



Delivering Better Outcomes Finance and Estates Management Plan 2014/15

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1 Overview

1.1 Introduction

Welcome to the Finance and Estates Management Plan 2014/15

Finance and Estates plays a key role in ensuring that the council, along with our Community Planning Partners, continues to provide high quality services, fulfil the needs of communities, and secure targeted outcomes. Finance and Estates performs a crucial support role to other council services. The management plan reflects on achievements and looks ahead to our plans for the forthcoming year. Effective planning and performance management enables us to outline specific activities and actions that we intend to carry out throughout the year and detail the performance measures that will help us judge success.

The work of all the units in Finance and Estates is crucial in enabling service delivery and better outcomes, whether that is sound financial management, effective income collection, forward looking asset management, modern and streamlined procurement or more focused risk management.

The Financial Management Unit ensures that the council integrates corporate planning, financial planning and asset management, combined with sound financial management and insurance arrangements, to ensure the most effective use of resources. The Revenues Unit manages income from government grants, council tax, business rates and other payments and provides vital front line service delivery of Housing Benefit (including prevention and detection of fraud), the Council Tax Reduction Scheme, the Scottish Welfare Fund and Discretionary Housing Payments. Property Management and Development lead asset management, and oversee the development of property to support local economic activity. The Corporate Procurement Unit drives the most economically advantageous terms and conditions for supplies and services and works contracts, through the use of electronic and collaborative procurement opportunities and also looks to achieve community benefits from procurement. The Audit and Risk Management Unit provides a professional and independent audit function and also pro-actively manages risk.

The service had a successful year in 2013/14, with key achievements in all the units.

Significant Achievements in 2013/14

- An integrated financial strategy for 2013/14 to 2017/18 incorporating revenue and capital budgets

- A five year Corporate Procurement Strategy agreed
- Community Benefits in Procurement Procedure agreed
- Five year procurement delivery plans generated in partnership with services
- A score of 62% achieved in the annual Procurement Capability Assessment.
- Integration of procurement activity in a corporate team
- Appointment of a lay member to the Audit and Governance Committee, to further enhance scrutiny
- Development of the role of the new Governance and Risk Board
- Commencement of a programme of testing for the council's business continuity plans for the most important areas
- Supporting implementation of new Rent Accounting System (Open Housing)
- Implementation of the Council Tax Reduction Scheme
- Implementation of new Business Rates system (Open Revenues)
- Introduction of the Scottish Welfare Fund
- Implementation of a new structure for the Revenues Unit
- Implementation of the revised Discretionary Housing Payment Fund
- Implementation of new Housing Benefit Overpayment module
- Planning and administration of Welfare Reform changes with our partners
- A member of staff attained the Institute of Revenues Rating and Valuation Technician qualification and won the prize for the best Scottish student
- Solid progress on all asset management workstreams
- Very strong financial performance of Tenanted Non Operational Portfolio
- Heartlands Business Park opened up with completion of new motorway junction, together with sale of 25 acres to local oil services related company with a net capital receipt of £645,000
- Substantial progress on the installation of new Property Asset Management Software

Key actions and Priorities for 2014/15

- Development of the council's medium term financial strategy for the period 2015/16 to 2017/18
- Development of resource aligning work with the council's Community Planning Partners
- Delivery of the Community Benefit procedure
- Ensuring best value is delivered for all procurement contracts
- Development of the annual procurement delivery plans for 2014/15
- Further development of the council's risk management arrangements
- Arising from the transfer of the counter fraud team to the Audit and Risk Management Unit, development of the council's corporate counter fraud arrangements
- Further progress on asset management workstreams

- Further consolidation work on Atrium, our new property asset management software system, including implementation of statutory compliance module
- Development of “Money Matters” system for money advice and welfare rights advice cases within the Corporate Debt Team
- Integration of rent accounts and housing benefit overpayment accounts into Corporate Debt system
- Expanding payment options for Scottish Welfare Fund
- Introducing a new benefit online form and risk based verification analysis
- Implementing a data disposal module and system upgrade for the Revenues workflow system
- Merging the issue of daily Council Tax bills and benefit notifications
- Implementing Council Tax and Business Rates online appointment systems
- Upgrading the Capita Cash Receipting system

Staff Communication and Engagement

The contribution of staff has and continues to be the key factor in the achievements of the service and in meeting the challenging times ahead. A high priority will be given over the next year in developing all aspects of staff communication and engagement. There will be new performance indicators in each unit covering regular team meetings, one to one meetings between staff and their line manager, annual and six monthly performance review meetings, and training plans, to ensure there is consistent best practice across the service in all these areas.

This management plan represents our continuing commitment to effective and efficient service delivery for the forthcoming financial year and takes full account of the key influences on the council.



Donald Forrest
Head of Finance and Estates

1.2 Context

The financial climate facing the council is likely to continue to be very challenging in the period ahead. Government funding restrictions, the ongoing freeze in Council Tax, increases in the elderly population, and higher numbers of school pupils, are all combining to cause considerable pressure around balancing funding with expenditure demands. The council has a robust medium term financial strategy that, through nine modernisation work streams, has helped balance income and expenditure plans in 2013/14 and 2014/15. Finance and Estates will continue to play a core role in delivering this strategy for 2015/16 to 2017/18, both in terms of supporting services and workstreams, but also in direct delivery of workstreams such as procurement and asset management. Individual units within the service will also continue to modernise structures and processes to provide the most efficient model for service delivery. The service will also play an ongoing role in responding to Welfare changes, by forward planning with colleagues and partners to support people affected by legislative changes and also by implementing changes such as the Scottish Welfare fund.

The Delivering Better Outcomes consultation helped influence strategic council priorities through an extensive public consultation which informed the Corporate Plan for 2013 to 2017. In conjunction with our Community Planning Partners, the council must make the most effective use of assets and financial resources to meet the targets in the Single Outcome Agreement, and to provide the greatest positive impact upon the people, families and communities living within West Lothian. Finance and Estates will ensure that resources are deployed and utilised to greatest effect. This ranges from financial strategy and asset management, through direct delivery or enabling support to the nine workstreams and management of risk during the period of change. This work, across all service units, will greatly assist the council over the coming period as it seeks to focus on the delivery of priority outcomes and meet the needs of people living and working within West Lothian.

The purpose of the Finance and Estates 2014/15 management plan is to outline the specific activities and actions that we intend to carry out through the year. In taking time to plan our activities and related performance measures, it will allow us to focus on key issues and prioritise resources. All units within Finance and Estates play a valuable role in supporting other council services and enabling the delivery of outcomes, as well as serving our external customers and partners and contributing to the overall plans and values of the council and the single outcome agreement.

1.3 Partnership Working

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

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

The clear objective of this activity is to work towards sharing budget and resource planning assumptions at an early stage, and to deploy resources to jointly agreed outcomes. Finance and Estates will assist the council in showing a demonstrable commitment to the Agreement on Joint Working on Community Planning and Resourcing, published by COSLA, the Scottish Government and the National Planning Group in September 2013, by contributing to positive engagement with the Community Planning partnership and by incorporating community planning priorities on our budget making and accountability arrangements.

The Corporate Procurement unit actively works with Scotland Excel, the Scottish Centre of Expertise engaged to work with local authorities in delivering category B collaborative contracts in Scotland. Scotland Excel involves all 32 local authorities; ensuring collaborative contracts are put in delivering best value ensuring resources within each local authority can be centralised on procuring category C and regional collaborative C1 contracts. The Procurement Unit also works actively with other local authorities such as Falkirk, City of Edinburgh, Midlothian and Scottish Borders, in Category C1 contracts, where there is collaboration of contract requirements carried out at a local level. This allows each local authority to take lead on contracts allowing sharing of resources through contract delivery.

Audit and Risk Management are in partnership with the Falkirk Council Internal Audit Service and joint working will continue during 2014/15 with auditors being shared between the councils and audit work being undertaken on each other's processes. This allows each council to draw on additional audit expertise, in West Lothian's case by utilising the expertise of a qualified I.T. auditor.

Partnership working is key to the delivery of services by the Revenues Unit. Provision of information and guidance in relation to the administration of Housing Benefit is undertaken in close co-operation with the Department for Work and Pensions. There is also long-standing joint working in place with local Registered Social Landlords,

Almond Housing Association and Weslo Housing Management, in relation to the administration of Housing Benefit Arrangements. A Benefit Officer is based within their respective offices to process benefit cases.

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

Property Management and Development work in partnership with a number of our Community Planning partners such as Police Scotland and NHS Lothian, to ensure effective asset management planning and sharing of facilities and services via the Civic Centre in Livingston, and various Partnership Centres around West Lothian. Significant further expansion of partnership centres is planned in the next four years.

The Financial Management unit will play a key role in supporting the resource alignment agenda in conjunction with all the members of the Community Planning Partnership. The unit also works closely with Audit Scotland to ensure a rigorous and transparent audit process.

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

- NHS Scotland and NHS Lothian
- Police Scotland
- Department for Work and Pension
- Audit Scotland
- Scottish Procurement
- Scotland Excel
- Other local authorities
- Lothian Valuation Joint Board
- Registered Social Landlords
- Sheriff Officers
- West Lothian Community Planning Partnership
- West Lothian Leisure
- Business Improvement District Company (Enterprising Bathgate)
- Heartlands Business Park

1.4 Outcomes, Priorities and Activities

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

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

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

Figure 1: Council priorities and activities

1.5 Corporate Strategies

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

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

| Corporate Strategy | Strategy Outcomes | Start | End | Review Date |
|--------------------------------|--|-------|------|-------------|
| Revenue Budget Strategy | <ul style="list-style-type: none"> ■ Balanced revenue budgets ■ Support delivery of the council's nine workstreams ■ Strategic assessment of service costs ■ Effective prioritisation of resources | 2013 | 2018 | April 2014 |
| Capital Strategy | <ul style="list-style-type: none"> ■ Delivery of five year capital programme ■ Maximisation of capital resources ■ Sustainable long term management of assets | 2013 | 2018 | April 2014 |
| Asset Management Strategy | <ul style="list-style-type: none"> ■ Compliance ■ Condition ■ Suitability ■ Sufficiency ■ Accessibility ■ Sustainability ■ Reducing energy use | 2013 | 2018 | April 2014 |
| Corporate Procurement Strategy | <ul style="list-style-type: none"> ■ Savings ■ Contracts ■ Compliance ■ Accessibility ■ Community benefits ■ Sustainable procurement | 2013 | 2018 | April 2014 |
| Risk Management Strategy | <ul style="list-style-type: none"> ■ Effective management of corporate risks | 2012 | 2015 | April 2014 |

Figure 2: Corporate Strategies

2 Finance and Estates Structure

The management structure for the service is outlined in figure 3 below:

