



Delivering Better Outcomes Corporate Services Management Plan 2014/15

Contents

1	Overview of Corporate Services	2
2	Corporate Services Structure	11
3	Service Activity	
	3.1 IT Services	12
	3.2 HR Services	24
	3.3 Legal Services	36
	3.4 Civic Centre Central Admin	47
	3.5 Performance and Improvement	57
	3.6 Corporate Communications	69

1 Overview

1.1 Introduction

Welcome to the Corporate Services Management Plan 2014/15

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

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

IT Services

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

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

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

HR Services

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

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

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

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

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

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

Legal Services

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

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

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

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

Civic Centre Central Admin

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

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

Performance and Improvement Services

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

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

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

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

Corporate Communications

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

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

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

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

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

Challenges Ahead

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

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

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

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



Julie Whitelaw
Head of Corporate Services

1.2 Context

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

Planning for Better Outcomes

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

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

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

Influences

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

Continuous Improvement

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

1.3 Partnership Working

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

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

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

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

Key Partners for Corporate Services

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

1.4 Outcomes, Priorities and Activities

The council has set 8 priorities in the current Corporate Plan (2013/17) in consultation with the local community, partners, stakeholders and our staff. These priorities, along with the 3 enablers themes, represent all the vital activities that the council will undertake in order to achieve better outcomes for West Lothian.

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

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

Figure 1: Council priorities and Corporate Services' activities

1.5 Corporate Strategies

The council has corporate strategies that set out what we want to achieve for a particular priority, outcome or targeted group within a corporate planning period (4 years), including what we will do, with our partner services and agencies, to deliver those outcomes.

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

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

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

Figure 2: Corporate Strategies

2 Corporate Services Structure

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

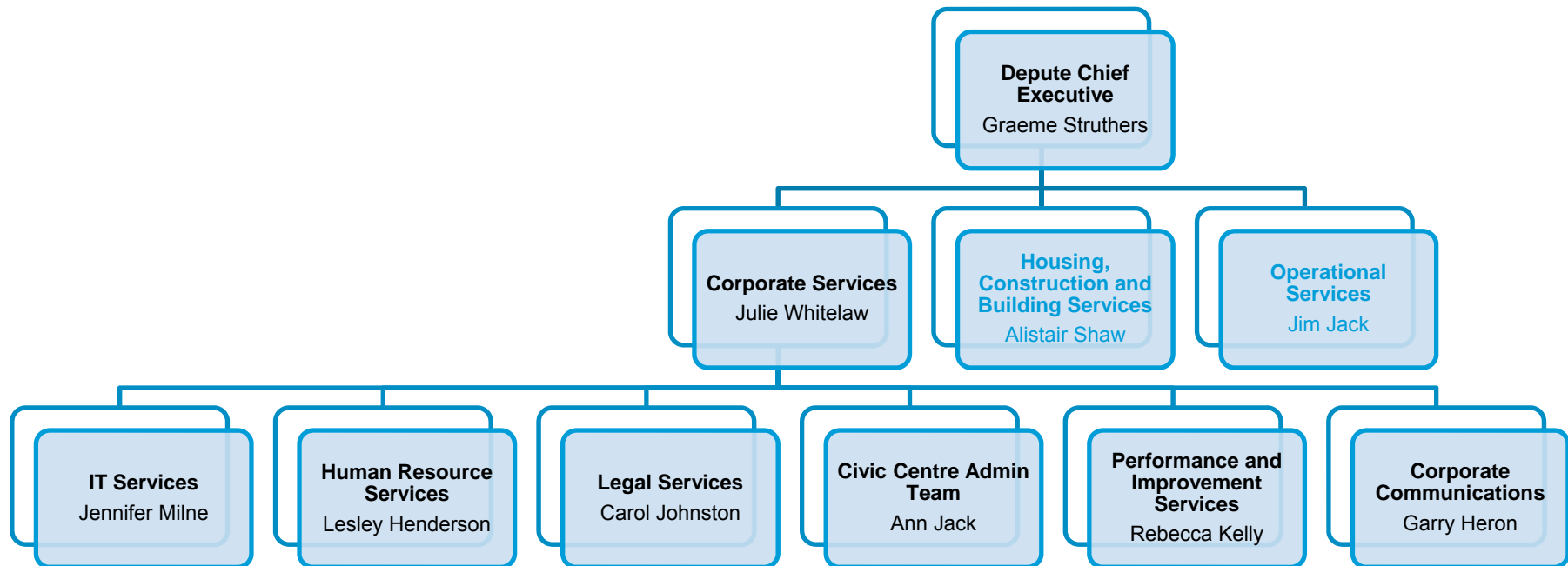


Figure 3: Corporate Services Structure

3 Service Activity

3.1 IT Services

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

Purpose

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

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

Activities

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

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

Key Partners

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

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

Customer Participation

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

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

Activity Budget

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

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

Actions

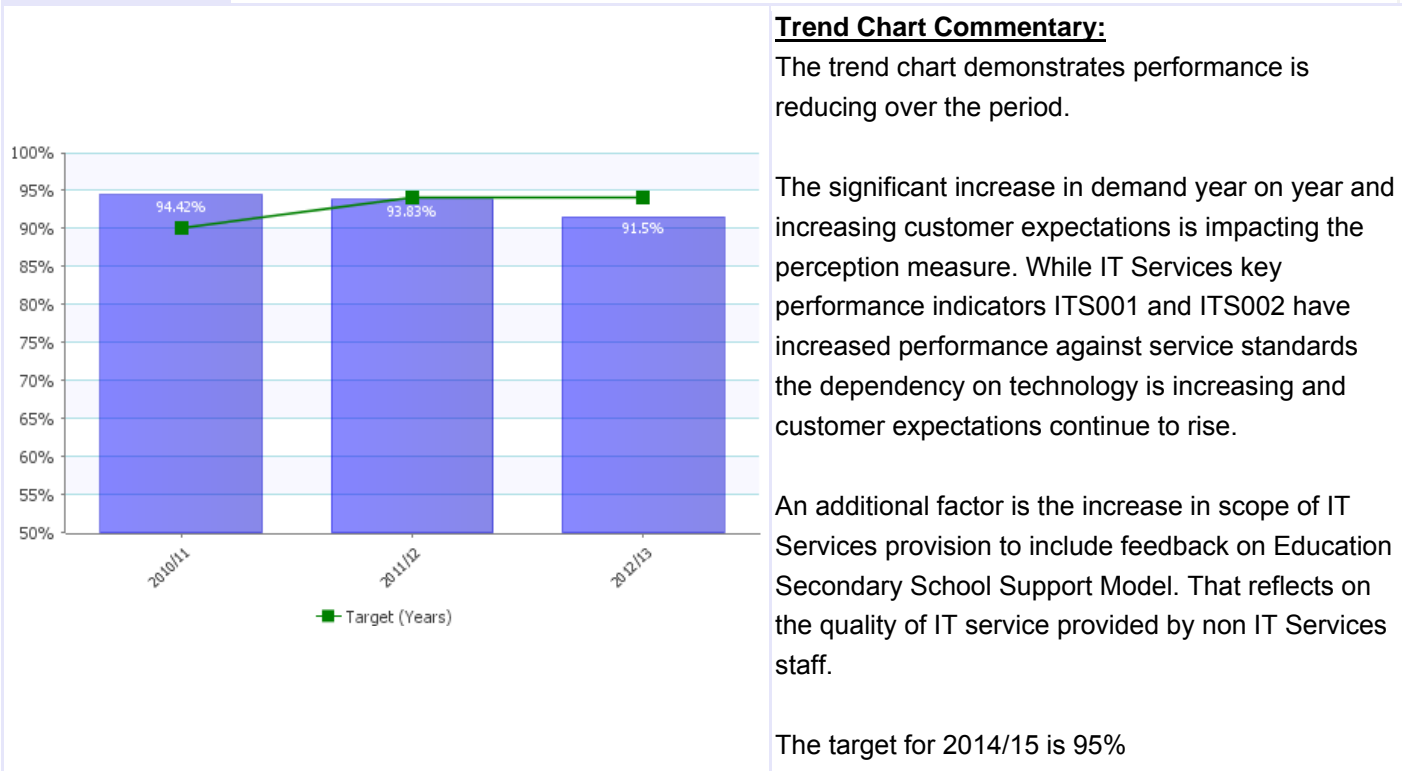
Actions 2013/14						
Action	Description	Planned Outcome	Owner	Start	End	Status (Planned, Active, Complete)
Shared Services – Disaster Recovery Site	Provision and development of the facility to continue contingency systems within the council. These shared service facilities ensure the council has a disaster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

