of outstanding Council Tax continues until all collectable debt is paid. In 2014/15, West Lothian Council was ranked 21st out of 32 Scottish Local Authorities for this indicator.</p> <p>2013/14: In year percentage collection as at 31 March 2014 dropped by 0.3% on the same point in the previous year. The total amount collected for the in year Council Tax in 2013/14 was £56.632m compared to £56.266m for the in year Council Tax 2012/13. The level of Council Tax Reduction which replaced Council Tax Benefit is down by £63k on the previous year. Even after the year has ended collection of outstanding Council Tax continues until all collectable debt is paid.</p> <p>2012/13: In year percentage collection as at 31 March 2013 increased by 0.6% on the same point in the previous year. The calculation of the in year Council Tax collection was assisted by a more accurate separation of the amount collected for Council Tax and that collected for Scottish Water (commonly referred to as a line by line calculation) whereas in previous years the calculation was based on a formula that could not account for the negative impact of Scottish Water charges on Council Tax collection amounts. The total amount collected for the in year Council Tax in 2012/13 was £56.265m compared to £55.370m for the in year Council Tax 2011/12.</p> <p>2011/12: In year percentage collection as at 31 March 2012 is down 0.24% on the same point in the previous year. However, cash collected in 2011/12 is up approximately £300,000 from 2010/11. The percentage collection has been negatively affected due to a reduction in the level of write offs, Council Tax Benefit awarded and discounts.</p> <p>The target for 2016/17 is 95.1%.</p>
Year	Percentage of Income Received	Target																		
2011/12	94.1%	94.34%																		
2012/13	94.7%	94.7%																		
2013/14	94.9%	94.9%																		
2014/15	94.9%	94.9%																		
2015/16	95.0%	95.0%																		

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)	Annually			✓									
● Update of PPR information	Quarterly	✓			✓			✓			✓		
● WLAM (assessment)	3 year												
● Review Panel	N/A												
● Performance Committee	N/A												
● Process Review (Lean/RIE activity)	N/A												
● Progress review of improvement actions	Quarterly	✓			✓			✓			✓		
● CSE preparation	Annually									✓			
● Inspection or Audit activity	Annually		✓										
● Budget Management activity	Quarterly	✓			✓			✓			✓		
● Equality Impact Assessment(s)	As Required												
● Health and Safety Assessment(s)	Annually										✓		
● Business Continuity Planning	Annually				✓								
● Workforce Planning	As Required												
● ADRs	Annually	✓											
● Review of customer groups/segmentation matrix	Annually										✓		
● Customer consultation	Monthly	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
● Review of Service Standards	Annually										✓		
● Planned Engagement activity	Monthly	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
● Website content management	Quarterly	✓			✓			✓			✓		

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

3.5 The Advice Shop

Manager:	Elaine Nisbet
Number of Staff (FTE):	40.10
Location:	Bathgate Partnership Centre and various locations

Purpose

The Advice Shop contributes to the Community Planning Partnership's priority "Minimising poverty, the cycle of deprivation and promoting equality" by providing comprehensive advice to people in West Lothian who are:

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

The service aims to help these groups increase their disposable income, manage their debt, to remain in their home and, to appeal decisions made by the Department of Work and Pensions. The service provided consists of information, advice, advocacy and representation. The service dealt with nearly 15,000 customers, generating approximately £28,000,000 in additional benefits to citizens in West Lothian in 2015/6. It answered over 18,000 phone calls and prevented 600 families from losing their home through the intervention of the Court Advice project.

All activity across the service is informed and prioritised by the 'Better Off: West Lothian Anti-Poverty Strategy'. The overall purpose of this strategy is to help minimise the impact of poverty on the people of West Lothian. Its objective is to ensure that people are equipped to cope with the challenges they currently face and the impact that this has on their health, education and community involvement. The aim is to help people to obtain and retain employment as a key route out of poverty. The service attracts significant external funding.

Activities

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

- Income Maximisation
- Money, debt and housing advice
- Fuel advice
- Deliver the Macmillan @ West Lothian project

- Refresh the Better Off: the West Lothian Anti-Poverty Strategy and deliver the actions contained in the anti-poverty and welfare reform annual action plan
- Assist and support customers to claim benefits and manage their finances by becoming digitally included
- Develop and deliver non crisis budgeting and financial advice as the lead partner in the West Lothian Advice Network
- Offer a range of volunteering opportunities to support individuals to gain the skills, knowledge and confidence which will also support and enhance service delivery

Key Partners

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

- Macmillan Cancer Support as an external funder
- Scottish Legal Aid Board as an external funder
- Children 1st as an external funder
- West Lothian Anti-Poverty Strategy Board and Action Plan Development Group
- West Lothian Advice Network
- Department for Work and Pensions
- Local Credit Unions: Blackburn, Seafield and District Credit Union and West Lothian Credit Union
- Voluntary Sector Gateway West Lothian

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
Advice Shop Customers	Satisfaction survey of 25 customers per week paper based and e-survey creator	Monthly	Senior Advisor Income Maximisation	Performance indicators
Service Stakeholder group	Focus group on specific areas of delivery	Annually	Senior Advisor Projects	Annual report/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	Monthly	Team manager
All employees	Team meetings	Monthly	Team manager
All employees	Appraisal Development Review (ADR)	Annually	Revenues Manager
Employee sample	Employee survey	Annually	The Advice Shop Manager
All employees	Training survey	Annually	Senior Advisor Projects
All employees	Management Plan Launch	Annually	The Advice Shop Manager
All employees	Development and improvement days	Bi-annually	The Advice Shop Manager
Service Managers	Senior Management Team Meeting	Monthly	Head of Finance and Property Services
Service Managers / Team Managers	Extended Management Team Meeting	Bi-annually	Head of Finance and Property Services