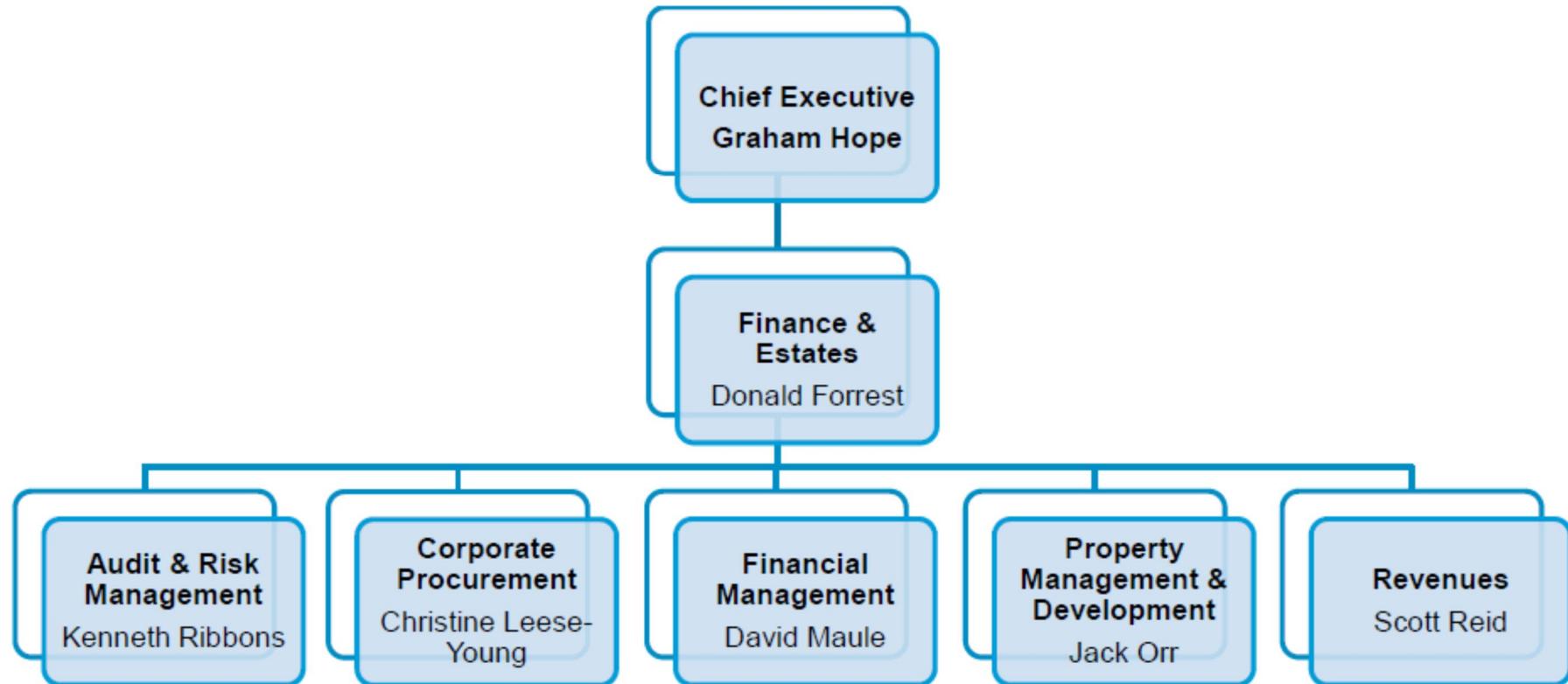


Figure 3: Service Structure

3 Service Activity

3.1 Audit and Risk Management Unit

| | |
|------------------------|-----------------|
| Manager: | Kenneth Ribbons |
| Number of Staff (FTE): | 4.7 |
| Location: | Civic Centre |

Purpose

Audit and Risk Management is responsible for ensuring that there is a corporate framework in place to enable the council to effectively manage its risks. The unit also independently audits key risks, audits performance information, and reviews matters of concern. The audit of the council's risks is based on the annual audit plan approved by the Audit and Governance Committee. Following an audit, action plans are agreed with services to address any identified issues.

Activities

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

- Audit and evaluation of key risks
- Audit of performance information
- Reactive work involving review of matters of concern
- Advice on risk management and business continuity management and co-ordination
- Development of corporate counter-fraud arrangements

Key Partners

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

- NHS Lothian
- Falkirk Council Internal Audit Service
- West Lothian Leisure

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 |
| Audit and Governance Committee Chair | Discussion | Quarterly | Kenneth Ribbons | Verbal |
| Audit and Governance Committee, Depute Chief Executives, Heads of Service | Consultation | Annually | Kenneth Ribbons | Annual audit plan on Intranet |
| Audit point of contact | Questionnaire | Completion of individual audit | Kenneth Ribbons | Covalent |
| Chief Executive, Deputes, Heads of Service, Senior Managers, Risk Champions | Questionnaire | Annually | Sharon Leitch | Intranet |

Activity Budget – Audit and Risk Management Unit

| Activity Name and Description | | Link to Corporate Plan | Performance Indicator and Target 2014/15 | PI Category | Staff Resource (FTE) | Revenue Expenditure Budget 2014/15 £ | Revenue Income Budget 2014/15 £ | Net Revenue Budget 2014/15 £ |
|----------------------------------|--|---|--|-------------|----------------------|--------------------------------------|---------------------------------|------------------------------|
| Risk Based Audits | To appraise and report on the adequacy of controls in relation to the council's key risks | Enabler Service - Corporate Governance and Risk | IA018 - cost of internal audit per £1 million of West Lothian Council's net expenditure £600 | Public | 2.3 | 125,410 | (4,631) | 120,779 |
| | | | IA022 - Percentage of risk based audits in the annual audit plan completed for the year - 100% | Public | | | | |
| Audit of Performance Information | To review the council's arrangements for reporting accurately and timeously on its performance | Enabler Service - Corporate Governance and Risk | IA018 - cost of internal audit per £1 million of West Lothian Council's net expenditure £600 | Public | 0.3 | 16,501 | 0 | 16,501 |
| | | | IA026 - Annual performance audit report to the Audit and Governance Committee | WLAM | | | | |

| Activity Name and Description | | Link to Corporate Plan | Performance Indicator and Target 2014/15 | PI Category | Staff Resource (FTE) | Revenue Expenditure Budget 2014/15 £ | Revenue Income Budget 2014/15 £ | Net Revenue Budget 2014/15 £ |
|---|--|---|--|-------------|----------------------|--------------------------------------|---------------------------------|------------------------------|
| Reactive Work | To undertake, as and when required, enquires into any matters of concern | Enabler Service - Corporate Governance and Risk | IA018 - cost of internal audit per £1 million of West Lothian Council's net expenditure £600 | Public | 1.4 | 76,411 | 0 | 76,411 |
| | | | IA009 - Percentage of reactive work draft reports issued within 8 weeks or such other date as agreed with the customer - 100% | WLAM | | | | |
| Risk Advice & Business Continuity Management Co-ordination. | To enable the council to effectively manage risk, reducing its cost and impact, and ensure the delivery of essential services. | Enabler Service - Corporate Governance and Risk | IA019 - cost of risk management per £1 million of West Lothian Council's net expenditure £90 | High Level | 0.6 | 32,747 | 0 | 32,747 |
| | | | IA025 - Annual risk report to the Audit and Governance Committee | 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 | 2,792 | 0 | 2,792 |
| Total :- | | | | | 4.7 | 253,861 | (4,631) | 249,230 |

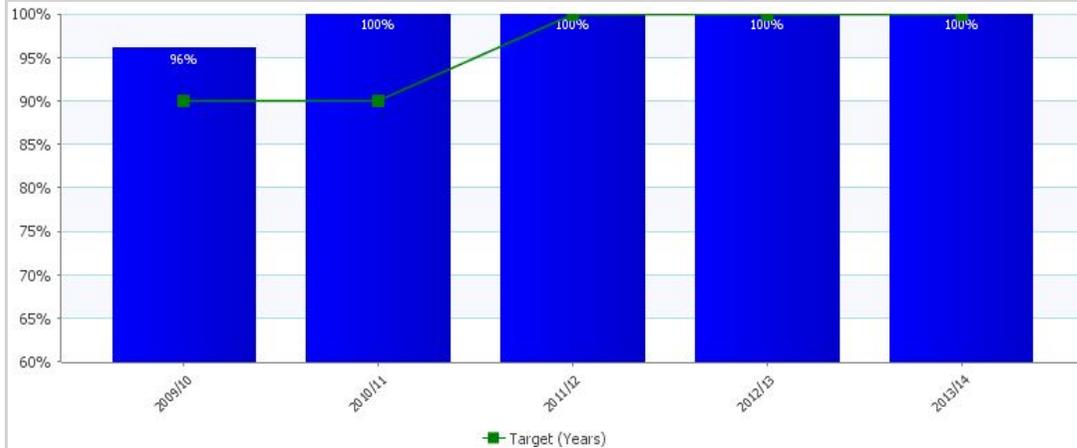
Actions – Audit and Risk Management Unit

| Actions 2014/15 | | | | | | |
|------------------------------------|---|--|-----------------|----------|----------|---------------------------------------|
| Action | Description | Planned Outcome | Owner | Start | End | Status (Planned, Active, Complete) |
| Risk management benchmarking | Initiate benchmarking with other councils | Improve risk management processes | Kenneth Ribbons | 01/04/13 | 30/06/14 | Active |
| Corporate counter fraud | Develop the council's corporate counter fraud arrangements in accordance with the action plan approved by Council Executive | Dedicated counter fraud resource and established data matching activities | Kenneth Ribbons | 01/04/14 | 31/03/15 | Planned |
| Business Continuity Test Programme | Conduct testing of all WLC1 business continuity plans | Completed testing of all WLC1 business continuity plans, including test reports with recommendations for improvement | Kenneth Ribbons | 30/09/13 | 30/04/15 | Active |
| Management assessments | 360 degree reviews of management team | Completed 360 degree assessments | Kenneth Ribbons | 01/04/14 | 30/06/14 | Planned |

Performance – Audit and Risk Management Unit

IA007_6a.7 Percentage of customers who rated the overall quality of the service provided by the Audit and Risk Management Unit as good or excellent.

This performance indicator measures the percentage of customers who rated our overall quality of service as good or excellent. A questionnaire is issued at the end of each audit and customers are asked to rate the overall quality of the audit service provided as; excellent, good, adequate, poor or very poor. All responses ranked as either 'Excellent' or 'Good' are recorded as positive responses. For each year, the cumulative number of positive responses are divided by the total number of responses to determine a percentage. The results of customer feedback are analysed by all Audit and Risk Management Unit staff on a quarterly basis in order to identify areas for improvement.



Trend Chart Commentary:

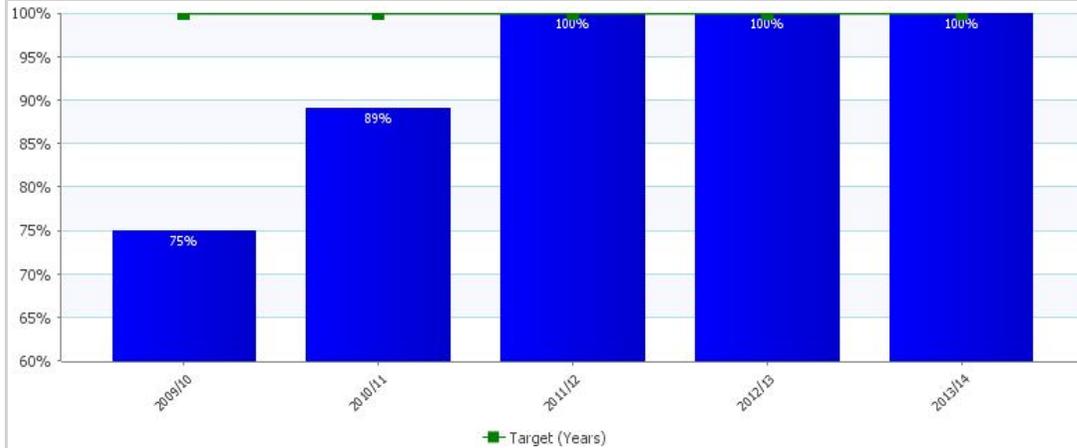
Performance in this area has been consistently high and the target was raised to 100% in 2011/12. Performance for the last 4 years has been 100%, with all customers rating overall quality of the service of good or excellent.

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

By continuing to operate in line with procedures, which cover all key stages of the audit process, it is expected that high levels of performance will be maintained for this indicator. The targets set will continue to be reviewed in line with our [Customer Service Excellence](#) requirements.

IA009_6b.2 Percentage of reactive work draft reports issued within 8 weeks or such other date as agreed with the customer.