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

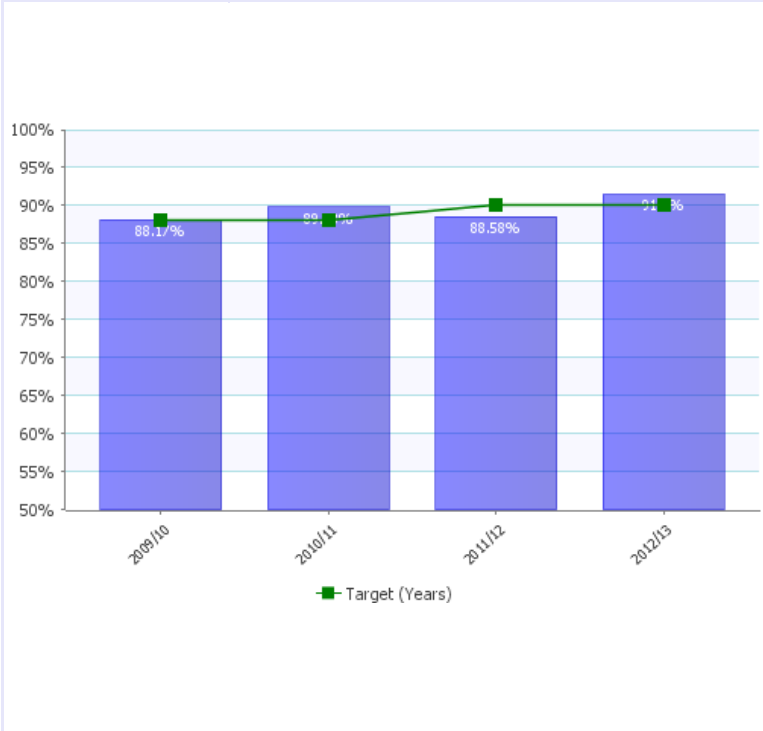
Actions 2014/15						
Action	Description	Planned Outcome	Owner	Start	End	Status (Planned, Active, Complete)
Maintaining Public Sector Network compliance	To maintain council data sharing with central government agencies compliance to updated standards is required on an annual basis.	To implement updated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

Performance

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



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



Trend Chart Commentary:
 The trend chart demonstrates an increasing performance trend over the five year period. An increased demand in 2008/9 had a negative impact on performance and lead to the service not achieving the target by 2.87%.

An increased target of 90% was set for 2011/12 and performance did not achieve target by 1.42% as a result of balancing resources due to existing vacancies.

Performance in 2012/13 surpassed the 90% target as a result of a low level of major incidents in the year and an increased target of 92% has been set for 2013/14.

