Data Label: PUBLIC

Delivering Better Outcomes

Finance and Property Services

Management Plan

2017/18

West Lothian Council

Contents

1 Overview of Finance and Property Services 3-16

2 Finance and Property Services Structure 17

3 Service Activity

3.1 Audit, Risk and Count Fraud 18-29

3.2 Financial Management Unit 30-41

3.3 Property Management and Development 42-58

3.4 Construction Services 59-71

3.5 Revenues Unit 72-85

3.6 The Advice Shop 86-101

Data Label: PUBLIC

1 Overview of Finance and Property Services

1.1 Introduction

Welcome to the Finance and Property Services Management Plan 2017/18

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

Finance and Property Services encompasses six units containing Audit, Financial Management, Property Management and Development, Construction Services, Revenues and The Advice Shop. The organisational changes last year have enhanced the work undertaken in response to welfare changes and allowed synergies in the approach to money and debt advice. Placing all aspects of property asset management in one service ensures a co-ordinated approach to all property matters. This has also encouraged sharing of best practice principles in current and future endeavours.

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

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

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

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

Data Label: PUBLIC

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

The Revenues Unit manages income from government grants, council tax, business rates and other payments and provides vital front line services such as Housing Benefit, the Council Tax Reduction Scheme, the Scottish Welfare Fund and Discretionary Housing Payments. The Revenues Unit also underpins the council's holistic approach to dealing with customers who are in debt through the work of the Corporate Debt Team.

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

Significant Achievements in 2016/17:

2016/17 was a successful year for Finance and Property Services. Key achievements across each unit are set out below:

Audit, Risk and Counter Fraud Unit

- Ongoing advice was provided to services via the risk based internal audit plan and via ad hoc requests for assistance and reported to Council Executive and Audit and Governance Committee as necessary
- Continuing development of service and corporate business continuity plans including a relocation spreadsheet for all staff involved in key council services
- High-profile counter fraud investigations were successfully completed and reported to the Audit and Governance Committee
- An extensive counter fraud training programme was undertaken including a number of training sessions on procurement fraud delivered jointly with Police Scotland
- A procurement fraud awareness presentation was given at Police Scotland College at Tulliallan as part of the Public Sector Investigators Course in November 2016

Financial Management Unit

- Agreement of Annual Revenue Budget and Council Tax for 2017/18
- Agreement of the updated General Services and Housing capital programmes for 2017/18
- Continuing treasury savings helping fund capital investment
- Paid 96.1% of the council's suppliers within 30 days of receipt of an invoice

Data Label: PUBLIC

- Helped the council gain Living Wage Accreditation through payment of the Living Wage to council staff, externally contracted social care staff, West Lothian Leisure staff and contractors who work regularly in council premises
- Successfully renewed all 2016/17 Insurance Cover within existing budgets, against a background of rising premiums in the insurance market

Property Management and Development

- The refurbishment and occupation of Arrochar House by CIS, Housing and Social Policy
- Termination of the lease at New Cheviot House, generating significant recurring revenue savings
- Achieving financial close on West Calder High School, together with substantial progress on site
- Completion of new road bridge over the main railway line providing access to new West Calder HS site
- Achieving first Community Asset Transfer – Craigs Farm, Craigshill, Livingston
- Letting of contract and substantial completion of refurbishment/conversion of County Buildings to form new Linlithgow Partnership Centre
- Completion of biomass boiler installation contract in six council properties with significant revenue and carbon savings
- Sustaining Tenanted Non-Residential Property Portfolio performance during period of macro-economic uncertainty and fluctuating commercial property market

Construction Services

- Processed 8,350 property helpdesk enquiries, issued a total of 12,945 works orders, delivered £2.9million overall revenue spend and £47million overall capital spend in support of the council's property investment programme
- The Schools Summer Works Programme achieved its most successful year ever, with 73 separate construction projects delivered across West Lothian with a total investment of £5.1 million
- Continued improvements in compliance with statutory property legislation across the property estate
- Completion and opening of the new Southdale Primary School, a new single stream school with nursery facilities located in South Armadale
- Completion and opening of a large extension at St Anthony's RC Primary School in Armadale comprising new hall, entrance and classrooms
- Procurement, letting and successful completion of three new halls at Toronto and Carmondean Primary Schools in Livingston and Blackridge Primary School.
- Completion of a major refurbishment following asbestos removal works at Kirknewton Primary School
- Completion of 18 new houses in West Main Street, Broxburn, regenerating a previously derelict site in the centre of the town
- Completion and opening of West Calder and Strathbrock hub facilities

Data Label: PUBLIC

- Main Street, Fauldhouse – completion of refurbishment work and provision of 12 one bedroom houses
- Completion of the Almondvale park regeneration project in Livingston

Revenues Unit

- Increase in Council Tax collection rates
- Further improvement in processing times for new claims for Housing Benefit and/or Council Tax Reduction
- Further development of online review forms for Council Tax discounts and exemptions
- Introduction of a risk based approach to processing new housing benefit claims.
- Introduction of Discretionary Housing Payment module for Universal Credit claimants
- Modernising of Housing Benefit support to customers with all payments being made through BACS
- Continued roll out of the corporate approach to debt to Armadale, Bathgate and Livingston
- Implementation of streamlined rent reconciliation process
- Introduction of Water Direct payments for Council Tax and water service charges
- Implementation of Data Disposal Module within the W360 workflow system
- Organisational restructure of the Business Systems Control team
- Benefits and Scottish Welfare Fund Team won Team of the Year at the 2017 Celebrating Success awards

The Advice Shop

- Successfully re-tendered for the Scottish Legal Aid Board project which offers advice to adults and families at risk of losing their home
- Refreshed the project which supports adults with a cancer diagnosis to access benefits, advice and support in partnership with Macmillan Cancer Support and the Western General Hospital
- Delivered two information and support hubs at Bathgate and Strathbrock Partnership Centres as part of the Macmillan @ West Lothian project
- Worked with Scottish Legal Aid Board to prepare for the pilot of the new National Standards for Information Advice Providers
- Created a partnership with Children 1st to work with young parents on a long term basis to increase their financial capability
- Worked with Falkirk and Fife Councils to produce a business case for a Community Development Finance Initiative and completed a tendering exercise to appoint a contractor
- Worked with Housing, Customer and Building Services to provide budgeting and money advice to all potential tenants of council new build housing
- Consolidated outreach sessions in key locations and with key partners in the community
- Developed targeted campaigns to mitigate the effect of the ongoing welfare changes

Data Label: PUBLIC

- Prioritised child poverty, in-work poverty, food poverty and incorporated financial inclusion activities into the anti-poverty action plan
- Invested in staff training through upskilling staff to deliver in-house training, offering opportunities for shadowing and developing best practice through sharing and networking opportunities with other local authorities

Key Priorities and Actions for 2017/18:

Strong performance and innovation will continue to be prioritised to secure continuous improvement. Key priorities and actions across each unit in 2017/18 are set out below:

Audit, Risk and Counter Fraud Unit

- Completion of the Annual Audit Plan
- Further development of effective scrutiny of governance, risk and control matters by the Audit and Governance Committee
- Implementation of improvement actions identified by the external assessment of internal audit's compliance with the Public Sector Internal Audit Standards (PSIAS)
- Implementation of improvement actions identified by the internal audit of the corporate risk management framework
- Creation of whistleblowing e-form to allow electronic referrals to the Counter Fraud Team
- Further development of the counter fraud function including delivery of counter fraud training and awareness raising in relation to whistleblowing

Financial Management Unit

- Supporting and enabling the implementation of the agreed Revenue and Capital Budgets for 2017/18
- Continuing to provide effective budget management support and advice to services
- Supporting the strategic priority based approach to corporate and financial planning to develop plans for the next administrative term
- Supporting the preparation of a priority based five year revenue budget plan for 2018/19 to 2022/23, which sets out how the Corporate Plan priorities will be delivered
- Upgrade the council's Main Financial System Cedar e5 (which incorporates General Ledger, Accounts Payable, Accounts Receivable and Bank Reconciliation Functions) to ensure operational integrity and provide enhanced functionality

Property Management and Development

- Continued implementation of the Corporate Asset Management Strategy and Property Asset Management Plan
- Development of the new 10-year Capital Programme and Corporate Asset Management Strategy, Property Asset Management, Community Planning Partnership Property and School Estate Management Plans
- Continued intensive management of the TNRP to meet occupancy and income targets
- Completion of re-structuring of the unit
- Continuing work on the transfer of services and facilities to West Lothian Leisure to ensure new arrangements in place for 1 April 2017 to achieve non domestic rates (NDR) savings
- Review of amendment to Asset Transfer Policy in the light of the Community Empowerment (Scotland) Act
- Linlithgow Partnership Centre – completion of works and occupation by partners
- West Calder High School – continuing liaison with delivery partners to ensure continued progress of the Design Build Finance and Maintain contract
- Management of property revenue and capital budgets

Construction Services

- Delivery of the 2017/18 capital programme of property investment, including planned improvements, statutory compliance, property, housing and open space projects
- Ensuring operational availability of council premises through effective management of revenue maintenance budgets and implementing IT systems in support of this
- Continued intensive management of statutory property compliance across council property
- East Calder and Linlithgow Partnership Centres – completion and opening of both buildings by summer 2017
- Armadale Partnership Centre – Procurement and on site work with substantial completion by spring 2018
- Whitehill Service Centre – completion of works on site which will deliver a new waste transfer facility, salt store, operational facilities, a fleet maintenance garage and other space for Operational Services
- Completion and opening of additional school accommodation at Torphichen Primary School by August 2017
- Completion and opening of additional school accommodation at St Mary's RC Bathgate and Boghall Primary Schools

Data Label: PUBLIC

Revenues Unit

- Maximising income from Council Tax, Business Rates, Service Accounts and Housing Benefit Overpayments
- Ensuring benefits claims are processed efficiently
- Ensuring Scottish Welfare Fund and Discretionary Housing payments are effectively delivered and available resources are fully utilised
- Implementing a new Scottish Welfare Fund integrated system
- Implementing the approach to corporate debt across the council, including early intervention to help and support customers
- Implementing a customer self-service portal for Council Tax, Housing Benefit and Business Rates
- Implementing a new bank reconciliation module
- Undertaking a pilot to determine the cost and benefits of hybrid mail solution
- Preparation for full introduction of Universal Credit digital service in February 2018

The Advice Shop

- Working with partners and other stakeholders to refresh the Community Planning Partnership Better Off: Anti-Poverty Strategy in order to relaunch in Spring 2018
- Delivering a European Social Fund (ESF) project which focuses on adults with long term enduring mental health issues to become financially included
- Submitting an application for the re-tender of the Scottish Legal Aid Board project which offers advice to adults and families at risk of losing their home
- Submitting an application to Macmillan Cancer Support to continue the project which supports adults with a cancer diagnosis to access benefits, advice and support at the Western General Hospital
- Extending the number of information and support hubs to include Blackburn Partnership Centre, Carmondean Connected and Fauldhouse Partnership Centre as part of the Macmillan @ West Lothian project
- Working with Macmillan Cancer Support and Scottish Council for Voluntary Organisations to retain the quality standard in volunteering
- Working with the Scottish Legal Aid Board to gain the National Standards for Information Advice Providers
- Working with Falkirk and Fife Councils to deliver a Community Development Finance Initiative which will offer loans and money advice to those who are financially excluded
- Working with Housing, Customer and Building Services to provide budgeting and money advice to all potential tenants of council new build housing
- Working with partners to prepare for the full digital roll out of Universal Credit
- Work with St John's Hospital to create an Advice Shop service which embeds financial advice for both patients, families and staff
- Planning for the proposed 60% increase in appeals through HM Courts and Tribunals Service

Data Label: PUBLIC

Staff Communication and Engagement

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

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

Staff engagement meetings continue to be a key priority for Finance and Property Services and provide an opportunity for staff to provide feedback and suggestions and ideas on the future development of the service.

Donald Forrest
Head of Finance and Property Services

Data Label: PUBLIC

1.2 Context

The purpose of the Finance and Property Services 2017/18 Management Plan is to outline the service specific activities and actions that the service intends to carry out during the year. In taking time to plan activities and related performance measures, it will allow each service to focus on key issues and prioritise resources.

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

The council's revenue budget strategy is updated to take account of factors impacting on funding availability and expenditure requirements to ensure the council's budget position is balanced and enables council priorities to be delivered. Based on this, the council's 2017/18 revenue budget was approved by Council on 20 February 2017.

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

We have worked alongside Fife and Falkirk Councils to set up a Community Development Finance Institution (CDFI) which will offer low cost loans and budgeting advice to financially disadvantaged residents. A tender for the CDFI service provider has been completed with a CDFI shop due to be opening in West Lothian early in 2017/18.

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

Data Label: PUBLIC

1.3 Partnership Working

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

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

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

The Audit, Risk and Counter Fraud Unit is in partnership with the Falkirk Council Internal Audit Service and joint working will continue during 2017/18 with auditors being shared between the councils and audit work being undertaken on each other's processes. This allows both councils to draw on additional audit expertise. In relation to counter fraud work and the objective of reducing crime, the unit works closely with Police Scotland, which is an area of work that will continue to be developed during 2017/18. The unit will also be working in partnership with colleagues in NHS Lothian in relation to business continuity planning, and also as part of the internal audit and risk management arrangements for the West Lothian Integration Joint Board. The unit has also been asked to advise on the implementation of a risk register for the Community Planning Partnership.

The Financial Management Unit has a key role in supporting the Community Planning Partnership (CPP) Resource Aligning Group, which has developed a workplan which focuses on how CPP partners can collaborate to improve alignment of budget resources, develop asset management plans and work together on scenario planning.

Property Management and Development work in partnership with a number of Community Planning Partners such as Police Scotland and NHS Lothian. This ensures effective asset management, planning and sharing of facilities and services via the Civic Centre in Livingston and various partnership centres around West Lothian. Further expansion of partnership centres is planned in the years ahead with East Calder, Linlithgow, Whitburn and Armadale providing opportunities for greater collaboration amongst community planning partners. Property Management and Development work in partnership with the Scottish Government, Scottish Futures Trust, NHS Lothian and the other Lothian local authorities as a shareholder in the Hub South East Territory Partnership which aims to support improving the efficiency and effectiveness of procurement and delivery of property projects. A particularly good example of this is the new West Calder High School which is a jointly funded project through the Schools for the Future Programme.

Data Label: PUBLIC

Construction Services work in partnership with a number of stakeholders with the aim of improving statutory compliance across the estate and ensuring effective and efficient delivery of the property investment programmes. Our stakeholders include Scottish Fire and Rescue Service, Police Scotland and the Scottish Government through Hub South East and Scottish Futures Trust.

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

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

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

The Advice Shop is the lead partner in West Lothian (CPP) Better Off: West Lothian Anti-Poverty Strategy 2014-17. This strategy is one of the enablers of the Single Outcome Agreement. It involves partners from within and outwith the CPP working together to alleviate poverty in West Lothian. Work with partners and stakeholders will commence to refresh the strategy which will be relaunched in Spring 2018.

The Advice Shop works in partnership with a number of stakeholders, all with the aim of alleviating the effects of poverty and the ongoing changes of welfare reform. Alongside Fife and Falkirk Councils, a Community Development Financial Initiative is being developed to better support access to loans, budget and money advice. There is a long standing partnership with Macmillan Cancer Support and this has resulted in the development of the Macmillan @ West Lothian project. This is an information and support service which will be volunteer led and will develop five Macmillan hubs and a further ten information points throughout West Lothian. The Scottish Legal Aid Board in partnership with the Advice Shop and Citizens Advice Bureau (CAB) deliver housing advice and support to tenants and owner-occupiers at risk of losing their homes. Our newest partnership is with Children 1st to provide money advice to hard-to-reach parents with children under eight years of age.

Data Label: PUBLIC

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

Key Partners for Finance and Property Services	
■ NHS Scotland ■ NHS Lothian ■ Scottish Court Service ■ Police Scotland ■ Department for Work and Pensions ■ Scottish Government ■ Lothian Valuation Joint Board ■ West Lothian Community Planning Partnership ■ West Lothian Leisure ■ Hubco ■ Scottish Futures Trust (SFT) ■ Registered Social Landlords ■ Falkirk Council Internal Audit Service ■ The Scottish Local Authorities Chief Internal Auditors Group (SLACIAG) ■ The Scottish Local Authorities Investigators Group (SLAIG) ■ Business Improvement District Companies (Enterprising Bathgate and Linlithgow Bid Area) ■ Hub South East Territory Partners	■ Chartered Institute of Public Finance and Accountancy (CIPFA) ■ Convention of Scottish Local Authorities (COSLA) ■ Citizens Advice Bureau (CAB) ■ Scottish Legal Aid Board ■ Voluntary Sector Gateway West Lothian ■ Credit Unions ■ Macmillan Cancer Support ■ West Lothian Anti-Poverty Strategy Board and Action Plan Development Group ■ West Lothian Advice Network ■ Other local authorities ■ Scottish Fire and Rescue Service ■ External contractors and consultants ■ Framework Consultant Partners ■ Her Majesty's Revenue and Customs (HMRC) ■ Audit Scotland ■ European Social Fund Projects

Data Label: PUBLIC

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 (West Lothian Assessment Model, the council's method of assessing service performance) units in the service directly contribute to the council's priorities and/or enablers.