This performance indicator measures the percentage of reactive work reports issued (in draft) within target. We aim to issue the draft report for all reactive work within either 8 weeks or the timeframe agreed with the client. The date that the draft report is issued is subtracted from the date that the work commenced to show the number of weeks taken. For each financial year, the number of draft reports issued within target is divided by the total number of requests for reactive work to determine the percentage issued within target.



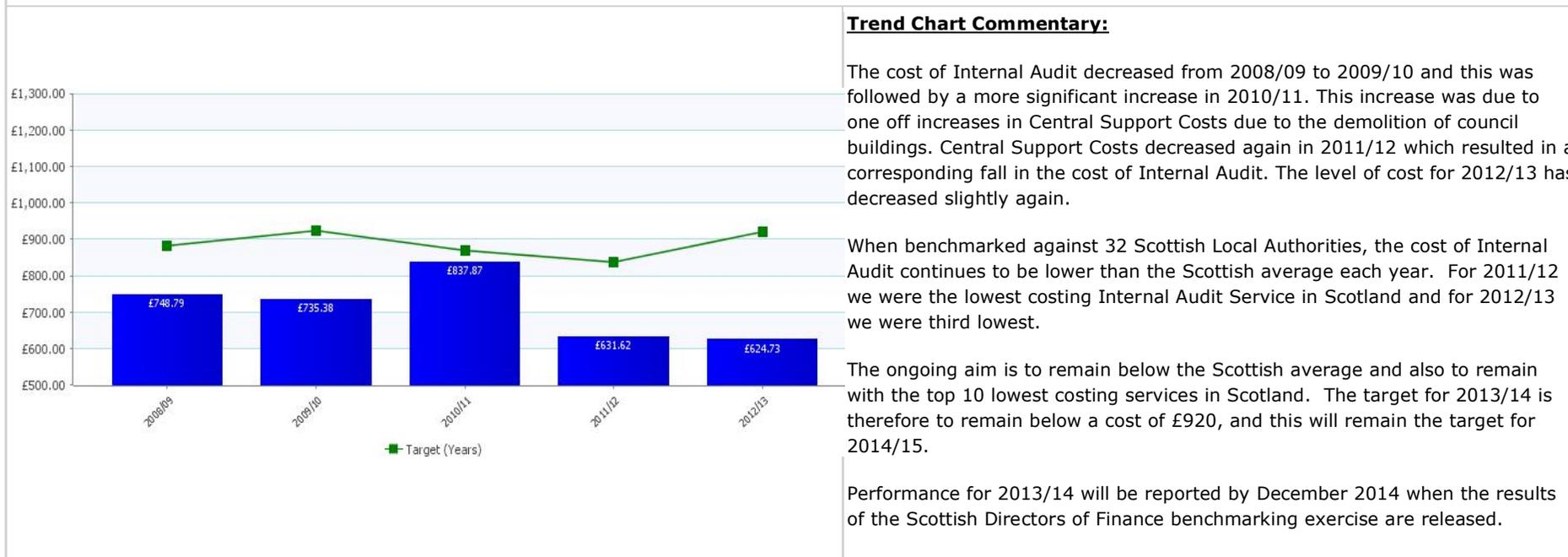
Trend Chart Commentary:

Performance has gradually increased from 2009/10 to 2011/12 and the target of 100% has been achieved for the last three years. The complex nature of reactive work and the timing of the work received, which then requires to be prioritised, affects our ability to meet the 100% target for this indicator on an ongoing basis.

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

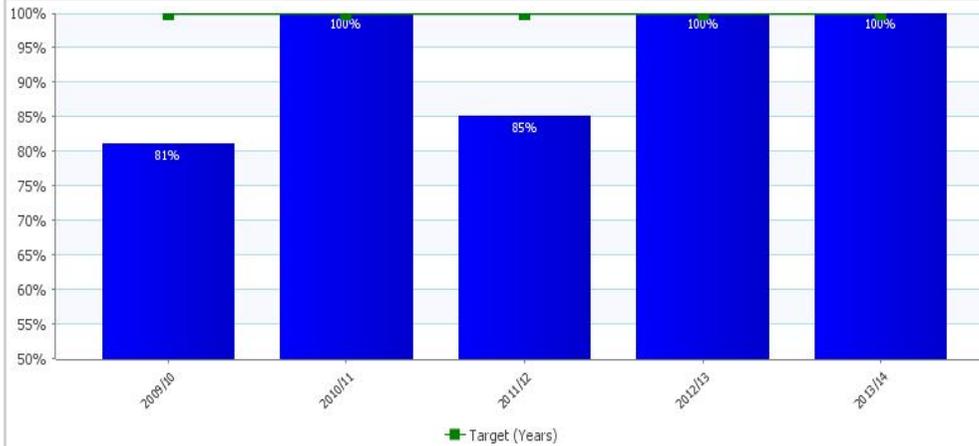
IA018_9a.1a Cost of Internal Audit per £1 million of West Lothian Council's net expenditure.

This performance indicator measures the cost of Internal Audit per £1 million of West Lothian Council's net expenditure. Performance is benchmarked against 32 Scottish Local Authorities as part of the annual 'Scottish Directors of Finance Performance Indicators' benchmarking exercise. In line with the benchmarking guidance issued, the indicator is calculated by dividing the total cost of Internal Audit services (excluding risk management services) by West Lothian Council's net expenditure for the financial year and multiplying by one million. The objective of this performance indicator is to compare the level of resources made available by Councils for the provision of Internal Audit services.



IA022_9b.1a Percentage of risk based audits in the annual audit plan completed for the year.

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



Trend Chart Commentary:

Performance in this area is assisted by the internal procedures which cover the key stages of the audit process and ensure the progress of audits is continuously monitored.

Performance for this indicator was below target for 2009/10 and 2011/12, when all the audits in the annual audit plan were not fully complete by 31 March. This was due to the quantity of reactive work that was given preference over planned audits.

Performance was on target at 100% for 2010/11 and the target was again met in 2012/13 and 2013/14 when all planned audits were completed.

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

Calendar of Improvement and Efficiency Activity – Audit and Risk Management Unit

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

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

3.2 Corporate Procurement Unit

| | |
|------------------------|-----------------------|
| Manager: | Christine Leese-Young |
| Number of Staff (FTE): | 10.4 |
| Location: | Civic Centre |

Purpose

The Corporate Procurement Unit is an enabler service which provides professional procurement provision whose principal aim is to procure goods, services and works on behalf of all council services and to ensure best value is obtained; including financial and non-financial savings. It takes into account sustainable procurement, including community benefits, and utilises electronic and collaborative procurement opportunities to achieve procurement objectives. Providing a corporate focus, direction and vision for all procurement activities and in line with Delivering Better Outcomes, the Corporate Procurement Unit will focus on the effective procurement work stream to deliver targeted financial efficiencies and for relevant contracts delivery of community and other benefits in 2014/15.

Activities

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

- Establish and manage contracts to ensure delivery of savings targets
- Obtain community benefits for all relevant contracts
- Consider sustainable procurement in contract development
- Identify cashable savings targets for contracts and measure their delivery
- Increase the use of collaborative contracts with other public sector organisations
- Develop and implement more efficient order and invoice processing techniques

Key Partners

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

- Scottish Procurement – Category A contracts
- Scotland Excel – Category B contracts
- Other local authorities – Category collaborative C1 contracts

Customer Participation

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

| Customer Consultation Schedule | | | | |
|--|----------------------|--|---------------------------------|-----------------------------------|
| Customer Group | Survey Method | Frequency | Responsible Officer | Feedback Method |
| Contract Customers & Suppliers | Opinion Taker survey | One per tender issued after contract award | Procurement Specialist | Inform covalent and team meetings |
| Corporate Management Team and Contract Customers | Opinion Taker survey | Annually | Procurement Development Officer | Results posted on intranet |
| Suppliers / Potential Suppliers | Opinion Taker survey | Annually | Procurement Development Officer | Results posted on internet |

Activity Budget – Corporate Procurement Unit

| Activity Name and Description | | Link to Corporate Plan | Performance Indicator and Target 2014/15 | PI Category | Staff Resource (FTE) | Revenue Expenditure Budget 2014/15 £ | Revenue Income Budget 2014/15 £ | Net Revenue Budget 2014/15 £ |
|--|--|---|--|-------------|----------------------|---|------------------------------------|---------------------------------|
| Strategic Procurement | Progress the Journey towards Superior Procurement Performance through the 2011 Modernising Procurement Review and improvement in the Procurement Capability Assessment | Enabler Service - Corporate Governance and Risk | CPU018_9a.1a - Cost of the Corporate Procurement Unit per £1 million of West Lothian Council's net expenditure (£1,200). | High Level | 1.5 | 104,610 | 0 | 104,610 |
| | | | CPU021_9b.1a - Procurement Capability Assessment score assigned to West Lothian Council (68%). | Public | | | | |
| Contract provision and collaborative procurement | To establish and manage contracts that meet council requirements. Participate fully in collaborative contracts. | Enabler Service - Corporate Governance and Risk | CPU018_9a.1a - Cost of the Corporate Procurement Unit per £1 million of West Lothian Council's net expenditure (£1,200). | High Level | 7.2 | 503,437 | (602) | 502,835 |
| | | | CPU019_9b.1a - Percentage of all council expenditure covered by contracts (90%). | Public | | | | |

| Activity Name and Description | | Link to Corporate Plan | Performance Indicator and Target 2014/15 | PI Category | Staff Resource (FTE) | Revenue Expenditure Budget 2014/15 £ | Revenue Income Budget 2014/15 £ | Net Revenue Budget 2014/15 £ |
|-------------------------------|--|---|--|-------------|----------------------|---|------------------------------------|---------------------------------|
| Sustainable procurement | Structure contracts to allow local suppliers, Small to Medium Enterprises and the third sector an equal opportunity to gain business and apply consideration of the principles of sustainable development in all contracts. Contracts to incorporate Community Benefits where appropriate. | Enabler Service - Corporate Governance and Risk | CPU018_9a.1a - Cost of the Corporate Procurement Unit per £1 million of West Lothian Council's net expenditure (£1,200). | High Level | 1.0 | 69,740 | 0 | 69,740 |
| | | | CPU021_9b.1a - Procurement Capability Assessment score assigned to West Lothian Council (68%). | Public | | | | |

| Activity Name and Description | | Link to Corporate Plan | Performance Indicator and Target 2014/15 | PI Category | Staff Resource (FTE) | Revenue Expenditure Budget 2014/15 £ | Revenue Income Budget 2014/15 £ | Net Revenue Budget 2014/15 £ |
|-----------------------------------|--|---|---|-------------|----------------------|---|------------------------------------|---------------------------------|
| Corporate Procurement Development | To play a lead role in managing system projects including estimating and managing budgets for such projects. | Enabler Service - Corporate Governance and Risk | CPU018_9a.1a - Cost of the Corporate Procurement Unit per £1 million of West Lothian Council's net expenditure (£1,200). | High Level | 0.5 | 34,870 | 0 | 34,870 |
| | | | CPU024_9b.1c - Percentage of invoices received electronically into Corporate Procurement System (PECOS) - (60%) | High Level | | | | |
| Service Support | Provision of management and administrative support | Enabler Service - Corporate Governance and Risk | CPU018_9a.1a - Cost of the Corporate Procurement Unit per £1 million of West Lothian Council's net expenditure (£1,200). | High Level | 0.2 | 13,803 | 0 | 13,803 |
| | | | CPU007_6a.7 - Percentage of customers who rated the overall quality of the service provided by the Corporate Procurement Unit as good or excellent (90%). | Public | | | | |
| Total :- | | | | | 10.4 | 726,460 | (602) | 725,858 |