The target for 2014/15 is 92%

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

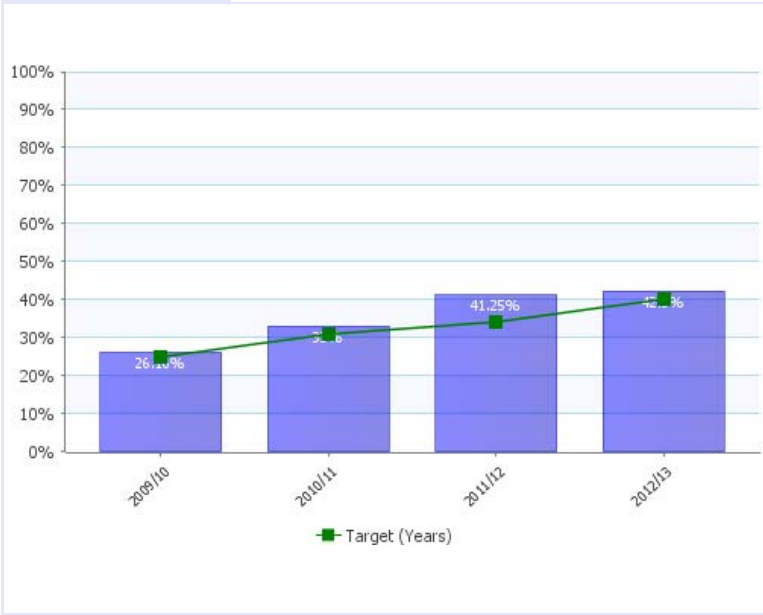


Trend Chart Commentary

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

The target for 2014/15 is £12,500.00

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



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

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

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

The target for 2014/15 is 45%

Calendar of Improvement and Efficiency Activity

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

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

3.2 HR Services

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

Purpose

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

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

Activities

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

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

Key Partners

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

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

Customer Participation

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

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

Activity Budget

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

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

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

Actions

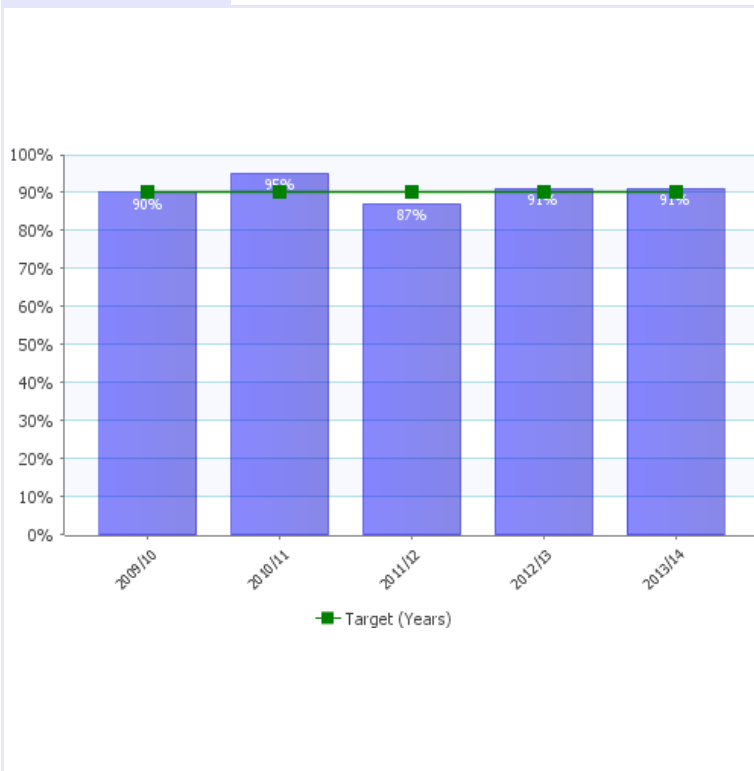
Actions 2013/14						
Action	Description	Planned Outcome	Owner	Start	End	Status (Planned, Active, Complete)
Self Service systems development	Development and Implementation of SEEMIS to manage self-service for schools in recruiting supply staff	In addition to a reduction in HR resource to support the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

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

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

Performance

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

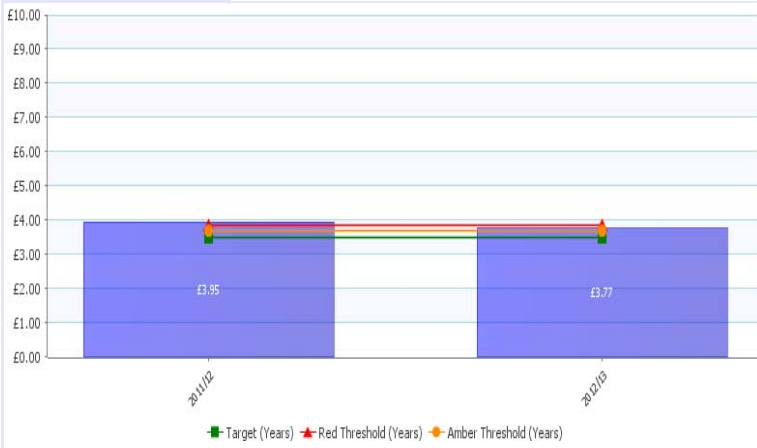


Trend Chart Commentary:
 There has been a fairly consistent customer view of HR performance over the last 5 years. The survey responses have ranged between 55 and 73 responses over the years with approximately 160 customers surveyed with a reasonable spread of responses across services. Given the diversity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

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

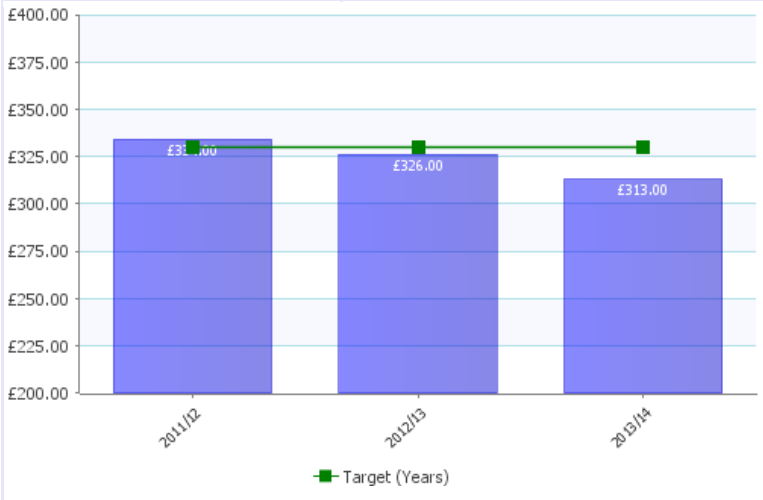
The target for 2014/15 is 90%

Performance Indicator	Unit cost of each payslip produced	
Description	The unit cost of each payslip prepared as part of the CIPFA annual benchmarking survey.	



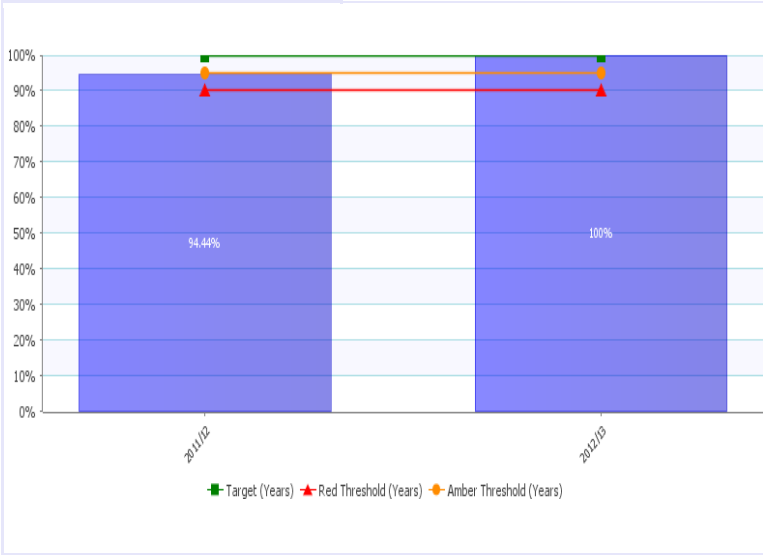
Trend Chart Commentary:
 As a result of a number of efficiency measures introduced into the payroll team, the trend of reduced unit cost continues. The results of the annual CIPFA surveys for the periods concerned show that the council has moved in overall rank order from 20 to 18.
 The average cost of a payslip across the group of respondents is £3.12. Other Councils produce lower payslip costs because they have weekly pay cycles which results in a higher number of payslips being included in the calculation.
 Target 2014/15: £3.50 per payslip

Performance Indicator	Unit cost of HR in relation to the total number of council employees.	HRS071_9a.1c
Description	The total of the HR budget divided by the number of council employees	



Trend Chart Commentary:
 The reduction in unit cost for 2013/14 is a result of a review and revised staffing allocation following HR Service Re-design.
 The target for 2014/15 is £310 per council FTE (full time equivalent)

Performance Indicator	Percentage of Statutory Returns submitted by HR to external bodies on time.	HRS123_9b.1c
Description	This PI reports the percentage of returns submitted to external bodies within the predefined statutory deadlines set by the external body on a monthly basis.	