The Advice Shop Activity Budget – 2016/17

Activity Budget 2016/17								
Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2016/17	PI Category	Staff Resource (FTE)	Revenue Expenditure Budget 2016/17 £	Revenue Income Budget 2016/17 £	Net Revenue Budget 2016/17 £
Income maximisation	Promote social inclusion by maximising income and improving the standard of living of those individuals, families and households who are living in poverty.	5. Minimising poverty, the cycle of deprivation and promoting equality	ADS043_9a.1a - Unit cost per advice shop engaged customer - £48	Public	21.70	799,932	(227,470)	572,462
			ADS061_9b.1a - Total quarterly amount the Advice Shop has gained for its customers - £6.75m	Public				
Energy Advice	Promote social inclusion by reducing fuel poverty,	5. Minimising poverty, the cycle of deprivation and promoting equality	ADS043_9a.1a - Unit cost per advice shop engaged customer - £48	Public	5.80	150,329	0	150,329
			ADS068_9b.1a - Total value of energy advice savings - £250,000	High Level				

Activity Budget 2016/17								
Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2016/17	PI Category	Staff Resource (FTE)	Revenue Expenditure Budget 2016/17 £	Revenue Income Budget 2016/17 £	Net Revenue Budget 2016/17 £
Money and Housing Advice	Promote social inclusion by maximising income and improving the standard of living of those individuals, families and households who are living in poverty, and prevent homelessness in West Lothian.	5. Minimising poverty, the cycle of deprivation and promoting equality	ADS043_9a.1a - Unit cost per advice shop engaged customer - £48	Public	7.60	304,906	(107,135)	197,771
			ADS066_9b.1a - Advice Shop Money Advice - Customer debt managed through money advice intervention - £2,000,000 ADS081_9b.1c - Housing advice - number of evictions prevented - 600	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		1.00	48,051	0	48,051
	Total :-				36.10	1,303,218	(334,605)	968,613
Time Limited - Anti Poverty Strategy	Alleviate poverty among vulnerable people and groups in West Lothian.	5. Minimising poverty, the cycle of deprivation and promoting equality	Progress on delivery of this activity including progress against a detailed action plan is reported to the Anti- Poverty Strategy Board and CPP Board		4.00	314,000	0	314,000
	Total :-				40.10	1,617,218	(334,605)	1,282,613

The Advice Shop Actions – 2015/16

Actions 2015/16						
Action	Description	Planned Outcome	Owner	Start	End	Status (Planned, Active, Complete)
Increase access to money advice	Develop the West Lothian Advice network to be lead partner in the coordination of preventative money advice	The Network will introduce systems and activity so that people in West Lothian have uniform access to joined up preventative money advice	The Advice Shop Manager	April 2015	March 2016	Complete
Increase financial capability of people in West Lothian	Support local credit unions (CU) to expand membership in West Lothian among people at risk of financial exclusion	Credit Unions will operate from multiple venues that allow them to provide better coverage across West Lothian Child membership will increase as a result of CU presence in schools	The Advice Shop Manager	April 2015	Ongoing	Active
Develop West Lothian Court Advice Project (in partnership with CAB, funded by the Scottish Legal Aid Board)	Supporting customers with Legal Advice and representation at the Sheriff Court	Home owners / tenants keep their homes Customers gain financial redress through the small claims process	The Advice Shop Manager	April 2015	March 2016	Active
Develop the Community Planning Partnerships' revised Better Off: the West Lothian Anti-Poverty Strategy 2014 - 2017	Develop a Financial Inclusion Action Plan to be incorporated in the reviewed anti-poverty action plan	Revised strategy and action plans help alleviate poverty in West Lothian	The Advice Shop Manager	April 2015	March 2016	Active

Actions 2015/16						
Action	Description	Planned Outcome	Owner	Start	End	Status (Planned, Active, Complete)
Implement MacMillan @ West Lothian	Develop four support hubs and 10 information points throughout West Lothian Train 30 volunteers and offer accreditation opportunities	Adults who are diagnosed with cancer are better able to manage the non-clinical aspects of their journey with cancer	The Advice Shop Manager	January 2015	March 2016	Active

The Advice Shop Actions – 2016/17

Actions 2016/17						
Action	Description	Planned Outcome	Owner	Start	End	Status (Planned, Active, Complete)
Increase financial capability of people in West Lothian	Support local credit unions to expand membership in West Lothian among people at risk of financial exclusion Support the development of a local community development finance initiative. offering low cost loans and embedded money advice	The two local credit unions will operate from venues that allow them to provide better coverage across West Lothian, and grow their memberships Adults will be able to access low cost loans and improve their budgeting and financial skills	The Advice Shop Manager	April 2016	March 2017	Active
Increase access to money advice	West Lothian Advice network will be the lead partner in the coordination of preventative money advice.	The Network will embed systems and activity so that people in West Lothian have equity of access to joined up preventative money advice	Senior Advisor Projects	April 2016	March 2017	Active
Submit application for funding for West Lothian Court Advice Project (in partnership with Citizens Advice Bureau West Lothian, funded by the Scottish Legal Aid Board) for continuation of project from September 2016	Help home owners and tenants avoid home repossession/ eviction through advice and representation at Sheriff Court Assist customers to make successful small claims through the Sheriff Court	Home owners / tenants keep their homes. Customers gain financial redress through the small claims process	Senior Advisor Money and Housing	April 2016	September 2016	Planned