Actions – Corporate Procurement Unit

| Actions 2013/14 | | | | | | |
|---|--|--|-----------------------|----------|----------|------------------------------------|
| Action | Description | Planned Outcome | Owner | Start | End | Status (Planned, Active, Complete) |
| Structuring of contracts | To structure contracts to allow equality in tender opportunities | Equal opportunity for local suppliers, small to medium enterprises, the third and voluntary sectors to gain council contracts | Christine Leese-Young | 01/04/13 | 01/08/13 | Complete |
| Procurement Capability Assessment | Improve Procurement Capability Assessment Score | Increase 2012/13 score of 44% to 60% on the journey towards superior purchasing performance throughout the council | Christine Leese-Young | 01/04/13 | 30/11/13 | Complete |
| Delivering Effective Procurement Workstream | Complete and implement five year work plans | Five year and one year work plans to be in place to ensure all procurement activity is captured and future efficiencies identified | Christine Leese-Young | 01/04/13 | 31/03/14 | Complete |

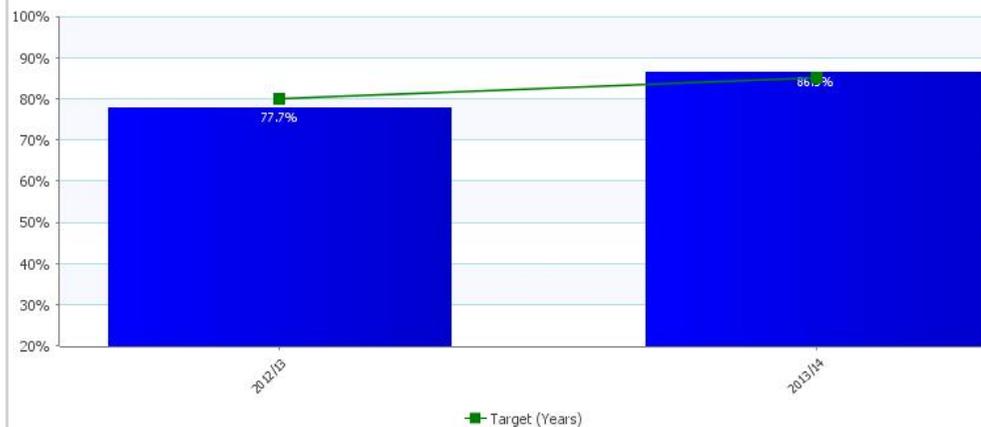
| Actions 2014/15 | | | | | | |
|---|--|--|-----------------------|----------|----------|------------------------------------|
| Action | Description | Planned Outcome | Owner | Start | End | Status (Planned, Active, Complete) |
| Delivering Effective Procurement Workstream | Development of annual procurement delivery plans | Provide details of all procurement requirements over the financial year | Christine Leese-Young | 01/04/14 | 31/03/15 | Planned |
| Community Benefits | Compliance with Community Benefit Procedure | Community benefits achieved for all relevant contracts | Stuart Saunders | 01/04/14 | 31/03/15 | Planned |
| Accessibility of contracts | To structure contracts to allow equality in tender opportunities | Engagement of local suppliers, small to medium enterprises, the third and voluntary sectors to gain council contracts | Christine Leese-Young | 01/04/14 | 31/03/15 | Planned |
| Procurement Capability Assessment | Improve Procurement Capability Assessment Score | Increase 2013/14 score of 62% to 68% on the journey towards superior purchasing performance throughout the council | Christine Leese-Young | 01/04/14 | 31/03/15 | Planned |
| Procurement Reform (Scotland) Bill 2014 | Implementation of the Procurement Reform (Scotland) Bill 2014 when published | Review and revise procedures to ensure compliance and engagement with stakeholders to ensure understanding and compliance with legislative requirements. | Christine Leese-Young | 01/07/14 | 31/03/15 | Planned |

Performance – Corporate Procurement Unit

| CPU007_6a.7 Percentage of customers who rated the overall quality of the service provided by the Corporate Procurement Unit as good or excellent. | | | | | | | | | | |
|--|------------------------|------------------------|------------|---------|-------|-----|---------|-------|-----|---|
| <p>This performance indicator measures the percentage of customers who rated the overall quality of the service provided by the Corporate Procurement Unit as good or excellent. Customers are asked to rate the overall quality of service as; excellent, good, adequate, poor or very poor. All responses ranked as either 'Excellent' or 'Good' are recorded as positive responses.</p> | | | | | | | | | | |
| <table border="1"> <caption>Performance Data</caption> <thead> <tr> <th>Year</th> <th>Actual Performance (%)</th> <th>Target (%)</th> </tr> </thead> <tbody> <tr> <td>2012/13</td> <td>93.1%</td> <td>90%</td> </tr> <tr> <td>2013/14</td> <td>89.6%</td> <td>90%</td> </tr> </tbody> </table> | Year | Actual Performance (%) | Target (%) | 2012/13 | 93.1% | 90% | 2013/14 | 89.6% | 90% | <p>Trend Chart Commentary:</p> <p>The Corporate Procurement Unit introduced a new customer feedback form in August 2012. The service issue customer surveys after each tender process. Performance in 2012/13 was 93.1 percent which was above the target of 90 percent. From 29 customer feedback forms, 27 customers rated the overall quality as either good/excellent, one response was rated 'adequate' and one response was rated 'poor'.</p> <p>The target for 2013/14 was 90 percent and actual performance was 89.6 percent. From 77 customer responses, 69 customers rated the overall quality of the service as either good/excellent, four responses rated 'adequate', three responses rated 'poor' and one response rated 'very poor'.</p> <p>All adverse customer feedback is logged in a comments database and reviewed at Corporate Procurement Unit staff meetings in order to identify lessons learned and improvement actions.</p> <p>The target for 2014/15 will remain at 90 percent. The service will continue to monitor performance in this area throughout the year in order to achieve the target of 90 percent.</p> |
| Year | Actual Performance (%) | Target (%) | | | | | | | | |
| 2012/13 | 93.1% | 90% | | | | | | | | |
| 2013/14 | 89.6% | 90% | | | | | | | | |

CPU019_9b.1a Percentage of all council expenditure covered by contracts.

This performance indicator measures the percentage of all Supplies, Services and Works expenditure covered by contracts. For each quarter, we identify the council's contracted suppliers from the Corporate Contract Management System (CCMS) and cumulatively measure levels of spend within the council's purchase to pay system.



Trend Chart Commentary:

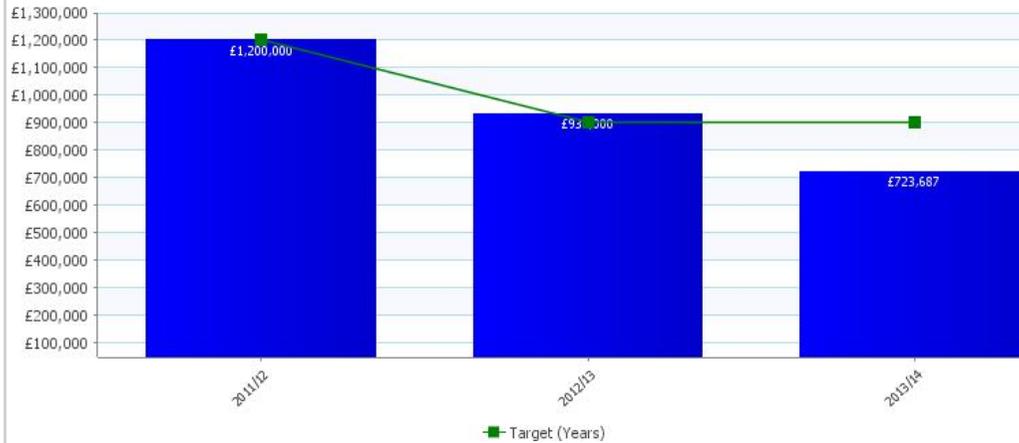
This performance indicator was introduced in 2012/13 to measure the percentage of the council's supplies, services and works expenditure covered by contracts. The total contracted spend for 2012/13 was £148,787,202 against a total spend of £191,401,446. Therefore performance for 2012/13 was 77.7 percent which was just below the target of 80 percent.

An exercise to identify the top non-contracted suppliers was completed during 2013 and as a result 86.5 percent of the council's supplies, services and works expenditure are now covered by contracts. This performance exceeded the 2013/14 target of 85 percent.

The target for 2014/15 will be to have 90 percent of the council's supplies, services and works expenditure covered by contracts. Levels of spend with non-contracted suppliers will continue to be monitored and actioned on a monthly basis to ensure target performance is achieved.

CPU020_9b.1a Value of procurement savings achieved through arranged contracts.

This performance indicator measures the value of cashable savings achieved through the award of contracts. Collected on a monthly basis, cumulative cashable savings will be identified from contracts set up for use by the Scottish Government's centres of procurement expertise: Scottish Procurement and Scotland Excel, as well as those arranged by West Lothian Council and collaboratively with public sector partners.



Trend Chart Commentary:

Collected on an annual basis, this indicator measures cumulative savings calculated using the Scottish Government's Best Practice Indicator 1 (Total Efficiency Savings Achieved year-on-year).

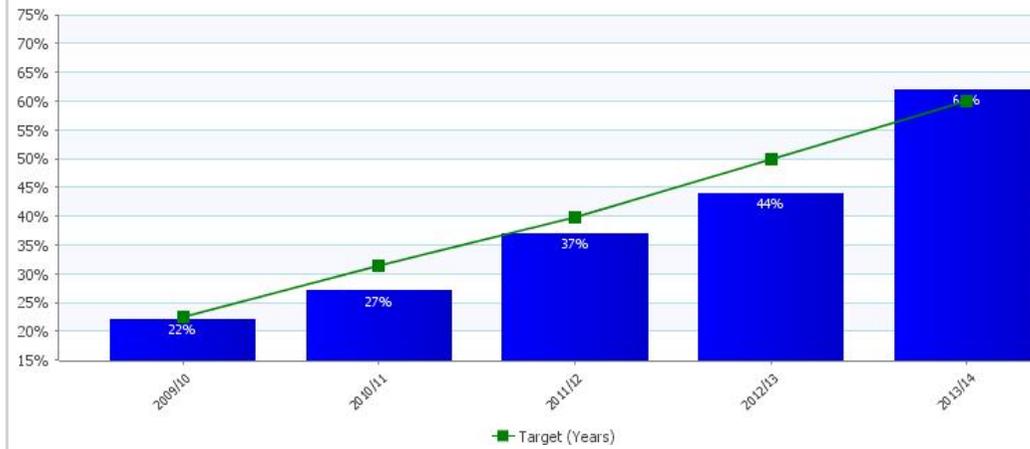
The target for cashable savings in 2011/12 was £1,200,000 and actual cashable savings achieved was £1,200,000. The target for cashable savings in 2012/13 was £900,000 and actual cashable savings achieved was £934,000.

The target for 2013/14 is a further £900,000 cashable savings. As at 24 February 2014, £721,533 of actual cashable savings has been achieved and further savings for the remainder of 2013/14 are not anticipated. Any cashable savings variance (currently £178,467) will be carried forward and added to next year's cashable savings target of £576,000.

Therefore the revised target for cashable savings in 2014/15 is currently £754,467.

CPU021_9b.1a Procurement Capability Assessment score assigned to West Lothian Council.

This performance indicator measures the percentage score of West Lothian Council's Procurement Capability Assessment. The Procurement Capability Assessment is performed annually by Scotland Excel (the Scottish Government's Local Authority Centre of Procurement Expertise). The assessment is performed annually for all Scottish Local Authorities.



Trend Chart Commentary:

West Lothian Council has consistently increased its Procurement Capability Assessment score year on year (2009 = 22 percent, 2010 = 27 percent, 2011 = 37 percent and 2012 = 44 percent).