Trend Chart Commentary

The council is required to submit a number of returns for HR and payroll purposes and is committed to ensuring that all of these are submitted by the due date. If for any reason this is not possible, extension to return dates are agreed with the relevant statutory body.

During 2011/12 4 returns were made outwith the timescales, performance improved during 2012/13 with all returns being submitted by the due dates.

Target 2014/15: 100% submitted on time

3.3 Legal Services

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

Purpose

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

Activities

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

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

Key Partners

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

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

Customer Participation

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

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

Activity Budget

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

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

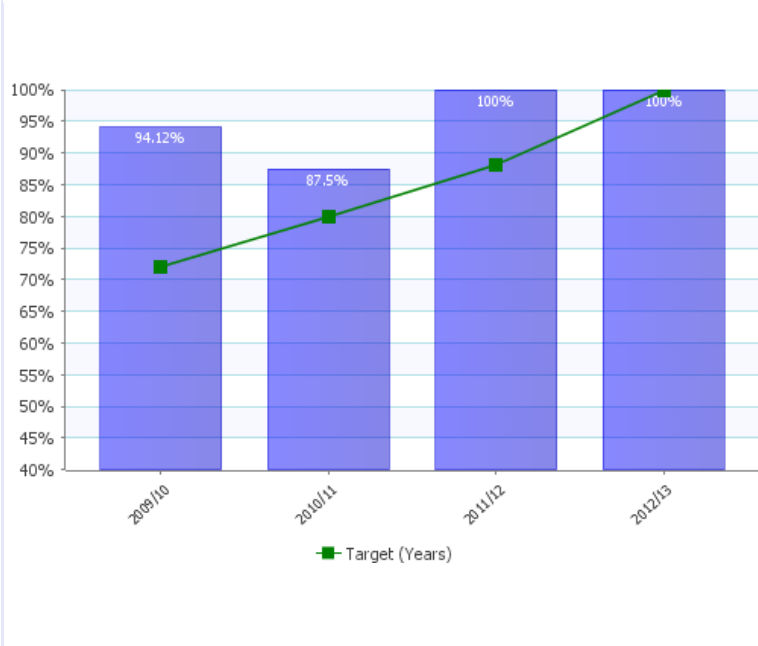
Actions

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

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

Performance

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



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

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

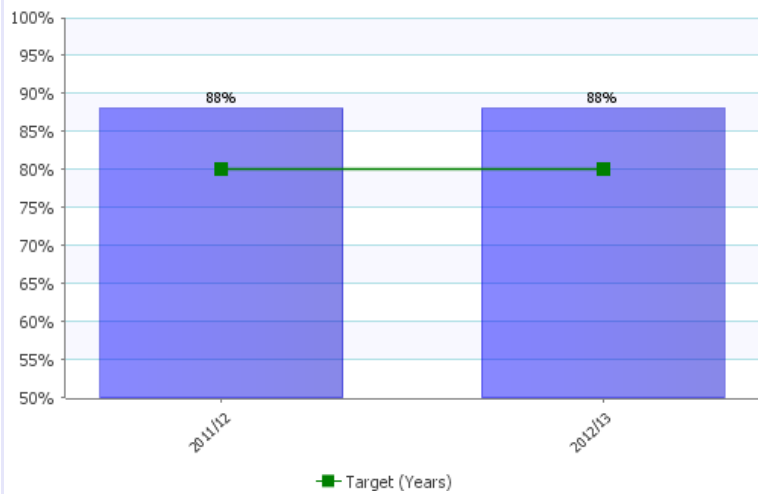
The target for 2014/15 is 100%.

Performance Indicator	Percentage of Taxi Operator's Applications Granted or Refused Within 60 Days (annual)	LS115_6b.2
------------------------------	----------------------------------------------------------------------------------------------	------------

Description The Civic Government (Scotland) Act 1982 provides a statutory deadline of 6 months for a taxi operator's application to be granted or refused. The Licensing Team has set a local target of 80% of all applications to be granted or refused within 60 days.

This indicator reports the total number of private hire car operator's applications granted or refused each month. The indicator represents the end to end process in determining an application. The overall process involves external agencies over which the Service has no control.

Vehicles require to undergo a test at the Taxi Examination Centre (TEC) and vetting must be completed by the Police at the TEC prior to applications being granted. Any objections received result in the application requiring to be considered at a Licensing Committee meeting leading in most cases to the target being exceeded due to the statutory timescales involved in that process.



Trend Chart Commentary:

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

The target for 2014/15 is 85%

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



Trend Chart Commentary

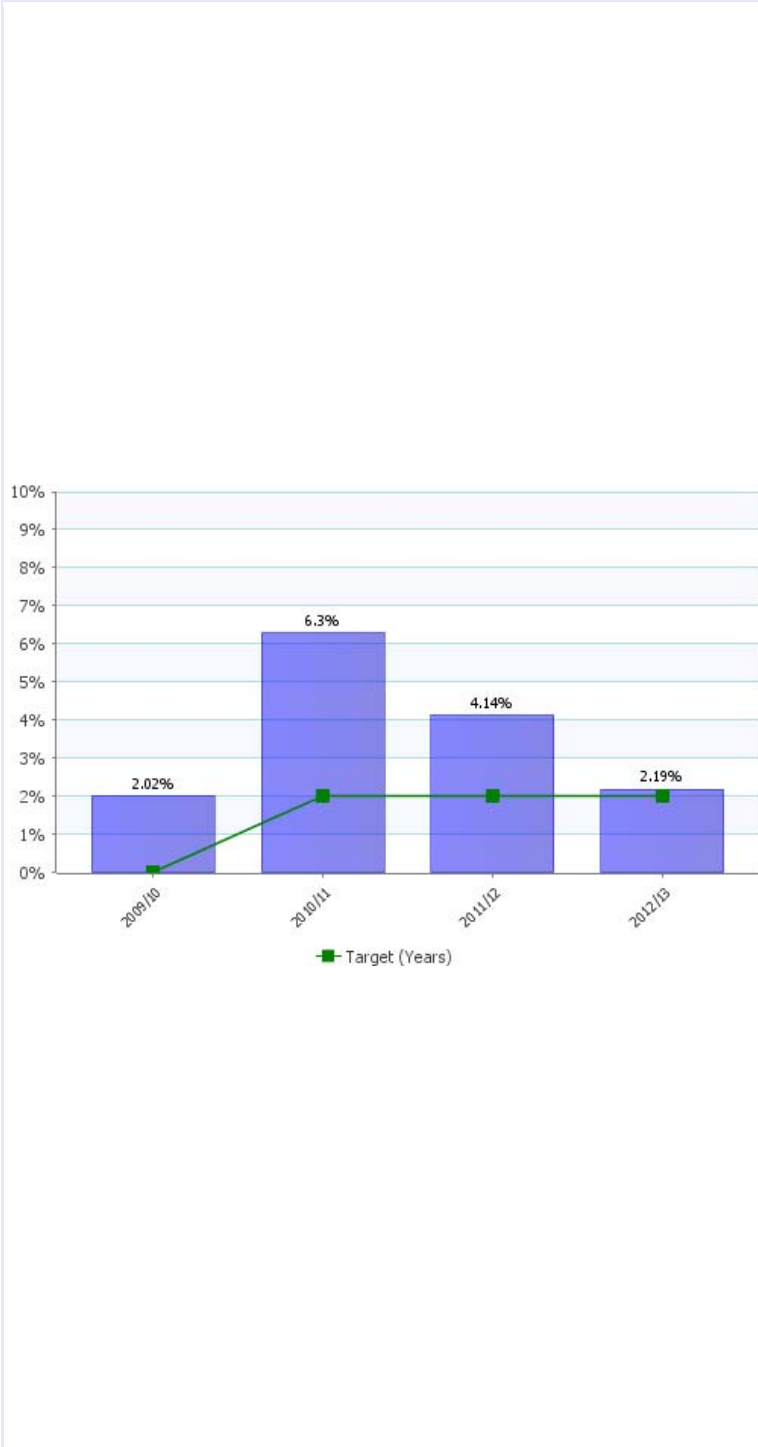
The trend shows that the cost of delivering legal services to the Council, its officers and elected members had reduced from £2,938 in 2013/14 to £2,487 in 2014/15. This reflects the budget efficiencies achieved in legal services.

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

The target for 2014/15 is £2,487

Performance Indicator	Percentage of Taxi/Private Hire Car Drivers Licences Suspended.	LS053_9b.2
-----------------------	------------------------------------------------------------------------	------------

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



Trend Chart Commentary:

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

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

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

The target for 2014/15 is 2%

Calendar of Improvement and Efficiency Activity

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

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

3.4 Civic Centre Central Admin Team

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

Purpose

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

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

Activities

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

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

Key Partners

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

Our key internal partners are:

- Fleet and Community Transport Services
- Education Services

Our key external partners are:

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

Customer Participation

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

Customer Consultation Schedule				
Customer Group	Survey Method	Frequency	Responsible Officer	Feedback Method
Service Users	Opinion Taker	Quarterly	Mandy Armit	Council intranet page and management team meetings
Heads of Service	Meetings	Annual	Ann Jack	Council intranet page and management team meetings
Reception/Mail Room Customers	Opinion Taker	Quarterly	Mandy Armit	Council intranet page and management team meetings

Activity Budget

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

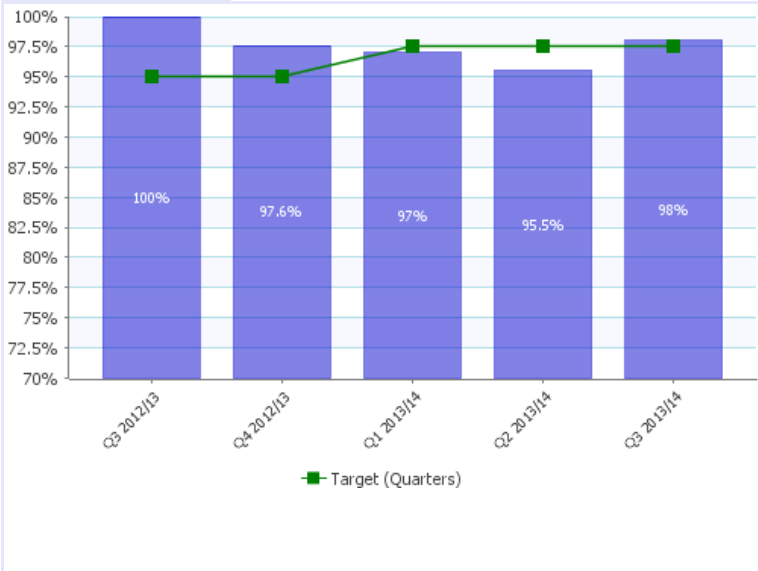
Actions

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

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

Performance

Performance Indicator	Percentage of customers who rated the overall quality of Customer Service provided by the Admin Team service as good or excellent.	CCA007_6a.7
Description	This performance indicator measures the percentage of customers who rated the Admin Team's overall quality of customer service as good or excellent from a five- point scale (excellent, good, adequate, poor, very poor). The data from surveys is analysed to identify service improvements and the results are reported at the end of each quarter.	



Trend Chart Commentary

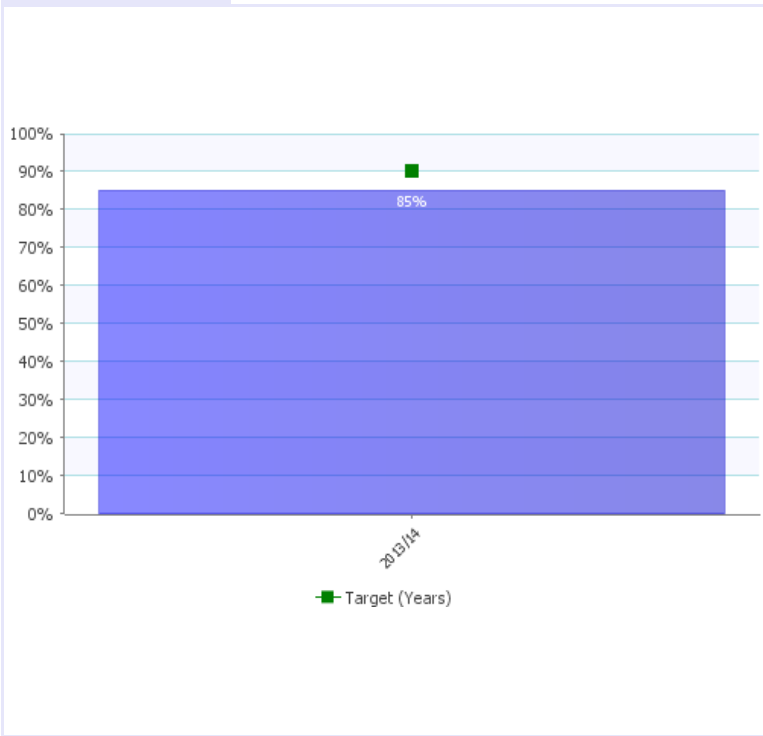
Since this PI was introduced the Admin Team has consistently reported above 90%. Performance in Quarter 3 and Quarter 4 2012/13 achieved target.

From Quarter 1 to Quarter 3 2013/14 the Admin Team achieved high levels of satisfaction but did not achieve target. No feedback was provided on the survey's to indicate why customers were dissatisfied with the overall quality of the Admin Team, ongoing training and support is provided to staff and performance monitored regularly.

The target for 2014/15 is 98%

Performance Indicator	Annual percentage of TMS requests processed within two days by the Civic Centre Admin Team	CCA035_6b.2
-----------------------	---------------------------------------------------------------------------------------------------	-------------

Description This is an important indicator for the Admin Team due to the high volume requests that are received, the Admin Team provide time management support to staff in several locations. The information for this performance indicator is taken from CRM reports and can provide data on the total number of time management support requests received and completed within two days. This indicator reports the number of requests received and resolved within the two day Service Level Agreement as a percentage of the total number of service requests.



Trend Chart Commentary

There are approximately two thousand staff with access to the council flexi recording system called TMS. There are a number of trained administrators in each service area to resolve system issues however a large number of the requests require in depth support and the Admin Team are responsible for these.

During 2013 there was a system upgrade and this resulted in a higher than normal number of enquiries, this affected performance from May until August. Training has been provided to more staff with additional support available at quarterly administrator meetings resulting in improved performance reporting.

The target for 2014/15 is 90%

Performance Indicator	Total cost of Admin Team Service per £1 million of total Council Revenue Expenditure	CCA067_9a.1a
Description	<p>This performance indicator measures the cost of the Civic Centre Admin Team Service per £1 million of West Lothian Council's budget expenditure. This is calculated by dividing the total cost of the Civic Centre Admin Team Service by West Lothian Council's budget expenditure for the financial year and multiplying by one million.</p> <p>The performance indicator provides an understanding of the corporate resource commitment to providing a centralised administration service in the Civic Centre including Head of Service Support, reception management and the provision of a centralised mail service.</p> <p>Viewed in tandem with effectiveness performance indicators, it can also help the service understand it's overall impact and whether it represents value for money.</p>	

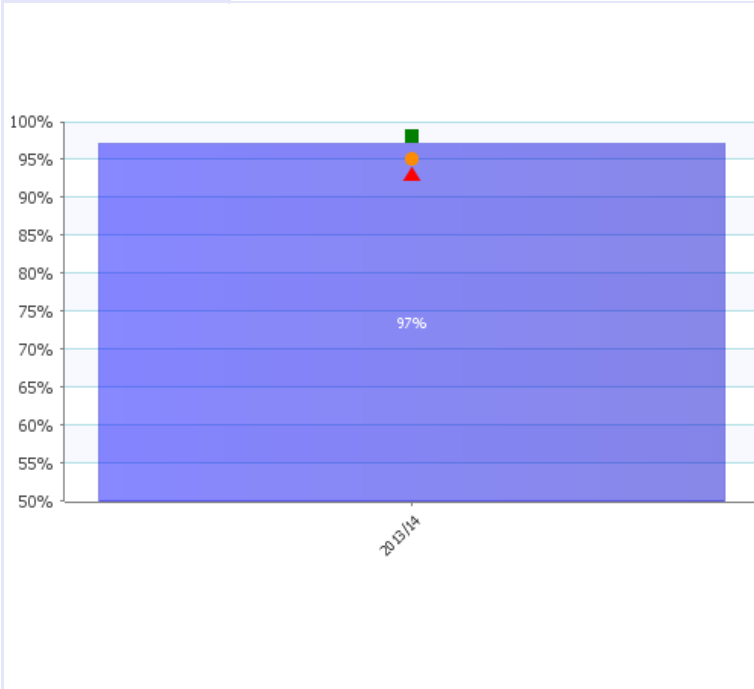


Trend Chart Commentary

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

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

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



Trend Chart Commentary

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

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

The target for 2014/15 is 98%

Calendar of Improvement and Efficiency Activity

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

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

3.5 Performance and Improvement Services

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

Purpose

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

Activities

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

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

Key Partners

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

Our key external partners are:

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

Our key internal partners are:

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

Customer Participation

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

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

Activity Budget

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

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

Actions

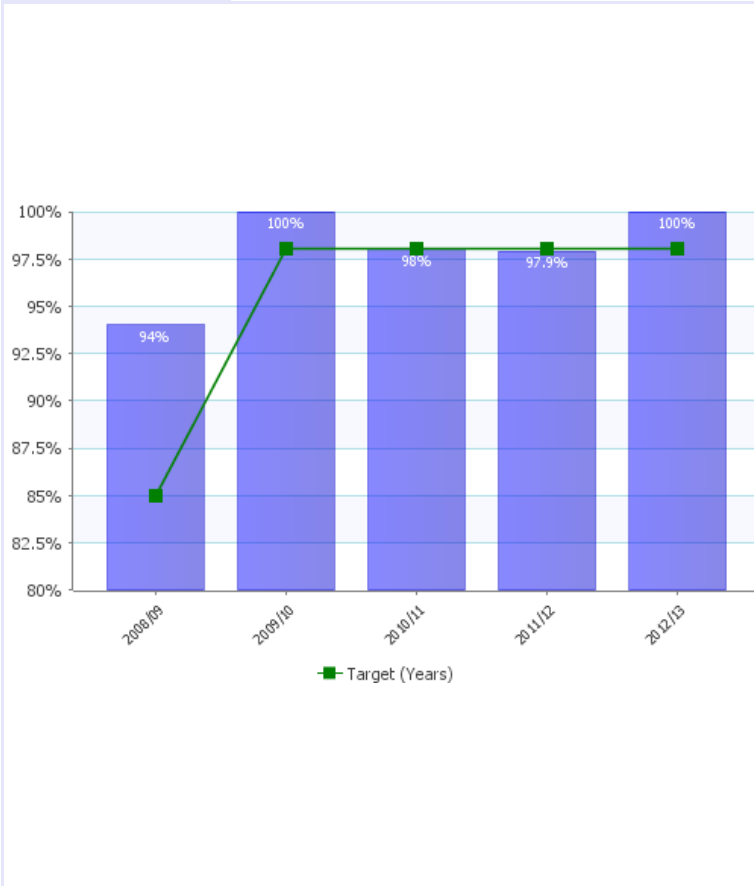
Actions 2013/14						
Action	Description	Planned Outcome	Owner	Start	End	Status (Planned, Active, Complete)
Review of Planning, Strategy and Governance	Ongoing review of the council's approach to planning, strategy and the identification a new more integrated model.	The council has an integrated planning,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

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

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

Performance

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



Trend Chart Commentary:

The survey of Performance Management customers was restructured in 2009 to correspond to the requirements of the single standard for the council.

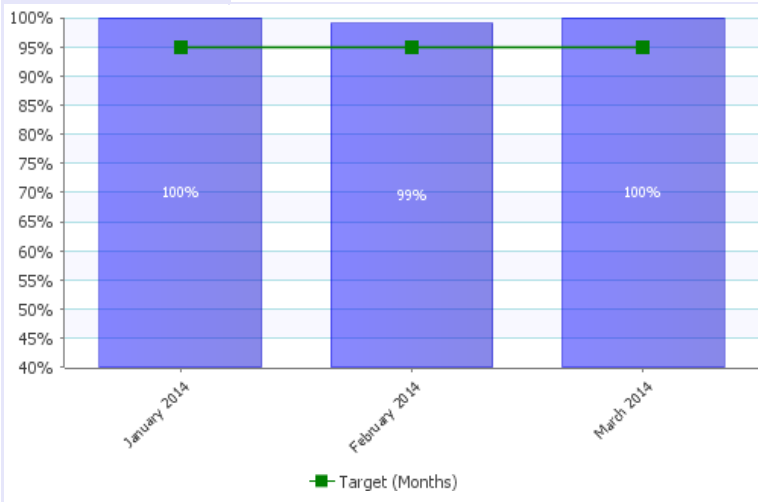
The target was adjusted between 2008/09 and 2009/10 from 85% to 98% to reflect improving rates of customer satisfaction.

The trend chart demonstrates performance regularly meets or exceeds the 98% target. The overall quality of service showed an improvement from 2008/09 to 2009/10, followed by a subsequent dip in 2010/11 and 2011/12 with a total of 97.9%. Service improvements to the system seem to have contributed to satisfaction reaching 100% in 2012/13.

The return rate for 2012/13 from 75 questionnaires issued was 89%.

The target for 2014/15 is 100%

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



Trend Chart Commentary

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

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

The target for 2014/15 is 95%

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



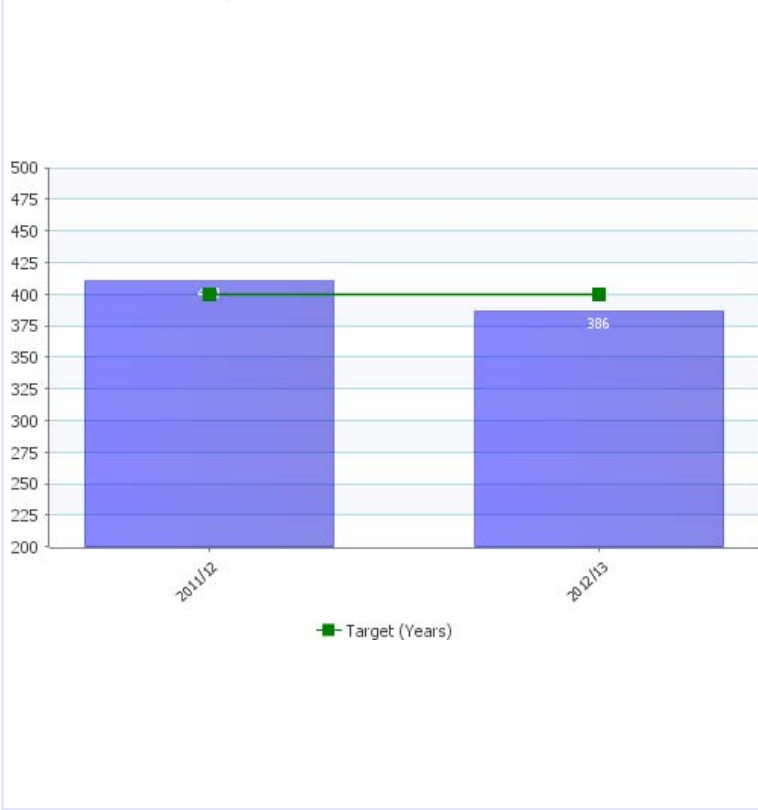
Trend Chart Commentary

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

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

The target for 2014/15 is £1669.74.

Performance Indicator	Average West Lothian Assessment Model (WLAM) score of Council services	<i>PIS202_9b.1a</i>
Description	This performance indicator captures the average score achieved by council services each year in the West Lothian Assessment Model (WLAM). This allows the council to track the collective progress and levels of achievement in services on an annual basis. The assessments are conducted as part of a three year rolling programme of assessment, facilitated and validated by European Foundation for Quality Management (EFQM) Accredited Assessors.	



Trend Chart Commentary

In 2011/12, there were a total of ten WLAM assessments carried out with an average score of 410.

In 2012/13, there were a total of eight WLAM assessments carried out with an average score of 386. The reduction in the average score represents a number of services in 2012/13 completing the process that were identified as requiring improvement to their performance management approach - which represents over 50% of the overall score in the assessment process.

In 2013/14, a total of fourteen WLAM assessments will be carried out, concluding this three year rolling programme of assessment and this data will be available in mid-April 2014.

The target for 2014/15 will be 430.

Calendar of Improvement and Efficiency Activity

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

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

3.6 Corporate Communications

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

Purpose

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

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

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

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

Activities

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

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

Key Partners

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

Our key external partners are:

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

Our key internal partners are:

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

Customer Participation

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

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

Activity Budget

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

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

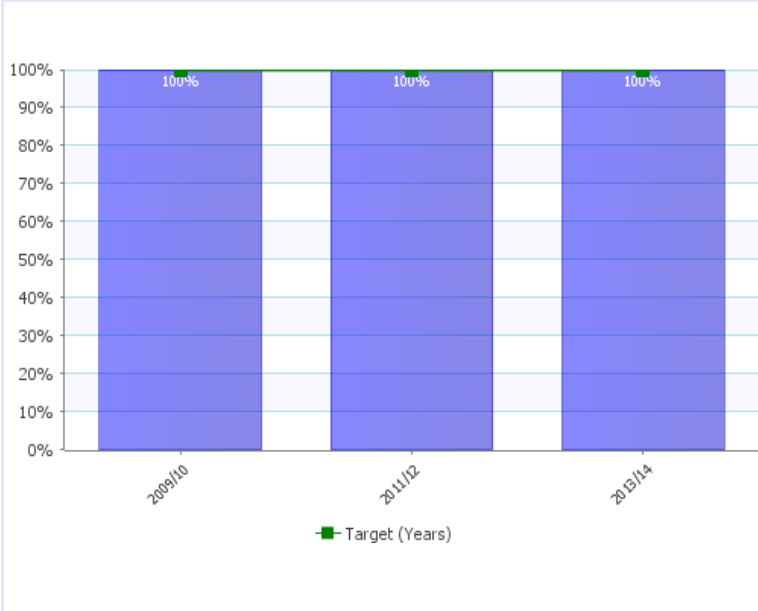
Actions

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

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

Performance

Performance Indicator	Percentage of customers who rated their overall satisfaction/quality with our service as good or excellent.	CC003_6a.7
Description	Percentage of customers who rated their overall satisfaction/quality with our service as good or excellent. Obtained from our internal customer satisfaction survey.	



Trend Chart Commentary:
 The trend chart demonstrates performance has remained consistent with the sample of customers indicating that they are satisfied with the overall quality of the service provided.

In future, Corporate Communications will increase the sample size of respondents and aim to increase the number of responses to gain a greater measure of the team's performance.

Both the red and amber thresholds will be raised to 90% and 95% respectively.

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

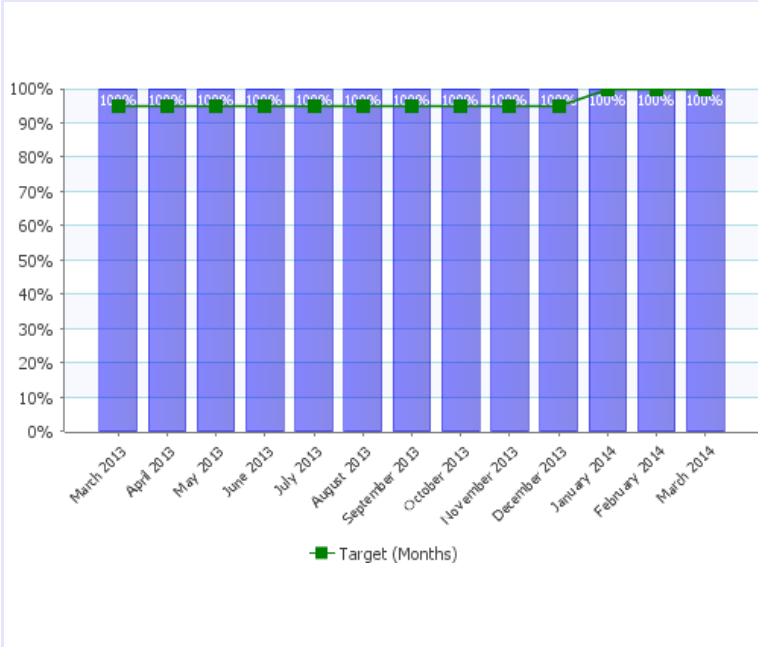
Performance Indicator	Percentage of creative design projects delivered within target dates.	CC018_6b.2
-----------------------	------------------------------------------------------------------------------	------------

Description

This performance indicator measures the overall percentage of creative design projects delivered within target dates within a financial year. This allows the council to track the collective progress of all graphic design work on an annual basis.

Target dates can change depending on what projects are undertaken. All graphic design projects are split into four categories depending on the amount of time required to complete the project. This can range from weeks to hours depending on the size and complexity of the project.

Before work starts Corporate Communications agree with clients a graphic design brief, budget and target dates. Target dates are negotiated and can be altered to ensure that projects are delivered within agreed timescales. From a customer perspective this means that their project is completed within an agreed timescale and on budget. The data for this indicator is provided from data collected from the graphic design diary.



Trend Chart Commentary:

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

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

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

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

Performance Indicator	Total cost to the council of each issue of Bulletin.	CC011_9a.1a
Description	<p>This performance indicator measures the total cost to the council for each issue of Bulletin.</p> <p>Bulletin is the newspaper of West Lothian Council and is distributed to around 80,000 homes and businesses quarterly. This measures the combined cost of printing and distributing Bulletin each quarter, the cost of which is offset by external advertising but not internal or partnership project advertising. The data is taken from the PECOS system regarding cost and income related to Bulletin.</p>	



Trend Chart Commentary

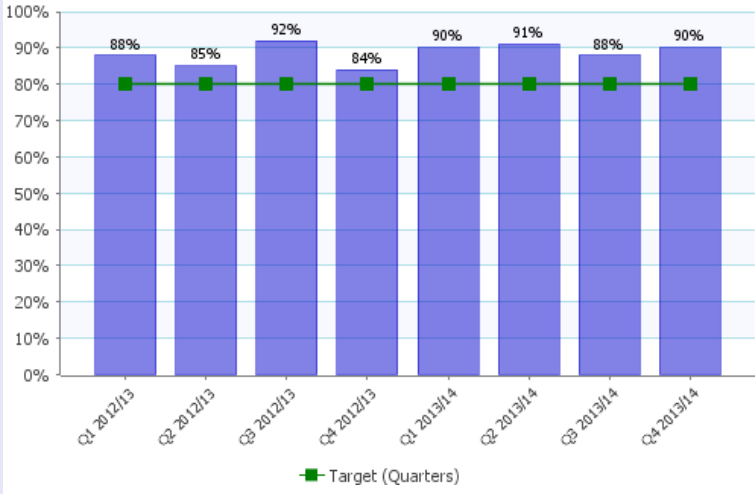
Every effort is made to ensure the cost of Bulletin is kept as low as possible thanks to a regular competitive tender process. Other factors are looked at regularly as part of the tender to ensure Bulletin remains good value for local residents. For example, we keep Bulletin to 16 pages to avoid extra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

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

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

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

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

Performance Indicator	Percentage of graded news stories in local media that are positive.	CC010_9b.1a																		
Description	The performance indicator looks at the percentage of graded news stories in the local papers that are positive. Every article in a West Lothian specific newspaper is logged by the team and assessed. Any articles directly involving us are graded as either positive, negative or balanced.																			
 <table border="1" data-bbox="97 840 855 1332"> <thead> <tr> <th>Quarter</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Q1 2012/13</td> <td>88%</td> </tr> <tr> <td>Q2 2012/13</td> <td>85%</td> </tr> <tr> <td>Q3 2012/13</td> <td>92%</td> </tr> <tr> <td>Q4 2012/13</td> <td>84%</td> </tr> <tr> <td>Q1 2013/14</td> <td>90%</td> </tr> <tr> <td>Q2 2013/14</td> <td>91%</td> </tr> <tr> <td>Q3 2013/14</td> <td>88%</td> </tr> <tr> <td>Q4 2013/14</td> <td>90%</td> </tr> </tbody> </table>		Quarter	Percentage	Q1 2012/13	88%	Q2 2012/13	85%	Q3 2012/13	92%	Q4 2012/13	84%	Q1 2013/14	90%	Q2 2013/14	91%	Q3 2013/14	88%	Q4 2013/14	90%	<p>Trend Chart Commentary:</p> <p>We only have two local papers, the West Lothian Courier and Linlithgow Gazette, following the demise of the West Lothian Herald and Post in 2012.</p> <p>The Corporate Communications team sets an ambitious target of 80% positive news in the local press. In real terms, this equates to four positive stories for every one that is either negative or balanced. To achieve this we ensure a constant supply of positive news stories to the local press and develop positive relations with staff on both newspapers.</p> <p>Usually the issues that create negative news stories are generated by issues from council services so are outwith our control. Therefore we can only have a limited impact in preventing coverage with a negative element so our main aim is to ensure the council's viewpoint is represented in such cases.</p> <p>This is why the figure fluctuates depending on what issues we have to address during a given period, but continual hard work by the team ensures the council continues to have a strong positive coverage in the local press generally.</p> <p>The target for 2014/15 will remain 80%.</p>
Quarter	Percentage																			
Q1 2012/13	88%																			
Q2 2012/13	85%																			
Q3 2012/13	92%																			
Q4 2012/13	84%																			
Q1 2013/14	90%																			
Q2 2013/14	91%																			
Q3 2013/14	88%																			
Q4 2013/14	90%																			

Calendar of Improvement and Efficiency Activity

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

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

Corporate Services

Management Plan 2014/15

Julie Whitelaw
Head of Service

April 2014

For more information:

Email address: Julie.Whitelaw@westlothian.gov.uk

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

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