Actions 2016/17						
Action	Description	Planned Outcome	Owner	Start	End	Status (Planned, Active, Complete)
Refresh the Macmillan Benefits Project	Work with Macmillan Cancer Support to implement a new delivery model at the Western General Hospital.	Adults, families and carers have access to benefits advice and other support to make good financial decisions	Senior Advisor Age & Illness	April 2016	March 2017	Planned
Refresh the Community Planning Partnerships' Better Off: the West Lothian Anti-Poverty Strategy 2014 - 2017	Review the anti-poverty strategy to reflect better the changing needs of those affected by welfare reform and financial hardship.	Revised strategy and action plans help alleviate poverty in West Lothian.	The Advice Shop Manager	April 2016	March 2017	Planned
Implement MacMillan @ West Lothian	Develop four information and support hubs and 10 information points throughout West Lothian. Train 30 volunteers and offer accreditation opportunities	Adults who are diagnosed with cancer are better able to manage the non-clinical aspects of their journey with cancer	The Advice Shop Manager	April 2016	March 2018	Active

The Advice Shop Performance – 2015/16

<p>Performance Indicator</p>	<p>Advice Shop - Percentage of customers who rated the overall quality of the service as good or excellent.</p>	<p>zADS500_6a.7</p>																		
<p>Description</p>	<p>Responses are gathered from our customer survey cards which we ask customers to complete following their involvement with the Advice Shop. This performance indicator focuses on the overall quality of service which the customer received.</p> <p>The Advice Shop monitor results to identify any positive or negative trends which allow us to continue to provide the best possible service to our customers. Advice Shop customer satisfaction has been measured since 1999.</p> <p>The Advice Shop receives around 1000 responses per year which provides a detailed indication on our performance.</p>																			
<table border="1"> <caption>Advice Shop Performance Data</caption> <thead> <tr> <th>Year</th> <th>Actual Performance (%)</th> <th>Target (%)</th> </tr> </thead> <tbody> <tr> <td>2011/12</td> <td>99%</td> <td>97%</td> </tr> <tr> <td>2012/13</td> <td>100%</td> <td>98%</td> </tr> <tr> <td>2013/14</td> <td>100%</td> <td>99%</td> </tr> <tr> <td>2014/15</td> <td>100%</td> <td>99%</td> </tr> <tr> <td>2015/16</td> <td>99%</td> <td>99%</td> </tr> </tbody> </table>		Year	Actual Performance (%)	Target (%)	2011/12	99%	97%	2012/13	100%	98%	2013/14	100%	99%	2014/15	100%	99%	2015/16	99%	99%	<p>Trend Chart Commentary</p> <p>Over the last 5 years we have exceeded our target. The service actively encourages the sharing of ideas and improvements from customers, staff and partners. We discuss any suggested improvements and implement where appropriate. This ensures the overall customer experience continues to develop and improve.</p> <p>2015/16 - In this period we estimate 99% of customers will feel that the overall quality of service was either good or excellent. In Quarter 2 of 2015/16, one customer rated this key performance indicator as average. After investigation we found that the customer had to be delivered a difficult message due to their personal circumstances, we understand this is why the customer felt the rating was only average. Due to the ongoing Welfare Reform changes we will continue to come across instances such as this but will continue to support customers through challenging times.</p> <p>2014/15 - In this period 100% of customers felt that the overall quality of service was either good or excellent. The service has made continued improvements in relation to staff training and to processes, which has ensured that the overall quality of service has remained at 100% for this period. The training team have focused on Welfare Reform changes and successful campaigns have eased the pressures on customers who have been affected. All staff are encouraged to suggest improvements in all areas of the service which are then explored and implemented where appropriate by the relevant improvement teams. We have also increased our outreach sessions which have improved the opportunity for customers who live in smaller villages to easily access our services.</p> <p>2013/14 - The target for this period was increased to 99% as the service continues to reach or exceed our target. 100% of responses felt the overall quality of service was either good or excellent. The training team have worked extremely hard to ensure that all advisors are confident with the advice which we provide. We also have had training to deliver difficult messages due to the ongoing Welfare Reform changes. This period seen significant improvement updates our induction process for new staff members ensure</p>
Year	Actual Performance (%)	Target (%)																		
2011/12	99%	97%																		
2012/13	100%	98%																		
2013/14	100%	99%																		
2014/15	100%	99%																		
2015/16	99%	99%																		

the highest quality of service continues to be delivered.

2012/13 - Our target was increased to 98% for this period as we continue to exceed our target in this performance indicator. We successfully reached 100% of responses rated as good or excellent. Improvements to processes such as our drop in sessions and an improved training plan are the main reasons for the high rating within this performance indicator.

2011/12 - Our target was increased to 97% for this period as we continue to exceed our target in this performance indicator. We reached 99% of responses rating the overall quality of service as good or excellent. In this period all Advice Shop staff were trained in each area or advice which the service offered e.g. Money, Housing, Benefits and Energy. This greatly improved the customer experience as many more enquiries could be dealt with at the first point of contact and less return visits or appointments were required.

2016/17 Target - Our target will remain at 99% for this period.

The Advice Shop Performance - 2015/16

<p>Performance Indicator</p>	<p>Advice Shop - Percentage of our customer contacts that we respond to within our service standard for timeliness of response.</p>	<p>zADS501_6b.3</p>																		
<p>Description</p>	<p>This key performance indicator shows if we are meeting our service standards within the set period. Advice Shop monitor a random sample of 240 customers throughout the year to make sure we meet our timeliness standard. We monitor standards for customers coming to see us face to face, contacting us over the telephone and also by email or letter. Our timeliness standard is to return telephone calls within 1 working day, and emails and letters within 3 working days. We aim to see customers face to face within 45 minutes. Managers monitor and review results to identify any trends positive or negative. This allows us to make improvements and to continue to provide the best possible service to our customers.</p>																			
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Year	Actual Performance (%)	Target (%)																		
2011/12	99%	95%																		
2012/13	96%	95%																		
2013/14	98%	96%																		
2014/15	99%	97%																		
2015/16	99%	98%																		

2016/17 Target - Our target will remain at 98% for this period.

The Advice Shop Performance - 2015/16

Performance Indicator	Amount of extra customer estimated income gained per pound of income maximisation staff cost.	zADS502_9a.2a
Description	<p>This key performance indicator measures the amount of estimated income gained for all customers measured against the overall cost of Advice Shop working in the 'Income Maximisation' team (The Income Maximisation Service is increasing customers incomes by checking their entitlement to Welfare Benefits, if entitlement is identified the team assist customers to apply therefore maximising their income). This way of measuring effectiveness was developed in West Lothian by Advice Shop staff. It is increasingly being used by advice services throughout Britain.</p> <p>The leverage figure is the amount of income gained for customers per 1 pound (£1) spent on staff cost. A benchmark for a good income maximisation service is above £20:1.</p>	



Trend Chart Commentary:

Over the last 5 years we have exceeded our target. Many benefits are becoming more difficult to qualify for or being abolished. This limits how we can financially help some of our customers. We will closely monitor any Welfare Reform changes and the impacts on customers.

2015/16 - We estimate that we will exceed our target gaining around £28million for residents of West Lothian. During this period we have continued our proactive approach to helping customers affected by welfare reforms by focusing resources and campaigns on imminent changes.

2014/15 - We successfully exceeded our target of £39:1 reaching £42.45 in this period. In this period we gained nearly £28million for residents of West Lothian.

2013/14 - We successfully exceeded our target of £38:1 reaching £42.62:1 for estimated income gained per pound of income maximisation staff cost.

2012/13 - In this year we exceeded our target of £38:1 reaching £41:1. Reduced direct cost to the Advice Shop budget as a result of moving to Bathgate Partnership Centre accounts for most of the increase in 2012/13.

2011/12 - We successfully exceeded our target of £33:1 reaching £38:1 for estimated income gained per pound of income maximisation cost.

2016/17 Target: Our target will increase to £40:1 for this period.

The Advice Shop Performance - 2015/16

<p>Performance Indicator</p>	<p>Total annual amount the Advice Shop has gained in extra benefits for its customers.</p>	<p><i>zADS503_9b.1a</i></p>																		
<p>Description</p>	<p>This key performance indicator shows the amount the Advice Shop has gained in extra benefits for its customers during the year. This figure includes any successful benefit claims and appeals we help customers with.</p> <p>There are two aspects to a benefit or appeal award. Firstly the weekly award, this is multiplied by 52 to reflect the extra income customers receive over a year. This methodology is accepted and used throughout the UK by Welfare Rights services. The second part is the lump sum or backdates. Certain benefits can be a one off payment, these would not be recorded within the weekly award to ensure the correct amount is recorded.</p> <p>The Advice Shop closely monitors results of this performance indicator. This allows us to identify trends and ensure the Advice Shop provides a relevant and effective service throughout West Lothian. Also through the analysis of the information, campaigns, developments and improvements are made throughout the service. We can also highlight the challenges of the Welfare Reform changes.</p>																			
<table border="1"> <caption>Performance Data (2011/12 - 2015/16)</caption> <thead> <tr> <th>Year</th> <th>Amount (£)</th> <th>Target (£)</th> </tr> </thead> <tbody> <tr> <td>2011/12</td> <td>£26,873,706</td> <td>£27,000,000</td> </tr> <tr> <td>2012/13</td> <td>£27,911,112</td> <td>£27,000,000</td> </tr> <tr> <td>2013/14</td> <td>£27,870,983</td> <td>£27,000,000</td> </tr> <tr> <td>2014/15</td> <td>£27,921,960</td> <td>£27,000,000</td> </tr> <tr> <td>2015/16</td> <td>£28,000,000</td> <td>£27,000,000</td> </tr> </tbody> </table>	Year	Amount (£)	Target (£)	2011/12	£26,873,706	£27,000,000	2012/13	£27,911,112	£27,000,000	2013/14	£27,870,983	£27,000,000	2014/15	£27,921,960	£27,000,000	2015/16	£28,000,000	£27,000,000	<p>Trend Chart Commentary:</p> <p>Over the last 5 years we have successfully exceeded our target. We closely monitor our progress and develop our service to meet customer needs.</p> <p>2015/16 - During this period we estimate that we will exceed our yearly target of £27,000,000. We monitor our progress on a weekly basis and have built excellent relationships with partners to best support customers.</p> <p>2014/15 - We have successfully exceeded our target reaching £27,921,960 in this period. This is a slight increase from the previous year. During 2014/15 we developed specific campaigns to help customers through Welfare Reform changes such as Personal independence Payment and we have developed excellent partner relationships. This is the main reason for being to successfully meet our target in this period</p> <p>2013/14 - We successfully exceeded our target of £27,000,000 reaching £27,870,983 in this period. There has been a slight drop compared to the 2012/13 figure due to the impact of the Welfare Reform changes over the last year.</p> <p>2011/12 and 2012/13 - Over this 2 year period we have shown a gradual increase in successful awards. We successfully exceeded our target in these 2 periods and have adjusted our target accordingly.</p> <p>2016/17 Target - Our target will remain at £27,000,000 due to the continued impact of Welfare Reform changes.</p>	
Year	Amount (£)	Target (£)																		
2011/12	£26,873,706	£27,000,000																		
2012/13	£27,911,112	£27,000,000																		
2013/14	£27,870,983	£27,000,000																		
2014/15	£27,921,960	£27,000,000																		
2015/16	£28,000,000	£27,000,000																		

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)	3 year												
● Review Panel	N/A												
● Performance Committee	N/A												
● Process Review (Lean/RIE activity)	N/A												
● Progress review of improvement actions	Quarterly	✓			✓			✓			✓		
● CSE preparation	Annually					✓							
● Inspection or Audit activity	As required												
● Budget Management activity	Quarterly	✓			✓			✓			✓		
● Equality Impact Assessment(s)	As required												
● Health and Safety Assessment(s)	Annually												✓
● Business Continuity Planning	Annually						✓						
● Workforce Planning	As required												
● ADRs	Bi-annually		✓						✓				
● Review of customer groups/segmentation matrix	Annually	✓											
● Customer consultation	Monthly	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
● Review of Service Standards	Annually												✓
● Planned Engagement activity	Quarterly	✓				✓		✓		✓		✓	
● Website content management	Quarterly	✓			✓			✓			✓		

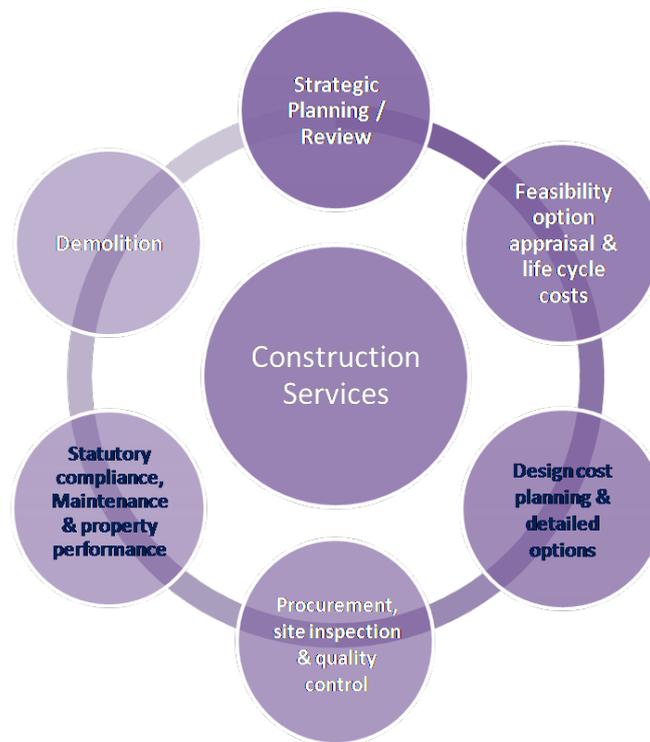
● Performance activity
 ● Self Assessment activity
 ● Consultation & engagement activity
 ● External assessment activity
 ● Corporate management activity

3.6 Construction and Design Services

Manager:	Marjory Mackie
Number of Staff (FTE):	47.60
Location:	Civic Centre

Purpose

Construction Services provides multi-disciplinary professional and technical construction related services. The service reflects a strong corporate approach to the lifecycle management of the council's assets. The diagram below shows the key lifecycle stages and the value added by Construction Services.



The Projects Team provides project management, design solutions, quantity surveying and contract procurement plus expert professional advice for all property and development needs of the council. Effective project control and design management enable quality designs to be delivered to agreed timescales and budgets.

The Maintenance and Services Teams aim to ensure the operational availability of all non-housing properties owned by the council plus statutory and legislative compliance relating to Fire Safety Regulations, Legionella, Gas Safety and Electrical Installations. Management of asbestos compliance for the council is provided by the Asbestos Team.

The Planned Improvements Team delivers the council's planned improvement investment programmes and minor project works. The team also manages the programme of condition surveys, bogus caller investigations, and can provide building defect diagnosis and reports. The Clerk of Works Team provides on-site inspection and monitoring of live projects on behalf of the council. All of the teams within Construction Services liaise and work together to provide an integrated approach to service delivery.

Activities

The main activities for Construction Services in 2016/17 will be:

- Delivery of construction projects for the council's investment programmes
- Maintenance of the council's non-housing property assets
- Compliance with property related legislation
- The provision of construction feasibility, option appraisal, business case and asset management information that supports future investment decisions

Key Partners

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

- Scottish Fire and Rescue Service
- External contractors and consultants
- Framework Consultant Partners

Customer Participation

The service will actively engage with 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
Customers – major projects (internal and external) post project review	E-survey creator	2 Months post-practical completion (results collated quarterly)	Project Officer	Results are sent to respondents and posted on the intranet
Customers who have requested repairs through the Property Helpdesk	E-survey creator	Quarterly	Team Principal	Results are posted on the intranet
Customers about to have major work carried out	Design review and consultation meetings	Monthly	Project Officers	Minutes and revised proposals circulated to all relevant parties

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	Construction Services Manager/ Team Principals/ Team Leaders
All employees	Appraisal Development Review (ADR)	Annually	Construction Services Manager/ Team Principals/ Team Leaders
All employees	Full CS Team Meeting	Quarterly	Construction Services Manager
All employees	Team Meetings	Monthly	Team Principals
Employee sample	Employee survey	Annually	Construction Services Manager
All employees	Management Plan Launch	Annually	Construction Services Manager / Head of Finance and Property Services
Service Managers	Senior Management Team Meeting	Monthly	Head of Finance and Property Services
Service Managers / Team Managers	Extended Management Team Meeting	Bi-annually	Head of Finance and Property Services

Construction and Design Activity Budget – 2016/17

Activity Budget 2016/17								
Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2016/17	PI Category	Staff Resource (FTE)	Revenue Expenditure Budget 2016/17 £	Revenue Income Budget 2016/17 £	Net Revenue Budget 2016/17 £
Property Capital Investment Programme - Property Capital Projects	To deliver General Services (Property) major construction and Planned Improvement projects using in-house resources and external consultants	Enabler Service - Financial Planning	CSg048_9a Capital Spend (GS property): Target 100%	WLAM	22.60	1,176,728	(1,176,728)	0
			CSg002_9b.2 Percentage of projects delivered on time (GS property): Target 90%	WLAM				
Open Space Capital Investment Programme - Open Space Capital Projects	To deliver General Services (Open Space) major construction projects using in-house resources and external consultants	Enabler Service - Financial Planning	CSg049_9a Capital Spend (Open Space): Target 100%	WLAM	2.25	135,008	(135,008)	0
			CSg003_9b.2 Percentage of projects delivered on time (Open Space): Target 90%	WLAM				

Activity Budget 2016/17								
Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2016/17	PI Category	Staff Resource (FTE)	Revenue Expenditure Budget 2016/17 £	Revenue Income Budget 2016/17 £	Net Revenue Budget 2016/17 £
Housing Capital Investment Programme - Housing Capital Projects	To deliver Housing funded major construction projects using in-house resources and external consultants	Enabler Service - Financial Planning	CSg050_9a Capital Spend (Housing): Target 100%	WLAM	5.50	324,453	(324,453)	0
			CSg004_9b.2 Percentage of projects delivered on time (Housing): Target 90%	WLAM				
Maintenance and compliance of the council's operational and non-operational property stock	To manage and coordinate all repairs, cyclical maintenance and property inspections of the councils operational and non-operational properties. To manage and coordinate all tests, inspections, risk assessments and related information required to meet with property and health & safety legislation	Enabler Service - Financial Planning	CSM025_9a.1a Cost of Maintenance Services per £'000 of net Revenue Expenditure (Corporate Property): Target £9,500	WLAM	17.25	890,140	(890,140)	0
Total :-					47.60	2,526,329	(2,526,329)	0

Construction and Design Actions – 2015/16

Actions 2015/16						
Completed Action	Description	Outcome	Owner	Start	End	Status
Compliance and Quality Control	Review property compliance arrangements and identify opportunities for further improvements	Compliance with legislative requirements	Construction & Design Manager	April 2015	March 2016	Complete
Property Maintenance	The service will develop a maintenance policy and review the procedures to establish robust and efficient service delivery	Service, efficiency and customer service improvements	Construction & Design Manager	April 2015	March 2016	Complete

Construction and Design Actions – 2016/17

Actions 2016/17						
Current Actions	Description	Planned Outcome	Owner	Start	End	Status (Planned, Active)
Delivery of 2016/17 capital programme of HRA capital investment	Development & delivery of housing projects in Armadale, Broxburn & Fauldhouse	Improved homes for council tenants	Projects Team Principal	April 2016	March 2017	Active
Delivery of 2016/17 capital programme of property investment.	Development, procurement & delivery of projects in support of the programme	Improved council property assets and necessary school accommodation to support pupil numbers	Construction & Design Manager	April 2016	March 2017	Active
Depot Modernisation Project	Planned refurbishment works for council depot facilities	To improve council depot facilities, maintaining and enhancing building standards to meet health and safety requirements	Projects Team Principal	April 2016	March 2017	Planned
IT System Development	Implement Atrium IT software system	Enable asset management of non-housing council buildings	Planned Improvements Team Principal	April 2016	March 2017	Active
Unwanted Fire Alarm Activation	Development of an action plan with relevant partners and staff to reduce unwanted fire alarms in relevant properties	To reduce unwanted fire alarms	Maintenance Team Principal	April 2016	March 2017	Planned
West Calder High School replacement	Completion of the bridge works and start on site for the new school	Improved school building suitable for 21st century learning	Construction & Design Manager	April 2016	March 2017	Active

Construction and Design Performance - 2015/16

<p>Performance Indicator</p>	<p>Construction Services - Percentage of customers who rated the overall quality of the service as good or excellent.</p>	<p>CSg100_6a.7</p>																		
<p>Description</p>	<p>This performance indicator measures the percentage of customers who rated the overall quality of the service provided by Construction Services 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. Annually, the cumulative number of positive responses are divided by the total number of responses to determine a percentage. The results of customer feedback are analysed by all Construction Services staff on a annual basis in order to identify areas for improvement.</p>																			
<div style="display: flex; justify-content: space-between;"> <div data-bbox="188 507 1198 1176" style="width: 45%;"> <table border="1" style="margin-top: 10px;"> <thead> <tr> <th>Year</th> <th>Actual Performance (%)</th> <th>Target (%)</th> </tr> </thead> <tbody> <tr> <td>2011/12</td> <td>53.6%</td> <td>90%</td> </tr> <tr> <td>2012/13</td> <td>79.5%</td> <td>90%</td> </tr> <tr> <td>2013/14</td> <td>66.7%</td> <td>90%</td> </tr> <tr> <td>2014/15</td> <td>78.9%</td> <td>90%</td> </tr> <tr> <td>2015/16</td> <td>87.75%</td> <td>90%</td> </tr> </tbody> </table> </div> <div data-bbox="1198 507 2042 1176" style="width: 50%;"> <p><u>Trend Chart Commentary:</u></p> <p>The overall trend shows a dip in performance in 2011/12 and again in 2013/14. The results from 2013/14 were analysed by Construction Services Management Team and an action plan was developed in response to these. This included a review of our customer surveys to reflect the differing services we offer (high volume transactional / lower volume significant projects).</p> <p><i>As a result of this review two surveys have been introduced:</i></p> <ol style="list-style-type: none"> 1 - A quarterly customer survey of the Maintenance and Repairs service delivered by Construction Services. 2 - A post project customer survey of all completed projects delivered by Construction Services which is also reported on a quarterly basis. <p>The results of these surveys have been combined to provide the overall annual customer rating of the service and this shows improvement in performance for 2014/15 and 2015/16.</p> <p>The target for 2016/17 will be set at 90%.</p> </div> </div>			Year	Actual Performance (%)	Target (%)	2011/12	53.6%	90%	2012/13	79.5%	90%	2013/14	66.7%	90%	2014/15	78.9%	90%	2015/16	87.75%	90%
Year	Actual Performance (%)	Target (%)																		
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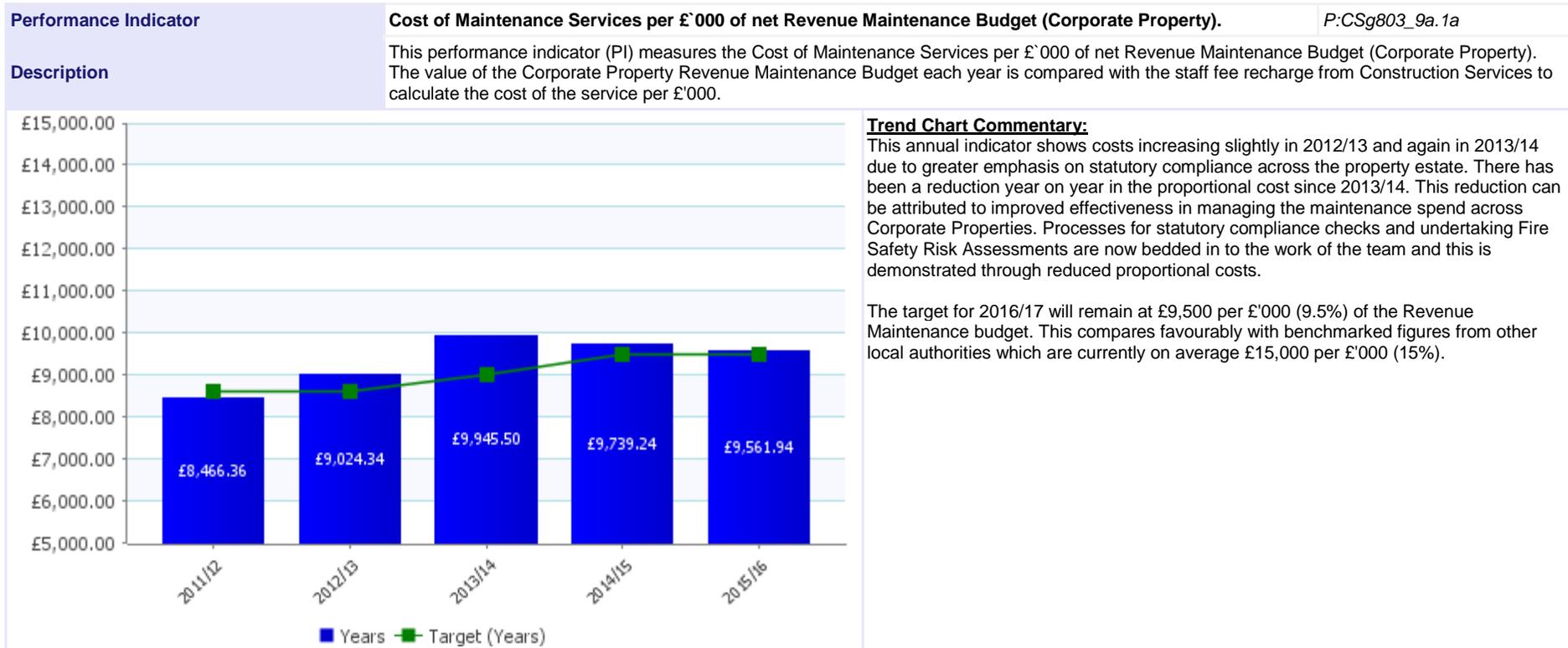
Construction and Design Performance - 2015/16

<p>Performance Indicator</p>	<p>Percentage of Total Capital Programme Spend Delivered in Year by Construction Services.</p>	<p>CP:CSg601_9b.1c</p>												
<p>Description</p>	<p>Construction Services are responsible for the delivery of a range of construction projects identified in the General Services and Housing Capital programmes. This indicator measures the percentage of the budget that is spent by the end of the financial year for projects that are the responsibility of Construction Services.</p>													
<table border="1"> <caption>Percentage of Total Capital Programme Spend Delivered in Year by Construction Services</caption> <thead> <tr> <th>Year</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>2011/12</td> <td>84.5%</td> </tr> <tr> <td>2012/13</td> <td>84.7%</td> </tr> <tr> <td>2013/14</td> <td>103%</td> </tr> <tr> <td>2014/15</td> <td>92.4%</td> </tr> <tr> <td>2015/16</td> <td>95.8%</td> </tr> </tbody> </table>		Year	Percentage	2011/12	84.5%	2012/13	84.7%	2013/14	103%	2014/15	92.4%	2015/16	95.8%	<p>Trend Chart Commentary:</p> <p>This annual indicator shows the capital programme spend achieved by Construction Services within each financial year.</p> <p>In 2015/16 the capital expenditure was slightly below target at 95.8%. This can be attributed to delays on site at a small number of projects which resulted in a lower spend than anticipated as a result. However, the trend shows improvement in the percentage of capital budget spent since 2010/11 when the level of expenditure in year was 76.5%.</p> <p>In 2015/16 Construction Services were responsible for £32.1million of capital works (both General Services and Housing) and successfully delivered £30.8million, an increase of £10million in expenditure from 2013/14.</p> <p>The service aims to reach 100% capital expenditure in 2016/17.</p>
Year	Percentage													
2011/12	84.5%													
2012/13	84.7%													
2013/14	103%													
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Construction and Design Performance - 2015/16

Performance Indicator	Percentage of projects delivered on time (All Projects)	CSg650_9b.2														
Description	This performance indicator measures the percentage of projects planned to have either started or be completed within the financial year as agreed at the annual Roll Forward Meeting held usually in May prior to approval by Council Executive. This PI includes projects within 3 specific asset categories - General Services Property, General Services Open Space and Housing. At the end of the financial year the results are analysed to identify improvements to service delivery and will assist in resource planning.															
<table border="1"> <caption>Percentage of projects delivered on time (All Projects)</caption> <thead> <tr> <th>Year</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>2011/12</td> <td>76.5%</td> </tr> <tr> <td>2012/13</td> <td>82.2%</td> </tr> <tr> <td>2013/14</td> <td>82.0%</td> </tr> <tr> <td>2014/15</td> <td>88.5%</td> </tr> <tr> <td>2015/16</td> <td>91.6%</td> </tr> <tr> <td>2016/17 (Target)</td> <td>95%</td> </tr> </tbody> </table>	Year	Percentage	2011/12	76.5%	2012/13	82.2%	2013/14	82.0%	2014/15	88.5%	2015/16	91.6%	2016/17 (Target)	95%	<p>Trend Chart Commentary:</p> <p>This indicator shows improved performance again in 2015/16 and can be attributed to improved project planning and project management arrangements. The scope of this indicator has increased from 2011/12 where only a small number of projects were measured. All significant projects with the exception of block allocations are now included in this indicator. In 2015/16 111 projects were planned to be started or completed within the financial year of which 101 actually met the target. This included 79 General Services property projects, 17 Open Space projects and 5 Housing projects.</p> <p>As a result of improved performance the target has been revised and is set at 95% for financial year 2016/17.</p>	
Year	Percentage															
2011/12	76.5%															
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2016/17 (Target)	95%															

Construction and Design Performance - 2015/16



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	Annual											✓	
● Benchmarking	Monthly	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
● Collation Specified Performance Indicators (SPIs)	Annual											✓	
● Update of PPR information	Monthly	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
● WLAM (assessment)	3 year									✓			
● Review Panel	3 year											✓	
● Process Review (Lean/RIE/improvement activity)	Monthly	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
● Progress review of improvement actions	Monthly	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
● CSE preparation	Annual										✓		
● Inspection or Audit activity	As required												
● Budget Management activity	Quarterly	✓			✓				✓			✓	
● Equality Impact Assessment(s)	As required												
● Health and Safety Assessment(s)	Monthly	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
● Business Continuity Planning	Annual										✓		
● Workforce Planning	Monthly	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
● ADRs	Annual	✓											
● Customer consultation	Monthly	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
● Review of Service Standards	Annual											✓	
● Planned Engagement activity	Monthly	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
● Website content management	Quarterly		✓				✓			✓		✓	

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

Finance and Property Services

Management Plan 2016/17

Donald Forrest
Head of Finance and Property Services

April 2016

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