Council Priorities	Audit, Risk and Counter Fraud	Financial Management	Property Management & Development	Construction Services	Revenues	The Advice Shop
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

Data Label: PUBLIC

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.

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

Corporate Strategy	Strategy Outcomes	Start	End	Review Date
Revenue Budget Strategy	▪ Balanced revenue budgets ▪ Support delivery of the Council's work streams ▪ Strategic assessment of service costs ▪ Effective prioritisation of resources	2013	2018	2017
Capital Strategy	▪ Delivery of five year capital programme ▪ Maximisation of capital resources ▪ Sustainable long term management of assets	2013	2018	2017
Asset Management Strategy	▪ Compliance ▪ Condition ▪ Suitability ▪ Sufficiency ▪ Accessibility ▪ Sustainability ▪ Reducing energy use	2013	2018	2017
Better Off: West Lothian Anti-Poverty Strategy	▪ To alleviate poverty among vulnerable people in West Lothian	2014	2018	2017
Audit, Risk and Counter Fraud Strategy	▪ Effective management of corporate risks	2015	2017	2017

Figure 2: Corporate Strategies

Data Label: PUBLIC

2 Finance and Property Service Structure

The service is part of the Chief Executive's Office directorate and the management structure is outlined in figure 3 below:

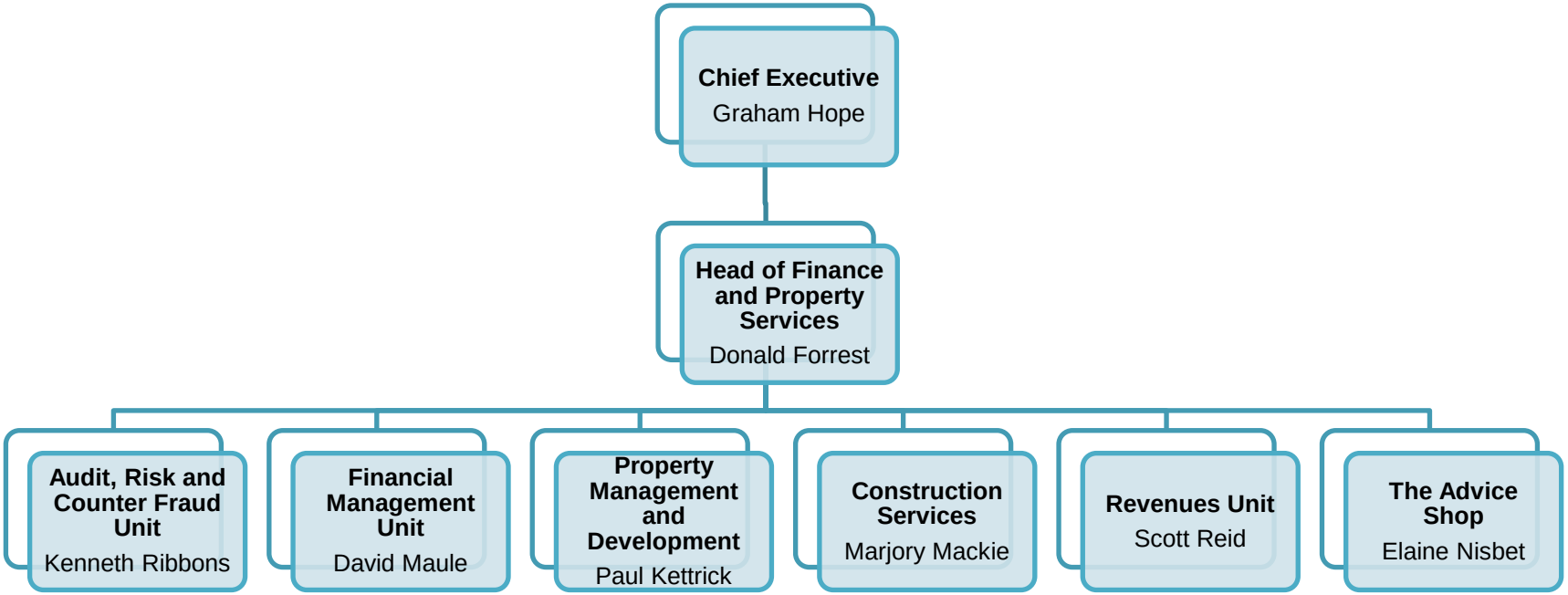


Figure 3: Service Structure

Data Label: PUBLIC

3 Service Activity

3.1 Audit, Risk and Counter Fraud Unit

Manager:	Kenneth Ribbons
Number of Staff (FTE):	7.10
Location:	Civic Centre

3.1.1 Purpose

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

3.1.2 Activities

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

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

3.1.3 Key Partners

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

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

Data Label: PUBLIC

3.1.4 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
Audit and Governance Committee, Senior Managers	Consultation	Annually	Audit , Risk and Counter Fraud Manager	Annual audit plan on intranet
Audit / investigation point of contact	E-survey creator	On completion of audit / investigation	Audit , Risk and Counter Fraud Manager	Questionnaire results published on intranet
Senior Managers	E-survey creator	Annually	Senior Auditor	Questionnaire results published on intranet

3.1.5 Employee Engagement

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

Employee Engagement Schedule			
Employee Group	Engagement Method	Frequency	Responsible Officer
All employees	One-to-ones	Monthly	Audit , Risk and Counter Fraud Manager
All employees	Appraisal Development Review (ADR)	Annually	Audit , Risk and Counter Fraud Manager
All employees	Team meetings	Monthly	Audit , Risk and Counter Fraud Manager
All employees	Employee survey	Annually	Audit , Risk and Counter Fraud Manager
All employees	Management Plan Launch	Annually	Audit , Risk and Counter Fraud Manager / Head of Finance and Property Services
Service Managers	Senior Management Team Meeting	Monthly	Head of Finance and Property Services
Service Managers / Team Managers	Extended Management Team Meeting	Bi-annually	Head of Finance and Property Services

Data Label: PUBLIC

3.1.6 Audit, Risk and Counter Fraud Activity Budget – 2017/18

Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2017/18	PI Category	Staff Resource (FTE)	Revenue Expenditure Budget 2017/18 £	Revenue Income Budget 2017/18 £	Net Revenue Budget 2017/18 £
Risk Based Audits	To review and report on the adequacy of controls in relation to the council's key risks.	Enabler Service - Corporate Governance and Risk	IA012_9a.1a - cost of internal audit per £1 million of West Lothian Council's net expenditure £540	PUBLIC	3.0	164,912	(4,600)	160,312
			IA014_9b.1a - percentage of risk based audits in the annual audit plan completed for the year - 100%	PUBLIC				
Corporate Counter Fraud	To prevent, detect and investigate fraud committed against the council.	Enabler Service - Corporate Governance and Risk	IA041_9a.1a - cost of counter fraud per £1 million of West Lothian Council's net expenditure £350	HIGH LEVEL	3.2	170,376	0	170,376
			IA040_9b.1a - average length of time (in weeks) to issue draft fraud reports - 12 weeks	HIGH LEVEL				
Risk Advice & Business Continuity Management Co-ordination.	To enable the council to effectively manage risk, reducing its cost and impact, and ensure the delivery of essential services	Enabler Service - Corporate Governance and Risk	IA023_9a.1a - cost of risk management and business continuity per £1 million of West Lothian Council's net expenditure £160	HIGH LEVEL	0.8	43,979	0	43,979

Data Label: PUBLIC

Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2017/18	PI Category	Staff Resource (FTE)	Revenue Expenditure Budget 2017/18 £	Revenue Income Budget 2017/18 £	Net Revenue Budget 2017/18 £
			IA021_9b.1a - percentage of risks subject to annual documented risk assessment in Covalent 100%	HIGH LEVEL				
Service Support	Provision of management and administrative support.	Enabler Service - Corporate Governance and Risk			0.1	5,502	0	5,502
	Total :-				**7.1**	**384,769**	**(4,600)**	**380,169**

Data Label: PUBLIC

3.1.7 Audit, Risk and Counter Fraud Actions – 2016/17

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

Data Label: PUBLIC

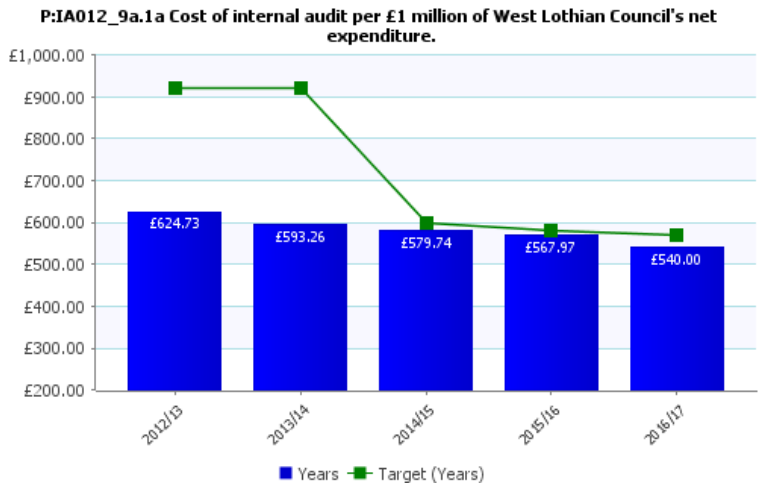
Audit, Risk and Counter Fraud Actions – 2017/18

Actions 2017/18						
Action	Description	Planned Outcome	Owner	Start	End	Status
Internal Audit	Implementation of improvement actions arising from the PSIAS assessment	Assurance as to effectiveness of internal audit arrangements	Audit , Risk and Counter Fraud Manager	April 2017	September 2017	Planned
Counter Fraud	Delivery of counter fraud training and review of whistleblowing arrangements, including awareness raising.	Increased awareness of fraud indicators and improved reporting arrangements.	Audit , Risk and Counter Fraud Manager	April 2017	March 2018	Planned
Corporate Risk Management	Implementation of improvement actions identified by the internal audit of the corporate risk management framework	Assurance as to effectiveness of corporate risk management arrangements	Audit , Risk and Counter Fraud Manager	July 2017	December 2017	Planned

Data Label: PUBLIC

3.1.8 Audit, Risk and Counter Fraud Unit Performance – 2016/17

Performance Indicator	**Cost of internal audit per £1 million of West Lothian Council's net expenditure.**	*P:IA012_9a.1a*
Description	This performance indicator measures the cost of internal audit per £1 million of West Lothian Council's net expenditure. Our performance is benchmarked against 32 Scottish Local Authorities as part of the annual 'Scottish Directors of Finance Performance Indicators' benchmarking exercise. In line with the benchmarking guidance issued, we calculate our indicator by dividing the total cost of internal audit services (excluding risk management and counter fraud services) by West Lothian Council's net expenditure for the financial year and multiplying by one million. The objective of this performance indicator is to compare the level of resources made available by councils for the provision of internal audit services.	



Trend Chart Commentary:

The estimated cost of internal audit for 2016/17 is £540. The decrease in cost is due to a reduction in staffing. The actual figure will not be finalised until August 2017, when the CIPFA Directors of Finance PIs are submitted.

The cost internal audit for 2015/16 was £567.97, with a target of £580. The cost for the previous four years was 2014/15 - £579.74, 2013/14 - £593.26, 2012/13 - £624.73 and 2011/12 - £631.62.

A key contributing factor towards the lower cost in recent years is the change in the role of the unit. From 2011/12 the unit took over responsibility for risk management and business continuity planning, and from 2014/15 the counter fraud function has also transferred to the unit.

When benchmarked against 32 Scottish Local Authorities, the cost of internal audit continues to be significantly lower than the overall Scottish average in each year. The Scottish average was £920 for 2012/13, £988 for 2013/14,£974 for 2014/15 and £948 for 2015/16.

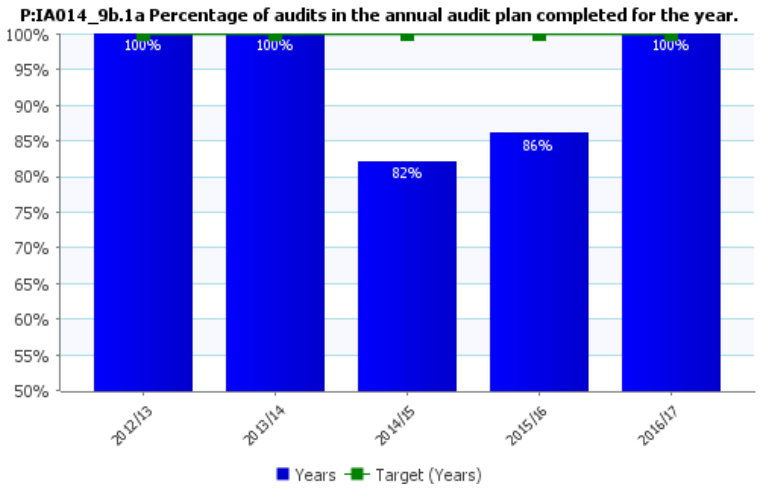
For 2015/16 internal audit was the second lowest costing internal audit service in Scotland, for 2014/15 the second lowest, for 2013/14 the lowest, for 2012/13 third lowest and for 2011/12 the lowest.

The target for 2016/17 was £570, and for 2017/18 will be £540.

Data Label: PUBLIC

Audit, Risk and Counter Fraud Unit Performance – 2016/17

Performance Indicator	**Percentage of audits in the annual audit plan completed for the year.**	*P:IA014_9b.1a*
Description	This performance indicator measures the percentage of planned audits in the annual audit plan that have actually been completed each year. The total number of planned audits to be completed between 1 April and 31 March each year are outlined in the annual audit plan which is approved by the Audit and Governance Committee. The number of completed audits is divided by the number of planned audits to determine the percentage completed. Completion of all audits within the annual audit plan helps provide assurance on the adequacy and effectiveness of West Lothian Council's systems of internal control. Consequently, we aim to complete 100 per cent of the risk based audits each year.	



Trend Chart Commentary:

For 2016/17 it is estimated that 100% of the audit plan will be completed and that the target will be achieved.

For 2015/16 86% of the audit plan was completed. This is due to a combination of the complexity of some of the work undertaken and available resources being used for other priority activities which were non-audit work.

Performance for 2012/13 and 2013/14 was 100%, and for 2014/15 was below target at 82% . The below target performance was due to the level of reactive work being greater than planned.

The numbers of audits completed in each year are as follows: 2012/13(25 audits), 2013/14(31 audits), 2014/15(32 from 39 audits), 2015/16(31 from 36 audits) and 2016/17 estimated at 31 audits.

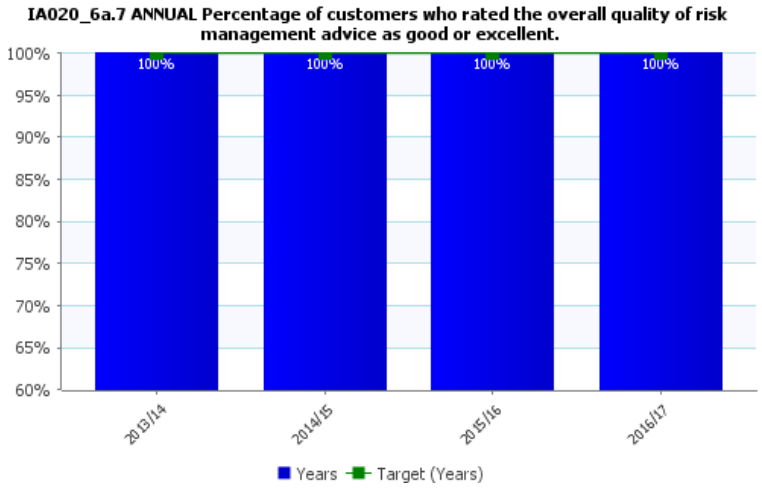
Performance is assisted by the internal procedures which cover the key stages of the audit process and ensure the progress of audits is continuously monitored. The number of audits included in the plan each year will vary depending on the nature and complexity of the work.

The target was 100% for 2016/17, and will remain at 100% for 2017/18.

Data Label: PUBLIC

Audit, Risk and Counter Fraud Unit Performance – 2016/17

Performance Indicator	**ANNUAL Percentage of customers who rated the overall quality of risk management advice as good or excellent.**	*IA020_6a.7*
Description	This performance indicator measures the percentage of customers who rated the overall quality of risk management advice as good or excellent. An annual questionnaire is issued and customers are asked to rate the overall quality of the audit service provided as; excellent, good, adequate, poor or very poor. All responses ranked as either 'Excellent' or 'Good' are recorded as positive responses. For each year the number of positive responses are divided by the total number of responses to determine a percentage.	