The target for the 2013 assessment was set in the range 55-60 percent and a Procurement Capability Assessment action plan was put in place.

The Procurement Capability Assessment was carried out on 3 October 2013 and West Lothian Council achieved a score of 62 percent. A Procurement Capability Assessment is carried out for all Scottish Councils and West Lothian Council has achieved the joint seventh highest score from the 31 Scottish Local Authorities assessed to date.

The target for the 2014 assessment will be 68 percent.

Calendar of Improvement and Efficiency Activity – Corporate Procurement Unit

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

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

3.3 Financial Management Unit

| | |
|------------------------|--------------|
| Manager: | David Maule |
| Number of Staff (FTE): | 41.5 |
| Location: | Civic Centre |

Purpose

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

In 2014/15 a key aim of FMU will be to develop the council's financial strategy for the period 2015/16 to 2017/18 and to continue to support the development of the council's nine Delivering Better Outcomes workstreams. The unit will play a key role in providing advice and support for all workstreams, and will also be responsible for management of projects relating to income and concessions and financial streamlining.

In addition, for 2014/15 the unit will be responsible for the coordination and development of a resource mapping approach across the Community Planning Partnership, which will provide evidence of how resources across the partnership are targeted and aligned at delivery of the Single Outcome Agreement.

Activities

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

- Budget Strategy and Planning
- Annual Budget Management and Monitoring
- Purchase to Pay
- Treasury, Insurance and VAT Management
- Final Accounts and statutory returns

Key Partners

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

- Audit Scotland
- West Lothian Community Planning Partnership

Customer Participation

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

| Customer Consultation Schedule | | | | |
|--------------------------------|--------------------------|-----------|---------------------|-----------------------------------|
| Customer Group | Survey Method | Frequency | Responsible Officer | Feedback Method |
| Corporate Management Team | Opinion Taker | Annually | Fiona Russell | Results posted on Intranet |
| All Customer Groupings* | Opinion Taker | Annually | Fiona Russell | Results posted on Intranet |
| Council Tenants | Tenants Insurance Survey | Triennial | Reta Wallace | Results published in tenants news |

**Encompasses service managers, elected members, purchase to pay suppliers and external partners.*

Activity Budget – Financial Management Unit

| Activity Name and Description | | Link to Corporate Plan | Performance Indicator and Target 2014/15 | PI Category | Staff Resource (FTE) | Revenue Expenditure Budget 2014/15 £ | Revenue Income Budget 2014/15 £ | Net Revenue Budget 2014/15 £ |
|---|---|---|--|-------------|----------------------|---|------------------------------------|---------------------------------|
| Budget Strategy and Planning | Preparation of annual and medium term revenue and capital budgets and strategies. | Enabler Service - Financial Planning | FM021_9a.1a Cost of providing a financial management function per £'000 of council revenue budget: £3.00 | High Level | 6.3 | 354,916 | 0 | 354,916 |
| | | | CP:FM003_9b.1a Annual revenue budget approval within set deadlines (100%) | High Level | | | | |
| Annual Budget Management and Monitoring including Financial Advice and Queries, VAT Management, Grant Claims, Statistical Returns | Manage and Monitor the annual Capital and Revenue budgets | Enabler Service - Financial Planning | FM021_9a.1a Cost of providing a financial management function per £'000 of council revenue budget: £3.00 | High Level | 12.2 | 686,314 | (3,647) | 682,667 |
| | | | FM014_9b.1c Budget monitoring - compliance with timescales for formal reporting (100%) | WLAM | | | | |
| Final Accounts | Preparation of Final Accounts with the aim of securing an unqualified audit certificate | Enabler Service - Corporate Governance and Risk | FM021_9a.1a Cost of providing a financial management function per £'000 of council revenue budget: £3.00 | High Level | 3.4 | 190,287 | 0 | 190,287 |
| | | | FMU006_9b.1a Final Accounts - unqualified audit certificate and reporting within agreed deadlines (Yes) | High Level | | | | |

| Activity Name and Description | | Link to Corporate Plan | Performance Indicator and Target 2014/15 | PI Category | Staff Resource (FTE) | Revenue Expenditure Budget 2014/15 £ | Revenue Income Budget 2014/15 £ | Net Revenue Budget 2014/15 £ |
|---|---|---|--|-------------|----------------------|---|------------------------------------|---------------------------------|
| Treasury Management | Operate an effective Treasury Management Strategy for Loans and Borrowing and Cash Management function. | Enabler Service - Financial Planning | NEW: Average cost of servicing loans fund advances in year, interest & expenses (4.7%) | High Level | 1.4 | 79,108 | (108,731) | (29,623) |
| | | | FMU070_9b.1a Treasury Management - investment rate of return (0.78%) | High Level | | | | |
| Best Value, Governance and Customer Relations | To monitor and review performance in a transparent manner through service standards, customer consultation and compliance with corporate governance | Enabler Service - Corporate Governance and Risk | FM021_9a.1a Cost of providing a financial management function per £'000 of council revenue budget: £3.00 | High Level | 1.7 | 96,212 | 0 | 96,212 |
| | | | NEW: Monitor and publish performance information (100%) | WLAM | | | | |
| Systems Support and Records Management | Maintain and manage the Financial Ledger and Financial Records | Enabler Service - Corporate Governance and Risk | FM021_9a.1a Cost of providing a financial management function per £'000 of council revenue budget: £3.00 | High Level | 3.5 | 196,701 | (3,647) | 193,054 |
| | | | NEW: Financial ledger and records maintained in accordance with agreed policies and procedures (100%) | WLAM | | | | |

| Activity Name and Description | | Link to Corporate Plan | Performance Indicator and Target 2014/15 | PI Category | Staff Resource (FTE) | Revenue Expenditure Budget 2014/15 £ | Revenue Income Budget 2014/15 £ | Net Revenue Budget 2014/15 £ |
|-------------------------------|---|---|---|-------------|----------------------|---|------------------------------------|---------------------------------|
| Purchase to Pay | To provide a comprehensive, cost effective accounts payable service | Enabler Service - Financial Planning | CP:FM022_9a.1a Purchase to pay cost per invoice (£1.23) | High Level | 6.0 | 335,886 | 0 | 335,886 |
| | | | CP: sspi07 The number of invoices paid within 30 calendar days of receipt as a percentage of all invoices paid (91.3%) | High Level | | | | |
| Insurance Fund Management | To manage the cost of insurance risk | Enabler Service - Financial Planning | FM080_9a.1a Total cost of providing the Council's insurance service per £million of council revenue budget (£9,000) | WLAM | 3.2 | 179,596 | (96,650) | 82,946 |
| Service Support | Provision of management and administrative support | Enabler Service - Corporate Governance and Risk | Support activities contribute towards the overall performance of the service. Performance is monitored through the indicators for front line activities | | 0.4 | 19,242 | 0 | 19,242 |
| Total :- | | | | | 41.5 | 2,138,262 | (212,675) | 1,925,587 |

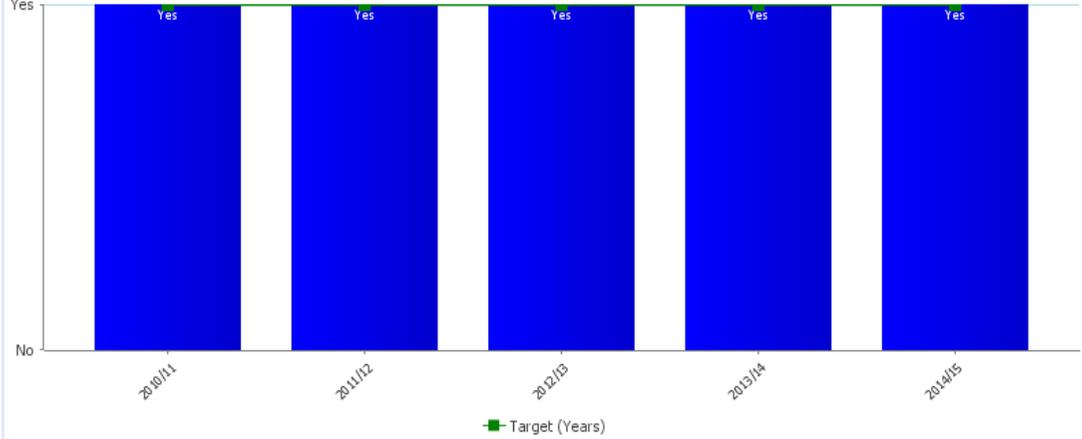
Actions – Financial Management Unit

| Actions 2013/14 | | | | | | |
|---|--|--|--------------|----------|----------|---------------------------------------|
| Action | Description | Planned Outcome | Owner | Start | End | Status (Planned, Active, Complete) |
| Income and Concessions Workstream (Phase 1) | Develop a robust charging policy for the council, alongside a balanced concessions policy | Propose recommendations from the review for approval by elected members | David Maule | 01/04/12 | 17/12/13 | Completed |
| Insurance Planning | Review insurance plans, taking into account the outcome of the insurance tender and triennial review of the Insurance Fund | Ensure optimum balance between insurance and self- insurance | Reta Wallace | 01/04/13 | 01/12/13 | Completed |
| Financial Regulations | Review of Financial Regulations | Financial Regulations updated to reflect current governance arrangements | Sandie Brown | 01/04/13 | 30/06/13 | Completed |

| Actions 2014/15 | | | | | | |
|--|--|---|-----------------------------------|----------|----------|---------------------------------------|
| Action | Description | Planned Outcome | Owner | Start | End | Status (Planned, Active, Complete) |
| Medium Term Financial Strategy | Develop a medium term revenue budget for the council, including progression of the nine agreed workstreams | Robust and sustainable financial strategy for the period 2013/14 -2017/18 | David Maule | 01/04/12 | 31/03/14 | Active |
| Modernising Services Workstream | Develop plans for financial streamlining of current practices across a range of service areas | The council will deliver a range of efficiency savings streamlining of current financial administration practices | Ailsa MacKerrow and Douglas Pirie | 01/04/13 | 31/03/15 | Active |
| Community Planning Partnership – Resource Aligning | Coordinate and develop a shared approach to alignment of resources across the CPP participants | Enable the Community Planning Partnership to develop an improved understating of how SOA outcomes are resourced and improve the CPP's capacity to better align resource to outcomes | David Maule | 31/01/14 | 31/12/14 | Active |
| Income and Concessions workstream (Phase 2) | Develop proposals for charging and concessions for 2015/16 to 2017/18 in line with best practice guidance | Revised fees and charges proposals will be incorporated into the council's revenue budget strategy for 2015/16 to 2017/18 | David Maule | 01/04/14 | 31/10/14 | Planned |

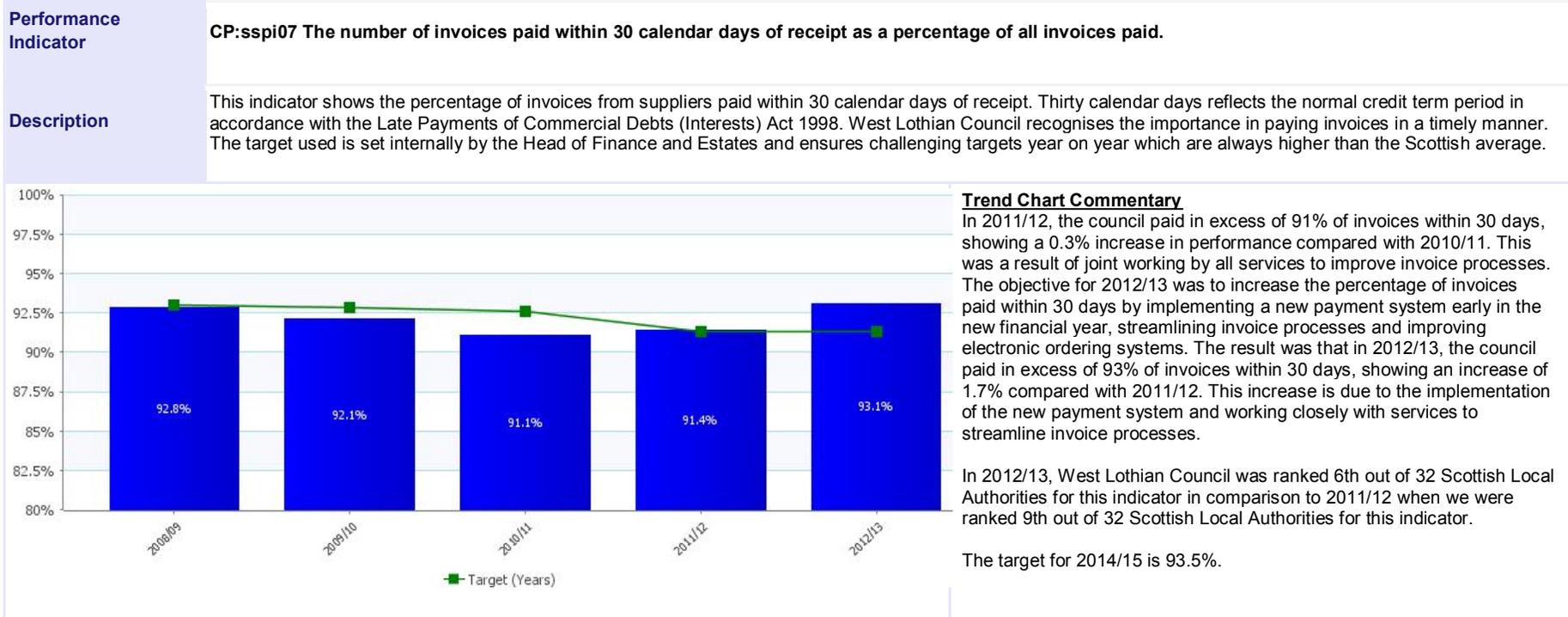
Performance – Financial Management Unit

| Performance Indicator | CP:FM002_9b.1a Annual General Services Capital Programme Budget approval within set deadlines. | | | | | | | | | | | | |
|------------------------------|--|------|-------------|---------|-----|---------|-----|---------|-----|---------|-----|---------|-----|
| Description | This performance measures the process for approving the Council's annual capital budget. West Lothian Council approved a ten year capital investment and asset management strategy in 2007 that covers the period 2008/2009 to 2017/2018. This will provide for investment in Council properties such as schools, communities, sports and arts facilities, day care Centres as well as investment in roads and structures, footpaths, street lighting, open spaces and IT. The general services capital programme is reviewed annually and reported to Council in January each year. | | | | | | | | | | | | |
| | <div style="display: flex; justify-content: space-between;"> <div style="width: 60%;"> <p>The chart displays performance data for five financial years: 2010/11, 2011/12, 2012/13, 2013/14, and 2014/15. The vertical axis ranges from 'No' at the bottom to 'Yes' at the top. A green horizontal line represents the 'Target (Years)'. For every year shown, a blue bar reaches the 'Yes' level, indicating that the target was consistently met.</p> <table border="1"> <thead> <tr> <th>Year</th> <th>Performance</th> </tr> </thead> <tbody> <tr> <td>2010/11</td> <td>Yes</td> </tr> <tr> <td>2011/12</td> <td>Yes</td> </tr> <tr> <td>2012/13</td> <td>Yes</td> </tr> <tr> <td>2013/14</td> <td>Yes</td> </tr> <tr> <td>2014/15</td> <td>Yes</td> </tr> </tbody> </table> </div> <div style="width: 35%; padding-left: 20px;"> <p>Trend Chart Commentary:</p> <p>West Lothian Council has consistently produced and agreed upon a balanced annual general services capital programme budget within the set deadlines. The 2014/15 to 2017/2018 capital budget was approved on 19 December 2013 at the meeting of the Council.</p> </div> </div> | Year | Performance | 2010/11 | Yes | 2011/12 | Yes | 2012/13 | Yes | 2013/14 | Yes | 2014/15 | Yes |
| Year | Performance | | | | | | | | | | | | |
| 2010/11 | Yes | | | | | | | | | | | | |
| 2011/12 | Yes | | | | | | | | | | | | |
| 2012/13 | Yes | | | | | | | | | | | | |
| 2013/14 | Yes | | | | | | | | | | | | |
| 2014/15 | Yes | | | | | | | | | | | | |

| | |
|--|---|
| <p>Performance Indicator</p> | <p>CP:FM003_9b.1a Annual Revenue Budget Approval Within Set Deadlines.</p> |
| <p>Description</p> | <p>This performance measures the process for approving the Council's annual revenue budget. The annual revenue budget covers the day to day running costs incurred in the delivery of the council's services, for example salaries, wages, supplies and services. This ensures expected expenditure is matched by expected funding. Funding sources include council tax and block grants from the Scottish Government. The council approves its revenue budget in January or February for the forthcoming financial year. The Council must approve a budget before 11 March to comply with statutory obligations. However, to initiate collection of instalments in April, it is necessary to set the council tax at least one month before the statutory deadline.</p> |
|  <p>The chart displays five blue bars representing performance from 2010/11 to 2014/15. Each bar reaches the 'Yes' level on the y-axis. A legend below the chart shows a green square next to the text 'Target (Years)'.</p> | <p>Trend Chart Commentary:</p> <p>West Lothian Council has consistently produced and agreed balanced revenue budgets within set deadlines. This is within a context of unprecedented financial pressures and increased public expectations regarding the quality of services provided. The 2014/15 revenue budget was approved on 19 December 2013 at a meeting of the Council.</p> |

| Performance Indicator | FM014_9b.1c Budget Monitoring - Compliance with Timescales for Formal Reporting. | | | | | | | | | | | | |
|------------------------------|---|------|----------------|---------|------|---------|------|---------|------|---------|------|---------|------|
| Description | Budget monitoring - compliance with timescales for formal reporting to Corporate Management Team and Council Executive | | | | | | | | | | | | |
| Figure | <div style="display: flex; justify-content: space-between;"> <div style="width: 45%;"> <table border="1"> <caption>Compliance with Timescales for Formal Reporting</caption> <thead> <tr> <th>Year</th> <th>Compliance (%)</th> </tr> </thead> <tbody> <tr> <td>2008/09</td> <td>100%</td> </tr> <tr> <td>2009/10</td> <td>100%</td> </tr> <tr> <td>2010/11</td> <td>100%</td> </tr> <tr> <td>2011/12</td> <td>100%</td> </tr> <tr> <td>2012/13</td> <td>100%</td> </tr> </tbody> </table> </div> <div style="width: 50%; padding-left: 20px;"> <p><u>Trend Chart Commentary:</u></p> <p>The Financial Management Unit have consistently reported the outcomes of the budget monitoring process, as per the agreed budget monitoring framework and procedures to the Corporate Management Team on a quarterly basis and the Council Executive on a quarterly basis. The draft final out-turn for 2013/14 is expected to be reported to Council Executive in June 2014.</p> </div> </div> | Year | Compliance (%) | 2008/09 | 100% | 2009/10 | 100% | 2010/11 | 100% | 2011/12 | 100% | 2012/13 | 100% |
| Year | Compliance (%) | | | | | | | | | | | | |
| 2008/09 | 100% | | | | | | | | | | | | |
| 2009/10 | 100% | | | | | | | | | | | | |
| 2010/11 | 100% | | | | | | | | | | | | |
| 2011/12 | 100% | | | | | | | | | | | | |
| 2012/13 | 100% | | | | | | | | | | | | |

| <p>Performance Indicator</p> | <p>FM082_6a.7 Financial Management Unit - Customer satisfaction with the service overall rated as good or excellent</p> | | | | | | | | | |
|-------------------------------------|--|------|------------|---------|--------|---------|--------|------------------|-----|---|
| <p>Description</p> | <p>This performance indicator measures the percentage of customers who rated the overall quality of the service provided by the Financial Management Unit as good or excellent. Customers are asked to rate the overall quality of service as; excellent, good, adequate, poor or very poor. All responses ranked as either 'Excellent' or 'Good' are recorded as positive responses. Customer surveys are issued on an annual basis to internal customers such as budget holders, senior officers and elected members. In addition, we survey a sample of suppliers who receive a service from the purchase to pay section. The results of the customer feedback are analysed by the Financial Management Unit on an annual basis in order to identify areas for improvement.</p> | | | | | | | | | |
| | <table border="1"> <caption>Customer Satisfaction Data</caption> <thead> <tr> <th>Year</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>2012/13</td> <td>90.13%</td> </tr> <tr> <td>2013/14</td> <td>97.44%</td> </tr> <tr> <td>Target (2014/15)</td> <td>94%</td> </tr> </tbody> </table> | Year | Percentage | 2012/13 | 90.13% | 2013/14 | 97.44% | Target (2014/15) | 94% | <p>Trend Chart Commentary: The FMU customer survey was revised in 2012/13 to provide consistency of questions with other council services. As a result, new performance indicators have been created to reflect the revised questions and therefore only two years data is available.</p> <p>Customer satisfaction has been above target for both years with a large increase from 2012/13 to 2013/14. This would indicate that the Financial Management Unit continues to improve its services to customers.</p> <p>The results of the survey are analysed by Financial Management Unit staff to identify areas for improvement which are collated and distributed to all staff in the unit.</p> <p>The target for 2014/15 is 94%.</p> |
| Year | Percentage | | | | | | | | | |
| 2012/13 | 90.13% | | | | | | | | | |
| 2013/14 | 97.44% | | | | | | | | | |
| Target (2014/15) | 94% | | | | | | | | | |



Calendar of Improvement and Efficiency Activity – Financial Management Unit

| 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 | Annually | | | | | | | | | | | ✓ | |
| ● Benchmarking | Annually | ✓ | | | | | | | | | | | |
| ● Collation Specified Performance Indicators (SPIs) | Annually | ✓ | | | | | | | | | | | |
| ● Update of PPR information | Annually | ✓ | | | | | | | | | | | |
| ● WLAM – next assessment September 2015 | N/A | | | | | | | | | | | | |
| ● Review Panel - next review February 2016 | N/A | | | | | | | | | | | | |
| ● Performance Committee | N/A | | | | | | | | | | | | |
| ● Progress review of improvement actions | Quarterly | ✓ | | | ✓ | | | ✓ | | | ✓ | | |
| ● CSE preparation | Annually | | | ✓ | | | | | | | | | |
| ● Inspection or Audit activity | Annually | ✓ | | | | | | | | | | | |
| ● Budget Management activity | Quarterly | | | | ✓ | | ✓ | | | ✓ | | | ✓ |
| ● Equality Impact Assessment(s) | Annually | | | | | | | | | ✓ | | | |
| ● Health and Safety Assessment(s) | Annually | ✓ | | | | | | | | | | | |
| ● Business Continuity Planning | Annually | | | | | | | | | | | | ✓ |
| ● Workforce Planning | Annually | | | | | | | | | | | | ✓ |
| ● PRPDs | Annually | ✓ | | | | | | | ✓ | | | | |
| ● Review of customer groups/segmentation matrix | Annually | | | ✓ | | | | | | | | | |
| ● Customer consultation | Annually | | | ✓ | | | | | | | | | |
| ● Review of Service Standards | Annually | | | | | | | | | | | ✓ | |
| ● Planned Engagement activity | Annually | ✓ | | | | | | | | | | | |
| ● Website content management | Annually | | | | | | | | | | | ✓ | |

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

3.4 Property Management and Development

| | |
|------------------------|--------------|
| Manager: | Jack Orr |
| Number of Staff (FTE): | 20.03 |
| Location: | Civic Centre |

Purpose

Property Management and Development delivers a range of asset management services for internal and external customers, from strategic direction of the council's property portfolio through to management of utilities and operational property budgets. The unit is also involved in the development of property to promote economic activity in support of local business and industry. Professional services include valuation of land and property, as well as maintenance of property records. Key challenges in 2014/15 will be progressing the delivery of the various asset management and climate change workstreams in the Delivering Better Outcomes agenda, together with further roll out of the new Atrium property asset management software.

Activities

The main activities in 2014/15 will be:

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

Key Partners

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

- NHS Scotland – various Partnership Centres (existing and proposed)
- Police Scotland - various Partnership Centres (existing and proposed)
- Heartlands Business Park Joint Venture

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 |
| Customers (internal and external) | Customer Satisfaction Questionnaire | Annually | Paul Furbank | Results sent to respondents and posted on internet |
| Tenant Customers | Equality questionnaire | Annually | Paul Furbank | Results posted on internet |
| Civic Centre User Groups | Meetings | Quarterly | Arthur Weir | Minutes of meetings |
| Targeted client groups | Focus Group | Ad hoc, demand driven | Paul Furbank | Minutes and meeting notes circulated |

Activity Budget – Property Management and Development

| Activity Name and Description | | Link to Corporate Plan | Performance Indicator and Target 2014/15 | PI Category | Staff Resource (FTE) | Revenue Expenditure Budget 2014/15 £ | Revenue Income Budget 2014/15 £ | Net Revenue Budget 2014/15 £ |
|---------------------------------------|--|--------------------------------------|---|-------------|----------------------|--------------------------------------|---------------------------------|------------------------------|
| Strategic Property Asset management | The efficient and effective management of the council's operational properties. | Enabler Service - Financial Planning | PMD151 (9a.1a) - cost of providing the service - £5.00 per head of population | WLAM | 1.30 | 188,101 | 0 | 188,101 |
| | | | SSP1008a (9b2a) - Percentage of Operational Properties in Satisfactory Condition: 96% | Public | | | | |
| Disposal of Surplus Land and Property | Delivering a programme of property disposals to support the Council's capital investment programme | Enabler Service - Financial Planning | PMD151 (9a.1a) - cost of providing the service - £5.00 per head of population | WLAM | 2.83 | 98,366 | (734) | 97,632 |
| | | | PMD033 (9b2a) - Capital receipt income against target: 100% | WLAM | | | | |

| Activity Name and Description | | Link to Corporate Plan | Performance Indicator and Target 2014/15 | PI Category | Staff Resource (FTE) | Revenue Expenditure Budget 2014/15 £ | Revenue Income Budget 2014/15 £ | Net Revenue Budget 2014/15 £ |
|----------------------------------|---|--------------------------------------|--|-------------|----------------------|---|------------------------------------|---------------------------------|
| Management of the TNRP Portfolio | The efficient and effective management of the council's commercial portfolio to maximise income and to maintain long term performance | Enabler Service - Financial Planning | PMD151 (9a.1a) - cost of providing the service - £5.00 per head of population | WLAM | 5.00 | 1,231,076 | (4,421,845) | (3,190,769) |
| | | | PMD074 (9b) - Commercial Property, percentage of rent outstanding (Current debt): 4% | Public | | | | |
| Professional services. | Including: Valuation for capital accounting purposes; maintenance of property records; granting property rights; provision of expert advice; development of land and buildings for economic development purposes and provision of advice to migrant and growing businesses. | Enabler Service - Financial Planning | PMD127 (6a.7) - PM&D percentage of customers rating the service as good or excellent - 84% | WLAM | 2.50 | 86,896 | (649) | 86,247 |
| | | | PMD169 (9b) - Asset valuations input to Atrium within agreed timescales: 100% | WLAM | | | | |

| Activity Name and Description | | Link to Corporate Plan | Performance Indicator and Target 2014/15 | PI Category | Staff Resource (FTE) | Revenue Expenditure Budget 2014/15 £ | Revenue Income Budget 2014/15 £ | Net Revenue Budget 2014/15 £ |
|--|--|--------------------------------------|---|-------------|----------------------|--------------------------------------|---------------------------------|------------------------------|
| Energy Management | Ensuring effective energy and water management in corporate non-domestic properties through energy efficiency measures. Developing potential projects, analyse consumption trends and setting targets. | Enabler Service - Financial Planning | CMP003_9a1 - Carbon emissions from energy used in buildings (Annually): 31,680 | WLAM | 1.20 | 523,228 | 0 | 523,228 |
| | | | CMP004_9b - Total Annual CO2e - Water: 176 | WLAM | | | | |
| The management of the Council's HQ buildings | Providing an efficient and effective facilities management function in Civic Centre and the council's headquarter office buildings. | Enabler Service - Financial Planning | PMD077 (6a) - Overall customer satisfaction - Headquarter buildings: 80% | WLAM | 6.40 | 4,760,135 | (2,545,530) | 2,214,605 |
| | | | SSP1008b (9b2a) - Percentage of Operational Properties that are Suitable for Current Use: 88% | Public | | | | |

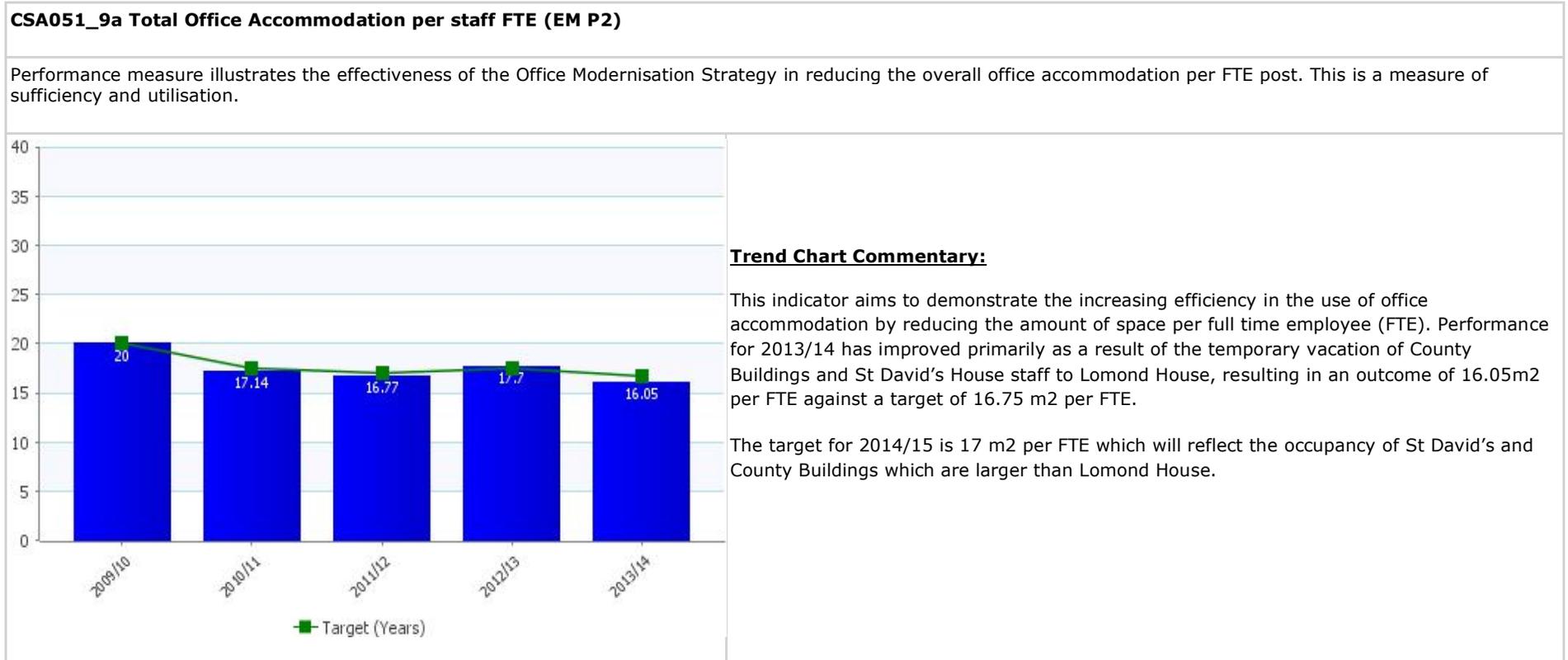
| Activity Name and Description | | Link to Corporate Plan | Performance Indicator and Target 2014/15 | PI Category | Staff Resource (FTE) | Revenue Expenditure Budget 2014/15 £ | Revenue Income Budget 2014/15 £ | Net Revenue Budget 2014/15 £ |
|--|---|---|---|-------------|----------------------|---|------------------------------------|---------------------------------|
| The management of the Council's Corporate Properties | The efficient and effective management of the council's operational properties. | Enabler Service - Financial Planning | PMD151 (9a.1a) - cost of providing the service - £5.00 per head of population | WLAM | 0.60 | 16,248,632 | (26,503) | 16,222,129 |
| | | | SSPI003 (9b2a) - Percentage of council buildings in which all public areas are suitable for and accessible to disabled people : 69% | Public | | | | |
| Service Support | Provision of management and administrative support | Enabler Service - Corporate Governance and Risk | Support activities contribute towards the overall performance of the service. Performance is monitored through the indicators for front line activities | | 0.20 | 14,663 | 0 | 14,663 |
| Total :- | | | | | 20.03 | 23,151,097 | (6,995,261) | 16,155,836 |

Actions – Property Management and Development

| Actions 2013/14 | | | | | | |
|--|--|---|---------------|----------|----------|---------------------------------------|
| Action | Description | Planned Outcome | Owner | Start | End | Status (Planned, Active, Complete) |
| Asset Management | Property Asset Management Plan | Property Asset Management Plan to be completed and approved | Paul Kettrick | 01/01/13 | 31/10/13 | Complete |
| Office Modernisation | Asset Management – Office Modernisation | Completion of further phases of modernisation and rationalisation of council HQ buildings | Jack Orr | 01/01/13 | 31/03/14 | Complete |
| Office Modernisation – Service Support Accommodation | Asset Management – service support accommodation | Initial review of council depot and stores to inform future modernisation and rationalisation | Paul Furbank | 01/01/13 | 31/03/14 | Complete |
| Asset Management – Tenanted Non Residential Properties | Asset Management – Tenanted Non Residential Properties modernisation | Improved financial return from the councils non-operational property, increased income /reduced expenditure | Paul Furbank | 01/01/13 | 31/03/14 | Complete |
| Asset Management-Place Based | Asset Management – place based review | Initial review of front line service delivery buildings to ensure property suited to service requirements | Stephen Letch | 01/01/13 | 31/03/14 | Complete |
| Asset Management – Third Party Occupation | Third party occupation of council property | Collection of information on third party occupation and formulation and approval of a new policy to clarify management arrangements in future | Paul Furbank | 01/01/13 | 31/03/14 | Complete |

| Actions 2014/15 | | | | | | |
|---|---|---|---------------|----------|----------|---------------------------------------|
| Action | Description | Planned Outcome | Owner | Start | End | Status (Planned, Active, Complete) |
| Asset Register | Atrium – Phase II Asset Management Software | Full installation of next phase of software development | Paul Kettrick | 01/04/13 | 31/03/14 | Active |
| Office Modernisation – Administrative Buildings | Accommodation improvements in Administrative Buildings | Full refurbishment of St David House and County Buildings | Jack Orr | 01/01/13 | 31/03/14 | Active |
| Asset Register | Atrium – Phase II Asset Management Software | Full installation of next phase of software development | Paul Kettrick | 01/04/14 | 31/03/15 | Planned |
| Asset Management Workstream - Office Modernisation | Accommodation improvements in various operational offices together with improved desk and space utilisation | Full refurbishment of St David House and County Buildings | Jack Orr | 01/04/14 | 31/03/15 | Planned |
| Asset Management Workstream – Depot and Store Modernisation | Consolidation of existing support accommodation into two geographical locations | Procurement of two properties together with full design, specification and obtaining of statutory consents – site start at one location | Paul Furbank | 01/04/14 | 31/03/15 | Planned |
| Asset Management Workstream – Place Based Review | Review of front line service delivery buildings to ensure properties linked to service requirements | Appropriate and improved service delivery in appropriate geographical locations | Paul Furbank | 01/04/14 | 31/03/15 | Planned |
| Physical Assets Review – UPS/Hub Rooms | Linking of all IT hub rooms in the Civic Centre to the existing UPS and standby generator | When complete, works will provide greater IT resilience in the event of a loss of power in the CC, and will ensure that data is not lost or corrupted | Jack Orr | 01/01/14 | 30/04/15 | Planned |
| Asset Management – Third Party Occupation | Third party occupation of council property | Implementation of approved policy through new legal agreements | Paul Furbank | 01/04/14 | 31/03/15 | Planned |

Performance – Property Management and Development



P:PMD127_6a.7 Property Management and Development - Percentage of Customers rating the service as good or excellent.

Property Management and Development issues a standard questionnaire that is available to all customers throughout the year. The question set is based on the 5 Drivers of customer satisfaction and experience. Performance Indicator 6a.7 - is based on a question asking customers to rate their overall satisfaction with the service they received, measuring the percentage of respondents who rated the service delivered as good or excellent.

Until 2011/12 results were based on an aggregation of survey results. This included surveys of the tenants of the commercial portfolio and the occupiers of Headquarter buildings, who were consulted in alternate years, in addition to the general survey. Results were also based on a four point scale of response (Excellent, Good, Adequate, Poor).

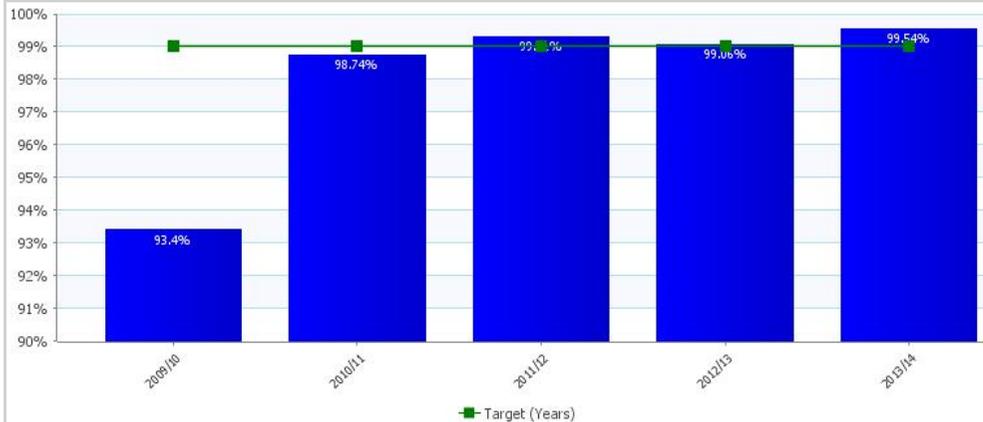
From 2012/13 the performance indicator is based only on the generic customer survey, rather than an aggregation of results. It is also based on responses on Excellent or Good on a five point scale (Excellent, Good, Adequate, Poor, Very Poor.)

Targets are reviewed in April each year



PMD166_9b.1c - Rent Collected for commercial property

This Performance Indicator measures our success in collecting rent due from tenants of the commercial (Tenanted Non-Residential property) portfolio. Bad debts written off in a financial year are deducted from the total amount billed, and the balance is expressed as a percentage of the total billed. The TNRP portfolio comprises those properties that the council owns, but does not occupy for direct service delivery, and totals 650 properties, including 108 shops, 38 offices, and 284 industrial units. As rent written off during one financial year may relate to income billed in a previous financial year some variation in the annual percentage figure may be expected. Trends should therefore be looked at over a longer period.



Trend Chart Commentary:

Collection rates have generally been improving over the past five years. The exception in 2009/10 relates to a single debtor who owed a six figure sum in rental. Excluding this debtor the collection rate would have been marginally higher than the subsequent year (98.84 percent)

Performance for 2013/14 was slightly above the target of 99 percent at 99.54 percent, and the highest collection rate for five years.

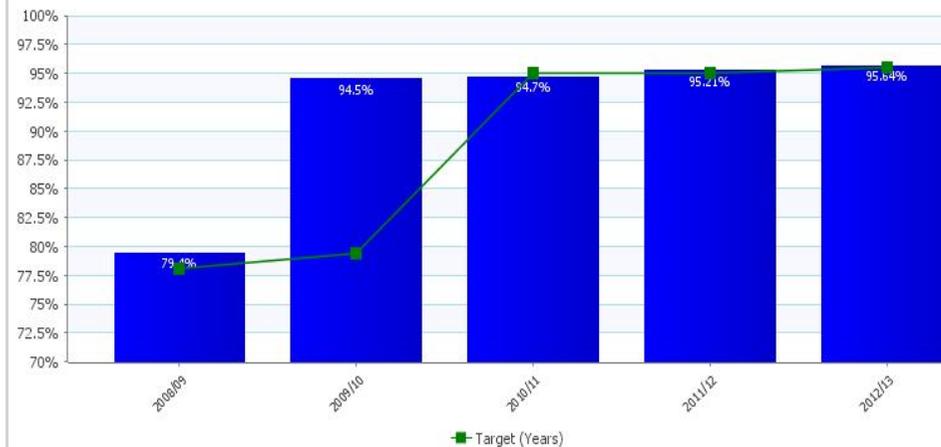
The target for 2014/15 will be unchanged.

CP:sspi08a Asset management - proportion of gross internal area that is in satisfactory condition.

This is a Specified Performance Indicator, used by all Scottish authorities. This is submitted to the Scottish Government annually.

It expresses the percentage of the total gross internal floor area of properties used by the Council to deliver services (e.g. schools, community centres, offices and depots etc) that is in satisfactory or better condition.

It excludes council housing and commercial property leased to generate an income e.g. industrial units & shops.



Trend Chart Commentary:

This trend chart shows that property condition has continued to improve as a result of an effective investment and planned maintenance programme, and the replacement, closure or demolition of a number of properties that were in poor condition. Condition has continuously improved. Confirmation of this performance indicator is not available until September 2014 to allow for evaluation of planned improvement works undertaken and evaluation through the Audit Process.

West Lothian Council was ranked 5th out of 32 Scottish Local Authorities for this indicator. Performance is expected to be sustained for 2013/14 although this will not be confirmed until late 2014 by Audit Scotland.

The target for 2013/14 is 96%. Performance is expected to be sustained as works concentrate on long term back log works however, there may be a slight improvement on performance due to new property projects.

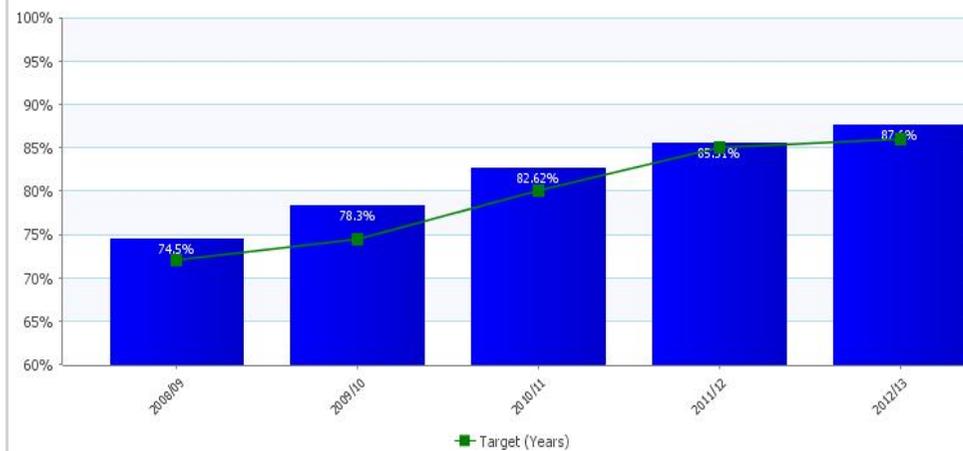
The target for 2014/15 is 97%.

CP:sspi08b Asset management - percentage of operational buildings that are suitable for their current use.

This is a Specified Performance Indicator, used by all Scottish authorities. This is reported to the Scottish Government annually.

It measures the percentage of total properties used by the Council to deliver services (e.g. schools, community centres, offices and depots etc) that are suitable for current use.

It excludes council housing and commercial property leased to generate an income e.g. industrial units & shops.



Trend Chart Commentary:

This trend chart shows that property suitability has continued to improve as a result of an effective investment and planned improvement programme, and the replacement, closure or demolition of a number of properties that were not suitable for use. Confirmation of this performance indicator is not available until September 2014 to allow for evaluation of planned improvement works undertaken and evaluation through the Audit Process.

West Lothian Council was ranked 7th out of 32 Scottish Local Authorities for this indicator for 2012/13. Performance is expected to be sustained for 2013/14 although this will not be confirmed until late 2014 by Audit Scotland.

The target for 2013/14 is 88%. Performance is expected to be sustained though there may be a slight improvement on performance due to new property projects.

The target for 2014/15 is 89%.

Calendar of Improvement and Efficiency Activity – Property Management and Development

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

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

3.5 Revenues Unit

| | |
|------------------------|----------------|
| Manager: | Scott Reid |
| Number of Staff (FTE): | 118.5 |
| Location: | St David House |

Purpose

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

During 2014/15 the unit will look to maximise income to the council whilst minimising the costs of collection. The unit will continue to work closely with stakeholders and partners to plan and prepare for the impact of welfare reform. The unit will continue to modernise, with customer communication and consultation playing a key part in its modernisation activity. There will be ongoing change in the provision of the benefits service due to the effects of welfare reform. The benefit fraud team will also relocate to the Audit and Risk Management Unit to develop the council's corporate fraud arrangements.

Activities

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

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

Key Partners

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

- Department for Work and Pension
- Registered Social Landlords
- Lothian Valuation Joint Board
- Sheriff Officers
- Business Improvement District Company (Enterprising Bathgate)

Customer Participation

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

| Customer Consultation Schedule | | | | |
|--|---|-----------|---------------------|---|
| Customer Group | Survey Method | Frequency | Responsible Officer | Feedback Method |
| Council Taxpayer | Paper based/ electronically issued along with e-bills. Surveys | Monthly | Scott Reid | Results posted on internet Council Tax leaflet Email |
| Pensioners 60+ in receipt of HB/ CTRS | Paper based/ electronically issued along with e-bills. Surveys | Monthly | Sandra Malloy | Results posted on internet Benefits leaflet. Email |
| Business Ratepayers | Electronically issued following annual billing | Annually | Scott Reid | Results posted on internet Business Rates leaflet. Email |
| Working age 16-60 in receipt of HB/CTRS | Paper based/electronically issued along with e-bills. Surveys | Monthly | Sandra Malloy | Results posted on internet. Benefits leaflet Email |
| RSL / Private Landlords | Electronically. Regular Meetings of RSL and Private Landlord forums | Annually | Sandra Malloy | Results posted on internet. Email Housing Association & Private Landlord Forums |
| Scottish Welfare Fund | Telephone | Daily | Sandra Malloy | Results posted on internet. Email |
| Other council services | Electronically | Annually | