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Corporate Services
Management Plan
2017/18

West Lothian Council

Contents

1 Overview of Corporate Services 2

2 Corporate Services Structure 15

3 Service Activity 16

3.1 Human Resources (HR) and Support Services 16

3.2 Information Technology (IT) Services 35

3.3 Legal Services 48

3.4 Performance and Improvement Service 62

3.5 Corporate Procurement Unit 79

3.6 Corporate Communications 89

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1 Overview

1.1 Introduction

Welcome to the Corporate Services Management Plan 2017/18

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

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

In 2016/17, the service enabled the delivery of modernised council services through the development of new technology across the council. The service supported modernisation of service structures and processes to deliver workforce changes, completion of property related efficiencies through appropriate legal processes, programme management and systems and information support. The service also worked alongside community planning partners to enhance customers' awareness of key issues and information.

In order to ensure openness and inclusivity in decision making processes, Corporate Services will again be supporting a council wide and public consultation in 2017/18. The service will continue to ensure Best Value is at the heart of service delivery in the council, whilst empowering residents and stakeholders to have their say.

HR and Support Services

HR and Support Services works in partnership with managers and key stakeholders to jointly develop HR strategies and plans to support the delivery of modernisation and improvement to enable services to introduce more efficient ways of working. This involves advising and coaching managers on all aspects of employee relations, health and safety, organisational change and review the implementation of robust recruitment and selection, performance management and employee relations policies and processes in support of the council's corporate and services business objectives and legislative requirements.

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The service also provides a wide range of administrative and support functions to the Corporate Management Team, Elected Members and council services based within the Civic Centre; this includes administering payroll services for council employees, Elected Members, the Improvement Service and West Lothian College.

IT Services

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

The service manages an extensive portfolio of IT projects, both corporate and service specific, providing project, programme and portfolio management services whilst ensuring effective utilisation of IT resources between business as usual and project activities. IT services provide services to Civic Centre partners, the Improvement Service and West Lothian College.

Legal Services

Legal Services provides a wide range of services including conveyancing, litigation, tribunals and inquiries, local government law services, employment law, social work law services, education law services, procurement and contract law advice and planning law services. Legal Services are also responsible for the administration of the liquor licensing, hire car and miscellaneous licensing processes and committee administration, including clerking of the council's committees. In addition the service is responsible for administration of the St John Hospital Stakeholder Group, Integration Joint Board (IJB), IJB Strategic Planning Group, and IJB Audit, Risk and Governance Committee.

Performance and Improvement Service

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

Corporate Procurement Unit

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

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Procurement Unit will focus on effective procurement to deliver targeted financial efficiencies and community and other benefits in 2017/18.

Corporate Communications

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

Key Achievements for 2016/17

HR and Support Services

- Supported the council to maintain the Health Working Lives award at Gold Level
- Reviewed a number of policies and delivered a schedule of Employee Information Briefings to promote and improve the quality and management of employee relations across the council and to further improve relationships and communications with trade unions
- Supported the council's channel shift agenda by providing contracts of employment in electronic format
- Introduced a single learning management system across all council services to capture and monitor learning and development activity.
- Procured an e-learning solution to modernise the council's learning and development offering
- Implementation of a single health and safety management system across all council services
- Supported the development and roll out of the mandatory face to face equality and diversity training
- Roll out of the Appraisal and Development Review process across all council services

IT Services

- Continued the rollout of Internet Protocol (IP) Telephony in new and refurbished buildings delivering flexibility for staff and reduced revenue costs.
- Continued to progress migration onto the Scottish Wide Area Network (SWAN) and progressed migration to increase network bandwidth to schools.
- Achieving PSN accreditation 2016/17
- Procured the replacement Electronic Records Management system.
- Improved employee engagement and survey results.

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- Developed a new model to enable future rollout of wifi access for public access and staff which was implemented in community facilities and rolled out to staff laptops in the Civic Centre.
- Successful migration from Blackberry to Smartphone

Legal Services

- The Licensing Team are Celebrating Success 2016 Team of the Year finalists
- Represented the council at the UK Supreme Court
- Implemented requirements of the Immigration Act 2016
- Reviewed Licensing Board Festive Policy
- Provided Support and Guidance relating to Kinship Care Allowances and developed a Payments and Secure Accommodation procedure
- Continued support for the new build housing project and secured the delivery of key Affordable Housing sites at Winchburgh and Appleton Parkway
- Completed the contractual framework supporting development of new West Calder High School
- Delivered first tranche of properties under the Open Market Acquisition Scheme
- Administrated meetings of the Integration Joint Board (IJB), IJB strategic planning group, Audit Risk and Governance Committee
- Administered St John Hospital Stakeholders Group
- Developed processes for parades/processions in conjunction in Partner Agencies

Performance and Improvement Service

- Piloted and successfully completed the National Entitlement Card replacement programme, replacing over 22,000 cards for affected West Lothian card holders
- Completed the one-year Blue Badge Cognitive Impairment pilot, which extended Blue Badge eligibility criteria to a wider section of West Lothian residents
- Supported the ongoing delivery and progression of modernisation projects in key council services
- Supported the corporate rollout of the new multifunctional devices across all council operational buildings and schools
- Completed an upgrade to the council's customer relationship management (CRM) system and minimised impact on frontline service delivery
- Supported an EFQM assessment with the council achieving Recognised for Excellence at five-star and winning the overall Scottish Award for Business Excellence 2016

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Corporate Procurement Unit

- Highly Commended in the Go Awards
- Whitehill Service Centre contract awarded
- All staff working towards being a Member of the Chartered Institute of Purchasing & Supply (MCIPS)
- Updated Corporate Procurement Strategy
- Updated Corporate Procurement Procedures and West Lothian Health and Social Care Partnership Procurement Procedures
- Community Benefits achievements
- Scottish Living Wage – increases incorporated within major Social Policy contracts
- Delivered the 2016/17 Procurement Plan

Corporate Communications

- 96% of all council related media releases in the local press were positive
- Issued over 800 news releases to local and national press
- Extended the council's reach on social media channels, including introducing new platforms, with some individual articles being viewed by over 500,000 people
- Developed and expanded the use of electronic eTemplates for council services, helping to reduce print and ensure a more modern and efficient flow of information
- Continued to develop and expand the use of videos and animation used on council sites such as YouTube and the council's intranet and internet site
- Improved the council's website and intranet site helping services to achieve their channel shift objectives
- 2,146,958 web site views from 1 April last year until 31 March 2017, an increase from 1,934,901 from the previous year
- West Lothian Council's website is now ranked 1st on desktop surveys and 2nd for mobile surveys in Scotland
- West Lothian Council's website is ranked 7th overall on desktop surveys and 12th for mobile surveys from the 92 UK councils listed

Key Priorities and Actions for 2017/18

HR and Support Services

- Workforce planning to ensure strategic management and coordination of workforce reductions
- Review, as necessary, HR policies and procedures to ensure that they continue to support agreed council priorities and outcomes
- Review and refresh the People Strategy from 2018 in line with the Corporate Plan and Council priorities

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- Develop a leadership and management programme which supports the council's strategic outcomes and corporate values
- Develop and implement strategies to improve workplace attendance and employee health and wellbeing
- Support council services in the implementation of further modules in the health and safety management system, RIVO.
- Tender for the provision of a replacement HR and payroll system
- Tender for the provision of Occupational Health Services
- Update the council's Equality Outcomes for the period 2017 to 2021

IT Services

- Progress asset refresh of local area network and wireless networks across schools
- Continue to rollout IP Telephony in line with the Property Asset Management Plan
- Continue to support the council's technology requirements as part of the Delivering Better Outcomes programme
- Implement a replacement Electronic Document Records Management system (EDRMS)
- Supporting technology change for channel shift and digital services
- Continue to support the delivery of corporate Projects

Legal Services

- Continue to support delivery of council projects
- Represent the councils interests in courts and tribunals
- Implementation of legislative changes e.g. Air Weapons and Licensing (Scotland) Act 2015
- Review and advise on implications of Brexit
- Continued review of licensing schemes
- Support 2017 elections and new Council administration post-election
- Support Community council elections
- Continued delivery of Open Market Acquisition Scheme purchases
- Advise on the implication of and support the Council to prepare for the General Data Protection Regulations
- Review of the procedures for Data Breach Risk Assessment
- Review of requirements for Money Laundering Policy and associated training
- Introduction of FAQs and associated training for Educationalists

Performance and Improvement Service

- Support the council's corporate planning activity in 2017/18, with the expiry of the current Corporate Plan and strategies

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- Continue to facilitate improvement and modernisation in council services through challenge, scrutiny and performance management processes.
- Support the council's audit of Best Value by Audit Scotland in 2017
- Implement the Blue Badge Cognitive Impairment process as set out by the Scottish Government whilst maintaining high levels of performance for customers of the service
- Ongoing support for effective information and records management and help provide any council response to the Scottish Child Abuse Inquiry.
- Improve the functionality of CRM through support and greater integration with other council systems
- Achieve a reduction in print volumes throughout the council with effective monitoring and supporting behaviour change in employees

Corporate Procurement Unit

- Presentations to Service Areas regarding New Procurement Regulations
- Leading the Early Learning and Childcare contract
- Delivery of 2017/18 procurement plans
- Support Services to deliver procurement savings
- Review of exemptions and contract extension procedures

Corporate Communications

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

Julie Whitelaw
Head of Service

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1.2 Context

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

Planning for Better Outcomes

The development of the Corporate Plan 2013/17 has been directly influenced by the views of the people living and working in West Lothian, ensuring that all employees are focused on meeting the needs of a growing and vibrant community. The Corporate Plan sets the strategic priorities for the council up to 2017/18. These priorities will be the continued focus for all council services in the next year, as we work to deliver better outcomes for West Lothian.

This will help to ensure that we continue to tackle the most important issues for West Lothian. Also, that we invest in and prioritise the services which make the most significant contribution to the achievement of positive outcomes.

Influences

There will be many internal and external factors which will influence the work of Corporate Services during 2017/18 and subsequent years. The more prominent include; Efficient Government Agenda, Modernising Government Programme, Value for Money in public sector corporate services, national agreements for employee conditions of services, Scottish, UK and the implications of the Brexit vote on European legislation.

Continuous Improvement

Corporate Services will continue to play a key role in the development and support of high quality customer services. Corporate Services will continue to engage with our customers to modernise structures and processes to ensure that they continue to provide the most efficient and effective model for service delivery.

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1.3 Partnership Working

Corporate Services will work with many internal and external partners during 2017/18 to support the delivery of the council's strategic aims and the delivery of the Single Outcome Agreement through the provision of integrated services. In particular, Corporate Services will support the integration of health and will encourage participation and co-production from the people living in our communities by supporting Community Councils and processes such as Customer Led Inspection.

During 2017/18 Corporate Services will continue to engage with West Lothian College to deliver integrated services in Corporate Communications, HR and IT. The service will also continue to work with partners in East and Midlothian Councils to deliver more efficient and effective monitoring and reporting of Health and Safety information, through the shared electronic incident reporting system.

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

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

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

Corporate Services will work with Scotland Excel to ensure that resources are concentrated on procuring local and regional collaborative contracts. Corporate Services will also work actively with other local authorities, in regional contracts where there is collaboration of contract requirements carried out at a local level and will work with Scottish Government to establish best practice within Scottish Procurement in line with the updated Public Contracts (Scotland) Regulations 2015.

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Key Partners for Corporate Services	
■ West Lothian Health and Social Care Partnership	■ West Lothian Civic Centre and Strathbrock partners
■ West Lothian College	■ Recognised Trade Unions
■ West Lothian Leisure	■ HMRC
■ Police Scotland	■ Improvement Service
■ Scottish Childrens Reporters Association	■ Professional organisations and chartered institutes
■ Scottish Courts Service	■ External IT and mail and print suppliers
■ Other council services	■ Community Councils
■ COSLA	■ Citizen Led Inspectors
■ Local Media Outlets	■ Quality Scotland
■ Scotland Excel	■ Scottish Government
■ Scottish Procurement	

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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	HR and Support Services	IT Services	Legal Services	Performance and Improvement Service	Corporate Procurement	Corporate Communications
1. Delivering positive outcomes and early intervention for early years			✓			
2. Improving the employment position in West Lothian	✓				✓	
3. Improving attainment and positive destinations for school children		✓				
4. Improving the quality of life for older people					✓	
5. Minimising poverty, the cycle of deprivation and promoting equality				✓		
6. Reducing crime and improving community safety			✓		✓	✓
7. Delivering positive outcomes on health						✓
8. Protecting the built and natural environment						
Enablers						
Financial planning	✓	✓		✓	✓	
Corporate governance and risk	✓	✓	✓	✓	✓	✓
Modernisation and improvement	✓	✓	✓	✓	✓	✓

Figure 1: Council priorities and activities

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1.5 Corporate Strategies

The council has corporate strategies that set out what we want to achieve for a particular priority, outcome or targeted group within a corporate planning period (four years). Including what we will do, with our partner services and agencies, to deliver those outcomes. These strategies are due to be reviewed, with planned work to be undertaken during 2017/18.

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

Corporate Strategy	Strategy Outcomes	Start	End	Review Date
People Strategy	▪ Engaging and Motivating our employees ▪ Recognised as a good employer ▪ Helping our employees to succeed ▪ Ensuring equality for all ▪ Ensuring a healthy and safe workforce	2013	2018	March 2018
Corporate Procurement Strategy	▪ Savings ▪ Contracts ▪ Compliance ▪ Accessibility ▪ Community benefits ▪ Sustainable Procurement	2013	2018	March 2018
Improvement Strategy	▪ High performing and achieving council ▪ Services are self aware and improving ▪ Services are designed and improved to meet the needs and preferences of the customer	2014	2018	March 2018

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Corporate Strategy	Strategy Outcomes	Start	End	Review Date
Information Strategy	■ To create a culture which values information Handling customer information effectively and securely ■ Improving access to information through technology, processes and tools ■ Ensure best use of information by developing opportunities for sharing and re-use ■ Compliance with information management legislation, policies, standards, codes of practice and other guidance	2014	2018	March 2018
ICT Strategy	■ Increase access to digital services ■ Employ Technology Solutions to improve efficiency and effectiveness ■ Reduce carbon emissions and make savings through using smart technologies ■ Consolidate and share systems to achieve a more integrated approach and make additional savings ■ Provide secure, high performance network connectivity	2015	2018	March 2018

Figure 2: Corporate Strategies

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2 Corporate Services Structure

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

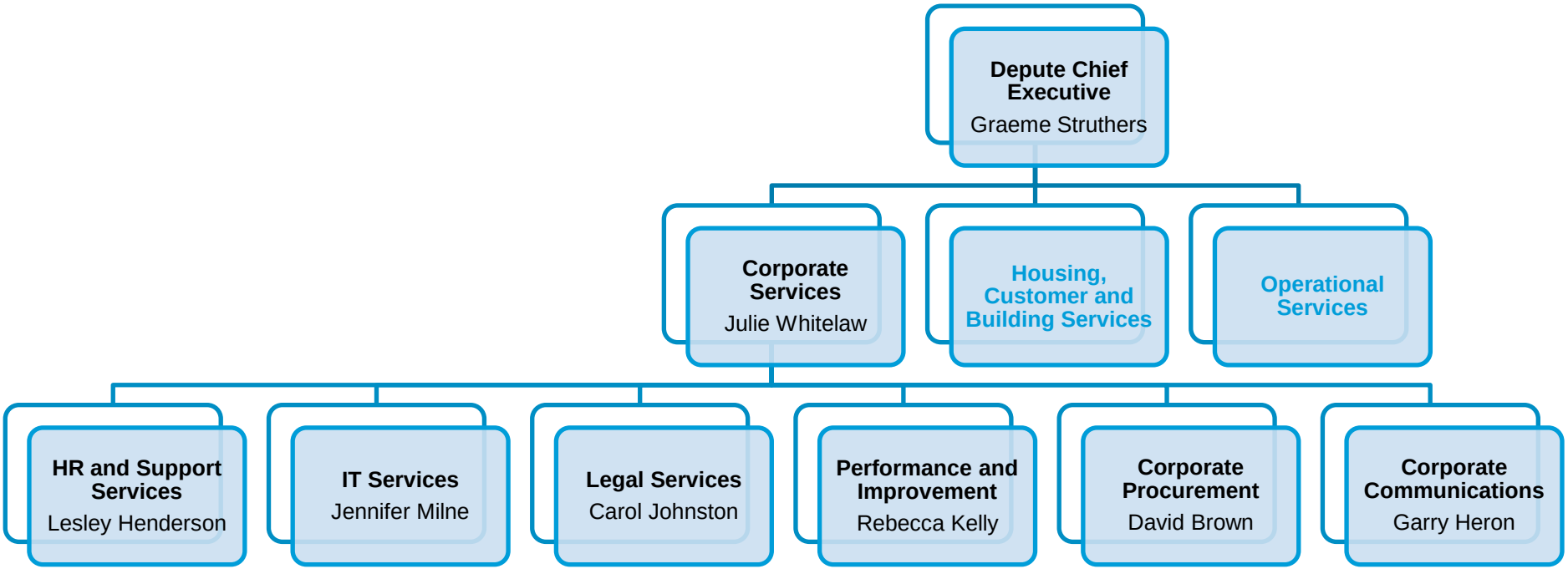

Figure 3: Service Structure

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3 Service Activity

3.1 HR and Support Services

Manager:	Lesley Henderson
Number of Staff (FTE):	82.2
Location:	Civic Centre

Purpose

HR and Support Services provide a range of advice, services and support to all Council Services. A significant function of the service is to ensure that appropriate employment and people development strategies, policies and procedures are in place to drive and support corporate and service business objectives, modernisation and improvement.

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

The service also provides a diverse range of administration and support functions to the Corporate Management Team, Elected Members and council services located within the Civic Centre and to a number of council locations out with the Civic Centre.

Activities

The main activities of the service in 2017/18 will be:

- HR policy and systems development, advice and support
- Payroll and employee benefits
- Workforce management and development
- Employee health and wellbeing, absence management, medical advice and support
- Equality and Diversity
- Health and Safety
- Employee relations
- Job evaluation and grading
- Administrative support for the Corporate Management Team, Elected Members and Civic Centre council services

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Key Partners

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

- Financial Management Unit
- Recognised Trade Unions
- West Lothian College
- Society of Personnel and Development Scotland (SPDS)
- Chartered Institute of Personnel and Development
- HMRC
- ACAS
- Optima Occupational Health Consultancy
- Employee Pension Funds e.g. LPF, SPPA
- CoSLA
- Chartered Institute of Occupational Health & Safety
- Mail Providers
- Konika Minolta
- Civic Centre partners

Customer Participation

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

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Customer Consultation Schedule				
Customer Group	Survey Method	Frequency	Responsible Officer	Feedback Method
HR Programme Board	Board meeting	Six weekly	HR Service Manager	Reporting to Heads of Service / nominated contacts
Service Management	Service Management meetings	Monthly	HR Manager – Policy and Advice	Attendance at meetings / review of minutes
Heads of Service	Interview / discussion	Annual	HR Service Manager	Meeting
HR Service Users	Electronic Survey	Annual	Team Leader – Workforce Management	Outcome reported to HR Programme Board
HR Service Users	Focus Groups	Annual	Team Leader – Workforce Management	Meetings / outcome reported to HR Programme Board
Corporate Working Group on Equalities	Group meeting	Monthly	HR Manager – Policy and Advice	Meetings / minutes- reported to HR Programme Board
Corporate Working Group for Learning and Development	Group meeting	Six Weekly	HR Service Manager	Meeting / Minutes- reported to HR Programme Board
Employees (minority groups)	Forums	Quarterly	HR Manager – Policy and Advice	Meetings/ Minutes – reported to HR Programme Board
Health and Safety	Service Management meetings	Quarterly	Health and Safety Adviser	Attendance at meetings
Service Users	eSurvey	Bi-annual	HR Manager - Operations	Covalent, intranet, emails to respondents, hard copy at reception
Corporate Management Team	eSurvey	Quarterly	HR Manager - Operations	Report provided to Heads of Service
Reception customers	eSurvey/ hard copy survey	Quarterly	HR Manager - Operations	Intranet, emails to respondents, hard copy at reception
Mail Room customers	eSurvey/ hard copy survey	Quarterly	HR Manager - Operations	Intranet, emails to respondents, hard copy in mail room
Revenue benefit processors	eSurvey	Quarterly	HR Manager - Operations	Email and focus groups

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Employee Engagement

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

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

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Activity Budget

Activity Budget 2017/18								
Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2017/18	PI Category	Staff Resources (FTE)	Revenue Expenditure Budget 2017/18 £	Revenue Income Budget 2017/18 £	Net Revenue Budget 2017/18 £
Payroll, Control and Employee Benefits.	To provide a comprehensive, cost effective payroll and benefits service including provision of statutory returns to external bodies	Enabler Service - Modernisation and Improvement	HRS202_Cost of Payroll Service per council employee. Target: £40	High Level	10.9	314,391	-44,707	269,684
			HRS206_Percentage of Incorrect Salary Payments. Target: 0.27%	High Level				
Policy & Systems Development, Advice and Support	To develop council HR policies and systems, providing advice and support on all employee relations aspects. To advise the council on all aspects of job evaluation, pay structures and related equal pay matters, and to provide support and advice on service restructuring including developing workforce capability in line with the People Strategy. To administer and process all recruitment and employment related contractual documentation.	Enabler Service - Modernisation and Improvement	HRS300_Cost of the Policy & Systems Development, Advice and Support per council employee. Target: £170	High Level	27.1	1,204,536	-47,053	1,157,483
			HRS217_Percentage of contractual documents issued within 6 weeks of the date that the change to contract takes effect. Target: 100%	High Level				

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Activity Budget 2017/18

Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2017/18	PI Category	Staff Resources (FTE)	Revenue Expenditure Budget 2017/18 £	Revenue Income Budget 2017/18 £	Net Revenue Budget 2017/18 £
Health and Safety	To provide a comprehensive Health and Safety policy and procedural advice and information to managers and employees to enable the council to meet its statutory duties under the Health and Safety at Work Act.	Enabler Service - Modernisation and Improvement	HRS131_Cost of the Health and Safety Service per council employee. Target: £31	High Level	4	214,517	0	214,517
			HRS103_Number of reportable incidents to HSE. Target: 5% less than previous year.	WLAM				
Absence Management - Medical advice and support	To provide advice and support to managers on the application of the council's sickness absence policy as well as professional medical advice and support.	Enabler Service - Modernisation and Improvement	HRS301_Cost of the Sickness Absence Management Service per council employee. Target: £45	High Level	2.5	318,518	-5,438	318,080
			HRS305_Percentage of employees who come out of monitoring under the Policy on Managing Sickness Absence in relation to the number of employees who continue to be monitored in the same period. Target: 70%	WLAM				

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Activity Budget 2017/18

Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2017/18	PI Category	Staff Resources (FTE)	Revenue Expenditure Budget 2017/18 £	Revenue Income Budget 2017/18 £	Net Revenue Budget 2017/18 £
Service Support	Provision of management and administrative Support.	Enabler Service - Corporate Governance and Risk	Support activities contribute towards the overall performance of the service. Performance is monitored through the indicators for front line activities.		0.2	57,168	0	57,168
HR	**Total:**				**44.7**	**2,109,130**	**-97,198**	**2,011,932**
Members Support	Provision of Members Support	Enabler Service - Corporate Governance and Risk	HRS700_Cost of Members Services per £1 million of Council net expenditure. Target: £3,500	High Level	9.79	1,228,992	0	1,228,992
			HRS701_Number of enquiries handled. Target: 5161	High Level				
Service Support	Provision of management and administrative Support	Enabler Service - Corporate Governance and Risk	Support activities contribute towards the overall performance of the service. Performance is monitored through the indicators for front line activities.		0.4	35,942		35,942
Members Support	**Total:**				**10.2**	**1,264,934**	**0**	**1,264,934**
HR & Support Services	**Total:**				**54.9**	**3,374,064**	**-97,198**	**3,276,866**

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Activity Budget 2017/18

Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2017/18	PI Category	Staff Resources (FTE)	Revenue Expenditure Budget 2017/18 £	Revenue Income Budget 2017/18 £	Net Revenue Budget 2017/18 £
Reception	Reception duties on behalf of West Lothian Council and its Civic Centre Partners	Enabler Service – Modernisation and Improvement	CCA061_Unit cost per customer engagement at Civic Centre reception. Target: £0.35	High Level	3	66,682	-38,255	28,427
Mailroom Services	Management of all incoming and outgoing mail at the Civic Centre on behalf of West Lothian Council and its Partners. Managing an outgoing mail service on behalf of West Lothian College	Enabler Service - Modernisation and Improvement	CCA063_Unit cost of providing an external mail service within the Civic Centre. Target: £0.23	High Level	5	358,136	-169,258	188,879
			CCA069_Annual percentage of council mail issued using the lowest second class postage rate offered by the mail service providers. Target: 86%	Public				
Administration Support	To provide a comprehensive administration support service to Heads of Service and all council services within Civic Centre	Enabler Service - Modernisation and Improvement	CCA067_Total cost of Administration Team Service per £1 million of total Council Revenue Expenditure. Target: £2,500	Public	19.2	476,602	0	476,602
			CCA068_Percentage of all administration requests completed within service level agreement. Target: 98.5%	High Level				

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Activity Budget 2017/18

Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2017/18	PI Category	Staff Resources (FTE)	Revenue Expenditure Budget 2017/18 £	Revenue Income Budget 2017/18 £	Net Revenue Budget 2017/18 £
Service Support	Provision of management and administrative Support	Enabler Service - Corporate Governance and Risk	Support activities contribute towards the overall performance of the service. Performance is monitored through the indicators for front line activities.		0.1	20,294	0	20,294
Civic Centre Admin	**Total:**				**27.3**	**921,714**	**-207,513**	**714,202**

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Actions

Actions 2016/17						
Action	Description	Planned Outcome	Owner	Start	End	Status
Workforce Management development	Develop and implement procedures to support changes in the council's Workforce Management policies	To ensure strategic management and effective co-ordination of workforce reductions and redeployment	HR Service Manager	April 2013	March 2017	Complete
Corporate Learning Management System (phase 2)	Implementation of a single learning management system across all council services	A single system that will maximise the return on investment on employee learning and development by providing a central source for information capture and monitoring	HR Service Manager	July 2014	June 2016	Complete
Corporate Health and Safety Management System	Implementation of a single health and safety management system across all council services	A single system that will facilitate the management and control of health and safety incidents, risk assessments, audits, safe systems of work and identified required actions	Health and Safety Manager	January 2015	August 2016	Complete
Managers online induction tool	Develop and implement a managers online induction tool	An online tool is available for new and existing managers to support them in being effective in their role	HR Service Manager	September 2015	June 2016	Complete
Channel Shift	Review current communication methods with employees and move to electronic medium where at all possible	▪ Contractual documentation issued electronically ▪ All employees will receive an electronic payslip ▪ Recruitment information will be supported by the Talentlink system	HR Manager Operations	October 2015	December 2016	Complete

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Actions 2017/18						
Action	Description	Planned Outcome	Owner	Start	End	Status
Workforce Management development	Develop and implement procedures to support changes in the council's Workforce Management policies	To ensure strategic management and effective co-ordination of workforce reductions and redeployment	HR Service Manager	April 2013	March 2018	Active
HR policies and procedures review.	Review, as necessary, HR policies and procedures to ensure that they continue to support agreed council priorities and outcomes	To ensure the council has a suite of workforce management policies and procedures that support priorities and outcomes	HR Manager – Policy, Advice and Support	April 2017	March 2018	Active
Maximising Workforce Attendance	Support council services to maximise employee attendance in the workplace	Reduction in sickness absence rates	HR Manager – Policy, Advice and Support	April 2017	March 2018	Active
People Strategy Review	To review, consult and refresh the People Strategy from 2018 in line with the Corporate Plan and Council priorities	To draft the new People Strategy for consideration by Modernisation Board, PDSP and Council Executive	HR Services Manager	June 2017	March 2018	Planned
Channel Shift	Review current communication methods with employees and move to electronic medium where at all possible	▪ Recruitment information supported by the Talentlink system ▪ Introduction of electronic HR and payroll forms to remove manual handling	HR Manager Operations	October 2015	August 2017	Active

Data Label: PUBLIC

Actions 2017/18						
Action	Description	Planned Outcome	Owner	Start	End	Status
Corporate training strategies for learning and development	Develop and implement corporate training strategies for the evaluation of training and for sponsoring formal training.	■ An evaluation strategy will ensure a consistent approach to assessing the benefit of training provided, including cost/benefit analysis ■ A policy on sponsoring formal training supported by the council ensures a fair, consistent and efficient approach	Team Leader – Workforce Management	January 2016	June 2017	Active
HR System Replacement	Procure a replacement for the HR and Payroll system CHRIS21	Implementation of an HR and Payroll system that will deliver modern, efficient processing of the HR and payroll information and provide an enhanced range of employee related management information to support decision making processes	HR Manager Operations	January 2016	August 2017	Active
Equality and Diversity Training Programme	Support the roll out of equality and diversity training for all employees	All employees will have a greater awareness of equality and diversity issues	HR Service Manager	January 2016	March 2018	Active
E-learning	Developing a new corporate e-learning platform to replace Infoaware	Establish a corporate e-learning platform to support mandatory and essential training	Team Leader Workforce Management	October 2016	June 2017	Active

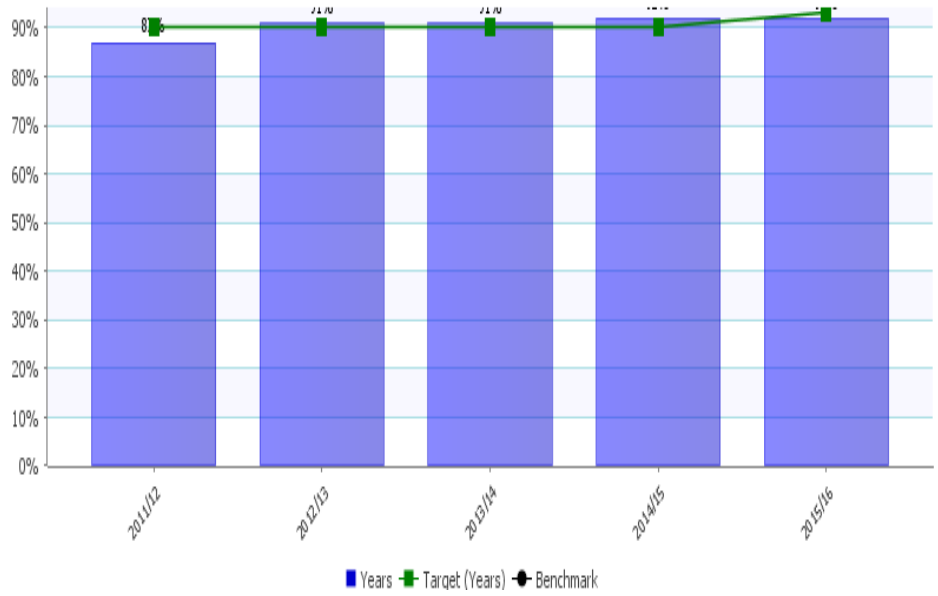
Data Label: PUBLIC

Actions 2017/18						
Action	Description	Planned Outcome	Owner	Start	End	Status
Corporate Health and Safety Management System	Development of the health and safety management system RIVO	Support the effective management and control of health and safety incidents, risk assessments, audits, safe systems of work and identified required actions	Health and Safety Manager	November 2016	March 2018	Active
Shared Services	To deliver payroll services on behalf of West Lothian Leisure.	To assist West Lothian Leisure to deliver efficiencies by providing them with payroll processing services	HR Service Manager	January 2017	April 2017	Active
Leadership and Management Development	Develop a leadership and manager development programme to compliment the appraisal and development review arrangements	Improved organisational and service capacity to deliver on identified key results	HR Service Manager	January 2017	June 2017	Active

Data Label: PUBLIC

Performance

Performance Indicator	**Percentage of HR customers who rated the overall quality of the service as good or excellent**	*HRS516_6a.7*
Description	This annual survey conducted in February of each year records the percentage of internal customers who rated the service provided by Human Resources (HR) as good or excellent. HR Services is responsible for the delivery of advice and support, policy development, contract administration, payroll and learning and development. This support is provided for over 8,000 employees across the council. The survey is sent to 150-200 council managers who regularly use the services provided by Human Resources. The survey list is prepared by collating records from each HR Team to ensure all aspects of HR service delivery are reviewed.	



Trend Chart Commentary:

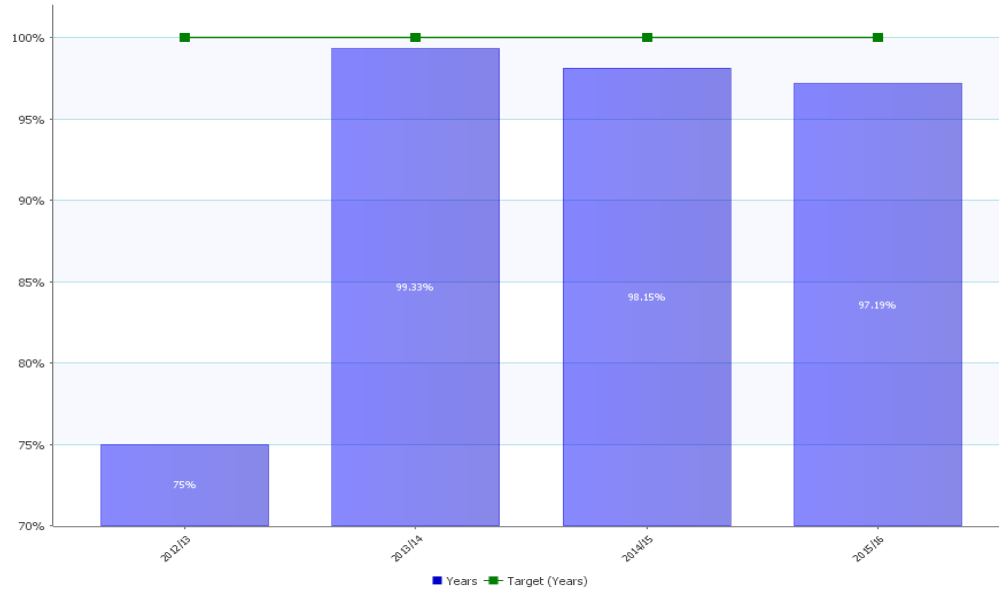
The lower levels of performance in 2011/12 reflected some concerns raised by customers about communication and knowing who to contact. The single point of contact approach using the HR number 282222 and development of information about HR Services held on myToolkit has been introduced to address this.

The survey responses have ranged between 55 and 74 responses over the years with approx. 160 customers surveyed with a reasonable spread of responses across services. Given the diversity and complexity of work undertaken by the HR Service, this is a sound indicator of the collective performance across the Service. Focus groups have been conducted with managers who regularly access HR services. The feedback from these groups indicated that, although the large majority of managers had no issues, some had experienced difficulty contacting the right person in HR and where unaware of the 282222 telephone number. There were also some suggested areas for improvement such as more FAQ's on myToolkit and further training in Talentlink. Actions will be developed to further promote the 282222 number.

The 2016/17 will be available and updated early May 2017. The 2017/18 target will remain at 93%.

Data Label: PUBLIC

Performance Indicator	**Percentage of cases of salary overpayment recovered**	*HRS203_9b.1c*
Description	This indicator reports the percentage of salary overpayments recovered in a financial year against the total overpayments in the same financial year.	



Trend Chart Commentary:

The council seeks to recover all salary payments made in error. Following the adjustment to the process in 2013/14, there was a reduction in recovery rates from 2013/14 to 2014/15.

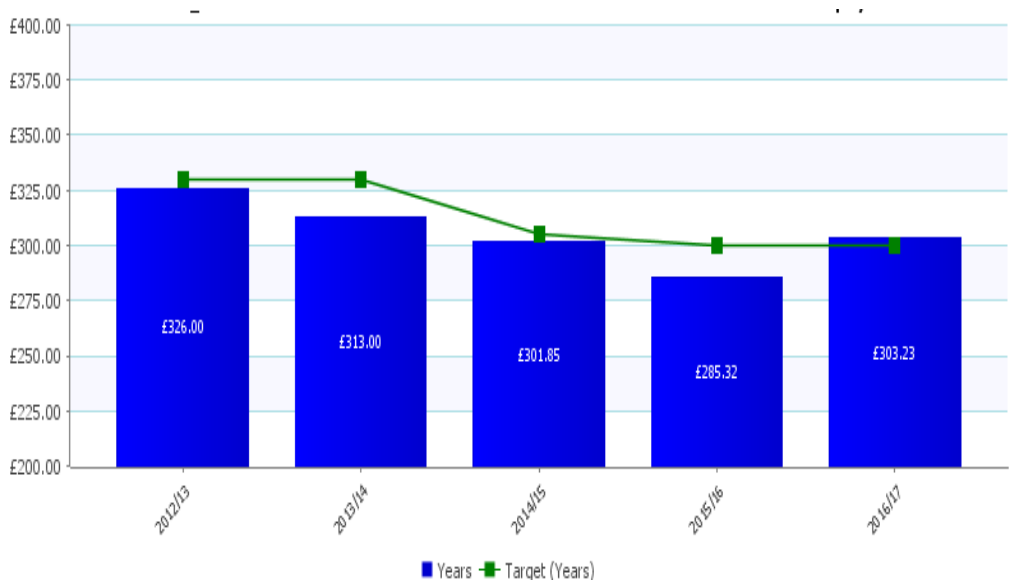
For 2011/2012 and 2012/2013 the overpayments were reviewed 3 weeks after the period end. From 2013/2014 this process was changed and the data is now collected 6 weeks after the period end.

This gives the staff overpaid towards the end of the period a chance to make payments and has resulted in improved performance against this indicator.

The 2016/17 will be available and updated early May 2017.
The target for 2017/18 is 100% recovery rate.

Data Label: PUBLIC

Performance Indicator	**Unit cost of HR in relation to the total number of council employees**	*HRS500_9a.1c*
Description	This performance indicator provides the total of the Human Resource budget divided by the number of council employees, to show the total unit cost of the service.	



Trend Chart Commentary:

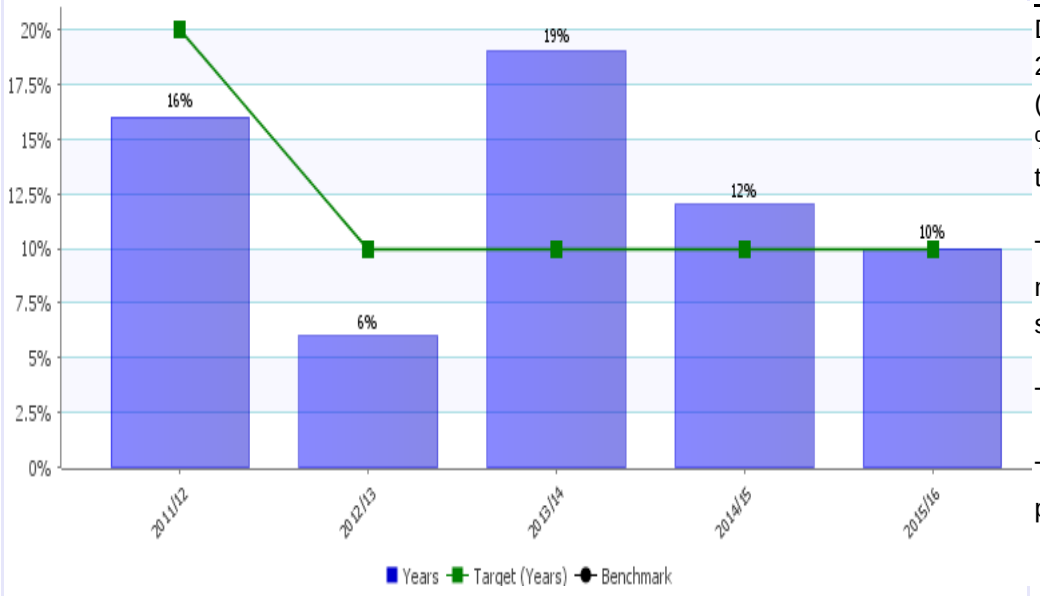
The reduction in unit cost from 2013/14 to 2015/16 has been as a result a review and revised staffing allocation following HR Service redesign and efficiencies delivered in HR Services supported by modernisation of HR and Payroll processes.

The increase in 2016/17 is as a result of the transfer of staff from Operational Services to the HR Operations Team.

As the service continues to review its processes and operating arrangements, the target for 2017/18 will be set at £300.

Data Label: PUBLIC

Performance Indicator	**Percentage of Stage 3 appeals upheld or partly upheld**	*HRS310_9b.1c*
Description	The percentage of Stage 3 appeals upheld or partly upheld in favour of the employee in relation to the total number of appeals submitted over the year. This PI reviews the effectiveness of HR policy and advice in ensuring employee relations decisions that are taken minimise successful employee appeals.	



Trend Chart Commentary:

During 2015/16 the total number of appeals rose from 8 in 2014/15 to 20 mainly accounted for by an increase in disciplinary cases (increase of 12). The percentage of appeals upheld in entirety was 0 %. The percentage of partially upheld appeals reduced from 12 % to the target figure of 10%.

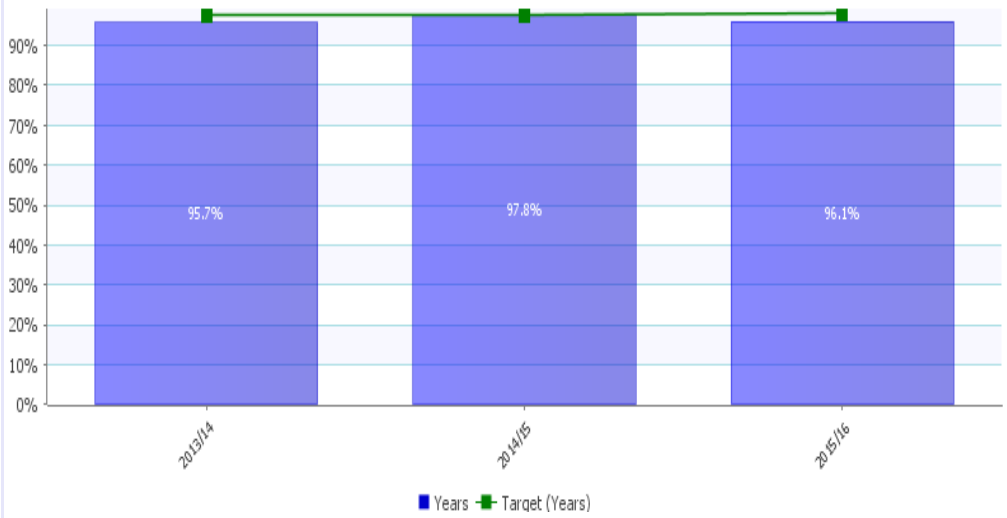
The overall trend suggests that the HR policy and advice to managers continues to be robust and defendable during the earlier stages of cases leading up to appeal.

The 2016/17 will be available and updated early May 2017.

The 17/18 target will be set following a review of 2016/17 performance.

Data Label: PUBLIC

Performance Indicator	**Percentage of customers who rated the overall quality of Customer Services provided by the Admin Team service as good or excellent**	*HRS612_6a.7*
Description	Customer satisfaction surveys are issued quarterly to a sample of Admin Team customers. This performance indicator measures the percentage of customers who rated the Admin Team's overall quality of customer service as good or excellent from a five-point scale (excellent, good, adequate, poor, very poor). The data from surveys is analysed to identify service improvements and the results are reported at the end of each quarter. Visitors to reception and mail room customers are issued with hard copy surveys, all completed surveys are input to Opinion taker and form part of the final analysis.	



Trend Chart Commentary

This annual performance indicator was introduced in 2013/14 and data is collected and monitored on a quarterly basis, although performance is high, the target has only been met in 2014/15.

Survey comments do not always identify why service users are not 100% satisfied with the quality of the Admin Team's service and the survey has been updated to allow respondents to add their contact details to allow the Team Manger to discuss issues that may be affecting service areas.

The 2016/17 will be available and updated early May 2017.

Performance has been reviewed and target will remain at 98% for 2016/17 with the changes remaining to the customer surveys for customers to be contacted to discuss adequate or poor responses.

Data Label: PUBLIC

Calendar of Efficiency and Improvement Activity

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

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

Data Label: PUBLIC

3.2 IT Services

Manager:	Jennifer Milne
Number of Staff (FTE):	59.9
Location:	Civic Centre

Purpose

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

ICT is a key enabler across the council. The revised ICT Strategy was approved by Council Executive in January 2015.

Activities

The main activities of the service in 2017/18 will be:

- Strategic, policy and technical advice in ICT, information and records management including IT security
- Service management and project management and improvement
- Support, maintenance and development of the council's ICT infrastructure assets
- Support, maintenance and development of the council's ICT application/system assets
- Supporting technology change for channel shift and digital services

Key Partners

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

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

Data Label: PUBLIC

Customer Participation

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

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

Data Label: PUBLIC

Employee Engagement

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

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

Data Label: PUBLIC

Activity Budget

Activity Budget 2017/18								
Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2017/18	PI Category	Staff Resources (FTE)	Revenue Expenditure Budget 2017/18 £	Revenue Income Budget 2017/18 £	Net Revenue Budget 2017/18 £
Corporate IT Strategy & Support	Provide strategic support, advice and guidance on the application of IT to the council including the following services: development of strategy, policy, procedures and standards; advice and guidance on licensing and legislation, management of corporate ICT purchasing.	Enabler Service - Modernisation and Improvement	ITS060_Cost of development/ monitoring and management of compliance with Information Management and ICT Strategy Target: £267,984	High Level	4.5	286,964	-18,980	267,984
			ITS061_Percentage of Information Security Incidents Target: 1%	High Level				
Service Project Management	Provide advice and guidance on development of service IT strategies and technology developments; project activity and project management; business analysis; communication of IT strategy, policies and standards; project office support.	Enabler Service - Modernisation and Improvement	ITS062_Cost of managing service and IT projects across the council within IT Services Target: £581,545	High Level	12.0	622,734	-41,189	581,545
			ITS063_Percentage of projects completed within budget Target: 85%	Public				
Information Systems Development and Support	Provide IT solutions to: applications and interfaces development; adoption of user systems	Enabler Service - Modernisation and Improvement	ITS068_Total cost of IT services per £1million of WLC's net budget Target: £11,840.	Public	19.2	1,172,770	-53,476	1,119,294

Data Label: PUBLIC

Activity Budget 2017/18

Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2017/18	PI Category	Staff Resources (FTE)	Revenue Expenditure Budget 2017/18 £	Revenue Income Budget 2017/18 £	Net Revenue Budget 2017/18 £
	for maintenance and support; applications and interfaces support - in house and 3rd party developed systems; web development; small projects management.		ITS063_Percentage of faults resolved at first point of contact Target: 50%	Public				
Infrastructure Development and Support	Provide adequate and robust infrastructure services to allow the council to make best use of IT solutions including communications, network and telephony support; technical infrastructure support; server support and desktop support	Enabler Service - Modernisation and Improvement	ITS068_Total cost of IT services per £1million of WLC's net budget Target: £11,840.	Public	23.3	2,939,196	-194,379	2,744,817
			ITS63_Percentage of faults resolved at first point of contact Target: 50%	Public				
Service Support	Provision of management and administrative Support.	Enabler Service - Corporate Governance and Risk	Support activities contribute towards the overall performance of the service. Performance is monitored through the indicators for front line activities.		0.90	137,852		137,852
	Total :-				**59.90**	**5,159,516**	**(308,024)**	**4,851,492**

Data Label: PUBLIC

Actions

Actions 2016/17						
Action	Description	Planned Outcome	Owner	Start	End	Status
Enterprise Records Management	Consider cloud based records management systems as existing system reaches end of lifecycle	An enterprise Records Management System that support the council including the mobile workforce	Head of Corporate Services	April 2015	March 2017	Complete
Virtualisation (Thin client)	Consider thin client technology as an alternative to existing desktop computers	Reduced carbon emissions through energy reduction	IT Solutions Architecture Manager	April 2015	March 2017	Complete

Data Label: PUBLIC

Actions 2017/18						
Action	Description	Planned Outcome	Owner	Start	End	Status
Replacement of Featurenet Telephony solution with IP Telephony	To provide the Internet Protocol Telephony (IPT) solution, which will provide telephony, voicemail, fax and unified messaging services as part of the council wide programme supporting the end of the existing Featurenet service	To migrate all Featurenet telephone services to the IPT solution (where business case remains robust).	IT Manager	December 2009	March 2018	Active
Scottish Wide Area Network	Migration of the council's wide area network to the government's Scottish Wide Area Network and the provision of an increased broadband capacity for schools	A wide area network that will meet the business requirements whilst maintaining the PSN code of Compliance	IT Manager	July 2014	June 2017	Active
Open Data	Prepare a report for the ICT Programme Board defining open standards for the interchange of data	An agreed corporate approach to Open Data	IT Solutions Architecture Manager	April 2015	June 2017	Active
Review of the ICT Strategy	To review, consult and refresh the ICT Strategy from 2018 in line with the Corporate Plan and Council priorities	To draft the new ICT Strategy for consideration by Modernisation Board, PDSP and Council Executive	IT Manager	June 2017	March 2018	Planned
Review of the Information Strategy	To review, consult and refresh the Information Strategy in line with the Corporate plan and Council priorities	To draft the new ICT Strategy for consideration by Modernisation Board, PDSP and Council Executive	Information Strategy and Security Manager	June 2017	March 2018	Planned

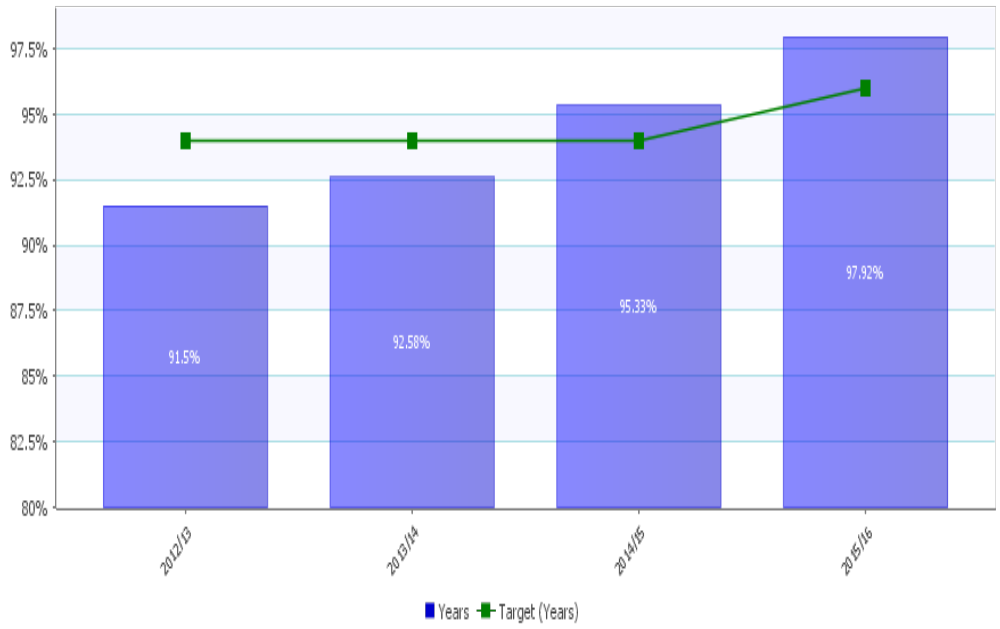
Data Label: PUBLIC

Actions 2017/18						
Action	Description	Planned Outcome	Owner	Start	End	Status
Replacement of council secure email service Public Sector Network (PSN)	To complete the migration of existing PSN user secure email to new design	To provide secure email for existing PSN users	IT Solutions Architecture Manager	April 2017	March 2018	Active
Replacement of EDRMS	To replace the current system and complete migration of council data to that system	To provide the enterprise records management system for the council	Head of Corporate Services	April 2017	October 2017	Active
Support the feasibility project for the Replacement HR system	To support the technology and business analysis to support the procurement of the replacement HR system	To complete the feasibility project and specify the requirements for the replacement HR system enabling staff with improved access to digital services	Service Portfolio and Project Manager	April 2017	March 2018	Planned
Support the feasibility project for the Replacement Social Care system	To support the technology and business analysis to support the procurement of the replacement Social Care system	To complete the feasibility project and specify the requirements for the replacement Social Care system enabling employees with improved access to digital services	Service Portfolio and Project Manager	April 2017	March 2018	Planned
Refresh of Education Wireless (wi-fi) infrastructure in all schools	To complete the refresh of wireless infrastructure in all schools	To complete the refresh of wireless infrastructure enabling learners with improved performance and access to digital learning resources.	IT Manager	April 2017	March 2018	Planned

Data Label: PUBLIC

Performance

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



Trend Chart Commentary

The trend chart demonstrates performance reduced in 2012/13 and improves from 2013/14 onwards. While IT Services key performance indicators ITS001 and ITS002 have increased performance against service standards the dependency on technology is increasing and customer expectations continue to rise.

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

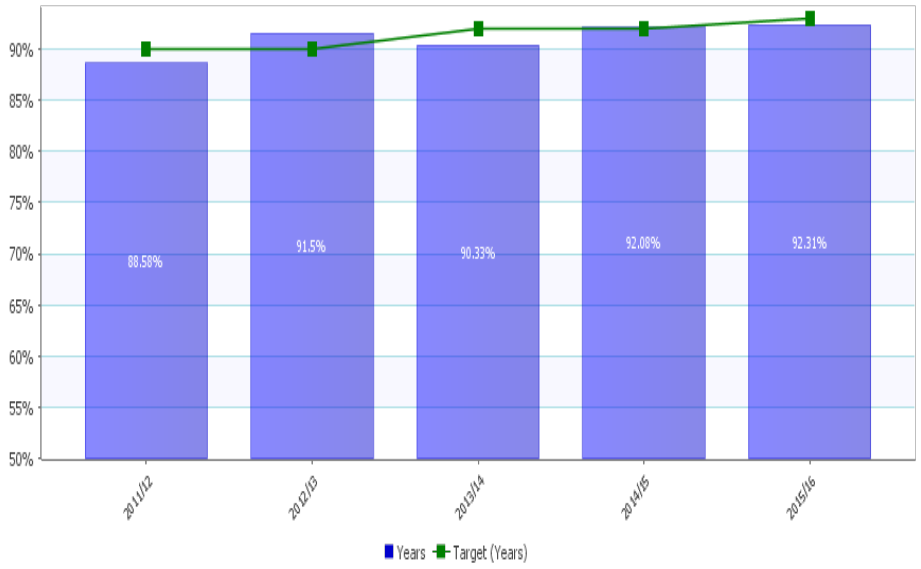
Performance in 2013/14 increased as a result of continuing work with the Education Secondary School Support Model. IT Services identified improvement areas including working with our suppliers to resolve wide area network issues and improved skills transfer to assist improving performance in the quality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

Performance in 2014/15 increased as a result of the feedback from our customers and continuing improvements with processes and consistency across IT Services teams.

The data for 2016/17 will be available and updated early May 2017. The target for 2015/16 was increased to 96% and continuing improvements driven from customer satisfaction surveys have delivered increased performance. The target for 2016/17 is 98% and will remain at 98% for 2017/18.

Data Label: PUBLIC

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



Trend Chart Commentary

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

Performance improved in 2012/13 as a result of a low level of major incidents and recruitment to successfully fill the majority of vacancies. Performance in 2013/14 reduced as a result of major incidents in September/October 2013 and an increased resource requirement to achieve Public Sector Network compliance in the year. The target for 2014/15 was set at 92%.

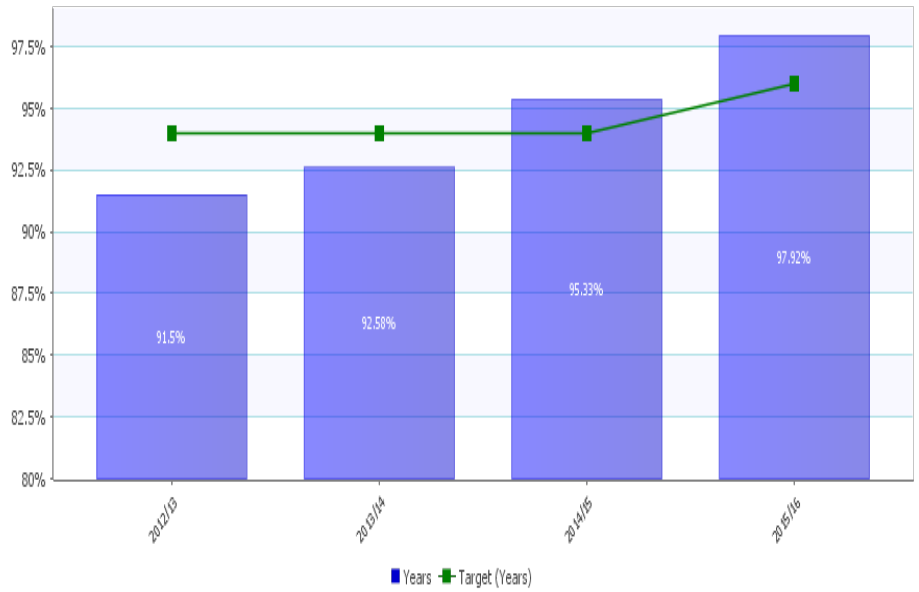
Performance in 2014/15 improved as a result of low levels of major incidents, recruitment to successfully fill the majority of vacancies and improved processes.

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

The data for 2016/17 will be available and updated early May 2017. The target for 2017/18 is 94%.

Data Label: PUBLIC

Performance Indicator	**Total cost of IT service per £1 million of West Lothian Council's net expenditure**	*P:ITS068_9a.1a*
Description	This performance indicator measures the cost of IT Services per £1 million of West Lothian Council's budget expenditure. This is calculated by dividing the total cost of centralised IT Services by West Lothian Council's budget expenditure for the financial year and multiplying by one million. The performance indicator provides an understanding of the corporate resource commitment to professional management, development and support for ICT activity across the Council. Viewed in tandem with effectiveness performance indicators, it can also help the service understand it's overall impact and whether it represents value for money.	



Trend Chart Commentary

The trend chart demonstrates a reduction in the cost of providing IT Services from 2013/14 to 2014/15. The improvement in 2014/15 is as a result of delivering efficiencies in centralised hardware and software maintenance as an outcome of the ICT Asset Management Plan.

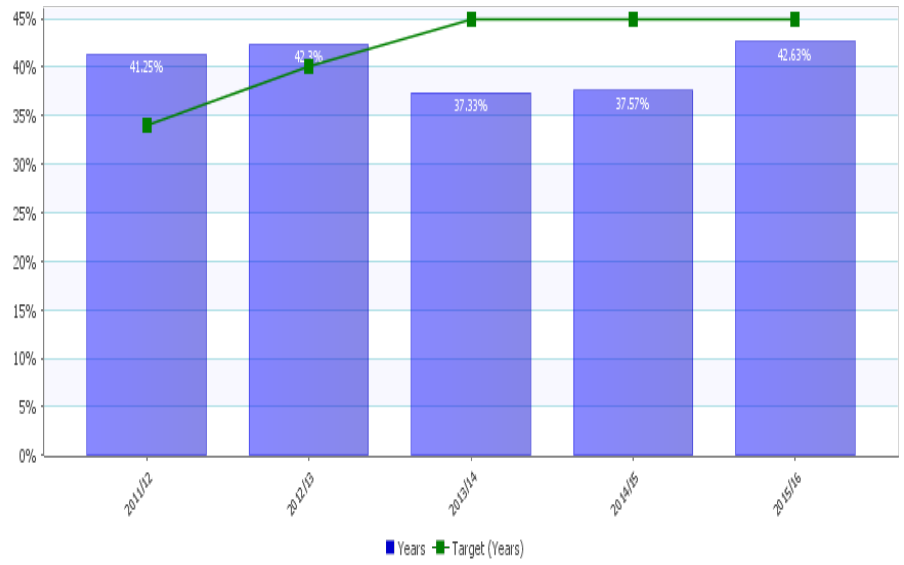
Performance in 2015/16 reflects planned efficiencies being delivered alongside increased budget provision for the commencement of increased broadband capacity in schools.

The target for 2016/17 is £13,047 on the basis of the inclusion of centralised telephony and mobile telephone budgets within IT Services.
The data for 2016/17 will be available and updated early May 2017.

The target for 2017/18 will be £11,840.

Data Label: PUBLIC

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



Trend Chart Commentary:

The trend chart demonstrates annual percentage of IT faults resolved at the first point of contact improving over the period 2011/12 to 2012/13 as a result of targeted training and cross skilling of front line service desk staff.

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

Performance in 2014/15 and 2015/16 demonstrates improvement. The target for 2014/15 remained at 45%, however a new performance indicators was created for 2016/17 to provide better transparency of first line resolutions for Education (schools) services (ref ITS004b_9b.1c) and other council services areas (ref ITS004_9b.1c).

The overall target for 2016/17 is 45%.

The data for 2016/17 will be available and updated early May 2017.
The target for 2017/18 is 46%.

Data Label: PUBLIC

Calendar of Improvement and Efficiency Activity

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

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

Data Label: PUBLIC

3.3 Legal Services

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

Purpose

As an enabling service, Legal Services provides a range of advice, support and representation to all council services. The service also provides committee administration and administration of Civic Government/Hire Car Licensing regimes, legal advice and clerking to the Licensing Board, in addition to St John's Hospital Stakeholder Group, Integration Joint Board (IJB), IJB Audit, Risk and Governance committee and IJB Strategic Planning Group.

The service has a key role in the development and implementation of the council's strategic objectives, particularly in relation to its modernisation programme and project related business. The service manages delivery of all legal services to the council and, in exceptional circumstances, will engage external legal advisors to support delivery of specialist support and advice to the council.

Activities

The main activities of the service in 2017/18 will be:

- Delivery of Committee Administration services
- Support Community Councils set up and elections
- Local Government Law Services
- Support development of HR Policies and provide Employment Law advice and assistance
- Administer Hire Car and Miscellaneous Licensing schemes
- Provide legal advice and support relating to Planning Law Services, Clerking for Development Management Committee and Local Review Body
- Raise, pursue and provide representation in Employment Appeal Tribunal, Sheriff Court and Court of Session Litigations
- Undertake a full range of Social Work Law Services to support implementation of Social Policy strategic objectives and statutory functions
- Education Law Services including representation at Additional Support Needs Tribunal, provision of support and advice in relation to school consultations and provision of advice and support to Head Teachers
- Administration of Liquor licensing scheme
- Provision of support and advice relative to Procurement and Contract Law matters

Data Label: PUBLIC

- Support delivery of project and transactional Property and Conveyancing business

Key Partners

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

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

Data Label: PUBLIC

Customer Participation

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

Customer Consultation Schedule				
Customer Group	Survey Method	Frequency	Responsible Officer	Feedback Method
Council Services	Customer Satisfaction Surveys	On completion of a transaction	Chief Solicitor	Annual consultation report provided to Heads of Service
Adoption Panel	Adoption Panel	Monthly	Litigation Manager	Annual report to Adoption Panel Business Meeting
Licence Holders	Customer Satisfaction Surveys	On completion of licence application process or when licence being issued	Licensing Manager	Annual report published on Council Website
Licence holders and Key Stakeholders	Consultation with customer group on proposed amendments to licensing scheme for street traders	As required	Licensing Manager	Annual report published on Council Website Report to Environment PDSP, and Council Executive
Property Services	Meeting with Internal Customer	As required	Property and Planning Manager	Annual email to Heads of Service
Planning Services	Meeting with Internal Customer	Monthly	Property and Planning Manager	Monthly meetings with Senior Management
Heads of Service	Meeting with internal customer	Monthly and/or *ad hoc* as required	Chief Solicitor/Legal Services management Team as appropriate	Meeting with Heads of Service as required and/or regular monthly scheduled meetings
Placing in Schools Appeals Committee	Customer Satisfaction Survey	Annually	Chief Solicitor	Annual report published on Council Website, annual email to LAC, PDSP Lead Officers and Community Council Secretaries
LAC and PDSP Lead Officers	Customer Satisfaction Survey	Annually	Chief Solicitor	
Community Council Secretaries	Customer Satisfaction Survey	Annually	Chief Solicitor	

Data Label: PUBLIC

Employee Engagement

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

Employee Engagement Schedule			
Employee Group	Engagement Method	Frequency	Responsible Officer
All employees	One-to-ones	Fortnightly / monthly	Chief Solicitor / Legal Services Management team
All employees	Team meetings	Fortnightly / monthly	Chief Solicitor / Legal Services Management team
Employee sample	Employee survey	Annually	Chief Solicitor
All employees	Appraisal and Development Review (ADR)	Annually	Chief Solicitor / Legal Services Management team
Employee sample	Employee focus group	Annually	Chief Solicitor
Employee sample	Employee Service Improvement Group	Quarterly	Chief Solicitor / Legal Services Management team
All employees	Management Plan Launch	Annually	Head of Service / HR Services Manager
All employees	Circulation of the Corporate Services CMT update report	Monthly	Chief Solicitor / Legal Services Management team
All employees	Full Service Meetings	3 times per year	Chief Solicitor / Legal Services Management team
Legal Management Team	Extended Management Team	Quarterly	Head of Service
Legal Management Team	Directorate Managers meeting	Quarterly	Depute Chief Executive

Data Label: PUBLIC

Activity Budget

Activity Budget 2017/18								
Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2017/18	PI Category	Staff Resources (FTE)	Revenue Expenditure Budget 2017/18 £	Revenue Income Budget 2017/18 £	Net Revenue Budget 2017/18 £
Legal	To provide legal advice and services to support Council's businesses including conveyancing, litigation, tribunals and inquiries, planning, transportation, social services & education. Provision of advice to Working Groups, Boards and other groups in relation to corporate governance business and other matters.	Enabler Service - Corporate Governance and Risk	LS111_Cost of Legal Services per £1m Budget Expenditure. Target: £2,585.04	Public	15.8	870,840	-59,385	811,455
			LS058_Percentage of Debt Recovery writs/ sumonses lodged within 20 working days of receipt of full instructions. Target: 100%	WLAM				
Licensing Board	To provide legal advice, committee clerking and services to support the Licensing Sub-committee, and administration of taxis, private hire car and other Council licensing. Also the administration of the private landlord registration scheme. To review compliance with Licensing Standards and Conditions. To administer liquor licensing and betting/gaming on behalf of the licensing board. To carry out statutory Licensing Standards Officer function in terms of the Licensing (Scotland) Act 2005.	Enabler Service - Corporate Governance and Risk	LS111_Cost of Legal Services per £1m Budget Expenditure Target: £2,585.04	Public	9.8	377,741	-555,500	-177,759
			LS053_Percentage of Taxi/Private Hire Car Drivers Licences Suspended. Target: 2%	WLAM				

Data Label: PUBLIC

Activity Budget 2017/18

Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2017/18	PI Category	Staff Resources (FTE)	Revenue Expenditure Budget 2017/18 £	Revenue Income Budget 2017/18 £	Net Revenue Budget 2017/18 £
To administer the council's decision making process and provide administration services	To provide a comprehensive committee administration service to meetings (Approximately 1 Council, 2 Council Executive Committees, 12 committees, 9 PDSP's, 9 LAC's, 2 Joint Consultative Groups and 7 other bodies), including Placing in Schools Appeals Committee. The provision of Community Council's scheme to service 38 Community Council areas, plus West Lothian Association of Community Councils.	Enabler Service - Corporate Governance and Risk	LS111_Cost of Legal Services per £1m Budget Expenditure. Target: £2,585.04	Public	6	334,153	0	334,153
			LS072_Target Percentage of committee action notes issued within target. Target: 100%	Public				
Service Support	Provision of management and administrative Support	Enabler Service - Corporate Governance and Risk	Support activities contribute towards the overall performance of the service. Performance is monitored through the indicators for front line activities.		0.2	28,305		28,305
Legal Services	**Total:**				**31.8**	**1,611,039**	**-614,885**	**996,154**

Data Label: PUBLIC

Actions

Actions 2016/17						
Action	Description	Planned Outcome	Owner	Start	End	Status
Metal Dealer License Review	Review of licensing scheme in relation to metal dealers	Procedures and license conditions reviewed and amended where appropriate	Solicitor – Licensing	April 2016	March 2017	Complete
Review of conditions relating to holding of processions	Review of conditions relating to the undertaking of processions in public areas	Conditions reviewed and amended where appropriate	Solicitor – Licensing	April 2016	February 2017	Complete
Review of Licensing committee procedures	Review of procedures and processes	Updating and modernisation of procedures and processes where appropriate	Managing solicitors – licensing	May 2016	October 2016	Complete

Data Label: PUBLIC

Actions 2017/18						
Action	Description	Planned Outcome	Owner	Start	End	Status
New Build Council Housing Programme	Provision of legal advice in respect of project work, property and planning issues, procurement and other relevant legislation for development of new build council housing across the county	New Build Council Housing programme completed	Managing Solicitor – Property and Planning	April 2013	December 2018	Active
Licensing Board Over provision Policy	Review of information and evidence relating to over provision of license premises	Identification of need for over provision policy	Managing Solicitor – Licensing	May 2014	July 2017	Active
Procurement of licensing software system	Tender to secure support and maintenance contract for existing systems	Software contract let	Managing Solicitor – Licensing	April 2016	April 2017	Active
Review of Risk Assessment Process	Review of process and procedures relating to Risk Assessment following data breach	Procedures and related documentation reviewed and amended	Chief Solicitor/ Managing Solicitors	January 2017	July 2018	Active
Money Laundering Policy and Procedures	Implementation of Policy and procedures relating to Money Laundering considerations	Policy and Procedures implementing best practice relating to the acceptance of cash payments and verification of payee identity	Chief Solicitor/ Managing Solicitors	March 2017	December 2017	Planned
Open Market Acquisition Scheme	Purchase of former council house stock	Provision of additional housing to support development of councils housing stock	Managing Solicitors	April 2017	March 2018	Active

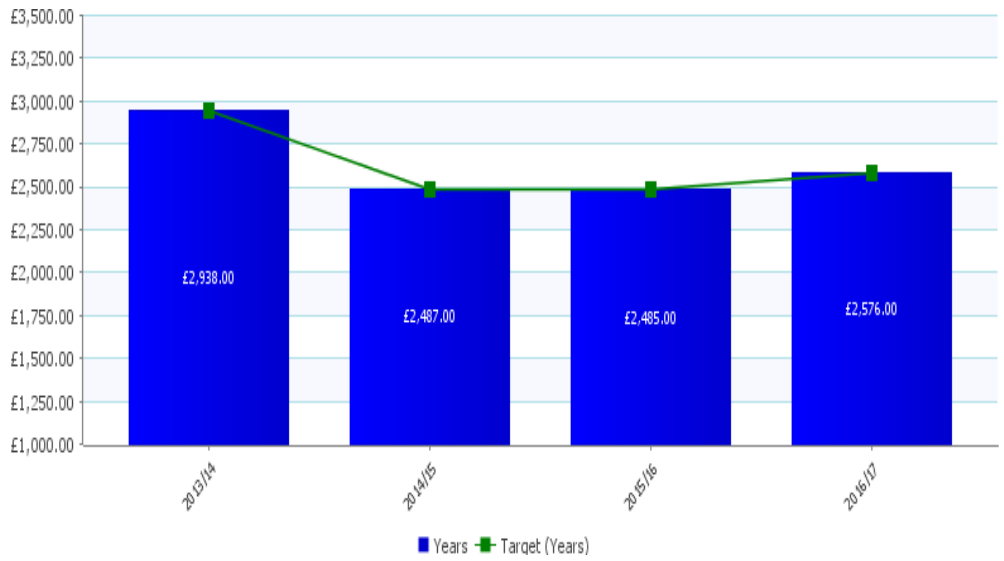
Data Label: PUBLIC

Actions 2017/18						
Action	Description	Planned Outcome	Owner	Start	End	Status
General Data Protection Regulations	Provision of legal advice in respect of requirements of new regulations	Ensure appropriate policy and procedures are identified to ensure corporate readiness for new regulations	Chief Solicitor/ Managing Solicitors	April 2017	June 2018	Planned
Licensing Fees review	Review of fees applicable to all licensing schemes	Setting of fees commensurate with statutory requirements	Solicitor - Licensing	May 2017	June 2018	Planned
New Administration Training	Support and deliver effective training programme for new administration and elected members	Robust and effective conduct of council business	Chief Solicitor/ Managing Solicitor/ Solicitor	May 2017	July 2017	Planned
Public Entertainment License review	Review of licensing scheme in relation to public entertainment.	Procedures and license conditions reviewed and amended where appropriate	Solicitor – Licensing	June 2017	June 2018	Planned
Review of Committee Reporting	Review of reporting processes, templates/effective use of ICT	Robust and effective reporting processes, effective use of ICT and modernised reporting templates	Chief Solicitor/ Committee Services	June 2017	December 2017	Planned

Data Label: PUBLIC

Performance

Performance Indicator	Cost of Legal Services per £1m Budget Expenditure	*P:LS111_9a.1c*
Description	This performance indicator measures the cost of Legal Services per £1 million of West Lothian Council's budget expenditure. This is calculated by dividing the total cost of Legal Services by West Lothian Council's budget expenditure for the financial year and multiplying by one million. The performance indicator provides an understanding of the corporate resource commitment to legal services, support and advice to all Council Services, for the provision of committee administration services and administration of the Civic Government and Hire Car licensing regimes, and administration and provision of legal advice and clerking services to the Licensing Board	



Trend Chart Commentary

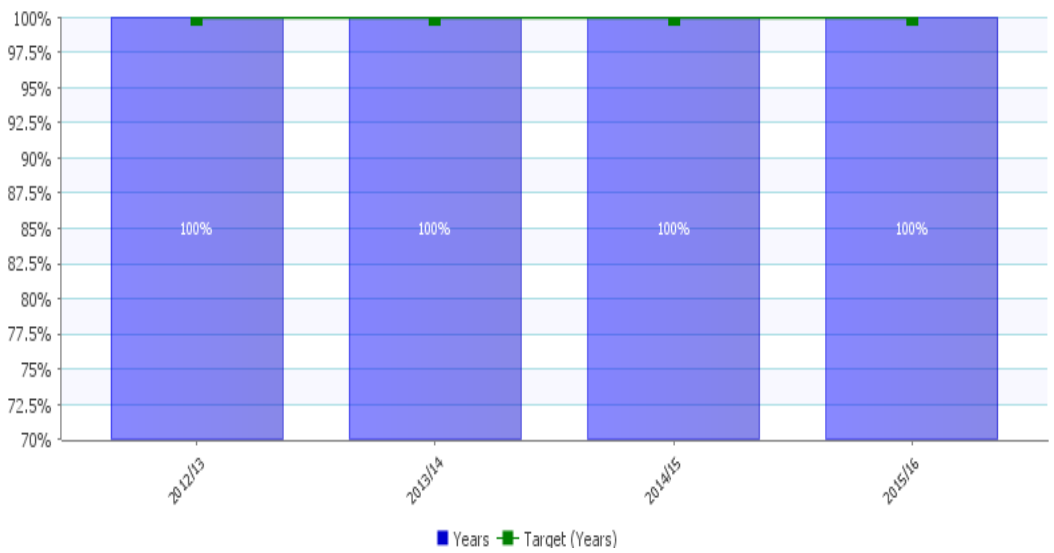
The trend shows that the cost of delivering legal services to the Council, its officers and elected members had reduced from £2,938 in 2013/14 to £2,487 in 2014/15 and further reduced to £2,485 in 2015/16. The cost of delivering legal services in 2016/17 has increased to £2,576. This is reflective of the efficiencies achieved by the council in relation to its budget expenditure, and the relatively stable costs of delivering Legal Services.

The service participated in the SOLAR benchmarking for legal services during summer 2016. The benchmarking criterion is extensive and considers cost of service delivery for whole service and elements of it, FTE and structure and range of services. The outcome of the benchmarking is anticipated early February 2017 and will be reported in this indicator.

The target for 2016/17 was £2,576. The target for 2017/18 is £2,585.04

Data Label: PUBLIC

Performance Indicator	**Percentage of customers who rated overall quality of service as good or excellent**	*LS021_6a.7*
Description	Customer satisfaction surveys are issued to all customers by Legal Services at the end of a transaction. This performance indicator measures the percentage of customers who rated the overall quality of the service as good or excellent from a five-point scale (excellent, good, adequate, poor, very poor). The data from surveys is analysed to identify service improvements and the results are reported at the end of the financial year. A one page survey has been developed by Legal Services and is being issued to customers on conclusion of a lengthy or major transaction. The success of these methods shall be reviewed regularly.	



Trend Chart Commentary

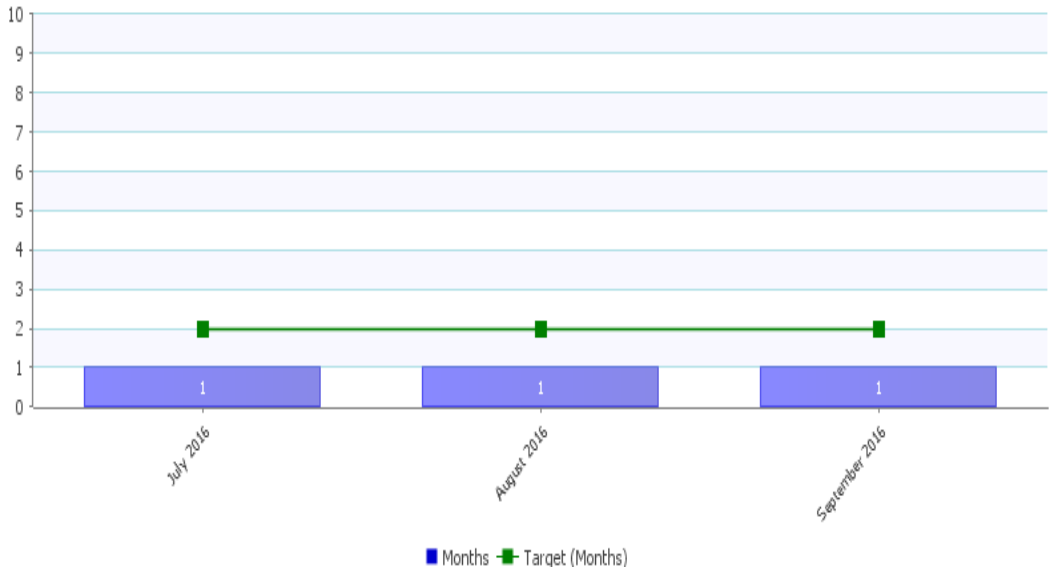
The trend shows that between 2012/13 and 2015/16 the target is being met with 100% achieved annually. In 2015/16, 28 responses were received.

Surveys are ongoing throughout the year. Methods of consultation will continue to be reviewed with a view to maintaining performance and improving response rates. The data for 2016/17 will be available and updated the end of April 2017.

The target for 2017/18 is 100%.

Data Label: PUBLIC

Performance Indicator	**Total number of complaints received by Legal Services**	*LS087_6b.3*
Description	This indicator measures the total number of complaints received by Legal Services. It is the total number of complaints received by Legal Services at stage one (complaints that the council aims to deal with within 5 working days) and those received directly at stage two (more complex complaints that the council aims to deal with within 20 working days).	



Trend Chart Commentary

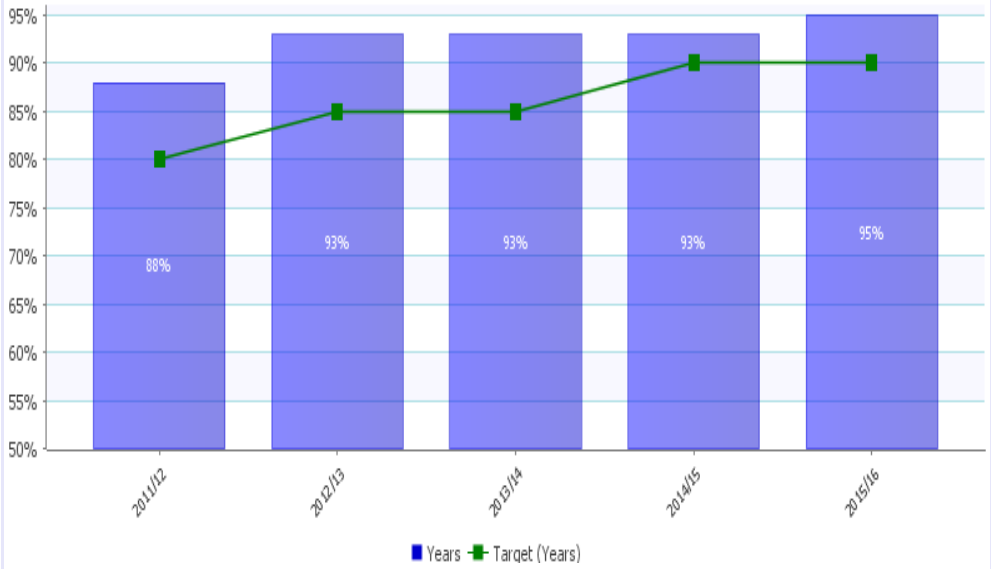
One complaint was received for Legal Services in each of July, August and September 2016. All of these complaints were Stage 1 complaints. No Sage 2 complaints have been received.

Please note that in months where there have been no complaints received, there will be no value added, therefore this will show as a blank or missing month on the chart. There were no complaints during the period October 2016 - March 2017

The target for 2016/17 was 2, and the target for 2017/18 will remain at 2.

Data Label: PUBLIC

Performance Indicator	**Percentage of Licensing customers who rated the timeliness of response as good or excellent**	*LS030_6a.1*
Description	Customer satisfaction surveys are issued to all customers by Licensing Services at the end of the Licensing process. This performance indicator measures the percentage of customers who rated the timeliness of response as good or excellent from a five-point scale (excellent, good, adequate, poor, very poor). The data from surveys is analysed to identify service improvements and the results are reported at the end of the financial year. Since 2011 surveys have been issued to all customers when licences are issued at the end of the application process and this resulted in an improved response rate. Methods of consultation were reviewed in early 2013 and telephone surveys were trialled but were not found to result in an improved response rate. Surveys have been emailed since April 2013 to all customers who have supplied email addresses. Most now provide email addresses. Paper surveys are issued to all other customers at the end of their application process. The use of emailed surveys has led to an increase in the response rate.	



Trend Chart Commentary:

The trend shows that the level of customer satisfaction between 2011/12 and 2015/16 has been maintained and above target, with 129 responses received in 2015/16.

The data for 2016/17 will be available and updated the end of April 2017.

Having regard to historical performance, the target for 2016/17 is set at 95% and the 2017/18 target will remain 95%.

Data Label: PUBLIC

Calendar of Improvement and Efficiency Activity

Action	Frequency	201718 (✓)											
		Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Performance management	Monthly	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Review of Performance Indicators and targets	Quarterly			✓			✓			✓			✓
Benchmarking	Annually												✓
Collation Specified Performance Indicators (SPIs)	*n/a*												
Update of PPR information	Monthly	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
WLAM (assessment)											✓		
Review Panel	3 year cycle											✓	
Performance Committee	*n/a*												
Process Review (Lean/RIE activity)	*n/a*												
Progress review of improvement actions	Monthly	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
CSE preparation	*n/a*	✓											
Inspection or Audit activity	Annually	✓											
Budget Management activity	Monthly	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Equality Impact Assessment(s)	*As Required*												
Health and Safety Assessment(s)	*As Required*												
Business Continuity Planning	Quarterly			✓			✓			✓			✓
Workforce Planning	Monthly	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
ADR	Annually		✓	✓	✓								
Review of customer groups/segmentation matrix	Quarterly			✓			✓			✓			✓
Customer consultation	Monthly	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Review of Service Standards	Annually											✓	
Planned Engagement activity	Monthly	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Website content management	Monthly	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

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

Data Label: PUBLIC

3.4 Performance and Improvement Service

Manager:	Rebecca Kelly
Number of Staff (FTE):	14.3
Location:	Civic Centre

Purpose

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

Activities

The main activities of the service in 2017/18 will be:

- Ongoing development of a comprehensive performance management framework
- Provision of programme and project management
- Development and implementation of quality frameworks, standards and systems
- Provision of process improvement activities
- Provision of systems support and administration for the customer relationship management and performance management systems
- Facilitation of Blue Badge/NEC entitlement schemes
- Corporate monitoring and reporting of council performance, customer complaints and print
- Support information management in the council through the provision of the archives and records management service
- Provide an archives service to preserve and manage the historical records of West Lothian Council and the wider community

Key Partners

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

- Improvement Service
- Audit Scotland
- Quality Scotland
- Investors in People Scotland
- Transport Scotland

Data Label: PUBLIC

- Young Scot
- Archivists of Scottish Local Authorities Working Group (ASLAWG)
- Lothian Archives Network

Customer Participation

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

Customer Consultation Schedule				
Customer Group	Survey Method	Frequency	Responsible Officer	Feedback Method
Performance and Improvement Service Council Service Users	Electronic Survey	Annually	Improvement Manager	Council intranet page and management team meetings
Blue Badges	Electronic	Bi-annually	Project and Systems Manager	Council website page and management team meetings
Customers (council services) of Performance and Systems	Electronic Survey	Bi-annually	Project and Systems Manager	Council intranet page and management team meetings
Customers (council services) of Archives and Records	Electronic Survey	Annually	Archives and Records Manager	Council intranet page and IMWG
Citizen Led Inspectors and Inspected services	Electronic Survey	Annually	Business Improvement Officer	Council intranet page and website

Data Label: PUBLIC

Employee Engagement

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

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

Data Label: PUBLIC

Activity Budget

Activity Budget 2017/18								
Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2017/18	PI Category	Staff Resources (FTE)	Revenue Expenditure Budget 2017/18 £	Revenue Income Budget 2017/18 £	Net Revenue Budget 2017/18 £
Quality and Performance	Develop, implement and facilitate quality, performance and best value processes and systems across council services and the corporate entity.	Enabler Service - Modernisation and Improvement	PIS024_Cost of Performance and Improvement Service per £1m Budget Expenditure Target: £1,738	Public	2.2	109,098	0	109,098
			PIS207_Percentage of corporate compliance with Audit Scotland's assessment of public performance information Target: 80 percent	Public				
Project Management	To provide professional change management to the corporate change programme.	Enabler Service - Modernisation and Improvement	PIS024_Cost of Performance and Improvement Service per £1m Budget Expenditure Target: £1,738	Public	2.2	102,067	0	102,067
			PIS402_Total Value of Efficiency Savings Achieved (£m) Target: tbc (not available)	High Level				
Process Improvement	To promote process improvement activity and the move to new ways of working across the Council.	Enabler Service - Modernisation and Improvement	PIS024_Cost of Performance and Improvement Service per £1m Budget Expenditure Target: £1,738	Public	2.2	85,409	0	85,409
			PIS103_Total number of business improvement activities completed Target: 6	WLAM				

Data Label: PUBLIC

Activity Budget 2017/18

Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2017/18	PI Category	Staff Resources (FTE)	Revenue Expenditure Budget 2017/18 £	Revenue Income Budget 2017/18 £	Net Revenue Budget 2017/18 £
Performance and Systems	Council services are supported to deliver by ensuring systems are efficient, effective and joined up.	Enabler Service – Modernisation and Improvement	PIS521_Cost of Lagan system support and maintenance per user Target: £32	WLAM	2.1	229,851	0	229,851
			PIS545_Percentage of employees that have a Customer Relationship Management (CRM) user account Target: 15.7 percent	High Level				
Entitlement - Blue Badge/NEC	Entitlement schemes are supported and administered efficiently and effectively.	Enabler Service - Corporate Governance and Risk	PIS501_Percentage of Blue Badge reviews successfully upheld Target: 45 percent	WLAM	0.9	42,651	0	42,651
			PIS504_Percentage of Blue Badge applications processed within five working days Target: 95 percent	WLAM				
Print	Provision of print, scanning and copying facilities across the council estate.	Enabler Service - Corporate Governance and Risk	*[New PI]*_Unit cost per employee of mono prints Target: tbc (not available)	WLAM	2.0	425,000	0	425,000
			*[New PI]*_Total number of mono prints Target: tbc (not available)	WLAM				

Data Label: PUBLIC

Activity Budget 2017/18

Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2017/18	PI Category	Staff Resources (FTE)	Revenue Expenditure Budget 2017/18 £	Revenue Income Budget 2017/18 £	Net Revenue Budget 2017/18 £
Archives and records management	Provision of an archival and records management service.	Enabler Service - Corporate Governance and Risk	*[New PI]*_Number of destruction notices outstanding Target: tbc (not available)	WLAM	2.5	66,242	0	66,242
			*[New PI]*_Number of records added to Archives and Records Management system Target: tbc (not available)	WLAM				
Service Support	Provision of management and administrative Support.	Enabler Service - Corporate Governance and Risk	Support activities contribute towards the overall performance of the service. Performance is monitored through the indicators for front line activities.		0.2	31,009		31,009
Performance and Improvement	**Total:**				**14.3**	**1,091,327**	**0**	**1,091,327**

Data Label: PUBLIC

Actions

Actions 2016/17						
Action	Description	Planned Outcome	Owner	Start	End	Status
Programme management	Co-ordinated management of projects across the council to support the modernisation and improvement of council services	A more efficient and customer focused service provision in line with the council's Budget Strategy	Programme Manager	January 2013	March 2018	Complete
CRM Upgrade	To upgrade the CRM system from V8.04 to the most up to date version (currently 14R2)	The CRM system is upgraded to the most relevant version	Project and Systems Manager	April 2015	April 2016	Complete
National Entitlement Card (NEC) Replacement programme	To cleanse and validate the West Lothian NEC Card holder information on the card management system to support a national programme to replace all cards	All affected National Entitlement Card holders will have their cards replaced by December 2016	Project and Systems Manager	August 2015	December 2016	Complete
MFD and printer replacement solution – phase 1	Developing the specification and implementation for the new print devices throughout the council	A print solution is in place across the estate that will allow the council	Performance and Improvement Manager	October 2015	October 2016	Complete
Warning Flags	Review and implement a Warning Flag indicator system across council services	Warning Flag information is shared across all services	Project and Systems Manager	December 2015	March 2017	Complete
Business improvement project management	Carry out business improvement activities within Fleet, Planning and Economic Development	Completed business improvement projects within the agreed service areas with action plans for each to take forward	Business Improvement Officer	January 2016	March 2017	Complete

Data Label: PUBLIC

Actions 2016/17						
Action	Description	Planned Outcome	Owner	Start	End	Status
Citizens Led Inspection – Extended Programme	An extended programme of inspection that will include a pilot of the new 'Customer Design' element of the CLI framework and development of programme of 'Look See' inspections for front line services	■ A new offering for inspectors of 'customer redesign' to be piloted ■ A programme of 'Look See' inspections completed across council services	Business Improvement Officer	April 2016	March 2017	Complete
CRM Data Cleansing (phase 2)	To cleanse/merge customer records in CRM in preparation for integration and golden customer record	Duplicate customer records are removed and contact history is merged	Project and Systems Manager	August 2016	March 2017	Complete

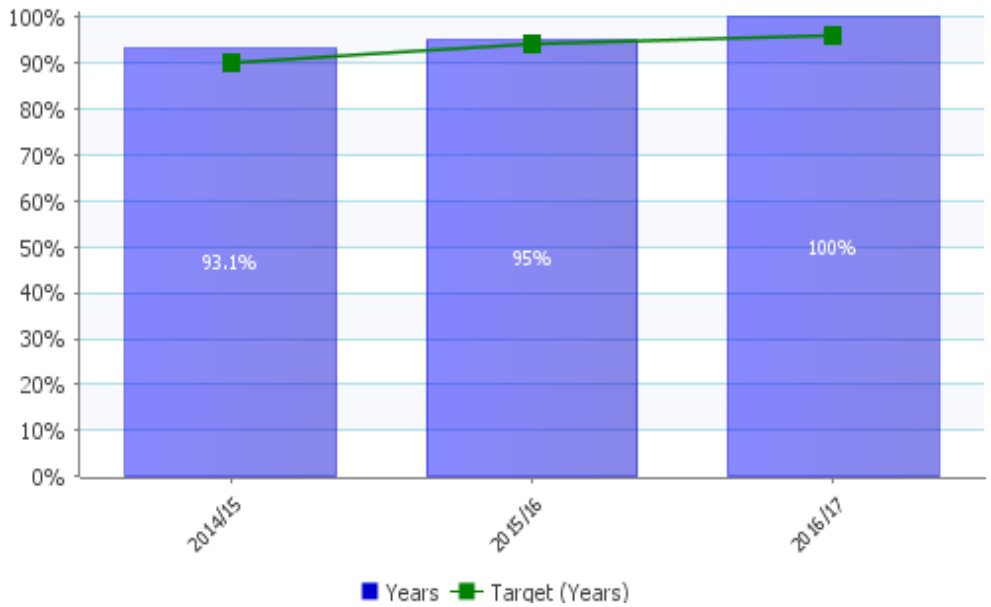
Data Label: PUBLIC

Actions 2017/18						
Action	Description	Planned Outcome	Owner	Start	End	Status
Pupil / Student Led Inspection	Develop the framework for a new form of inspection, to be led by secondary school pupils	New framework in place and pilot completed	Performance and Improvement Manager	November 2015	March 2018	Active
Blue Badge Eligibility Extension - National Pilot	A pilot to extend the Blue Badge eligibility to cover aspects of cognitive impairment to be implemented on behalf of Transport Scotland	Successful implementation of the extended Blue Badge pilot with all eligible applicants receiving a Blue Badge	Project and Systems Manager	April 2016	April 2017	Active
MFD and printer replacement solution – phase 2	Delivering a reduction in print activity across the council estate through effective use of new devices, behavioural change and monitoring	A print solution is in place across the estate that will allow the council to efficiently manage print and reduce costs and printing levels	Performance and Improvement Manager	October 2016	October 2017	Active
Best Value Audit	Support for the council's audit process, providing evidence and information to the external audit team, as required	The council is able to provide the external audit time with all required information in a timely manner	Performance and Improvement Manager	February 2017	December 2017	Active
EFQM European Assessment 2017	Co-ordination of the council's external assessment process, providing evidence and information to the external audit team, as required	The council is able to demonstrate improvement against the EFQM score achieved in 2016 and is able to benchmark with organisations across all sectors in Europe	Performance and Improvement Manager	February 2017	October 2017	Active
Review of the Improvement Strategy	To review, consult and refresh the Improvement Strategy in line with the Council's new Corporate Plan and priorities	A new Improvement Strategy is developed for the council. Strategy is subject to consideration by Modernisation Board, PDSP and approval at Council Executive	Performance and Improvement Manager	June 2017	March 2018	Planned

Data Label: PUBLIC

Performance

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



Trend Chart Commentary

This survey is directed at internal customers and the response represents a reasonable number of all service managers and performance officers in the council - who are supported by Performance and Improvement Service.

In 2016/17 a total of 28 customers responded to this survey question, with 25 customers rating the service as Excellent and 3 as Good. A comment made about the WLAM e-tool functionality has been addressed with the supplier and overall, comments were very positive about aspects of the service.

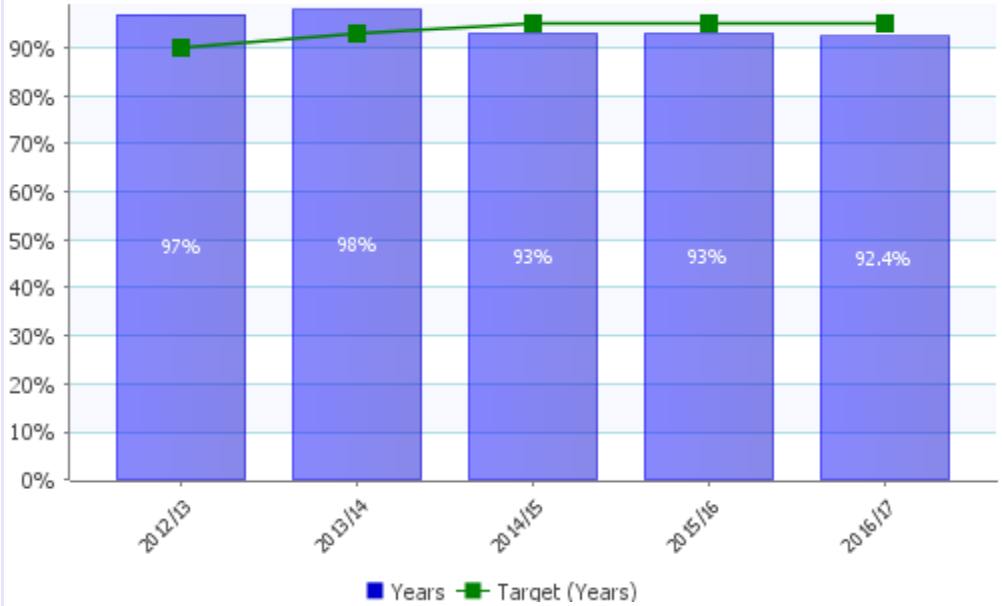
In 2015/16 a total of 40 customers responded to this question, with 30 rating the service as Excellent, 8 as Good, 1 as Adequate and 1 as Poor.

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

The 2017/18 target has been set at 98 percent to maintain high satisfaction.

Data Label: PUBLIC

Performance Indicator	**Percentage of Blue Badges processed within five working days**	*PIS513_6b.2*
Description	This indicator measures the percentage Blue Badge applications that are processed by the service within five working days. This is a service standard to ensure that Blue Badges are processed in a timely manner. There are two distinct categories of Blue Badge application, the first is those that automatically qualify by meeting eligibility criteria. The second is discretionary applications, which require desktop assessment and in some cases an Independent Mobility Assessment to assess eligibility.	



Trend Chart Commentary

The service aims to process all Blue Badge applications within five working days to ensure that customers receive a timely decision and Blue Badges are issued to eligible customers as quickly as possible.

Over the period performance has declined from 97 percent in 2012/13 to 92.4 percent in 2016/17, this is a result of an increase in the number of applications and more complex, discretionary applications being received by the service. The pilot Cognitive Impairment Blue Badge, which began in April 2016, also impacted performance as it is more complex to apply and the time taken to process each application is significantly longer when compared to a Mobility Blue Badge application.

In 2014/15 the number of applications received increased by 15 percent on the previous year and this volume was sustained in 2015/16. Performance in 2015/16 remained at 93 percent when compared to 2014/15. The service will continue to monitor demand and will seek to refine the Blue badge process for customers.

The 2015/16 and 2016/17 target was 95 percent but due to an increasing complexity of applications and ongoing extension to blue badge eligibility criteria, this will be reduced to 94 percent for 2017/18.

Data Label: PUBLIC

Performance Indicator	**Cost of Performance and Improvement service per £1m Budget Expenditure.**	*P:PIS024_9a.1a*
Description	This performance indicator measures the cost of Performance and Improvement Service per £1 million of West Lothian Council's budget expenditure. This is calculated by dividing the total cost of Performance and Improvement Services by West Lothian Council's budget expenditure for the financial year and multiplying by one million. The performance indicator provides an understanding of the corporate resource commitment to professional management and support for performance and improvement activity and the maintenance of corporate systems for customer enquiry and performance management. Viewed in tandem with effectiveness performance indicators, it can also help the service understand it's overall impact and whether it represents value for money.	

Trend Chart Commentary

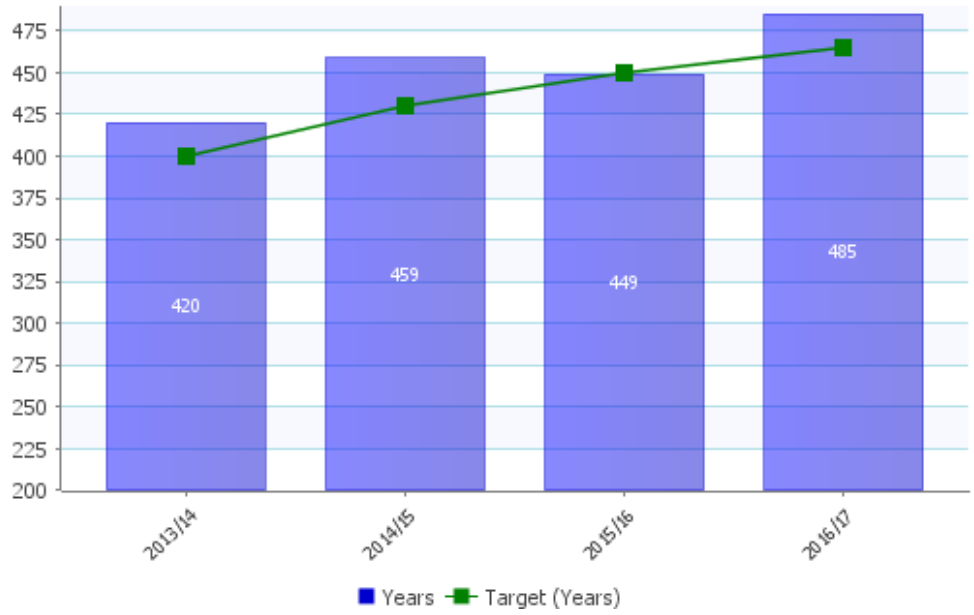
This performance indicator was introduced in 2013/14 and the service was able to demonstrate improvement by reducing costs from the baseline figure in 2013/14 of £1,669.74, with the budgeted cost in 2015/16 at £1658.27. This was managed through ongoing changes to the service provision and roles within the team, realising efficiencies and smarter ways of working that were identified in the restructuring and creation of the team.

The 2016/17 performance saw an increase on the previous year as a result of new business coming to the team, such as management of the Corporate Geographical Information System (GIS) and the extension of the Blue Badge eligibility criteria in 2016/17.

The target for 2017/18 will be the same as the performance and is set using the revenue budget information for the financial year.

Data Label: PUBLIC

Performance Indicator	Average West Lothian Assessment Model (WLAM) score of Council services	*PIS202_9b.1a*
Description	This performance indicator captures the average score achieved by council services each year in the West Lothian Assessment Model (WLAM). This allows the council to track the collective progress and levels of achievement in services on an annual basis. The assessments are conducted as part of a three year rolling programme of assessment, facilitated and validated by European Foundation for Quality Management (EFQM) Accredited Assessors. Every council service completing the WLAM process will evaluate their performance and practice and score themselves against the WLAM criteria. The scoring matrix is from EFQM so that services are comparing and challenging performance against best practice across all sectors in the UK and Europe.	



Trend Chart Commentary

The four year trend shows that the council average has improved overall, moving from 420 in 2013/14 to 485 by 2016/17. Services have achieved higher scores through targeted improvements to the way that they work and mainly by enhancing the quality and range of performance information for key activities.

In 2016/17 a total of 15 services completed a WLAM assessment with an overall council average of 485. In 2015/16 a total of 10 services completed a WLAM assessment and the council average score was 449. This was a decrease from the previous year when a total of 11 services completed a WLAM assessment, with an average score of 459 for 2014/15. In 2013/14, there were 14 WLAM assessments that achieved an overall council average score of 420.

The target has been set to encourage year on year improvement and a target of 480 will be set for the 2017/18 council average.

Data Label: PUBLIC

Calendar of Improvement and Efficiency Activity

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

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

Data Label: PUBLIC

3.5 Corporate Procurement Unit

Interim Manager:	David Brown
Number of Staff (FTE):	12.5
Location:	Civic Centre

Purpose

The Corporate Procurement Unit is an enabler service which procures goods, services and works on behalf of council services and ensures Best Value is obtained including Revenue, Capital and Housing savings. Consideration is given to sustainable procurement, including community benefits and workforce matters. Electronic procurement is used to ensure full transparency in the tender process. To ensure maximum benefit is obtained from council spend, collaboration with other local authorities is utilised to meet procurement objectives.

Providing a corporate focus, direction and vision for all procurement activities and in line with the revenue budget strategy, the Corporate Procurement Unit will focus on effective procurement to deliver targeted financial efficiencies, support service improvements and secure community benefits in 2017/18.

Activities

The main activities of the service in 2017/18 will be:

- Establish and manage contracts to ensure delivery of savings targets
- Promote sustainable procurement in contract development
- Identify cashable savings targets for contracts and measure their delivery
- Identify and deliver appropriate efficiency and service improvement opportunities through collaboration with other public sector organisations
- Build on our capabilities to develop enhanced procurement approaches available under the Procurement Reform (Scotland) Act 2014 and the Public Contracts (Scotland) Regulations 2015
- Provide professional advice regarding procurement legislation
- Undertake training and attend events to assist SME's and Local businesses bid for council business

Key Partners

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

- Scottish Procurement
- Scotland Excel

Data Label: PUBLIC

- Other local authorities
- NHS Lothian
- Other Central Purchasing Bodies

Customer Participation

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

Customer Consultation Schedule				
Customer Group	Survey Method	Frequency	Responsible Officer	Feedback Method
Contract Customers and Suppliers	E-survey creator	One per tender issued after contract award	Procurement Specialist	Results with 'You Said: We Did' posted on intranet and internet
Corporate Management Team and Contract Customers	E-survey creator	Annually	Corporate Procurement Manager	Results with 'You Said: We Did' posted on intranet and internet
Suppliers / Potential Suppliers	E-survey creator	Annually	Corporate Procurement Manager	Results with 'You Said: We Did' posted on intranet and internet

Data Label: PUBLIC

Employee Engagement

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

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

Data Label: PUBLIC

Activity Budget

Activity Budget 2017/18								
Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2017/18	PI Category	Staff Resources (FTE)	Revenue Expenditure Budget 2017/18 £	Revenue Income Budget 2017/18 £	Net Revenue Budget 2017/18 £
Strategic Procurement	Progress the Journey towards to ensure the section average score is obtain within the Procurement Commercial Improvement Programme, increasing Procurement Performance through the Delivery Better Outcomes Project.	Enabler Service - Corporate Governance and Risk	CPU018_Cost of the Corporate Procurement Unit per £1 million of West Lothian Council's net expenditure	High Level	1.50	80,073	0	80,073
			CPU021_Procurement Commercial Improvement Programme score assigned to West Lothian Council	Public				
Contract provision and collaborative procurement	To establish and manage contracts that meet council requirements. Participate fully in collaborative contracts.	Enabler Service - Corporate Governance and Risk	CPU018_Cost of the Corporate Procurement Unit per £1 million of West Lothian Council's net expenditure	High Level	9.26	547,935	(402,732)	145,203
			CPU019_Percentage of all council expenditure covered by contracts	Public				
Sustainable procurement	Structure contracts to allow local suppliers, Small to Medium Enterprises and the third sector an equal opportunity to gain	Enabler Service - Corporate Governance and Risk	CPU018_Cost of the Corporate Procurement Unit per £1 million of West Lothian Council's net expenditure	High Level	1.00	53,406	0	53,406

Data Label: PUBLIC

Activity Budget 2017/18

Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2017/18	PI Category	Staff Resources (FTE)	Revenue Expenditure Budget 2017/18 £	Revenue Income Budget 2017/18 £	Net Revenue Budget 2017/18 £
	business and apply consideration of the principles of sustainable development in all contracts. Contracts to incorporate Community Benefits where appropriate.		CPU021_Procurement Commercial Improvement Programme score assigned to West Lothian Council.	Public				
Corporate Procurement Development	To carry out contract and supplier management of the top high risk contracts in line with on the contract and supplier management strategy.	Enabler Service - Corporate Governance and Risk	CPU018_Cost of the Corporate Procurement Unit per £1 million of West Lothian Council's net expenditure.	High Level	0.50	37,377	0	37,377
			CPU038_Percentage of managed suppliers meeting contract and supplier management targets	High Level				
Service Support	Provision of management and administrative support.	Enabler Service - Corporate Governance and Risk			0.20	9,243	0	9,243
Corporate Procurement	**Total:**				**12.46**	**728,035**	**-402,732**	**325,303**

Data Label: PUBLIC

Actions

Actions 2016/17						
Action	Description	Planned Outcome	Owner	Start	End	Status
Assessment Regime	Improve Procurement Capability Assessment (PCIP) Score	Increase procurement performance on the journey towards superior performance	Corporate Procurement Manager	January 2016	September 2016	Complete
Procurement Reform (Scotland) Act 2014	Implementation of the Procurement Reform (Scotland) Act 2014 when published	Review and revise procedures to ensure compliance and engagement with stakeholders to ensure understanding and compliance with legislative requirements	Corporate Procurement Manager	April 2016	March 2017	Complete
Corporate Procurement Strategy - Review	Review and revise the council's Corporate Procurement Strategy following the introduction of the Procurement Reform Act 2014	Ensure that the council's strategy has been reviewed and revised to support compliance with the Act	Corporate Procurement Manager	June 2016	October 2016	Complete
Procurement Commercial Improvement Programme	The new Procurement Commercial Improvement Programme (PCiP), assessments will take place bi-annually. Previously known as 2015/16 Action Improve Procurement Capability Assessment Score	Increase procurement performance on the journey towards superior performance	Corporate Procurement Manager	June 2016	March 2017	Complete

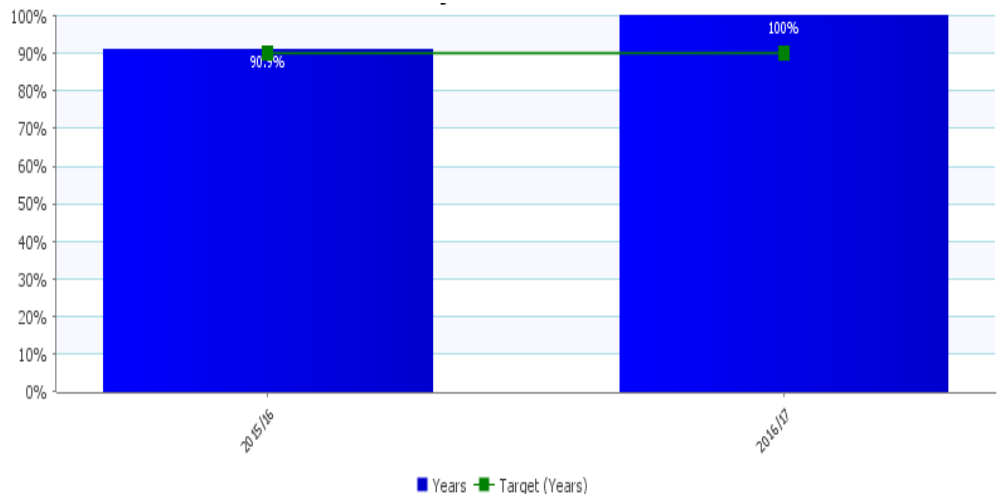
Data Label: PUBLIC

Actions 2017/18						
Action	Description	Planned Outcome	Owner	Start	End	Status
European Procurement Regulations 2014	Implementation of the European Procurement Regulations 2014 when published	Revised procedures to ensure compliance and engagement with stakeholders to ensure understanding and compliance with legislative requirements	Corporate Procurement Manager	April 2016	March 2017	Active
Assessment Regime	Build on the outcomes of the 2016 Assessment Regime	A developed and implemented continuous improvement plan to embed ongoing capability development and further improve procurement performance	Corporate Procurement Manager	February 2017	February 2018	Active
Education Programme	Improving effectiveness and efficiency of procurements through enhanced colleague education	A developed and deployed programme of education to support colleagues with greater understanding of public procurement rules, and how to operate more effectively under them	Corporate Procurement Manager	March 2017	March 2018	Active
Procurement Strategy	Improving commercial efficiency outcomes and maintaining robust compliance	Revisions and updates to Procurement Strategy to meet the challenges and objectives for CPU over the coming 5 year period	Corporate Procurement Manager	April 2017	March 2018	Active

Data Label: PUBLIC

Performance

Performance Indicator	**Percentage of internal customers who rated the overall quality of the service provided by the Corporate Procurement Unit as good or excellent**	*CPU007a_6a.7*
Description	This performance indicator measures the percentage of internal customers who rated the overall quality of the service provided by the Corporate Procurement Unit as good or excellent. This data is derived from the post tender surveys that are distributed following the completion of each tender exercise undertaken by the Corporate Procurement Unit, the survey is distributed to all internal and external customers involved in the tendering process. Customers are asked to rate the overall quality of service as; excellent, good, adequate, poor or very poor. All responses ranked as either 'Excellent' or 'Good' are recorded as positive responses. Each year, the number of positive responses is divided by the total number of responses to determine a percentage. The results of customer feedback are analysed by all Corporate Procurement Unit staff on an annual basis in order to identify areas for improvement.	



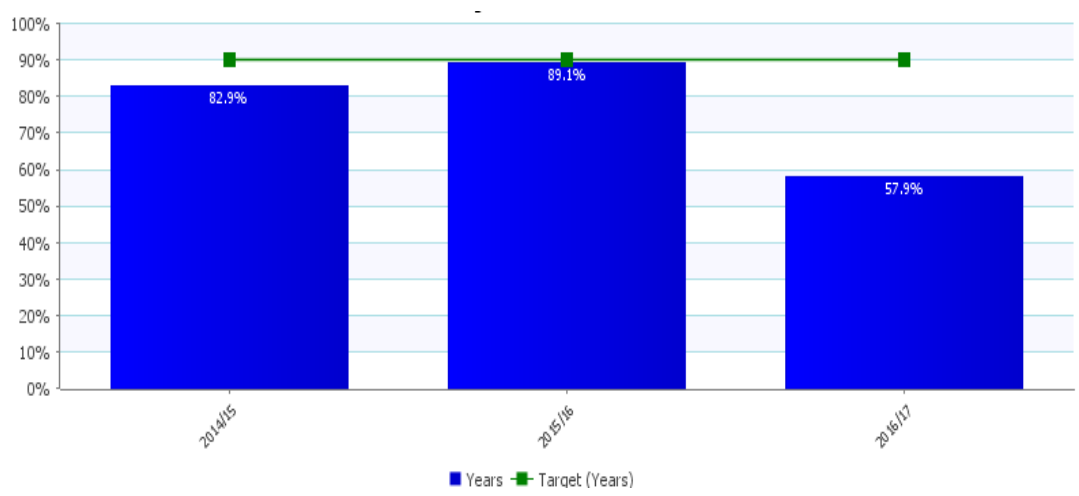
Trend Chart Commentary

The service issues customer surveys after each tender process. Actual performance throughout 2015/16 and 2016/17 met target, and satisfaction rates for 2016/17 have further improved with all respondents rating the service as “Good” or “Excellent. Although the responses are very positive, response rates remain patchy and lower than desired, and improving the update of surveys will be a key objective to support the measure through 2017/18.

The target for 2017/18 will remain at 90%.

Data Label: PUBLIC

Performance Indicator	**Percentage of External customers who rated the overall quality of the service provided by the Corporate Procurement Unit as good or excellent**	*CPU007b_6a.7*
Description	This performance indicator measures the percentage of External customers who rated the overall quality of the service provided by the Corporate Procurement Unit as good or excellent. This data is derived from the post tender surveys that are distributed following the completion of each tender exercise undertaken by the Corporate Procurement Unit, the survey is distributed to all internal and external customers involved in the tendering process. Customers are asked to rate the overall quality of service as; excellent, good, adequate, poor or very poor. All responses ranked as either 'Excellent' or 'Good' are recorded as positive responses. Each year, the number of positive responses is divided by the total number of responses to determine a percentage. The results of customer feedback are analysed by all Corporate Procurement Unit staff on an annual basis in order to identify areas for improvement.	



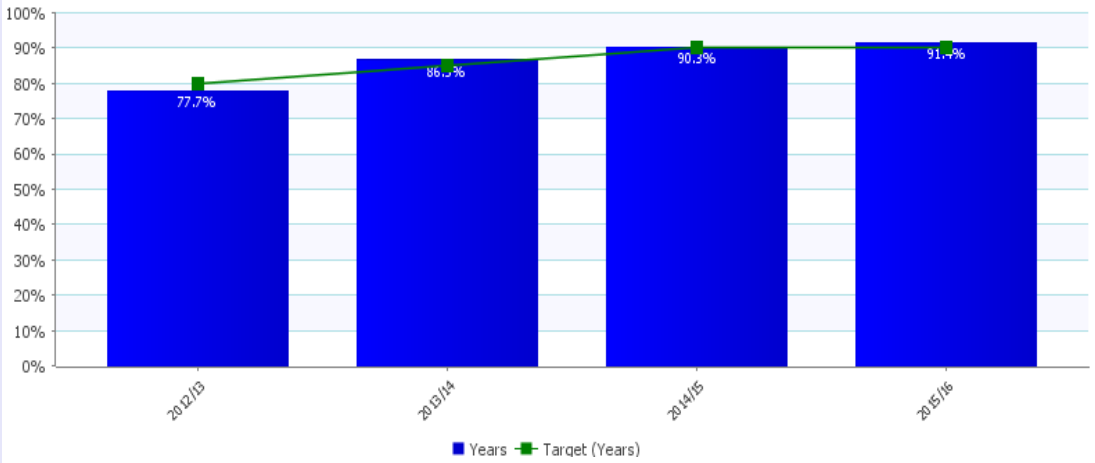
Trend Chart Commentary:

The service issues customer surveys after each tender process and collates the data on a quarterly basis. Actual performance in this area has consistently been below target since the creation of this indicator in 2015/16. The timing and nature of questioning continues to bring challenges for this PI, especially as the majority of respondents will have failed to win contracts at the point of survey. Given this obvious constraint, the volume of respondents which rate the service as “Adequate” should be seen as a positive outcome, and only two respondents rated the service “Poor”. Response rates continue to be low despite additional encouragement.

The target for 2017/18 will remain at 90%.

Data Label: PUBLIC

Performance Indicator	**Percentage of relevant compliant council expenditure**	*P:CPU019_9b.1a*
Description	This performance indicator measures the percentage of relevant Supplies, Services and Works expenditure covered by contracts awarded in line with standing orders. Relevant Spend is identified as being spend which is influencable by the Corporate Procurement Unit, Non influenceable spend is identified and removed from the overall spend to allow for a more accurate calculation. Calculated on an annual basis, the service identifies the council's contracted suppliers from the Corporate Contract Management System (CCMS) and measures their spend against the total council spend within the council's purchase to pay systems. Levels of spend with non-contracted suppliers is monitored by the service on a quarterly basis to ensure that the year end target performance is achieved. This performance indicator is related to ensuring that the target savings agreed for the next five years can be achieved through effective procurement activity.	



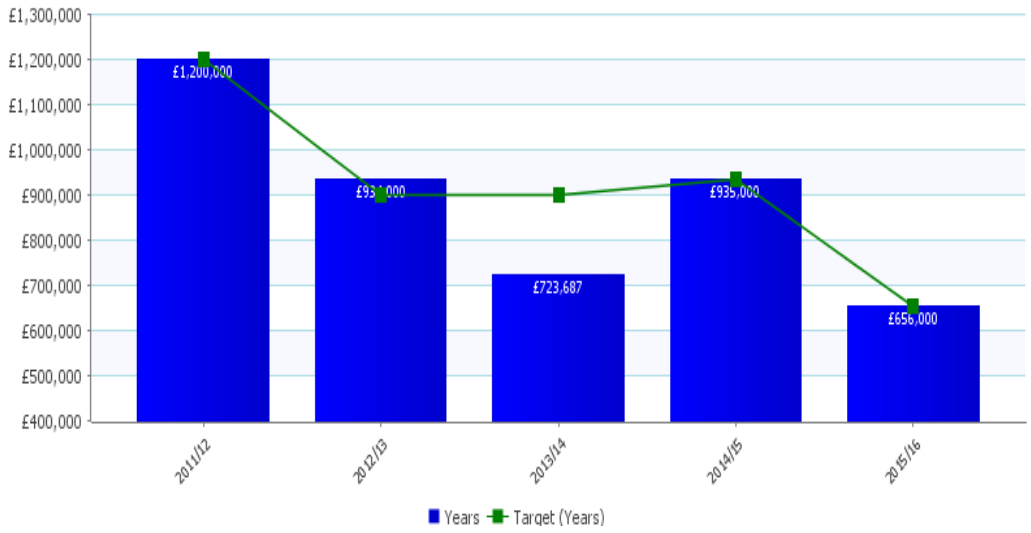
Trend Chart Commentary:

The end of year performance is recorded at 91%. This is derived from contracted spend of £191,570,826.30 and total influencable spend of £209,484,955. The percentage of contract spend has steadily increased since 2012/13, each year meeting or exceeding target. Levels of spend with non-contracted suppliers will continue to be monitored and appropriate action will be taken on a quarterly basis to ensure any identified contracts are highlighted with the services and added to the procurement plans.

The target for 2016/17 has been increased to 92%. Once the Procurement Commercial Improvement Programme is completed in October 2016, this figure will be benchmarked against other local authorities once the data is made available by Assessors in May 2017. The target for performance for 2015/16 and 2016/17 was 90% and 92% respectively. The 2017/18 target will remain at 92% as it will be challenging to maintain. The 2016/17 data will be available and published the end of April 2017.

Data Label: PUBLIC

Performance Indicator	**Value of procurement savings achieved through contracts procured by the council**	*CP:CPU020_9b.1a*
Description	This performance indicator measures the value of cashable savings achieved through contracts arranged by the Corporate Procurement Unit. Cashable savings will be identified from contracts set up for use by the Scottish Government's centres of procurement expertise (Scottish Procurement and Scotland Excel) as well as those arranged by West Lothian Council and collaboratively with public sector partners. This indicator measures savings calculated using the Scottish Government's Best Practice Indicator 1 (Total Efficiency Savings Achieved year-on-year). This performance indicator is related to achieving the outcomes within the council's Corporate Procurement Strategy 2013/18.	



Trend Chart Commentary:

The target for cashable savings since 2011/12 has been reached each year. However, each year this has been achieved by using one-off savings, for example rebate payments and capital savings. These one-off savings are then transferred to the following year's saving target.

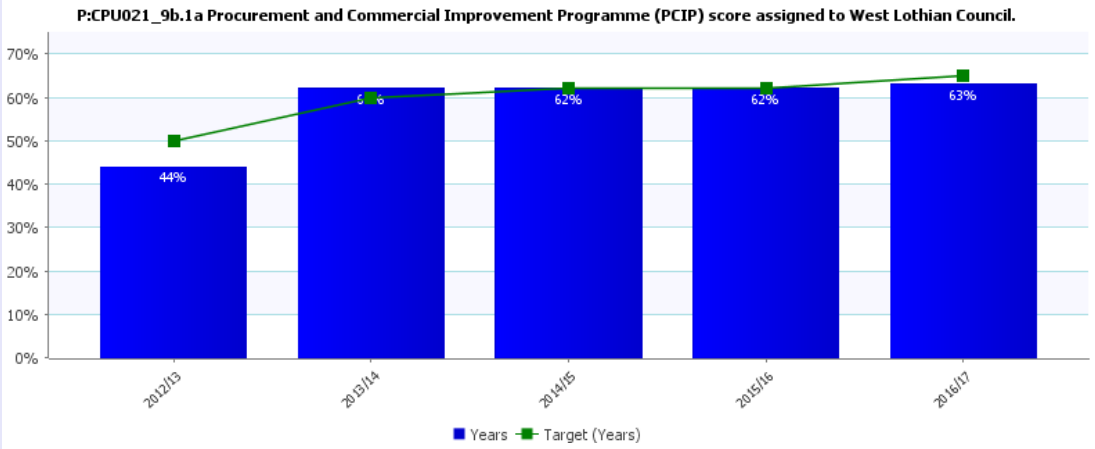
The target for cashable savings in 2016/17 is £794,000 in line with the delivering better outcomes five year target and the balance of the 2015/16 one off savings. Once the Procurement Commercial Improvement Programme is completed in October 2016, this figure will be benchmarked against other local authorities.

As most contracts now being procured are second and third generation contracts, savings are more difficult to obtain. To assist with reaching the savings target, the procurement team are now working with services to review specifications and contracts to identify contract which could deliver further savings.

The savings targets for 2017/18 have been rolled up into Services budget efficiency targets. Procurement work with Services to support these targets. The 2016/17 data will be available and published the end of April 2017.

Data Label: PUBLIC

Performance Indicator	**Procurement and Commercial Improvement Programme (PCIP) score assigned to West Lothian Council**	*P:CPU021_9b.1a*
Description	This performance indicator measures the percentage score of West Lothian Council's (WLC) Procurement and Commercial Improvement Programme (PCIP). This external assessment was previously named the Procurement Capability Assessment (PCA). The Scottish Government's Procurement Reform Delivery Group agreed in January 2009 that a single procurement assessment should be developed for the Scottish Public Sector. The objective of the PCIP is to set out a mechanism for identifying areas where organisations can strengthen their approach to procurement through a detailed evaluation of their procurement capability to improve their structure, processes and ultimately performance. Corporate procurement capability is assessed in key areas against common criteria and standards and assigns a percentage score. The PCIP is performed annually by Scotland Excel (the Scottish Government's Local Authority Centre of Procurement Expertise). The assessment is performed annually for all Scottish Local Authorities. The structure and scoring of the PCIP for 2016/17 has yet to be finalised. The target for 2016/17 will be to achieve the Scottish average or better. No date has yet been set for the PCIP assessment in 2016/17.	



Trend Chart Commentary: West Lothian Council's PCiP assessment took place on 25 May 2016 and scored 63%. The Local Authority average PCIP score for 2016/17 has now been recognised as 65%. The structure and scoring of the Procurement Capability Assessment (PCA) was revised in 2015/16. As a result of this national review there was no assessment carried out in 2015/16. Therefore all scores were carried forward for that year. The council accepted an offer to defer the assessment in 2014/15 and therefore the actual performance scored remained at 62%. This allowed staff to prioritise the delivery of contracts and contract savings.

The trend shows that WLC has consistently increased its Procurement Capability Assessment score. Improvement in the score reflects the improvements made within corporate procurement as the review reflects the level of compliance in procurement work undertaken. This has made an impact on spend captured under contract, community benefits achieved, contract and supplier management processes and ultimately ensuring best value for all contracts.

The target for the PCIP score for 2016/17 was set as the Local Authorities average score, and the score achieved was very close, and of no material variance to that level. It is important to note that participants of Trance 2 will be assessed throughout 2017/18 and therefore our score against the overall average may change. We will continue to monitor and benchmark our performance throughout this period.

Data Label: PUBLIC

Calendar of Improvement and Efficiency Activity

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

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

Data Label: PUBLIC

3.6 Corporate Communication Services

Manager:	Garry Heron
Number of Staff (FTE):	7.56
Location:	Civic Centre

Purpose

Corporate Communications aims to enhance and protect the council's reputation through providing integrated corporate communications. The team is responsible for developing and delivering a wide range of communications, designed to promote the council and its services to communities and the wider public. The team works closely with the council's community planning partners to provide communications advice and support.

Corporate Communications has developed both the council's Branding Guidelines and the West Lothian Way Communications Guidelines to ensure a consistent approach is taken to all forms of communications. The team also play a leading role in supporting the delivery of online services via the council's website.

Activities

The main activities of the service in 2017/18 will be:

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

Key Partners

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

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

Data Label: PUBLIC

Customer Participation

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

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

Data Label: PUBLIC

Employee Engagement

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

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

Data Label: PUBLIC

Activity Budget

Activity Budget 2017/18								
Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2017/18	PI Category	Staff Resources (FTE)	Revenue Expenditure Budget 2017/18 £	Revenue Income Budget 2017/18 £	Net Revenue Budget 2017/18 £
Media relations and reputation management	To protect and enhance the reputation of the council via proactive news articles and secure balanced and fair reporting of all news stories relating to the council. Support elected members and officers on media campaigns and working with the media.	Enabler Service - Corporate Governance and Risk	CC042_Press releases issued per FTE Target: 32	WLAM	2.8	128,239	-29,005	-99,234
			CC043_Percentage of news stories in local media that are positive Target: 90%	WLAM				
Publications	To provide information for the public, elected members and staff relating to council services and service provision, in appropriate formats.	Enabler Service - Corporate Governance and Risk	CC062_Unit cost of Bulletin per household Target: £0.18	PUBLIC	1.1	111,048	-24,027	87,021
			CC064_Number of articles in Bulletin/Inside News promoting equality or diversity Target: 4	WLAM				
Online communications including social media and ebulletins	Promote council, community planning partners and other local news using a variety of online communications channels.	Enabler Service - Corporate Governance and Risk	CC082_Percentage of new Facebook likes/Twitter followers Target: 4%	WLAM	1.0	45,800		45,800

Activity Budget 2017/18

Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2017/18	PI Category	Staff Resources (FTE)	Revenue Expenditure Budget 2017/18 £	Revenue Income Budget 2017/18 £	Net Revenue Budget 2017/18 £
			CC081_Number of posts on Facebook/ Tweets Target: 180	WLAM				
Creative services, including graphic design, video, branding and photography	Council services are supported by promoting visual impact and clarity to their services in an appropriate format. Enhance the council's corporate identity by ensuring the council's branding is used when appropriate.	Enabler Service - Modernisation and Improvement	CC072_Percentage of photography jobs kept in house Target: 90%	WLAM	2.7	123,659	-27,969	95,690
			CC052_Creative design jobs completed per FTE Target: 12 per FTE per month	WLAM				
Service Support	Provision of management and administrative Support.	Enabler Service - Corporate Governance and Risk	Support activities contribute towards the overall performance of the service. Performance is monitored through the indicators for front line activities.			9,585		9,585
Corporate Communications	**Total:**				**7.56**	**418,330**	**(81,000)**	**337,330**

Data Label: PUBLIC

Actions

Actions 2016/17						
Action	Description	Planned Outcome	Owner	Start	End	Status
Media service	Maintain the high level of proactive news releases issued and maintain a robust and effective media service	Ensure there is an efficient and proactive media service for the council and partners	Corporate Communications Manager	January 2016	December 2016	Complete
Electronic design	Develop and expand the skillset across design team	Increased skillset within team to support growing need for online design packages	Public Relations and Media Manager	January 2016	November 2016	Complete
Internal communications	Enhance internal communications service and support behaviour change programme (Our WLC)	Developed more accessible internal communications channels and support behaviour change programme	Corporate Communications Manager	January 2016	September 2016	Complete
Review of social media communications	Improve upon existing channels and develop new and improved channels	Increased reach and improve customer engagement	Senior Communications Officer	January 2016	December 2016	Complete
Production of Bulletin	Deliver four editions of the council's newspaper Bulletin each year	A consistent delivery of council news and information to each household in West Lothian	Corporate Communications Manager	January 2016	December 2016	Complete
Enhance customer experience across key areas of the website.	A number of key, high traffic areas of the website were identified with a view to enhancing and further developing the content to improve customer experience	Drive more traffic to the key areas and ensure the information provided is more comprehensive, easier to use for customers, particularly on mobile devices	Web Services Manager	February 2016	September 2016	Complete

Data Label: PUBLIC

Actions 2016/17						
Action	Description	Planned Outcome	Owner	Start	End	Status
MyAccount/Self Service Integration	Provide single sign-on via MyGovscot to access a self-service dashboard for customers to log enquiries	Provide the infrastructure and platform for authentication and platform for logging enquiries with a view to adding services	Web Services Manager	February 2016	December 2016	Complete
Video/filming skills	Develop and expand the skillset across team	Increased use of video to support PR objectives	Corporate Communications Manager	March 2016	June 2016	Complete

Data Label: PUBLIC

Actions 2017/18						
Action	Description	Planned Outcome	Owner	Start	End	Status
Develop the transactional capability of the website	The website will allow customers to carry out transactions with the council without the need to speak to an officer	The council achieves a 25% “channel shift” of customer interactions	Web Services Manager	November 2015	December 2017	Active
Create new websites for all West Lothian Schools	Primary and secondary schools within West Lothian will all have a web presence	School websites will have up to date consistent information	Web Services Manager	February 2016	December 2017	Active
Media service	Maintain the high level of proactive news releases issued and maintain a robust and effective media service	Ensure there is an efficient and proactive media service for the council and partners	Corporate Communications Manager	January 2017	December 2017	Active
Production of Bulletin	Deliver four editions of the council’s newspaper Bulletin each year	Ensure a consistent and robust delivery of council news and information to each household in West Lothian	Corporate Communications Manager	January 2017	December 2017	Active
Development and enhancement website and intranet content to improve customer experience and internal and external communications	As part of ongoing content review process, enhance content based on continuing changes to technology and customer trends	Encourage more customers to use the councils online services to find information whilst improving customer experience for customers who are already engaged	Web Services Manager	January 2017	December 2017	Active
Video/filming	Improve and expand the use of video for use on digital platforms	Improved promotion of events and news on web and social media platforms	Corporate Communications Manager	January 2017	December 2017	Active

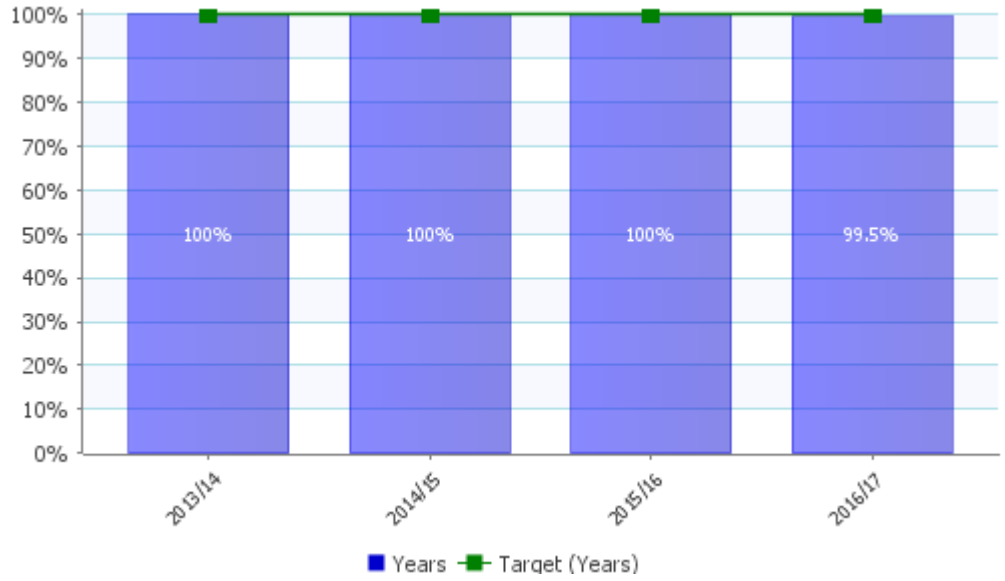
Data Label: PUBLIC

Actions 2017/18						
Action	Description	Planned Outcome	Owner	Start	End	Status
Review of West Lothian Way guidelines	Review of West Lothian Way guidelines	Develop guidelines that better reflect internal customers' needs	Public Relations and Media Manager	January 2017	August 2017	Active
Digital communications	Enhance the council's media service online with a new media web section	Ensure that news is presented on an online platform and increase reach of council news	Corporate Communications Manager	February 2017	October 2017	Active
Branding guidelines review	Review of the branding guidelines	Ensure that the council's branding is used consistently across the council	Public Relations and Media Manager	June 2017	August 2017	Planned
Internal communications	Enhance internal communications service and support staff engagement via intranet and other channels	Develop more effective and efficient internal communications channels and support behaviour change agenda	Corporate Communications Manager	June 2017	August 2017	Planned

Data Label: PUBLIC

Performance

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



Trend Chart Commentary

Corporate Communications has sought to increase the sample size of respondents and aim to increase the number of responses to gain a greater measure of the team's performance.

The four year trend shows that the overall satisfaction of customers has remained over 99%.

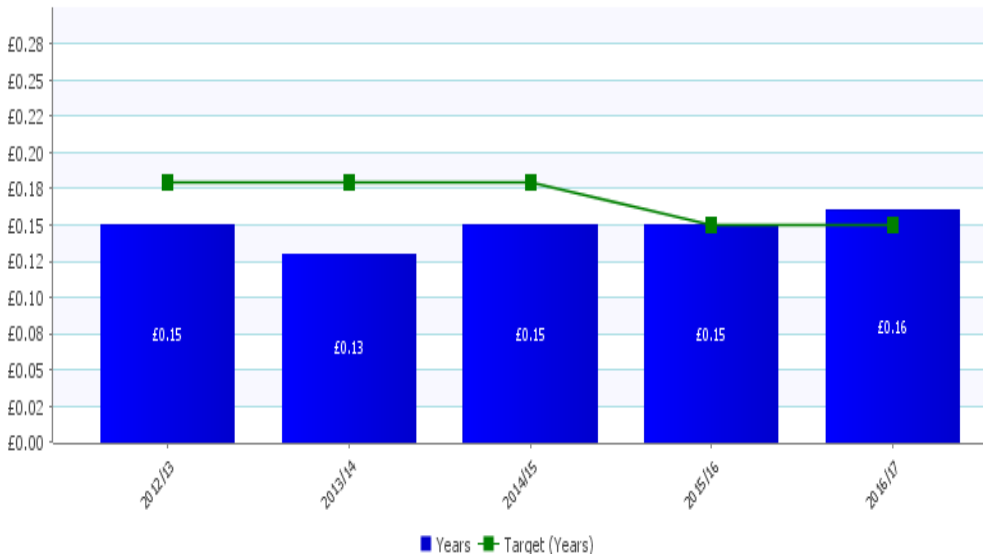
Performance has remained consistent with all customers who responded to the survey indicating that the overall quality of the service is good or excellent. In 2016/17 99.5% of respondents rated their overall satisfaction/quality with our service as good or excellent. 0.5% of respondents rated their overall satisfaction as adequate.

In 2015/16 100% of respondents rated their overall satisfaction/quality with our service as good or excellent. In 2014/15 100% of respondents rated their overall satisfaction/quality with our service as good or excellent. In 2013/14 100% of respondents rated their overall satisfaction/quality with our service as good or excellent.

The target for 2017/18 will remain at 100%.

Data Label: PUBLIC

Performance Indicator	**Unit cost of Bulletin per household**	*P:CC062_9a.1c*
Description	This annual indicator demonstrates the average cost to West Lothian Council of printing and distributing Bulletin per household, per edition in West Lothian. The unit cost is calculated by taking overall Bulletin cost of printing and distributing and subtracting income received from external advertising, divided by the approximate total number of households (82,500). The indicator allows the corporate communications team to monitor the cost of each edition of Bulletin and take appropriate action to ensure best value is achieved for residents.	



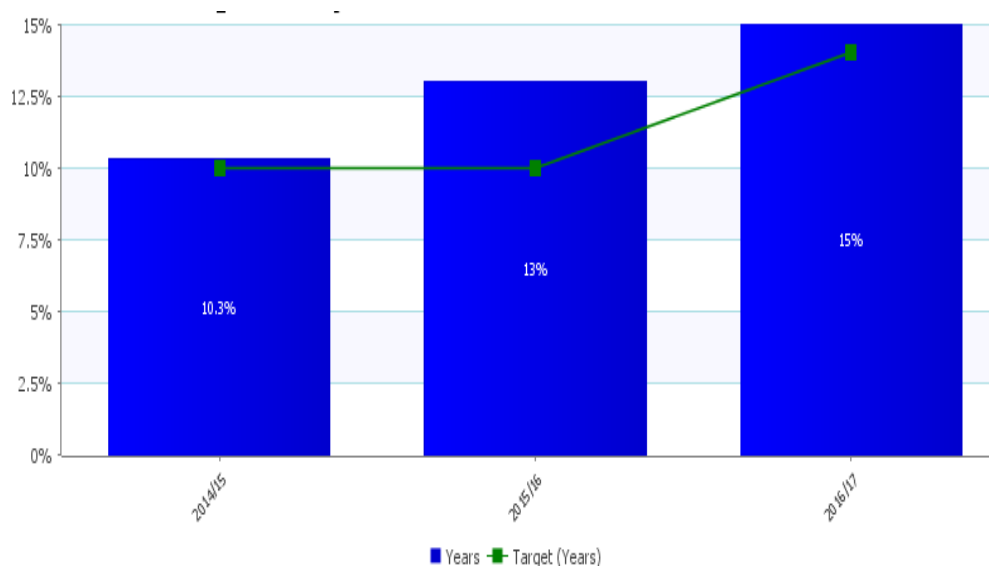
Trend Chart Commentary: The target for 2016/17 remained at 15p. The unit cost of Bulletin per household being 16p, an increase of 1p on the previous year. In 2015/16 the unit cost per household was 15p which was consistent with 2014/15. In both 2014/15 and 2015/16 there were a number 20 page edition Bulletins printed which resulted in higher printing costs, and is reflected in the higher unit cost compared with 2013/14. The target for 2015/16 was reduced from 18p to 15p to reflect previous years' data and targets being met.

Reduced costs for 2013/14 were achieved through a significant amount of advertising from our community planning partners, Visit West Lothian (WL), WL College and WL Leisure. In 2013/14 all Bulletins were 16 pages in size which results in slightly smaller printing costs. Costs in 2012/13 was 15p, slightly higher than 2013/14 due to less advertising being placed via community planning partners, therefore increasing the cost.

Due to more sophisticated data being available to the team, we are able to identify how many households receive Bulletin. Previous figures were based upon 80,000 homes receiving Bulletin but the up-to-date figure is 82,500 homes. Although distribution costs will increase the overall number of homes who will receive Bulletin will increases from 320,000 per year to 330,000 per year. The unit cost is therefore not expected to change significantly. The 2017/18 target will remain at 15p, the number of residents should remain consistent and therefore the number of bulletins shouldn't increase.

Data Label: PUBLIC

Performance Indicator	**Percentage of new Facebook likes/Twitter followers on the West Lothian Council sites**	*P:CC082_9b.1a*
Description	This performance indicator measures the percentage increase or decrease of Facebook/Twitter followers on the main council sites. The data is obtained from Facebook insights and Twitter Counter and is calculated by comparing the change in numbers and calculating what the percentage change is when compared to the total number of Facebook and Twitter followers. This indicator allows the corporate communications team to monitor and measure the usage of key social media channels allowing us to evaluate staffing resources and determine the appropriate content required to attract new service users to this communications channel.	



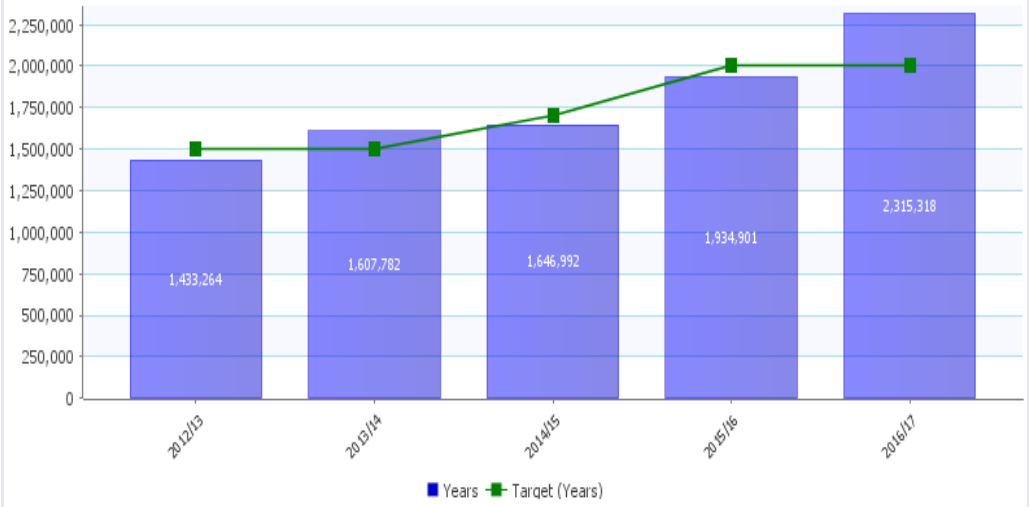
Trend Chart Commentary: This indicator was introduced in Quarter 2 2014/15, so the 2014/15 figure does not represent a full year's data. The target has been set to increase the number of followers on social media, with an initial target of 10% per year set. On 1 July 2014 our combined Facebook and Twitter followers totalled 35,723, and grew to 34,915 by 1 April 2015. This has grown further to 44,502 as of 1 January 2016. The trend shows that there was an increasing number of local residents choosing to engage with the council's social media channels. The number of Twitter followers rose above 10,000 in January 2016 and the number of Facebook followers increased to 32,779.

In 2015/16 the percentage of new likes was 13%. The target for 2016/17 was increased to 14% to reflect the 2015/16 value. This will be closely monitored as a new Instagram channel has also been launched, and the indicator will be changed to reflect that audience as well as Twitter and Facebook. On 1 April 2017, we had 37,188 Facebook, 12,907 Twitter followers and 1,347 Instagram followers, so 51,442 in total, which represents an increase of 6,827. We recorded a 15% growth in 2016/17 due to more people following our Facebook and Twitter feeds, and the addition of Instagram in 2016/17.

The 2017/18 target will remain 14%.

Data Label: PUBLIC

Performance Indicator	**Total number of website visits**	*CCO88_6b.6*
Description	This performance indicator measures, on an annual basis, the total number of visits to the council's website and is used as a key component of the council's Channel Shift agenda.	



Trend Chart Commentary

In 2016/17 2,315,318 visits were made to the council's website. The website has shown a year on year increase in terms of the number of visits.

In 2012/13 the figures was 1,433,264. This increased to 1,607,782 in 2013/14, 1,646,992 in 2014/15 and then to 1,934,901 in 2015/16. The main reasons for this increase can be attributed to firstly, the launch of a new mobile responsive website in 2014, followed by ongoing enhancement to the site since it was launched. There has also been an increase in transactional capabilities which has in turn encouraged more customers to use the site.

The target will increase to 2,200,000 in 2017/18 due to the launch of the MyAccount platform and increased functionality.

Data Label: PUBLIC

Calendar of Improvement and Efficiency Activity

Action	Frequency	2017/18 (✓)											
		Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Performance management	Monthly	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Review of Performance Indicators and targets	Quarterly	✓	✓			✓			✓			✓	
Benchmarking	Annual	✓											
Collation Specified Performance Indicators (SPIs)	Quarterly	✓	✓			✓			✓			✓	
Update of PPR information	Annual	✓											
WLAM (assessment)	3 year cycle	✓											
Review Panel	Annual		✓										
Performance Committee	Annual	✓											
Process Review (Lean/RIE activity)	Annual	✓											
Progress review of improvement actions	Annual	✓									✓		
CSE preparation	Annual	✓											
Inspection or Audit activity	Annual		✓										
Budget Management activity	Monthly	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Health and Safety Assessment(s)	Annual	✓											
Business Continuity Planning	Quarterly	✓		✓				✓				✓	
Workforce Planning	Monthly	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
ADR	Annual	✓	✓										
Review of customer groups/segmentation matrix	Quarterly	✓		✓			✓				✓		
Customer consultation	Monthly	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Review of Service Standards	6 monthly	✓						✓					
Planned Engagement activity	[A/Q/M]	✓	✓									✓	
Website content management	Monthly	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

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

Data Label: PUBLIC

Corporate Services

Management Plan 2017/18

Julie Whitelaw
Head of Service

April 2017

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