Trend Chart Commentary:

Estimated performance for 2016/17 is 100%.

Performance for 2015/16 was 100%.

Performance from 2014/15 and 2013/14 was also high, at 100%, with all customers rating the quality of service as good or excellent.

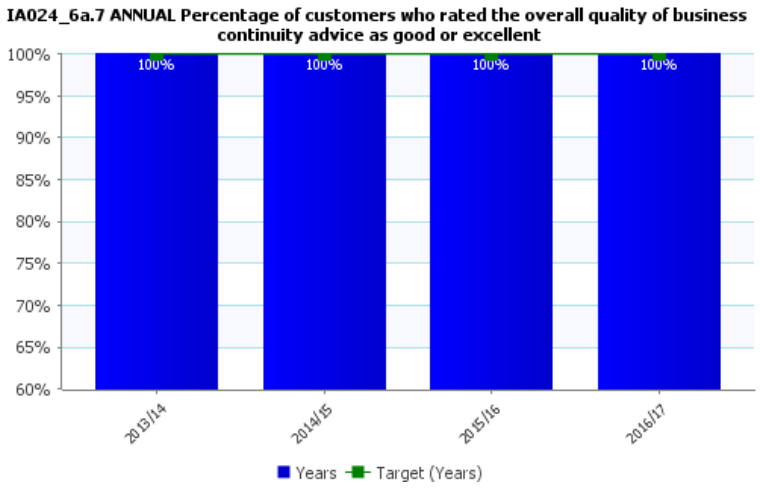
The quality of risk management advice is assessed by the issue of an annual customer survey to the Corporate Management Team members and other selected senior council officers. The numbers of response received were follows: 2013/14(15), 2014/15(15) and 2015/16(10) with response rates of 63%, 68% and 42%

The target for 2016/17 is 100%, and will remain at 100% for 2017/18.

Data Label: PUBLIC

Audit, Risk and Counter Fraud Unit Performance – 2016/17

Performance Indicator	**Annual Percentage of customers who rated the overall quality of business continuity advice as good or excellent**	*IA024_6a.7*
Description	This performance indicator measures the percentage of customers who rated the overall quality of business continuity advice as good or excellent. An annual questionnaire is issued and customers are asked to rate the overall quality of the audit service provided as; excellent, good, adequate, poor or very poor. All responses ranked as either 'Excellent' or 'Good' are recorded as positive responses. For each year the number of positive responses are divided by the total number of responses to determine a percentage.	



Trend Chart Commentary:

The estimate for 2016/17 is 100%

Performance for 2015/16 was 100%.

Performance from 2014/15 and 2013/14 was also high, at 100%, with all customers rating the quality of service as good or excellent.

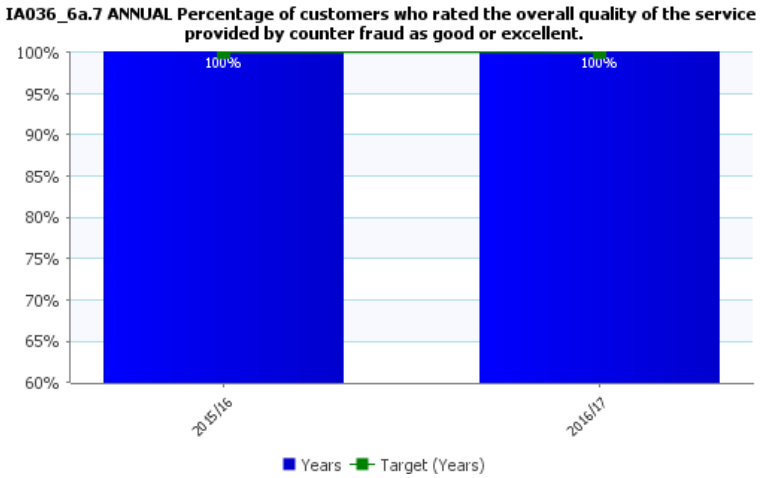
The quality of business continuity advice is assessed by the issue of an annual customer survey to the Corporate Management Team members and other selected senior council officers. The numbers of responses received were as follows: 2013/14(15), 2014/15(15) and 2015/16(10) with response rates of 63%, 68% and 42%.

The target for 2016/17 is 100%, and will remain at 100% for 2017/18.

Data Label: PUBLIC

Audit, Risk and Counter Fraud Unit Performance – 2016/17

Performance Indicator	**ANNUAL Percentage of customers who rated the overall quality of the service provided by counter fraud as good or excellent.**	*IA036_6a.7*
Description	This performance indicator measures the percentage of customers who rated the overall quality of service as good or excellent. A questionnaire is issued at the end of each investigation and customers are asked to rate the overall quality of the audit service provided as; excellent, good, adequate, poor or very poor. All responses ranked as either 'Excellent' or 'Good' are recorded as positive responses. For each year, the cumulative number of positive responses are divided by the total number of responses to determine a percentage. The results of customer feedback are analysed on a quarterly basis in order to identify areas for improvement.	



Trend Chart Commentary:

The estimate for 2016/17 is 100%.

The Counter Fraud Team will always aim to receive at least one feedback response per investigation. Although the response rate to date is currently 58% per person invited to provide feedback, the response for feedback provided after each investigation is currently 92% (12 responses from 13 investigations). Only one person did not provide feedback, this individual has since left the council.

Performance for 2015/16 was 100%, with four questionnaires being received in total, and all customers rating the quality of the service as good or excellent.

There is only two years data currently available for this indicator as the Counter Fraud Team was formed in 2015/16.

The target for 2016/17 is 100%, and will remain at 100% for 2017/18.

Data Label: PUBLIC

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

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

Data Label: PUBLIC

3.2 Financial Management Unit

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

3.2.1 Purpose

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

In 2017/18 a key aim of FMU will be to continue to support and enable council services to deliver the agreed revenue and capital plans for 2017/18 within approved budgets.

In addition, FMU will coordinate the development of a priority based five year revenue budget plan for 2018/19 to 2022/23, which will aim to set out how the council's Corporate Plan priorities will be delivered against the backdrop of an extremely challenging financial climate, which will generate considerable pressure around balancing budgets within expenditure demands and funding constraints.

3.2.2 Activities

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

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

3.2.3 Key Partners

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

- Audit Scotland / Ernst Young
- NHS Lothian
- West Lothian Community Planning Partnership
- HM Revenue and Customs
- Chartered Institute of Public Finance and Accountancy (CIPFA)
- Convention of Scottish Local Authorities (COSLA)
- West Lothian Leisure
- Hubco

Data Label: PUBLIC

3.2.4 Customer Participation

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

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

3.2.5 Employee Engagement

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

Employee Engagement Schedule			
Employee Group	Engagement Method	Frequency	Responsible Officer
All employees	One-to-ones	Fortnightly / Monthly	Corporate Finance Manager
All employees	Team meetings	Fortnightly / Monthly	Corporate Finance Manager
All employees	Appraisal Development Review (ADR)	Annually	Corporate Finance Manager
Employee sample	Employee survey	Annually	Corporate Finance Manager
All employees	Management Plan Launch	Annually	Corporate Finance Manager / Head of Finance and Property Services
Service Managers	Senior Management Team Meeting	Monthly	Head of Finance and Property Services
Service Managers/ Team Managers	Extended Management Team Meeting	Bi-annually	Head of Finance and Property Services

Data Label: PUBLIC

3.2.6 Financial Management Unit Activity Budget – 2017/18

Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2017/18	PI Category	Staff Resource (FTE)	Revenue Expenditure Budget 2017/18 £	Revenue Income Budget 2017/18 £	Net Revenue Budget 2017/18 £
Budget Strategy and Planning	Preparation of annual and medium term revenue and capital budgets and strategies.	Enabler Service - Financial Planning	FM021_9a.1a Cost of providing a financial management function per £'000 of council revenue budget - £3.00	HIGH LEVEL	6.3	370,161	0	370,161
			CP:FM003_9b.1a Annual revenue budget approval within set deadlines - 100%	WLAM				
Annual Budget Management and Monitoring	Manage and Monitor the annual Capital and Revenue budgets including provision of financial advice, VAT management, Grant Claims and completion of Statistical Returns.	Enabler Service - Financial Planning	FM021_9a.1a Cost of providing a financial management function per £'000 of council revenue budget: £3.00	HIGH LEVEL	18.6	997,411	(154,431)	842,980
			FM014_9b.1c Budget monitoring - compliance with timescales for formal reporting -100%	WLAM				
Final Accounts	Preparation of Final Accounts with the aim of securing an unqualified audit certificate.	Enabler Service - Corporate Governance and Risk	FM021_9a.1a Cost of providing a financial management function per £'000 of council revenue budget - £3.00	HIGH LEVEL	3.4	199,823	0	199,823
			FMU006_9b.1a Final Accounts – unqualified audit certificate and reporting within agreed deadlines – 100%	HIGH LEVEL				

Data Label: PUBLIC

Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2017/18	PI Category	Staff Resource (FTE)	Revenue Expenditure Budget 2017/18 £	Revenue Income Budget 2017/18 £	Net Revenue Budget 2017/18 £
Treasury Management	Operate an effective Treasury Management Strategy for Loans and Borrowing and Cash Management function.	Enabler Service - Financial Planning	NEW: Average cost of servicing loans fund advances in year, interest & expenses as a percentage of average loans fund debt - 4.2%	HIGH LEVEL	1.4	82,366	(130,000)	(47,634)
			FMU070_9b.1a Treasury Management - investment rate of return - 0.85%	HIGH LEVEL				
Systems Support and Records Management	Maintain and manage the Financial Ledger and Financial Records.	Enabler Service - Corporate Governance and Risk	FM021_9a.1a Cost of providing a financial management function per £'000 of council revenue budget - £3.00	HIGH LEVEL	3.0	176,186	0	176,186
			NEW: Financial ledger and records maintained in accordance with agreed policies and procedures - 100%	WLAM				
Purchase to Pay	To provide a comprehensive, cost effective accounts payable service.	Enabler Service - Financial Planning	CP:FM022_9a.1a Purchase to pay cost per invoice - £1.23	HIGH LEVEL	7.2	423,041	(5,200)	417,841
			CP: sspi07 The number of invoices paid within 30 calendar days of receipt as a percentage of all invoices paid - 96.2%	HIGH LEVEL				
Insurance Fund Management	To manage the cost of insurance risk.	Enabler Service - Financial Planning	FM080_9a.1a Total cost of providing the Council's insurance service per £million of council revenue budget - £8,000	WLAM	2.8	164,489	(96,000)	68,489
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	23,393	0	23,393
	Total :-				**43.10**	**2,436,870**	**(385,631)**	**2,051,239**

Data Label: PUBLIC

3.2.7 Financial Management Unit Actions – 2016/17

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

Data Label: PUBLIC

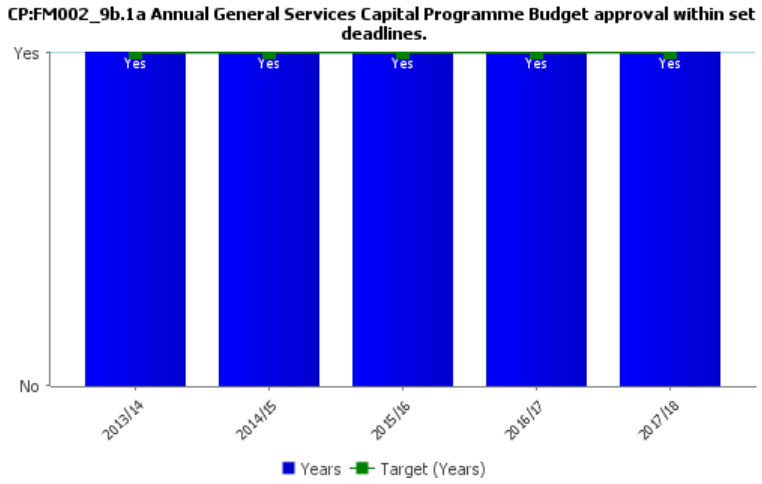
Financial Management Unit Actions – 2017/18

Actions 2017/18						
Action	Description	Planned Outcome	Owner	Start	End	Status
Upgrade of Council's Main Financial System – e5	Upgrade the Cedar e5 Financial System, incorporating General Ledger, Accounts Payable, Accounts Receivable and Bank Reconciliation functions, to ensure operational integrity and provide enhanced functionality	Successful installation, testing and roll-out of the Cedar e5 upgrade, within agreed timescales	Group Accountant	April 2017	October 2017	Planned
Financial Strategy 2018/19 to 2022/23	Coordinate and develop a priority based five year revenue budget plan for 2018/19 to 2022/23	Financial plans will be agreed which will maintain balanced budgets for 2018/19 to 2022/23 which will enable the council to deliver its Corporate Plan priorities	Corporate Finance Manager	April 2017	March 2018	Planned
Ten Year Capital Programme	Develop a new ten year General Services capital programme, along with an updated Corporate Asset Management Strategy and updated Asset Management Plans	A 10 year capital programme and a long term approach to asset investment and planning is agreed	Corporate Finance Manager	April 2017	March 2018	Planned
Housing Rent Strategy and Capital Programme	To provide advice and support development of a Housing Rent Strategy for 2018/19 to 2022/23, and a long term housing capital investment strategy	Agreement of a housing rent strategy and housing capital programme	Group Accountant	April 2017	March 2018	Planned

Data Label: PUBLIC

3.2.8 Financial Management Unit Performance

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



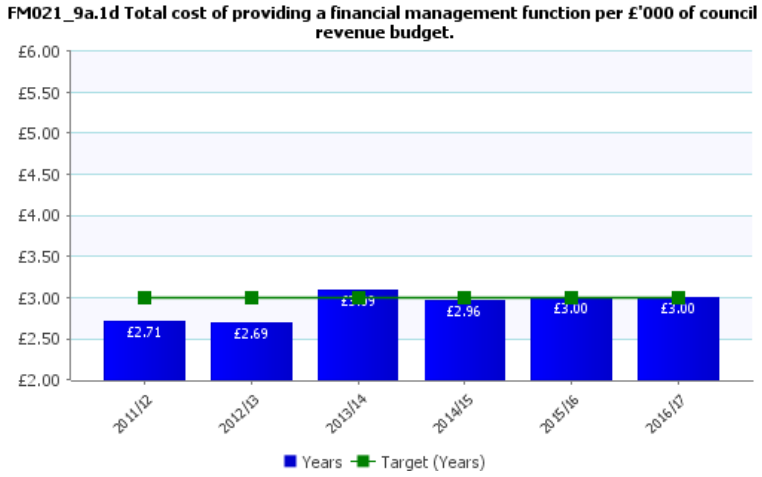
Trend Chart Commentary:

West Lothian Council has consistently produced and agreed upon a balanced annual general services capital programme budget within the set deadlines. The updated 2017/18 capital budget was approved on 20 February 2017 at the meeting of the Council.

Data Label: PUBLIC

Financial Management Unit Performance

Performance Indicator	**Total cost of providing a financial management function per £'000 of council revenue budget.**	*FM021_9a.1d*
Description	This performance indicator measures the cost of the Financial Management Unit (accountancy services) per £'000 of West Lothian Council's net expenditure. The value is calculated by dividing the total cost of running the Financial Management Unit by West Lothian Council's net expenditure for the financial year. The objective of this performance indicator is to compare the level of resources made available by Councils for the provision of a Financial Management Unit service. This indicator does not include the cost of the purchase to pay or insurance element of the Financial Management Unit which are both measured in separate indicators.	



Trend Chart Commentary

The cost of providing a financial management function to the council has fallen from £5.17 per £'000 of revenue budget in 2008/2009 to £3.00 in 2015/16. This would indicate that the Financial Management Unit has reduced its costs in line with the Council's budget reduction strategy.

It should be noted that the cost of Accounts Payable, Insurance and Purchase to Pay teams are excluded from this cost.

For 2015/16, the benchmarked average cost of providing accountancy functions was £4.04 compared to a West Lothian cost of £3.00.

For 2014/15, the benchmarked average cost of providing accountancy functions was £4.04 compared to a West Lothian cost of £2.96.

For 2013/14, the benchmarked average cost of providing accountancy functions was £4.40 compared to a West Lothian cost of £3.09.

For 2012/13 the cost of West Lothian Council's financial management service was below the benchmarked average.

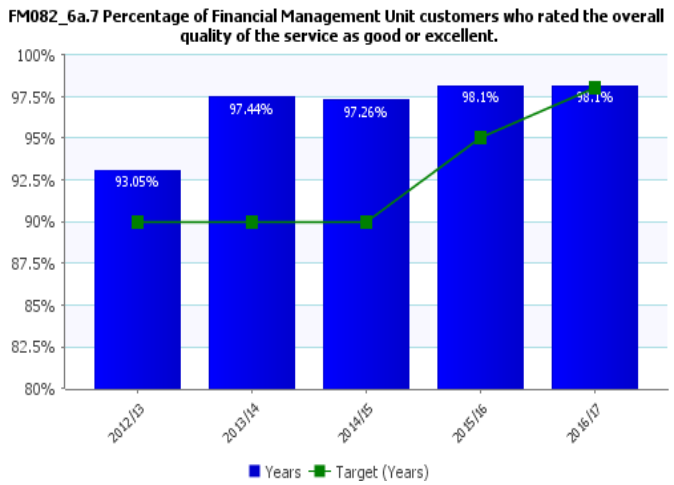
The target for 2016/17 is to remain at £3.00. As at February 2017, it is projected that the target for 2016/17 is on track to be achieved.

The target for 2017/18 will be to maintain the cost of the Financial Management Unit per £'000 of the council's net expenditure at £3.00

Data Label: PUBLIC

Financial Management Unit Performance

Performance Indicator	**Percentage of Financial Management Unit customers who rated the overall quality of the service as good or excellent.**	*FM082_6a.7*
Description	This performance indicator measures the percentage of customers who rated the overall quality of the service provided by the Financial Management Unit as good or excellent. Collected as part of our annual survey, customers are asked to rate the overall quality of service as; excellent, good, adequate, poor, very poor or not applicable. The results are analysed to identify improvements to the way the service is delivered to customers. All responses ranked as either 'Excellent' or 'Good' are recorded as positive responses. Customer surveys are issued on an annual basis to internal customers such as budget holders, senior officers and elected members. In addition, we survey a sample of suppliers who receive a service from the purchase to pay section and a small sample of partners. The results of the customer feedback are analysed by the Financial Management Unit on an annual basis in order to identify areas for improvement.	



Trend Chart Commentary:

The FMU customer survey was revised in 2012/13 to provide consistency of questions with other council services. As a result, new performance indicators have been created to reflect the revised questions and therefore only three years data is available.

Customer satisfaction has been above target for all three years.

There was a large increase from 2012/13 to 2013/14 indicating that the Financial Management Unit continues to improve its services to customers.

There was a slight dip in customer satisfaction from 2013/14 to 2014/15, however it increased to a four year high from 2014/15 to 2015/16.

The response rate dropped slightly from 2015/16 to 2016/17, the percentage of excellent/ good responses remained the same.

The results of the survey are analysed by Financial Management Unit staff to identify areas for improvement which are collated and distributed to all staff in the unit.

In 2016/17 a total of 53 customers responded to the survey, 52 answered this question with a total of 26 respondents rating the overall quality of the service as Excellent and 25 as Good

In 2015/16 a total of 59 customers responded to the survey, 53 answered this question with a total of 36 respondents rating the overall quality of the service as Excellent and 16 as Good.

In 2014/15 a total of 76 customers responded to the survey, 73 answered this question with a total of 36 respondents rating the overall quality of the service as Excellent and 35 as Good.

In 2013/14 a total of 78 customers responded to the survey, 78 answered this question

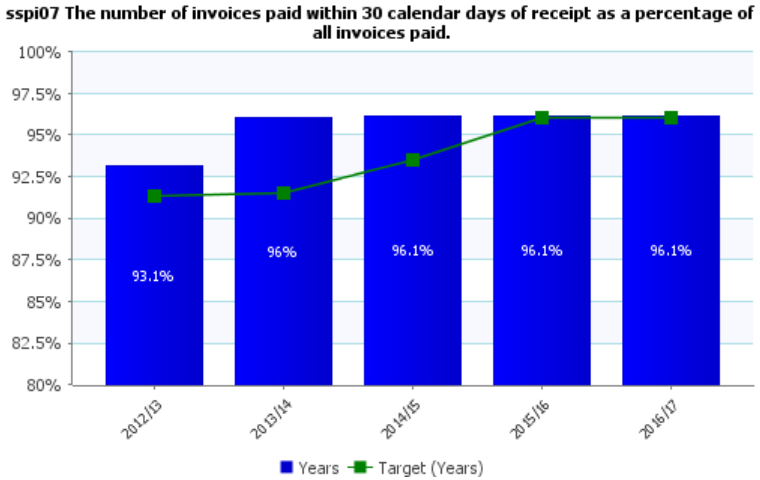
Data Label: PUBLIC

	with a total of 39 respondents rating the overall quality of the service as Excellent and 37 as Good. In 2012/13 a total of 73 customers responded to the survey, 72 answered this question with a total of 31 respondents rating the overall quality of the service as Excellent and 36 as Good. The target for 2017/18 will be to remain in the green zone and to increase the response rate.

Data Label: PUBLIC

Financial Management Unit Performance

Performance Indicator	**The number of invoices paid within 30 calendar days of receipt as a percentage of all invoices paid.**	*sspi07*
Description	This indicator shows the percentage of invoices from suppliers paid within 30 calendar days of receipt. Thirty calendar days reflects the normal credit term period in accordance with the Late Payments of Commercial Debts (Interests) Act 1998. West Lothian Council recognises the importance in paying invoices in a timely manner. The target used is set internally by the Head of Finance and Property Services and ensures challenging targets year on year which are always higher than the Scottish average. The target for 2017/18 is 96.1 per cent.	



Trend Chart Commentary

The target for 2017/18 is to increase performance to 96.1% of invoices paid within 30 days.

As at February 2017, the council is on track to meet the annual performance target of paying 96% of invoices within 30 days.

In 2015/16, the council paid 96.1% of invoices within 30 days. This matches the performance of 2014/15. Services continue to work hard to improve invoice processing timescales, and with the ongoing rollout of e-invoicing suppliers, further performance improvements should be achieved in 2016/17.

In 2014/15, the council paid 96.1% of invoices within 30 days. This is a 0.1% increase in performance compared with 2013/14. Services continue to work hard to improve invoice processing timescales. The implementation of additional e-invoicing suppliers should further improve performance in 2015/16.

In 2014/15, West Lothian Council was ranked 6th out of 32 Scottish Local Authorities for this indicator.

In 2013/14, the council paid 96% of invoices within 30 days. This is a 2.9% increase in performance compared with 2012/13. This increase is due to streamlining invoice processes and improving electronic ordering / invoicing systems, whilst continuing to highlight to services the importance of prompt payment.

In 2013/14, West Lothian Council was ranked 6th out of 32 Scottish Local Authorities for this indicator.

In 2012/13, the council paid in excess of 93% of invoices within 30 days. There has been a 1.7% increase in performance compared with 2011/12. This increase is due to the implementation of a new payment system and working closely with services to streamline invoice processes.

In 2012/13, West Lothian Council was ranked 10th out of 32 Scottish Local Authorities for this indicator.

Data Label: PUBLIC

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

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

Data Label: PUBLIC

3.3 Property Management and Development

Manager:	Paul Kettrick
Number of Staff (FTE):	33.70
Location:	Civic Centre

3.3.1 Purpose

Property Management and Development delivers a range of property asset management services for internal and external customers, from strategic direction of the council's property portfolio through to management of utilities / energy and operational property budgets. The unit is also involved in all aspects of the management, acquisition and disposal of property to support council corporate objectives. This includes the facilities management of the council's corporate administrative and partnership properties.

Professional services delivered by the unit include valuation of land and property, expert property and infrastructure development advice, property investment business case development and options appraisals, property project management and commercial property intelligence and advocacy. The unit is also responsible for the maintenance of property records including those relating to ownership and management of the councils TNRP and other property interests. Energy Management and the implementation of operational climate change initiatives are also the responsibility of the unit. Key challenges in 2017/18 will be delivery and development of the various asset management and climate change programmes, plans and strategies at a time of challenging fiscal constraints and implementation of the new team structure.

3.3.2 Activities

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

- Strategic property asset management and the development of new ten year Capital Programme, Corporate Asset Management Strategy, Property Asset Management Plan, Partnership Property Plan and School Estate Management Plan
- Management of council premises, (including PPP schools and partnership centres), energy and water, together with the associated revenue and capital related budgets
- Management of the council's tenanted non-residential property portfolio (TNRP)
- Professional services including disposals, valuations, property records and property advice
- Managing the council's rating revaluation appeals
- Work on various service modernisation and efficiencies projects

Data Label: PUBLIC

3.3.3 Key Partners

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

- NHS Scotland – various Partnership Centres (existing and proposed)
- Police Scotland – various Partnership Centres (existing and proposed)
- Scottish Court Service
- HUB South East Territory Partners

3.3.4 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
Customers (internal and external)	E-survey creator	Annually	Commercial Property Surveyor	Results are sent to respondents and posted on the internet
Commercial tenants and occupiers of Admin Buildings	E-survey creator	Biennially	Commercial Property Surveyor	Results posted on the internet and/or posted to respondents
Civic Centre User groups	Meetings	Quarterly	Group Facilities Manager	Minutes of meetings

Data Label: PUBLIC

3.3.5 Employee Engagement

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

Employee Engagement Schedule			
Employee Group	Engagement Method	Frequency	Responsible Officer
All office based employees	One-to-ones	Monthly	Corporate Estates Manager
All caretakers/ facilities management assistants	One-to-ones	Quarterly	Group Facilities Manager/Facilities Manager
All office based employees All caretakers/facilities management assistants	Appraisal Development Review (ADR) Appraisal Development Review (ADR)	Annually Annually	Corporate Estates Manager/Group Commercial Surveyors/Energy and Climate Change Manager Group Facilities Manager/Facilities Manager
All employees	Team meetings	Monthly	Corporate Estates Manager
Employee sample	Employee survey	Annually	Corporate Estates Manager
All employees	Management Plan Launch	Annually	Corporate Estates Manager / Head of Finance and Property Services
Service Managers	Senior Management Team Meeting	Monthly	Head of Finance and Property Services
Service Managers / Team Managers	Extended Management Team Meeting	Bi-annually	Head of Finance and Property Services

Data Label: PUBLIC

3.3.6 Property Management and Development Activity Budget – 2017/18

Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2017/18	PI Category	Staff Resource (FTE)	Revenue Expenditure Budget 2017/18 £	Revenue Income Budget 2017/18 £	Net Revenue Budget 2017/18 £
Strategic Property Asset Management	The efficient and effective management of the council's operational properties.	Enabler Service - Modernisation and Improvement	PMD151 9a.1a - cost of providing the service - £6.64 per head of population	WLAM	4.0	140,129	0	140,129
			CP:sspi08a - Percentage of Operational Properties in Satisfactory Condition: 97%	PUBLIC				
Disposal of Surplus Land and Property	Delivering a programme of property disposals to support the Council's capital investment programme.	Enabler Service - Financial Planning	PMD151 (9a.1a) - cost of providing the service - £6.64 per head of population	WLAM	2.5	79,552	(804)	78,748
			PMD033 (9b2a) - Capital receipt income against target: 100%					

Data Label: PUBLIC

Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2017/18	PI Category	Staff Resource (FTE)	Revenue Expenditure Budget 2017/18	Revenue Income Budget 2017/18	Net Revenue Budget 2017/18
Management of the TNRP Portfolio	The efficient and effective management of the council's commercial portfolio to maximise income and to maintain long term performance.	Enabler Service - Financial Planning	PMD151 9a.1a - cost of providing the service - £6.64 per head of population	WLAM	5.0	1,049,031	(4,732,749)	(3,683,718)
			P:PMD074 (9b).1c - Commercial Property, percentage of rent outstanding (Current debt): 4%	PUBLIC				

Data Label: PUBLIC

Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2017/18	PI Category	Staff Resource (FTE)	Revenue Expenditure Budget 2017/18	Revenue Income Budget 2017/18	Net Revenue Budget 2017/18
Professional services	Including: Valuation for capital accounting purposes; maintenance of property records; granting property rights; provision of expert advice; development of land and buildings for economic development purposes and provision of advice to migrant and growing businesses.	Enabler Service - Financial Planning	PMD127 (6a.7) - PM&D percentage of customers rating the service as good or excellent - 92%	WLAM	3.0	95,462	(964)	94,498
			PMD169 (9b) - Asset valuations input to Atrium within agreed timescales: 100%	WLAM				

Data Label: PUBLIC

Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2017/18	PI Category	Staff Resource (FTE)	Revenue Expenditure Budget 2017/18	Revenue Income Budget 2017/18	Net Revenue Budget 2017/18
Energy Management and Climate Change	Ensuring effective energy and water management in corporate non-domestic properties through energy efficiency measures. Developing potential projects, analyse consumption trends and setting targets.	Enabler Service - Financial Planning	PMD191_9a - Carbon emissions from energy used in buildings (Annually): 27385 tonnes	WLAM	3.0	786,276	0	786,276
			PMD196_9b - Percentage completion of Energy Performance Certificates in operational buildings where required : 100%	WLAM				

Data Label: PUBLIC

Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2017/18	PI Category	Staff Resource (FTE)	Revenue Expenditure Budget 2017/18	Revenue Income Budget 2017/18	Net Revenue Budget 2017/18
The management of the Council's Corporate Partnership Properties and PPP schools	Providing an efficient and effective facilities management function in the council's principal office buildings, Partnership Centres and PPP schools.	Enabler Service - Financial Planning	PMD 185-9b - Number of working days lost due to building condition failure in Admin Buildings. 0 lost days	WLAM	15.5	4,529,138	(2,654,689)	1,874,449
			CP:sspi08a - Percentage of Operational Properties in Satisfactory Condition: 97%	PUBLIC				
The management of the Council's Corporate Properties	The efficient and effective management of the council's operational properties.	Enabler Service - Financial Planning	PMD151 (9a.1a) - cost of providing the service - £6.64 per head of population	WLAM	0.6	15,583,370	(518,084)	15,065,286
			CP:sspi08a - Percentage of Operational Properties in Satisfactory Condition: 97%	PUBLIC				
Service Support	Provision of management and administrative support.	Enabler Service - Financial Planning	Support activities contribute towards the overall performance of the service. Performance is monitored through the indicators for front line activities		0.1	3,182	0	3,182
	Total :-				**33.7**	**22,266,140**	**(7,907,290)**	**14,358,850**

Data Label: PUBLIC

3.3.7 Property Management and Development Actions – 2016/17

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

Action	Description	Planned Outcome	Owner	Start	End	Status
Asset Management Workstream – property modernisation	Refurbishment of County Buildings, Linlithgow to form Linlithgow Partnership Centre	Substantial completion of a new partnership centre	Estates Manager	April 2016	March 2017	Active
Asset Register	Atrium – Phase 2 Asset Management Software	Full installation of next phase of software development	Strategic Property Asset Manager	April 2016	March 2017	Complete – decision taken not to proceed with Atrium
Strategic Property Asset Management	New East Calder Partnership Centre	Substantial completion of new partnership centre	Strategic Property Asset Manager	April 2016	March 2017	Active

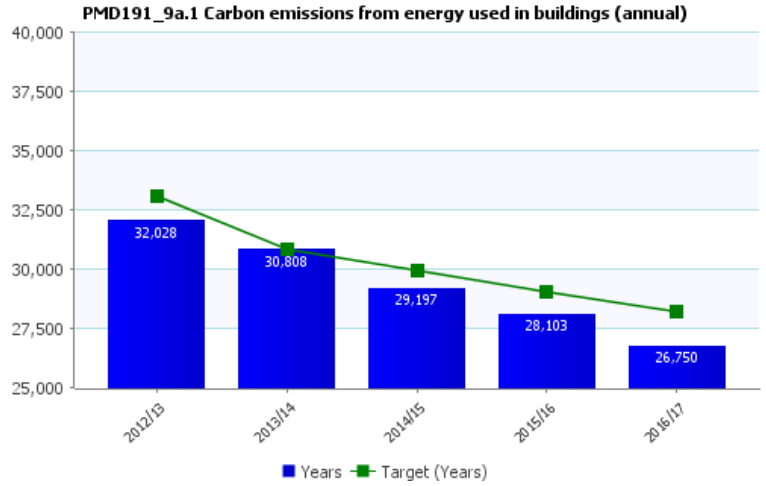
Property Management and Development Actions – 2017/18

Actions 2017/18						
Action	Description	Planned Outcome	Owner	Start	End	Status
Asset Management – climate change	Development of council wide guidelines on heating and energy use	Approval and implementation of new guidelines	Energy Manager	April 2017	December 2017	Active
Carbon Management Plan	Mid-term review of Carbon Management Plan	Review of current benchmark, targets and activities to establish whether any realignment required	Energy Manager	April 2017	October 2017	Active
Asset Management – property modernisation	Refurbishment of County Buildings, Linlithgow to form Linlithgow Partnership Centre	Substantial completion of a new partnership centre	Estates Manager	April 2017	August 2017	Active
Asset Management – depots and stores modernisation	Completion of new Whitehill Service Centre	Full occupation and operation of new Service Centre	Estates Manager	April 2017	October 2017	Active
Strategic Property Asset Management	Development of Corporate Asset Management Strategy, Property Asset Management Plan and Partnership Property Plan.	Adoption of new Corporate Asset Management, Property Asset Management Plan and Partnership Property Plan by WLC and Community Planning Partners	Strategic Property Asset Management	April 2017	March 2018	Planned
Strategic Property Asset Management	New East Calder Partnership Centre	Substantial completion of new partnership centre	Strategic Property Asset Manager	April 2017	October 2017	Active

Action	Description	Planned Outcome	Owner	Start	End	Status
Strategic Property Asset Management	Review and amend existing council policy on council asset transfer in light of recent Scottish Government guidelines and community empowerment legislation	Revised policy to reflect current legislation	Group Commercial Property Surveyor	April 2017	August 2017	Active
Strategic Property Asset Management	New West Calder High School	Continued construction progress in accordance with delivery programme and adherence to approved DBFM agreement	Strategic Property Asset Manager	April 2017	March 2018	Active
Professional Services	Rating Revaluation Review and Appeals	Appointing of external rating advisors, lodging of rating appeals and management of appeals process	Group Commercial Property Surveyor	April 2017	March 2018	Active
Property Capital Programme Management and Development	Development of new 10-year Property Capital Programme	Finalisation of 10-year Property Investment Programme.	Strategic Property Asset Management	April 2017	March 2018	Planned
Professional Services	Development of systems and processes to enable compliance with Land Registration legislation.	Registration of all Council land and property by December 2019	Project Manager	April 2017	March 2018	Planned

3.3.8 Property Management and Development Performance

Performance Indicator	**Carbon emissions from energy used in buildings (annual)**	*PMD191_9a.1*
Description	Carbon emissions from energy used in buildings based on those in the CRC Energy Efficiency Scheme uplifted for those that are not included as a core source (gas accounts with consumption below 73,200kWh and excluded properties). This is measured in tonnes of CO2. The revised Climate Change Strategy sets a target to 2020/21 of reducing our emissions by 20% from a 2013/14 baseline figure. This averages 2.9% reduction per annum; however this will be subject to weather conditions etc whether this will be achieved in a particular year. This is collected mainly from invoice information contained within the Energy Monitoring and targeting System, Systemslink. Reports are then run on a monthly, quarterly and annual basis to produce the consumption figures contained within this indicator.	



Trend Chart Commentary: 2016/17 shows a continued reduction in emissions from previous year because of continued energy efficiency measures and changes in emissions factors. Reductions are predominantly from the biomass boiler installations and changes to the emissions factors for grid electricity. It is anticipated that further reductions will be seen in 2017/18 in line with the targets set out in the Carbon Management Plan.

Target for 2016/17 was 28,203 tonnes and for 2017/18 it is 27,385 tonnes. These have been updated to reflect the new 2013/14 baseline figure and annual reduction of 2.9% set out in the council's approved Carbon Management Plan and Climate Change Strategy.

Property Management and Development Performance

Performance Indicator	**Property Management and Development - Percentage of Customers rating the service as good or excellent.**	*P:PMD127_6a.7*
Description	Property Management and Development (PM&D) makes a standard questionnaire available to all customers throughout the year, through the council website and links in emails. The question set is based on the 5 Drivers of customer satisfaction and experience. This Performance Indicator is based on a question asking customers to rate their overall satisfaction with the service they received, measuring the percentage of respondents who rated the service delivered as good or excellent. Progressive targets have been set for all PM&D's Customer satisfaction Performance Indicators (except PMD126, equality, which is fixed at 100%) with the intention of reaching 90% satisfaction by 2016/17.	

Trend Chart Commentary:

Performance in 2016/17 is ahead of the overall target to reach 90% satisfaction by 2016/17. This target was set on an incremental increase each year from 2013/14.

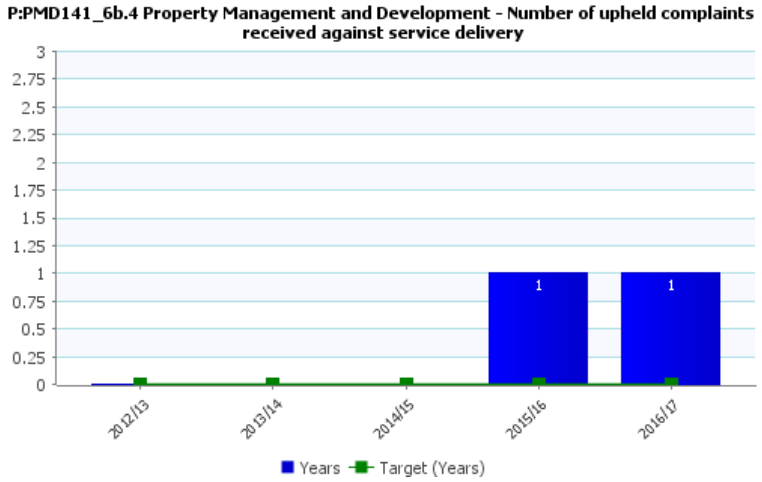
Results in 2016/17 are based on 29 survey returns, which is a reduction from the 34 returns in 2015/16. Given the size of the survey return a small change in the number of replies scoring the service as "good" or "excellent" can lead to a high variation in the percentage level of satisfaction.

Performance reflects the emphasis that PM&D gives to providing a service that meets our customers' requirements. The response to our surveys is discussed with staff to identify areas where we can all improve the service we deliver.

The target for 2017/18 is to increase by an increment of 2% to 92%.

Property Management and Development Performance

Performance Indicator	**Property Management and Development - Number of upheld complaints received against service delivery**	*P:PMD141_6b.4*
Description	Number of complaints against Property Management and Development's service which have been upheld, i.e. where the service has been at fault	



Trend Chart Commentary:

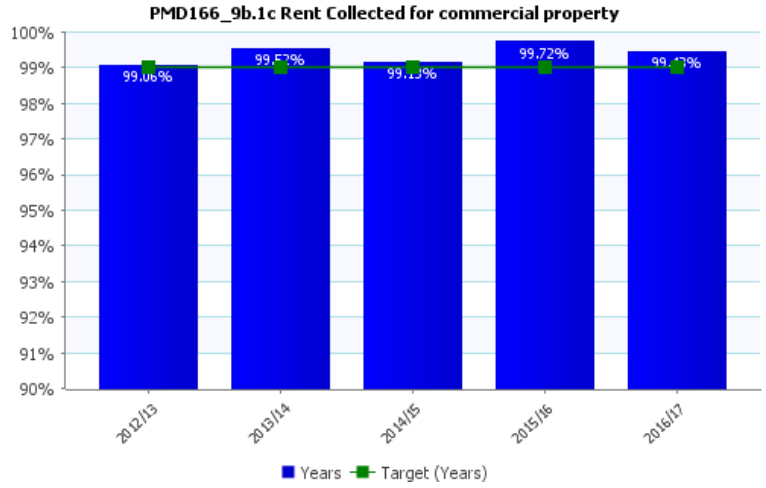
One upheld complaint was recorded in 2016/17. This is the same as the previous year, albeit the total number of complaints during the year has increased from 10 in 2015/16 to 16 in 2016/17

Property Management & Development records complaints from customers regarding our service to them. This PI shows the number of complaints that were fully upheld. From 2013/14 complaints are recorded on the corporate system, providing a more robust methodology and assessment than in previous years

The target for 2017/18 remains at zero complaints upheld against the Unit.

Property Management and Development Performance

Performance Indicator	**Rent Collected for commercial property**	*PMD166_9b.1c*
Description	This Performance Indicator measures our success in collecting rent due from tenants of the commercial (Tenanted Non-Residential property) portfolio. Bad debts written off in a financial year are deducted from the total amount billed, and the balance is expressed as a percentage of the total billed. The TNRP portfolio comprises those properties that the council owns, but does not occupy for direct service delivery, and totals c700 properties, including 109 shops, 38 offices, and 301 industrial units. As rent written off during one financial year may relate to income billed in a previous financial year some variation in the annual percentage figure may be expected. Trends should therefore be looked at over a longer period.	



Trend Chart Commentary:

Performance for 2016/17 was better than the target of 99 percent, but slightly down on the previous year's result. This was due to a higher overall total of write offs at the year end.

Collection rates were consistently around or above target in the previous four years.

The target for 2017/18 will be unchanged at 99 percent.

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

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

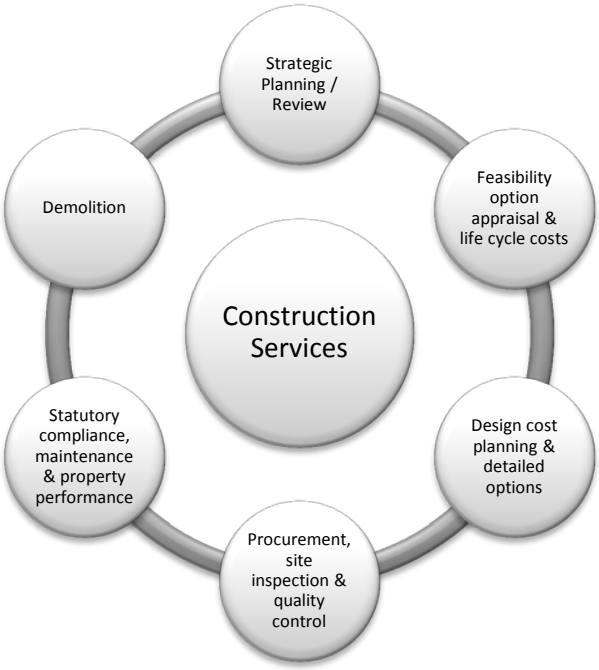
Data Label: PUBLIC

3.4 Construction Services

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

3.4.1 Purpose

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



The Projects Team provides project management, design solutions, quantity surveying and contract procurement plus expert professional advice for all property and development needs of the council. Effective project control and design management enable quality designs to be delivered to agreed timescales and budgets. The Maintenance and Services Teams aim to ensure the operational availability of all non-housing properties owned by the council plus statutory and legislative compliance relating to The Fire Scotland Act 2005, Legionella, Gas Safety and Electrical Installations. Management of asbestos compliance for the council is provided by the Asbestos Team.

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

3.4.2 Activities

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

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

3.4.3 Key Partners

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

- External contractors and consultants
- Framework Consultant Partners
- Scottish Fire and Rescue Service
- Police Scotland
- Hub South East
- Scottish Futures Trust

3.4.4 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
Customers – major projects (internal and external) post project review	E-survey creator	2 Months post-practical completion (results collated quarterly)	Project Officer	Results are sent to respondents and posted on the intranet
Customers who have requested repairs through the Property Helpdesk	E-survey creator	Quarterly	Team Principal	Results are posted on the intranet
Customers about to have major work undertaken	Design review and consultation meetings	Monthly	Project Officers	Minutes and revised proposals circulated to all relevant parties

3.4.5 Employee Engagement

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

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

3.4.6 Construction Services Activity Budget -2017/18

Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2017/18	PI Category	Staff Resource (FTE)	Revenue Expenditure Budget 2017/18 £	Revenue Income Budget 2017/18 £	Net Revenue Budget 2017/18 £
Property Capital Investment Programme - Property Capital Projects	To deliver General Services (Property) major construction and Planned Improvement projects using in-house resources and external consultants.	Enabler Service - Financial Planning	CSg613_9a.1d Capital Spend (GS property): Target 100%	WLAM	21.0	1,305,516	(1,305,516)	0
			CSg651_9b.2 Percentage of projects delivered on time (GS property): Target 92%	WLAM				
Open Space Capital Investment Programme - Open Space Capital Projects	To deliver General Services (Open Space) major construction projects using in-house resources and external consultants.	Enabler Service - Financial Planning	CSg614_9a.1d Capital Spend (GS Open Space): Target 100%	WLAM	1.5	142,430	(142,430)	0
			CSg652_9b.2 Percentage of projects delivered on time (GS Open Space): Target 92%	WLAM				

Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2017/18	PI Category	Staff Resource (FTE)	Revenue Expenditure Budget 2017/18	Revenue Income Budget 2017/18	Net Revenue Budget 2017/18
Housing Capital Investment Programme - Housing Capital Projects	To deliver Housing funded major construction projects using in-house resources and external consultants.	Enabler Service - Financial Planning	CSg615_9a.1d Capital Spend (Housing): Target 100%	WLAM	7.5	341,669	(341,669)	0
			CSg653_9b.2 Percentage of projects delivered on time (Housing): Target 95%	WLAM				
Maintenance and compliance of the council's operational and non-operational property stock	To manage and coordinate all repairs, cyclical maintenance and property inspections of the councils operational and non operational properties. To manage and coordinate all tests, inspections, risk assessments and related information required to meet with property and health & safety legislation.	Enabler Service - Financial Planning	P:CSg803_9a.1a Cost of Maintenance Services per £'000 of net Revenue Expenditure (Corporate Property): Target 10%	Pubic	17.6	928,512	(928,512)	0
			CSg409_9b Percentage of Non Housing Properties with an Asbestos Register: Target 100%	WLAM				
			CSg430_9b.1a Percentage of Properties with a Fire Safety Risk Assessment (FSRA) updated within the last 5 years: Target 100%	HIGH LEVEL				
Construction Services	**Total :-**				**47.6**	**2,718,127**	**(2,718,127)**	**0**

3.4.7 Construction Services Actions 2016/17

Actions 2016/17						
Action	Description	Outcome	Owner	Start	End	Status
Delivery of 2016/17 capital programme of HRA capital investment	Development & delivery of housing projects in Armadale, Broxburn & Fauldhouse	Improved homes for council tenants	Projects Team Principal	April 2016	March 2017	Complete
Delivery of 2016/17 capital programme of property investment	Development, procurement & delivery of projects in support of the programme	Improved council property assets and necessary school accommodation to support pupil numbers	Construction & Design Manager	April 2016	March 2017	Complete
Unwanted Fire Alarm Activation	Development of an action plan with relevant partners and staff to reduce unwanted fire alarms in relevant properties	To reduce unwanted fire alarms	Maintenance Team Principal	April 2016	March 2017	Active
West Calder High School replacement	Completion of the bridge works and start on site for the new school	Improved school building suitable for 21st century learning	Construction & Design Manager	April 2016	March 2017	Complete

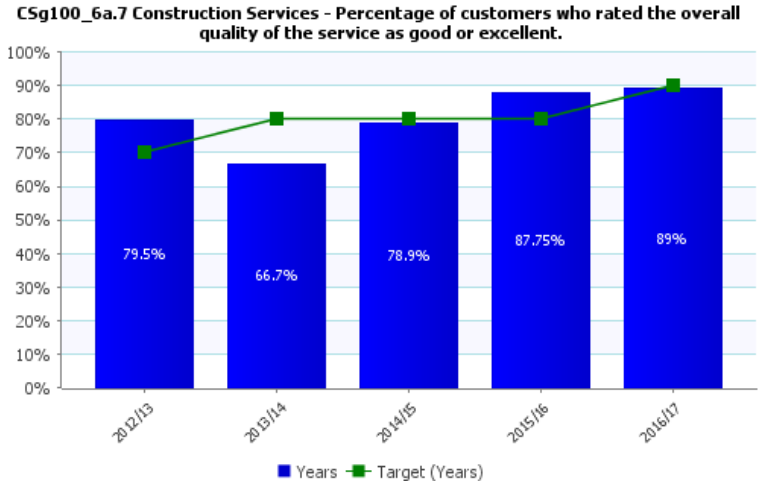
Construction Services Actions – 2017/18

Actions 2017/18						
Current Actions	Description	Planned Outcome	Owner	Start	End	Status
Delivery of 2017/18 capital programme of HRA capital investment	Development & delivery of housing projects in Armadale & Blackburn	Improved homes for council tenants	Projects Team Principal	April 2017	March 2018	Planned
Delivery of 2017/18 capital programme of property investment.	Development, procurement & delivery of projects in support of the programme	Improved council property assets and necessary school accommodation to support pupil numbers	Construction & Design Manager	April 2017	March 2018	Planned
Delivery of 2017/18 capital programme of open space investment.	Development, procurement & delivery of open space projects in support of the programme	Improved council open space assets in support of the Open Space Strategy	Construction & Design Manager	April 2017	March 2018	Planned
Depot Modernisation Project	Planned refurbishment works to deliver the Whitehill Service Centre	To improve council depot facilities, maintaining and enhancing building standards to meet health and safety requirements	Projects Team Principal	April 2017	September 2017	Active
IT System Development	Implement Asset Management IT software system	Enable asset management of non- housing council buildings	Planned Improvements Team Principal	April 2017	June 2017	Active
Armadale Partnership Centre	Development and delivery of a Partnership Centre in Armadale	Improved access to Council facilities for the community of Armadale	Design Team Principal	April 2017	May 2018	Active
Torphichen Primary School Extension and alterations	Provision of additional school accommodation and internal alterations.	Sufficient school accommodation for the catchment area	Design Team Leader	April 2017	August 2017	Active

Actions 2017/18						
Current Actions	Description	Planned Outcome	Owner	Start	End	Status
Unwanted Fire Alarm Activation	Development of an action plan with relevant partners and staff to reduce unwanted fire alarms in relevant properties	To reduce unwanted fire alarms	Maintenance Team Principal	April 2017	June 2017	Active
St Mary's RC Primary School Bathgate extension	Provision of additional school accommodation and internal alterations.	Sufficient school accommodation for the catchment area	Design Team Leader	April 2017	August 2017	Active
Boghall Primary School extension	Provision of additional school accommodation and internal alterations.	Sufficient school accommodation for the catchment area	Design Team Leader	April 2017	October 2017	Active

3.4.8 Construction Services Performance

Performance Indicator	**Construction Services - Percentage of customers who rated the overall quality of the service as good or excellent.**	*CSg100_6a.7*
Description	This performance indicator measures the percentage of customers who rated the overall quality of the service provided by Construction Services as good or excellent. Customers are asked to rate the overall quality of service as; excellent, good, adequate, poor or very poor. All responses ranked as either 'Excellent' or 'Good' are recorded as positive responses. Annually, the cumulative number of positive responses are divided by the total number of responses to determine a percentage. The results of customer feedback are analysed by all Construction Services staff on an annual basis in order to identify areas for improvement.	



Trend Chart Commentary:

The overall trend shows a dip in performance 2013/14. The results from 2013/14 were analysed by Construction Services Management Team and an action plan was developed in response to these. This included a review of our customer surveys to reflect the differing services we offer (high volume transactional / lower volume significant projects).

As a result of this review two surveys have been introduced:

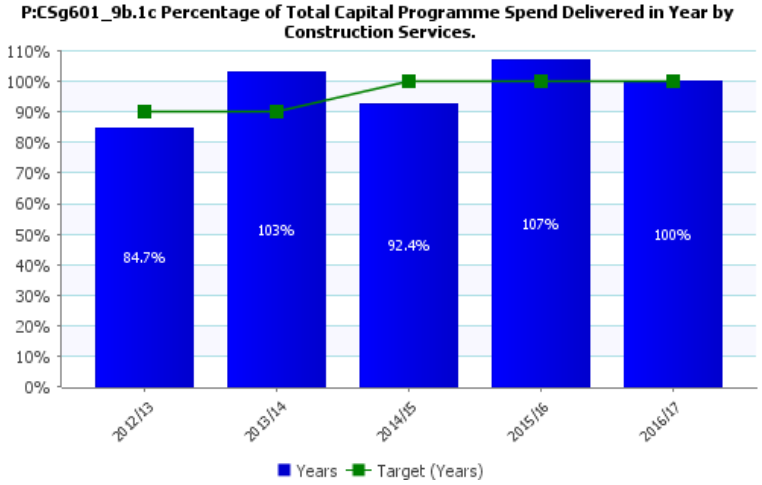
1 - A quarterly customer survey of the Maintenance and Repairs service delivered by Construction Services.

2 - A post project customer survey of all completed projects delivered by Construction Services which is also reported on a quarterly basis.

The results of these surveys have been combined to provide the overall annual customer rating of the service and this shows improvement in performance for 2014/15, 2015/16 and 2016/17. The target for 2017/18 will be set at 92%.

Construction Services Performance

Performance Indicator	**Percentage of Total Capital Programme Spend Delivered in Year by Construction Services.**	*P:CSg601_9b.1c*
Description	Construction Services are responsible for the delivery of a range of construction projects identified in the General Services and Housing Capital programmes. This indicator measures the percentage of the budget that is spent by the end of the financial year for projects that are the responsibility of Construction Services.	



Trend Chart Commentary:

This annual indicator shows the capital programme spend achieved by Construction Services within each financial year.

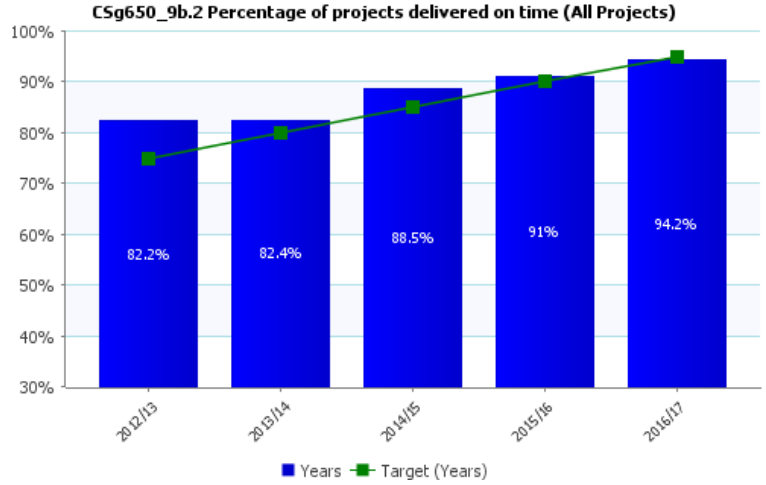
In 2016/17 the capital expenditure met target at 100%. The trend shows continued improvement overall in the percentage of capital budget spent since 2012/13 when the level of expenditure in the year was 84.7%. In 2013/14 and 2015/16 the capital expenditure exceeded target due to acceleration of a number of key projects, however two key projects were delayed late in 2014/15 which resulted in a slightly lower spend than anticipated.

In 2016/17 Construction Services were responsible for £42.85million of capital works (General Services, Housing and Open Space) and successfully delivered £42.85million which is an increase of £8.5million in expenditure from 2015/16.

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

Construction Services Performance

Performance Indicator	**Percentage of projects delivered on time (All Projects)**	*CSg650_9b.2*
Description	This performance indicator measures the percentage of projects planned to have either started or be completed within the financial year as agreed at the annual Roll Forward Meeting held usually in May prior to approval by Council Executive. This PI includes projects within 3 specific asset categories - General Services Property, General Services Open Space and Housing. At the end of the financial year the results are analysed to identify improvements to service delivery and will assist in resource planning.	



Trend Chart Commentary:

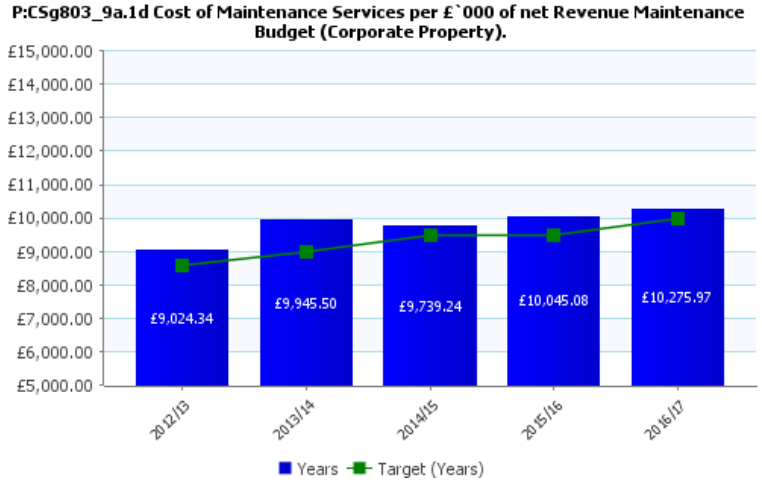
This indicator shows improved performance again in 2016/17 and can be attributed to improved project planning and project management arrangements. All Construction Services projects with the exception of block allocations and statutory compliance programmes are now included in this indicator.

In 2016/17 104 projects were planned to be started or completed within the financial year of which 98 actually met the target. This included 75 General Services property projects, 14 Open Space projects and 9 Housing projects.

The target will be set at 97% for financial year 2017/18.

Construction Services Performance

Performance Indicator	**Cost of Maintenance Services per £`000 of net Revenue Maintenance Budget (Corporate Property).**	*P:CSg803_9a.1d*
Description	This performance indicator (PI) measures the Cost of Maintenance Services per £`000 of net Revenue Maintenance Budget (Corporate Property). The value of the Corporate Property Revenue Maintenance Budget each year is compared with the staff fee recharge from Construction Services to calculate the cost of the service per £'000.	



Trend Chart Commentary:

This annual performance indicator shows costs increasing slightly in 2013/14, 2015/16 and again in 2016/17 due to greater emphasis on statutory compliance and condition across the property estate. The processes for statutory compliance checks and undertaking Fire Safety Risk Assessments are now bedded in to the work of the team.

The target for 2017/18 will remain at £10,000 per £'000 (10%) of the Revenue Maintenance budget.

This compares favourably with benchmarked maintenance service figures from other local authorities which are currently on average £15,000 per £'000 (15%).

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

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

Data Label: PUBLIC

3.5 Revenues Unit

Manager:	Scott Reid
Number of Staff (FTE):	105.1
Location:	St David House

3.5.1 Purpose

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

During 2017/18 the unit will look to maximise income to the council whilst minimising the costs of collection. The unit will continue to work closely with stakeholders and partners to plan and prepare for the impact of welfare reform. The unit will continue to modernise, with customer communication and consultation playing a key part in its modernisation activity. There will be ongoing development in the provision of the benefits service due to the effects of welfare changes.

3.5.2 Activities

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

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

3.5.3 Key Partners

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

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

3.5.4 Customer Participation

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

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

3.5.5 Employee Engagement

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

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

3.5.6 Revenues Activity Budget – 2017/18

Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2017/18	PI Category	Staff Resource (FTE)	Revenue Expenditure Budget 2017/18 £	Revenue Income Budget 2017/18 £	Net Revenue Budget 2017/18 £
Council Tax	Billing, collection and administration of Council Tax and Water Service Charges.	Enabler Service - Financial Planning	SCorp04 - Cost of collecting Council Tax per dwelling - £6.20.	PUBLIC	19.5	761,199	(715,444)	45,755
			SCorp07 - percentage of income due from Council Tax for the year that was received by the end of the year – 95.4%	PUBLIC				
Corporate Debt	Collection of multiple debts due to the council, provision of welfare and debt advice, collection of Housing Benefit overpayments.	Enabler Service - Financial Planning	REV106 - Amount of estimated customer income generated per pound of staff costs in income maximisation activity - £19.00	WLAM	13.8	540,222	(137,844)	402,378
			REV009 - Cumulative value of Housing Benefit Overpayment recovered - £1,000,000	WLAM				
Non-Domestic Rates	Billing, collection and administration of Non Domestic Rates.	Enabler Service - Financial Planning	REV014 - Business Rates cost per property - £5.00	WLAM	3.0	117,490	(224,394)	(106,904)
			REV002 - Percentage of Business Rates received in the year - 97.3%	WLAM				
Service Accounts	Collection of the council's service accounts.	Enabler Service - Financial Planning	REV016 - Cost of collection for service accounts £5.00 REV083 - Outstanding service account debt over 12 months - £400k	WLAM	2.0	78,326	0	78,326

Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2017/18	PI Category	Staff Resource (FTE)	Revenue Expenditure Budget 2017/18	Revenue Income Budget 2017/18	Net Revenue Budget 2017/18
Housing Benefit and Council Tax Reduction	Administration of Housing Benefit and Council Tax Reduction including appeals, interventions and administration of Discretionary Housing Payments.	5. Minimising poverty, the cycle of deprivation and promoting equality	REV114 - Gross administration cost per Housing Benefit case - £26.00	WLAM	35.7	3,482,966	(2,590,275)	892,691
			REV118 - Average number of days to process new housing benefit claims - 18 days.	PUBLIC				
Scottish Welfare Fund	Administration of Community Care Grants and Crisis Grants.	5. Minimising poverty, the cycle of deprivation and promoting equality	REV107 - Cost of Scottish Welfare Fund per application received - £27.00 REV108 - Percentage of spend against available budget - 100%.	WLAM	7.0	1,293,520	0	1,293,520

Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2017/18	PI Category	Staff Resource (FTE)	Revenue Expenditure Budget 2017/18	Revenue Income Budget 2017/18	Net Revenue Budget 2017/18
Business Systems Control	Administration and provision of business systems control function for the Unit, including compliance checks, income management and administration of rent accounting system.	Enabler Service - Financial Planning	REV109 - Cost of business systems control per £1 million of payments processed - £450.00. REV069 - Percentage of rent account changes processed within 7 days of receipt - 97%	WLAM	11.1	434,251	(66,935)	367,316
Business Systems Development	Provision and development of critical business systems.	Enabler Service - Financial Planning	REV110 - Cost of Business Systems Development per £1 million of income generated - £350.00. REV031 - Percentage of incidents logged regarding software faults within 3 working days - 98%	WLAM	6.0	234,979	0	234,979
Business Support	Provision of a support function for all Unit teams.	Enabler Service - Financial Planning	REV111 - Cost of Business Support per £1 million of income generated - £70.00. REV089 - Percentage of benefits and collections mail indexed within 1 day of receipt - 97%.	WLAM	7.0	274,143	0	274,143
	Total :-				**105.1**	**7,217,096**	**(3,734,892)**	**3,482,204**

3.5.7 Revenues Actions – 2016/17

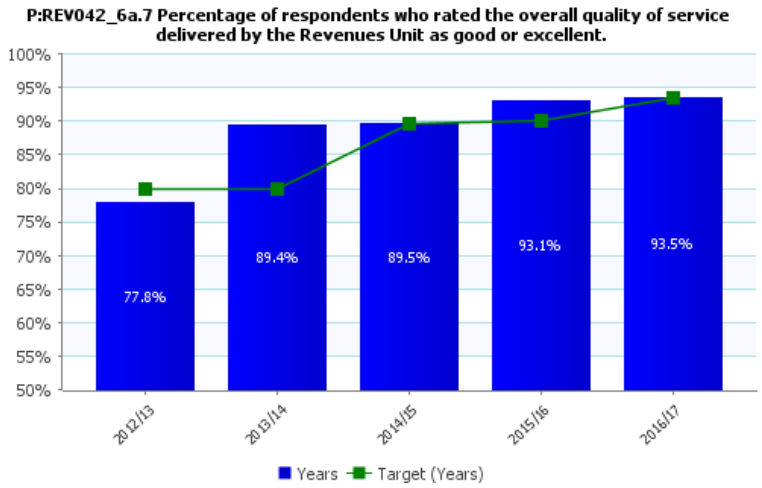
Actions 2016/17						
Action	Description	Planned Outcome	Owner	Start	End	Status
Corporate Debt	Deal with customers' debt due to the council on a corporate basis	When customers contact the council all their debt due to the council is dealt with	Revenues Manager	April 2016	September 2016	Complete
Corporate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

Revenues Actions – 2017/18

Actions 2017/18						
Action	Description	Planned Outcome	Owner	Start	End	Status
Corporate Debt	Complete roll out of Corporate Debt Approach.	Performance indicators and monitoring arrangements are in place across all areas.	Corporate Debt Team Leader	April 2017	March 2018	Active
Customer Self Service Portal	Introduce customer self-service portal for Council Tax, Benefits and Business Rates.	Customers are able to access account details online.	Business Systems Development Team Leader	April 2017	May 2017	Active
Scottish Welfare Fund	Implement a new Scottish Welfare Fund integrated system.	New integrated system in place creating operational efficiencies and improved customer service.	Benefits Team Leader	April 2017	September 2017	Planned
Income Management	Implement E5 bank reconciliation module into day to day business.	Bank reconciliation process and procedures are more efficient.	Business Systems Team Leader	April 2017	September 2017	Planned
Hybrid Mail Solution	Undertake pilot to determine cost benefit of hybrid mail solution.	Analysis undertaken to inform decisions on how to proceed with a hybrid mail solution.	Revenues Manager	April 2017	March 2018	Planned
Universal Credit	Preparation for full introduction of Universal Credit digital service.	Strategies are agreed and in place to deal with impact of full digital roll out.	Benefits Manager	April 2017	March 2018	Planned
Council Tax	Introduce data forms to capture change of circumstances reported over the telephone.	Changes in circumstances reported by customers over the telephone are captured and actioned.	Collections Team Leader	April 2017	March 2018	Planned

3.5.8 Revenues Performance

Performance Indicator	**Percentage of respondents who rated the overall quality of service delivered by the Revenues Unit as good or excellent.**	*P:REV042_6a.7*
Description	This performance indicator measures the percentage of customers that rated our overall service as good or excellent. Collected as part of our ongoing survey, customers are asked to rate the quality of the service provided as; excellent, good, adequate, poor, very poor or not applicable. The survey is a random but representative sample of the customers that accessed the service and the results are analysed to identify improvements to the way the service is delivered to customers.	



Trend Chart Commentary:

We strive to improve our services on an ongoing basis. Feedback from our customers is important to judge if our actions have been successful.
2016/17: Current performance is in line with the 2016/17 target of 93.5%

2015/16:
The surveys were issued to a sample of our Benefits, Business Rates, Council Tax, Scottish Welfare Fund and internal customers. 2,309 surveys were issued with 530 being returned (23%), an increase in return rate of 0.3% from the previous year. The percentage of respondents who rated the overall quality of service between good and excellent was 93.1%, an increase of 3.6% from the previous year.

2014/15:
The surveys were issued to a sample of our Benefits, Business Rates, Council Tax, Scottish Welfare Fund and internal customers. 2,123 surveys were issued with 482 being returned (22.7%), an increase in return rate of 7% from the previous year. The percentage of respondents who rated the overall quality of service between good and excellent was 89.5%, an increase of 0.1% from the previous year.

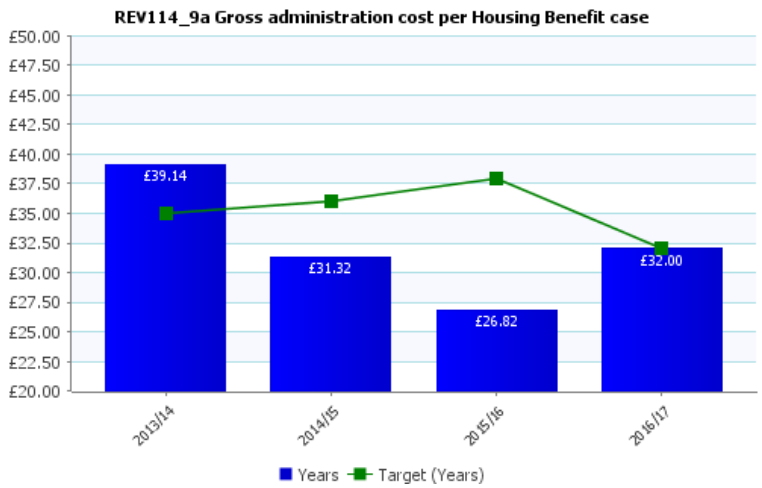
2013/14:
The surveys were issued to a sample of our Benefits, Business Rates, Council Tax and internal customers. 2,202 surveys were issued with 345 being returned (15.7%), an increase in return rate of 4.1% from the previous year. The percentage of respondents who rated the overall quality of service between good and excellent was 89.4%, an increase of 11.6% from the previous year. This level of response has exceeded our target.

2012/13:
The surveys were issued to a sample of our Benefits, Business Rates and Council Tax customers. 1,423 surveys were issued with 165 being returned (11.6%). The percentage of respondents who rated the overall quality of service between good and excellent has reduced from the previous year and has not reached our target. The main reason for this is the introduction of a new Council Tax and benefit system in August 2012 because of Welfare Reform changes to benefit administration. As a result of this workloads built up and delays occurred in processing customer enquiries.

The target for 2017/18 is 94%. This target will drive continual improvement and has been set after consideration of service improvements that have been implemented in 2016/17 and are planned for 2017/18.

Revenues Performance

Performance Indicator	Gross administration cost per Housing Benefit case	*REV114_9a*
Description	The cost per case for Housing Benefit and Council Tax Benefit was previously a specified performance indicator, used by all Scottish authorities, and reported on under CP.sspi04. This indicator is no longer a statutory performance indicator from 2013/14. From 1 April 2013, when Council Tax Benefit was replaced by Council Tax Reduction, the cost per case for Housing Benefit only will be reported. The indicator shows the average administration cost of dealing with Housing Benefit applications. The indicator allows costs to be more directly comparable by weighting the caseload mix by using the Housing Benefit subsidy distribution formula.	



Trend Chart Commentary:

This is a new indicator that replaces CP.sspi04, as the cost per case is only now collected for housing benefit from 2013/14.

2016/17: It is anticipated that the cost per case for 2016/17 will be in line with the target of £32.00

2015/16 - The cost per case has reduced by £4.50 from last year to £26.82. This is due to a further reduction in staff and overtime costs during the financial year.

2014/15 - The cost per case has reduced by £7.92 from last year. This is down to a reduction in staff and overtime costs during the financial year. We were ranked as 6 out of the 32 Scottish local authorities for cost per case.

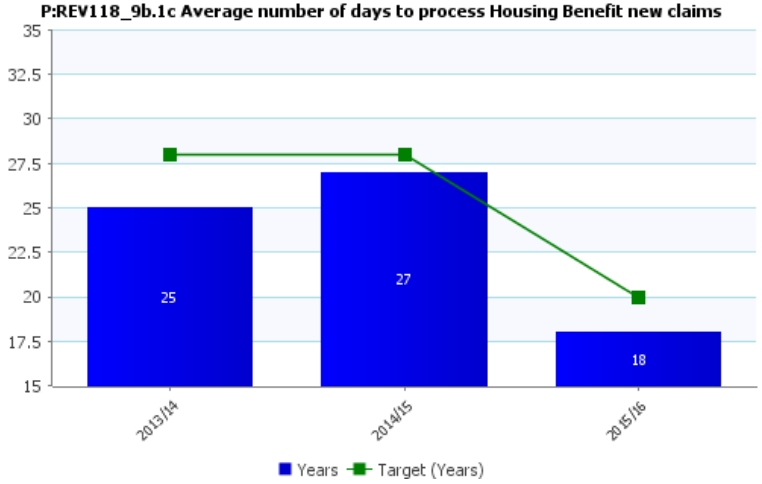
2013/14 - As a result of constant change to benefit administration, with the associated rise in the level of enquiries received, the cost per case expenditure has increased from £35.17 in 2012/13, to £39.14.

We were ranked as 14 out of the 32 local authorities for cost per case.

The target for 2017/18 is £30.00.

Revenues Performance

Performance Indicator	Average number of days to process Housing Benefit new claims	*P:REV118_9b.1c*
Description	The purpose of the Housing Benefit new claims indicator is to establish the average time taken by councils to process all new claims from the date of receipt to the date of decision. This performance indicator measures the average number of days to process Housing Benefit new claims on an annual basis. The average number of days is calculated from the date of receipt of the application to the date that a decision is made. Receipt of a claim for Housing Benefit at any designated office will be the starting point at which the count for the processing time begins. The count for the processing time stops the day the decision is made. This data is gathered by the Single Housing Benefit Extract tool which reports on all data entered on the Housing Benefit processing system. This information allows management to monitor ongoing performance and to compare performance against other Local Authorities.	



Trend Chart Commentary:

Prior to 2013/14 this indicator included Housing Benefit and Council Tax Benefit new claims as both were reported to the Department for Work and Pensions. As Council Tax Benefit was replaced by Council Tax Reduction from 1 April 2013, this indicator now only considers Housing Benefit and the data is only available from 2013/14.

2016/17 - Current performance is 17 days against the target of 19 days.

2015/16 - Performance was 18 days against a target of 20 days, with a total of 3772 new claims being processed during the year. This is a significant improvement from the 27 days taken to process a new claim during 2014/15 and is a result of a more stable staffing resource within the benefit team, who are now fully trained and have been able to achieve a more consistent performance each month during 2015/16. We were ranked as 6 out of the 32 Scottish local authorities for the average number of days to process housing benefit new claims.

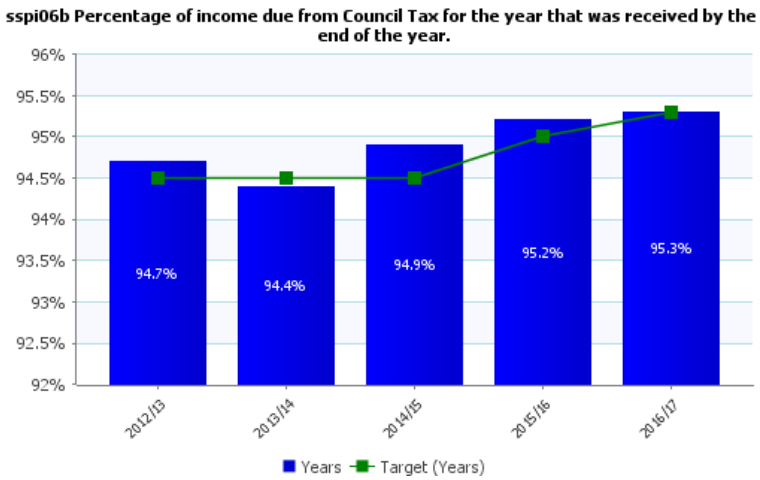
2014/15 - Performance was 27 days against a target of 28 days, with a total of 4188 new claims being processed during the year. The average number of days to process a new claim reflects a poorer performance at the start of the year due to staff resource, with a performance that was below 27 days in the last four months of the year. The average processing time for March 2015 was 19.13 days. We were ranked as 27 out of the 32 Scottish local authorities for the average number of days to process housing benefit new claims.

2013/14 - Performance was 25 days against a target of 28 days. The target of 28 days was set based on the level of resources in place within the Benefit team.

The target for 2017/18 has been set at 18 days. The target has been revised to reflect the current position with regard to staff resource, Welfare Reform changes and system developments.

Revenues Unit Performance

Performance Indicator	**Percentage of income due from Council Tax for the year that was received by the end of the year.**	*sspi06b*
Description	This indicator shows the amount of payments received against Council Tax for the year due, excluding water charges (outstanding previous year charges are also excluded). It is a Specified Performance Indicator, used by all Scottish authorities, and the aim is to achieve or exceed the target and maximise the percentage of income received during the year. This information is updated in September each year with the previous year's performance figures.	



Trend Chart Commentary:

2016/17:

Current performance is in line with the target of 95.3%

2015/16: The in year percentage collection as at 31 March 2016 improved by 0.3 percent on the same point in the previous year. Direct debit take up continues to increase with over 66 percent of Council Tax payers choosing to pay this way. Increasing direct debit assists collection and our strategy of allowing those in debt with their Council Tax to get out of the debt recovery cycle by opting to pay by direct debit has assisted in improving collection rates and reducing the number of arrears notices being issued. In 2015/16 23,402 first reminders were issued compared to 26,009 in 2014/15 and 16,381 summary warrant notices were issued in 2015/16 compared to 17,095 in 2014/15.

The total amount collected for the in year Council Tax in 2015/16 was £59.580m compared to £58.004m for the in year Council Tax 2014/15. Even after the year has ended collection of outstanding Council Tax continues until all collectable debt is paid.

In 2015/16, West Lothian Council was ranked 22nd out of 32 Scottish Local Authorities for this indicator.

Benchmarking within our Local Government Benchmarking Framework family group around ongoing promotion of direct debit take up, earlier recovery intervention, targetted sequestration action and timely reviews of single person discounts have positively impacted on efforts to improve in year collection rates.

2014/15: The in year percentage collection as at 31 March 2015 improved by 0.5 percent on the same point in the previous year. The increase in collection has been helped by an increase in direct debit take up over the year of 2.3%. A high level of direct debit payments assists collection and improves cash flow. In 2014/15 we also took

	recovery action to collect debt at an earlier stage than in previous years with reminder notices being issued in the second week following payment default rather than in the third week. The total amount collected for the in year Council Tax in 2014/15 was £58.004m compared to £56.632m for the in year Council Tax 2013/14. Even after the year has ended collection of outstanding Council Tax continues until all collectable debt is paid. In 2014/15, West Lothian Council was ranked 21st out of 32 Scottish Local Authorities for this indicator. 2013/14: In year percentage collection as at 31 March 2014 dropped by 0.3 percent on the same point in the previous year. The total amount collected for the in year Council Tax in 2013/14 was £56.632m compared to £56.266m for the in year Council Tax 2012/13. The percentage collection has been affected by a drop in the amount of Council Tax Reduction (replacement scheme for Council Tax Benefit) of £63k compared to the previous year. Even after the year has ended collection of outstanding Council Tax continues until all collectable debt is paid. In 2013/14, West Lothian Council was ranked 26th out of 32 Scottish Local Authorities for this indicator. 2012/13: In year percentage collection as at 31 March 2013 increased by 0.6 percent on the same point in the previous year. The calculation of the in year Council Tax collection was assisted by a more accurate separation of the amount collected for Council Tax and that collected for Scottish Water (commonly referred to as a line by line calculation) whereas in previous years the calculation was based on a formula that could not account for the negative impact of Scottish Water charges on Council Tax collection amounts. The total amount collected for the in year Council Tax in 2012/13 was £56.265m compared to £55.370m for the in year Council Tax 2011/12. Even after the year has ended collection of outstanding Council Tax continues until all collectable debt is paid. In 2012/13, West Lothian Council was ranked 22nd out of 32 Scottish Local Authorities for this indicator. The target for 2017/18 is 95.4%.

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

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

3.6 The Advice Shop

Manager:	Elaine Nisbet
Number of Staff (FTE):	36
Location:	Bathgate Partnership Centre and various locations

3.6.1 Purpose

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

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

The service aims to help these groups increase their disposable income, manage their debt, improve their budgeting skills, to remain in their home and to appeal decisions made by the Department of Work and Pensions. The service provided consists of information, advice, advocacy and representation. The service worked with over 13,500 customers to deal with 50,000 enquiries which generated £28 million in additional benefits to citizens in West Lothian. 23% of this income goes direct to the council as a result of housing benefits and council tax reduction claims. The service answered over 17,000 phone calls and prevented 750 households from losing their home through the intervention of the Court Advice project.

There are significant numbers of households whose personal indebtedness is increasing and which have no means to redress this. In 2016/7, there were 900 new referrals to money advice with over £8 million of debt. The service managed 80% of this debt to a successful conclusion which included 36% of households undertaking an approved Scottish Government debt scheme including bankruptcy and sequestration.

The service offers six different volunteering opportunities: Communications volunteer, IT Buddy, Personal Independence Payment (PIP), Disability Living Allowance (DLA), DLA/PIP Volunteer, Macmillan Information Volunteer, Medical Assessment Volunteer and Events volunteer. The volunteers provide a valuable role in supporting customers to access services, engage with new technology and provide a listening ear which can offer a network of support and information. Over the past year, volunteers have provided 1500 hours of help, undertaken 350 hours of training and worked with over 600 customers.

All activity across the service is informed and prioritised by the 'Better Off: West Lothian Anti-Poverty Strategy'. The overall purpose of this strategy is to help minimise the impact of poverty on the people of West Lothian. Its objective is to ensure that people are equipped to cope with the challenges they currently face and

the impact that this has on their health, education and community involvement. The aim is to help people to obtain and retain employment as a key route out of poverty. The service attracts significant external funding.

3.6.2 Activities

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

- Income maximisation
- Money, debt and housing advice
- Fuel advice
- Extend the Macmillan @ West Lothian project
- Produce a new 'Better Off: the West Lothian Anti-Poverty Strategy' and deliver the actions contained in the anti-poverty and welfare reform annual action plan
- Seek external funding to continue to offer in court representation for those presenting at the doors of court who potentially face eviction
- Develop a project targeting those who have long term mental health issues to access financial advice
- Work with St John's Hospital to embed financial advice for both patients, families and staff
- Lead on the delivery of a community development finance initiative in collaboration with Falkirk and Fife Councils
- Working with the Scottish Legal Aid Board to gain the National Standards for Information Advice Providers
- Offer a range of volunteering opportunities to support individuals to gain the skills, knowledge and confidence which will also support and enhance service delivery and to embed accreditation where appropriate
- Planning for the proposed 60% increase in appeals through HM Courts and Tribunals Service

3.6.3 Key Partners

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

- Macmillan Cancer Support as an external funder
- Scottish Legal Aid Board as an external funder
- European Social Fund projects as a co-provider
- West Lothian Anti-Poverty Strategy Board and Action Plan Development Group
- West Lothian Advice Network
- Department for Work and Pensions
- Local Credit Unions: Blackburn, Seafield and District Credit Union and West Lothian Credit Union
- Voluntary Sector Gateway West Lothian
- Citizens Advice Bureau West Lothian

3.6.4 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
Advice Shop Customers	Satisfaction survey of 30 customers per week paper based and e- survey creator	Monthly	Senior Advisor Income Maximisation	Performance indicators
Service Stakeholder group	Focus group on specific areas of delivery	Annually	Senior Advisor Projects	Annual report/website

3.6.5 Employee Engagement

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

Employee Engagement Schedule			
Employee Group	Engagement Method	Frequency	Responsible Officer
All employees	One-to-ones	Monthly	Team manager
All employees	Team meetings	Monthly	Team manager
All employees	Appraisal Development Review (ADR)	Annually	Team manager
Employee sample	Employee survey	Annually	The Advice Shop Manager
All employees	Training survey	Annually	Senior Advisor Projects
All employees	Management Plan Launch	Annually	The Advice Shop Manager
All employees	Development and improvement days	Bi-annually	The Advice Shop Manager
Service Managers	Senior Management Team Meeting	Monthly	Head of Finance and Property Services
Service Managers / Team Managers	Extended Management Team Meeting	Bi-annually	Head of Finance and Property Services

3.6.6 The Advice Shop Activity Budget – 2017/18

Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2017/18	PI Category	Staff Resource (FTE)	Revenue Expenditure Budget 2017/18 £	Revenue Income Budget 2017/18 £	Net Revenue Budget 2017/18 £
Income Maximisation	Promote social inclusion by maximising income and improving the standard of living of those individuals, families and households who are living in poverty.	5. Minimising poverty, the cycle of deprivation and promoting equality	ADS043_9a.1a - Unit cost per advice shop engaged customer (2017/8 Target £40)	PUBLIC	19.4	748,692	(121,266)	627,426
			ADS061_9b.1a - Total quarterly amount the Advice Shop has gained for its customers. (2017/8 £6.75million per quarter)	PUBLIC				
Energy Advice	Promote social inclusion by reducing fuel poverty	5. Minimising poverty, the cycle of deprivation and promoting equality	ADS043_9a.1a - Unit cost per advice shop engaged customer (2017/8 Target £40)	PUBLIC	5.8	224,385	(46,338)	178,047
			ADS068_9b.1a - Total value of energy advice savings (2017/8 Target £250,000 per annum - Q1 £75,000, Q2 £50,000, Q3 £50,000, Q4 75,000)	HIGH LEVEL				

Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2017/18	PI Category	Staff Resource (FTE)	Revenue Expenditure Budget 2017/18	Revenue Income Budget 2017/18	Net Revenue Budget 2017/18
Money and Housing Advice	Promote social inclusion by maximising income and improving the standard of living of those individuals, families and households who are living in poverty, and prevent homelessness in West Lothian.	5. Minimising poverty, the cycle of deprivation and promoting equality	ADS043_9a.1a - Unit cost per advice shop engaged customer (2017/8 Target £40)	PUBLIC	10.6	410,237	(186,613)	223,624
			ADS066_9b.1a - Advice Shop Money Advice - Customer debt managed through money advice intervention (2017/8 Target £2,000,000 per quarter) ADS081_9b.1c - Housing advice - number of evictions prevented (2017/8 Target 150 per quarter)	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		0.2	7,790	0	7,790
	Total :-				**36.0**	**1,391,104**	**(354,217)**	**1,036,887**

3.6.7 The Advice Shop Actions – 2016/17

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

The Advice Shop Actions – 2016/17

Actions 2016/17						
Action	Description	Planned Outcome	Owner	Start	End	Status
Refresh the Macmillan Benefits Project	Work with Macmillan Cancer Support to implement a new delivery model at the Western General Hospital.	Adults, families and carers have access to benefits advice and other support to make good financial decisions	Senior Advisor Age & Illness	April 2016	March 2017	Complete
Implement MacMillan @ West Lothian	Develop five information and support hubs and 10 information points throughout West Lothian. Train 30 volunteers and offer accreditation opportunities	Adults who are diagnosed with cancer are better able to manage the non-clinical aspects of their journey with cancer	The Advice Shop Manager	April 2016	March 2017	Complete

The Advice Shop Actions – 2017/18

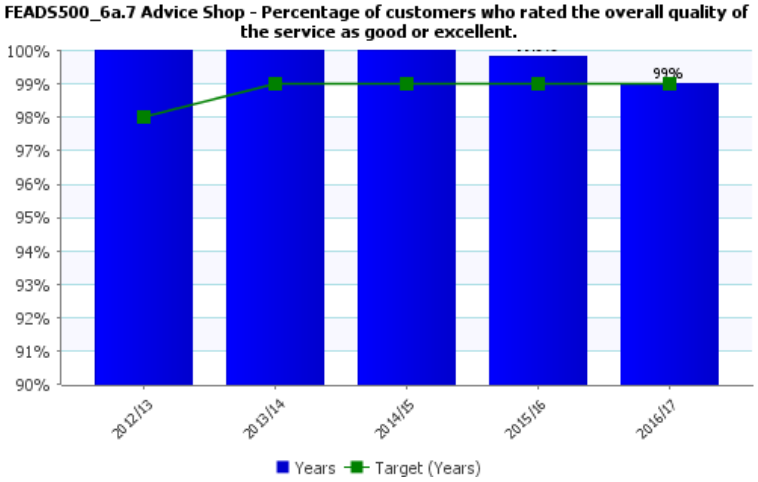
Actions 2017/8						
Action	Description	Planned Outcome	Owner	Start	End	Status
Increase financial capability of people in West Lothian	Support the delivery of a local community development finance initiative offering low cost loans and embedded money advice	Adults will be able to access low cost loans and improve their budgeting and financial skills	The Advice Shop Manager	April 2017	March 2018	Planned
Deliver project to support those with poor mental health to become financially included	Part of the ESF employability pipeline to target those who are furthest from the job market to become financially included	Adults with long term and enduring mental health issues are able to be more confident in managing their finances	Senior Advisor Projects	April 2017	March 2018	Active
Submit application for funding for West Lothian Court Advice Project (in partnership with Citizens Advice Bureau West Lothian, funded by the Scottish Legal Aid Board) for continuation of project from September 2016	Help home owners and tenants avoid home repossession/ eviction through advice and representation at Sheriff Court Assist customers to make successful small claims through the Sheriff Court	Home owners / tenants keep their homes. Customers gain financial redress through the small claims process	Senior Advisor Money and Housing	April 2017	September 2017	Planned

The Advice Shop Actions – 2017/18

Actions 2017/18						
Action	Description	Planned Outcome	Owner	Start	End	Status
Re-submit funding for the Macmillan Benefits Project	Work with Macmillan Cancer Support to continue delivery model at the Western General Hospital	Adults, families and carers have access to benefits advice and other support to make good financial decisions	Senior Advisor Age & Illness	April 2017	August 2017	Planned
Refresh the Community Planning Partnerships' Better Off: the West Lothian Anti-Poverty Strategy 2014 - 2017	Review the anti-poverty strategy to reflect better the changing needs of those affected by welfare reform and financial hardship	Revised strategy and action plans help alleviate poverty in West Lothian.	The Advice Shop Manager	April 2017	March 2018	Planned
Implement MacMillan @ West Lothian	Develop five information and support hubs and 10 information points throughout West Lothian. Train 30 volunteers and offer accreditation opportunities	Adults who are diagnosed with cancer are better able to manage the non-clinical aspects of their journey with cancer	The Advice Shop Manager	April 2017	March 2018	Active

3.6.8 The Advice Shop Performance

Performance Indicator	**Advice Shop - Percentage of customers who rated the overall quality of the service as good or excellent.**	*FEADS500_6a.7*
Description	Responses are gathered from our customer survey cards which we ask customers to complete following their involvement with the Advice Shop. This performance indicator focuses on the overall quality of service which the customer received. The Advice Shop monitor results to identify any positive or negative trends which allow us to continue to provide the best possible service to our customers. Advice Shop customer satisfaction has been measured since 1999. The Advice Shop receives around 1200 responses per year which provides a detailed indication on our performance.	



Trend Chart Commentary

Over the last 5 years we have exceeded our target. The service actively encourages the sharing of ideas and improvements from both customers, staff and partners. We discuss any suggested improvements and implement where appropriate. This ensures the overall customer experience continues to develop and improve.

2016/17 - It is estimated that we will reach our target of 99%. Due to ongoing welfare reforms advisors have continued to deliver difficult messages to customers and during Quarter 3 of this period one customer rated the overall quality of service as very poor. Following investigation, the advice and support given to the customer was appropriate and the customer was upset due to the difficult message which had to be delivered.

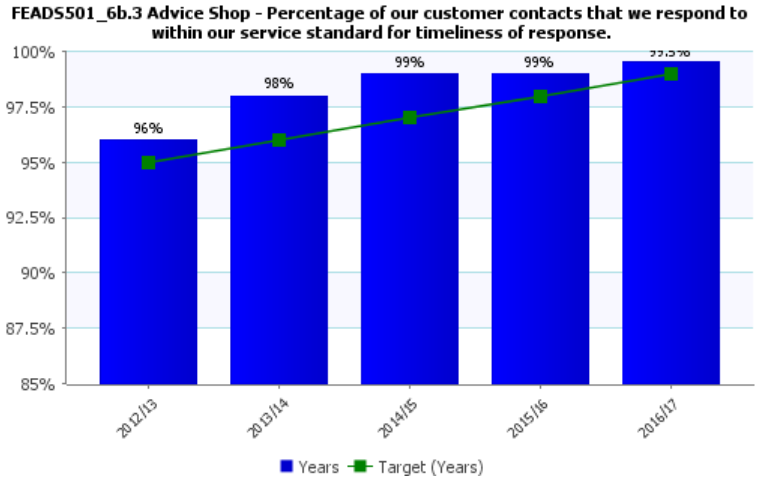
2015/16 - In this period 99.8% of customers felt that overall quality of service was either good or excellent. In Quarter 2 of 2015/16 one customer rated this key performance indicator as average. After investigation we found that the customer had to be delivered a difficult message due to their personal circumstances, we understand this is why the customer felt the rating was only average. Due to the ongoing Welfare Reform changes we will continue to come across instances such as this but will continue to support customers through challenging times.

2014/15 - In this period 100% of customers felt that the overall quality of service was either good or excellent. The service has made continued improvements in relation to staff training and to processes which has ensured that the overall quality of service has remained at 100% for this period. The training team have focused on Welfare Reform changes and successful campaigns have eased the pressures on customers who have been affected. All staff are encouraged to suggest improvements in all areas of the service which are then explored and implemented where appropriate by the relevant improvement teams. We have also increased our outreach sessions which have improved the opportunity for customers who live in smaller villages to easily access our services.

	2013/14 - The target for this period was increased to 99% as the service continues to reach or exceed our target. 100% of responses felt the overall quality of service was either good or excellent. The training team have worked extremely hard to ensure that all advisors are confident with the advice which we provide. We also have had training to deliver difficult messages due to the ongoing Welfare Reform changes. This period seen significant improvement updates to our induction process for new staff members ensuring the highest quality of service continues to be delivered. **2012/13** - Our target was increased to 98% for this period as we continue to exceed our target in this performance indicator. We successfully reached 100% of responses rated as good or excellent. Improvements to processes such as our drop in sessions and an improved training plan are the main reasons for the high rating within this performance indicator. **2017/18 Target** - Our target will remain at 99% for this period. We continue to have high volumes of customers to whom we have to give difficult messages.

The Advice Shop Performance

Performance Indicator	**Advice Shop - Percentage of our customer contacts that we respond to within our service standard for timeliness of response.**	*FEADS501_6b.3*
Description	This key performance indicator shows if we are meeting our service standards within the set period. Advice Shop monitor a random sample of 240 customers throughout the year to make sure we meet our timeliness standard. We monitor standards for customers coming to see us face to face, contacting us over the telephone and also by email or letter. Our timeliness standard is to return telephone calls within 1 working day, and emails and letters within 3 working days. We aim to see customers face to face within 45 minutes. Managers monitor and review results to identify any trends which are positive or negative. This allows us to make improvements and to continue to provide the best possible service to our customers.	



Trend Chart Commentary:

Over the last 5 years we have exceeded our target. We regularly review our busy period and allocate resources effectively. Duty managers also have responsibility to monitor our queues.

2016/17 - It is estimated that our target of 99% will be exceeded. We have made better use of resources within the service which has allowed the service to manage busy periods. We have continued to analyse data around busy periods and also developed our procedures to best deal with these.

2015/16 - In this period we exceeded our target of 98% reaching 99%. To date, two customers waited over our 45 minute service standard to be seen within Bathgate Partnership Centre. We have made continual improvements in respect of monitoring our visit list and allocating staff resources, which has shown a positive progression over the last three years. Through staff feedback there is evidence that enquiries are becoming more complex which leads to spending more time with individual customers. We will continue to monitor waiting times and implement improvements.

2014/15 - We successfully exceeded our increased target of 97% reaching 99% in this period. The service improvements in monitoring timeliness standards has ensured that the vast majority of customers are seen within the expected standards. If one of our customers breaches our timeliness standards the duty manager ensures that this case is treated as a priority at the earliest possible opportunity.

2013/14 - We successfully exceeded our target of 96% reaching 98% in this period. Continued improvements and excellent monitoring has been the main reason for the success in this key performance indicator.

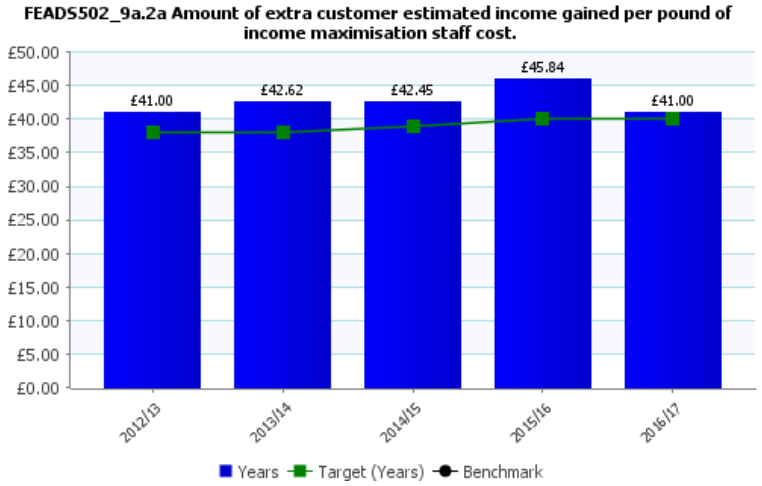
2012/13 - We successfully exceeded our target of 95% reaching 96%. This showed a slight drop from 99% in the 2011/12 period. The 96% result for 2012/13 is a result of four customers waiting longer than 45 minutes to see an advisor in our drop in sessions and three referrals not being responded to within three working days. We introduced new procedures to help rectify this drop and improvements have been made in the 2013/14 year so far.

2017/18 Target - Our target will remain at 99% for this period to monitor performance over the longer

	term.

The Advice Shop Performance

Performance Indicator	**Amount of extra customer estimated income gained per pound of income maximisation staff cost.**	*FEADS502_9a.2a*
Description	This key performance indicator measures the amount of estimated income gained for all customers measured against the overall cost of Advice Shop working in the 'Income Maximisation' team (The Income Maximisation Service is increasing customers' incomes by checking their entitlement to Welfare Benefits, if entitlement is identified the team assist customers to apply therefore maximising their income). This way of measuring effectiveness was developed in West Lothian by Advice Shop staff. It is increasingly being used by advice services throughout Britain. The leverage figure is the amount of income gained for customers per 1 pound (£1) spent on staff cost. A benchmark for a good income maximisation service is above £20:1.	



Trend Chart Commentary:

We have consistently exceeded our target over the last five years and increased our target appropriately.

2016/17 - It is estimated that we will meet our target of £40:1. As welfare reforms take place cases have become more complex and required extra resources to manage and resolve.

2015/16 - During this period we have met our increased target of £40:1 by generating £45.84 in extra income for our customers per pound of income maximisation cost. During this period we have continued our proactive approach to helping customers affected by welfare reforms by focusing resources and campaigns on imminent changes.

2014/15 - We exceeded our target of £38:1 reaching £42.45:1. There is a slight reduction from the previous year which is caused by a higher increase in staff costs than in income gained.

2013/14 - We successfully exceeded our target of £38:1 reaching £42.62:1. There were new and successful campaigns carried within this period which helped us exceed our target in this period.

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

Target 2017/18 will remain at £40:1 due to welfare reforms.

The Advice Shop Performance

Performance Indicator	**Total annual amount the Advice Shop has gained in extra benefits for its customers.**	*FEADS503_9b.1a*
Description	This key performance indicator shows the amount the Advice Shop has gained in extra benefits for its customers during the year. This figure includes any successful benefit claims and appeals we help customers with. There are two aspects to a benefit or appeal award. Firstly the weekly award, this is multiplied by 52 to reflect the extra income customers receive over a year. This methodology is accepted and used throughout the UK by Welfare Rights services. The second part is the lump sum or backdates. Certain benefits can be a one off payment, these would not be recorded within the weekly award to ensure the correct amount is recorded. The Advice Shop closely monitors results of this performance indicator. This allows us to identify trends and ensure the Advice Shop provides a relevant and effective service throughout West Lothian. Also through the analysis of the information, campaigns, developments and improvements are made throughout the service. We can also highlight the challenges of the Welfare Reform changes.	

Trend Chart Commentary:

Over the last 5 years we have successfully exceeded our target. We closely monitor our progress and develop our service to meet customer needs.

2016/17 - We estimated that we will exceed the target of £27,000,000 by reaching £28,000,000. Better use of resources has allowed us to target specific areas of Welfare Reforms and manage more complex cases. This has resulted in an increase in the amount of extra benefits we have received for our customers during this period.

2015/16 - During this period we reached £27,522,000 meeting our target. We monitor our progress on a weekly basis and have built excellent relationships with partners to best support customers. We have also developed improvements in contacting customers at the end of their enquiry to establish outcomes.

2014/15 - We have successfully exceeded our target reaching £27,921,960 in this period. This is a slight increase from the previous year. During 2014/15 we developed specific campaigns to help customers through Welfare Reform changes such as Personal independence Payment and we have developed excellent partner relationships. This is the main reason for being able to successfully meet our target in this period

2013/14 - We successfully exceeded our target of £27,000,000 reaching £27,870,983 in this period. There has been a slight drop compared to the 2012/13 figure due to the impact of the Welfare Reform changes over the last year.

2012/13 - Over this period we have shown a gradual increase in successful awards. We successfully exceeded our target in this period and have adjusted our target accordingly.

2017/18 Target - Our target will remain at £27,000,000 due to the continued impact of Welfare Reform changes.

Data Label: PUBLIC

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

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

Data Label: PUBLIC

Finance and Property Services

Management Plan 2017/18

Donald Forrest
Head of Finance & Property Services

April 2017

For more information:

Email address:Donald.Forrest@westlothian.gov.uk

Telephone number:01506 281294

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

Data Label: PUBLIC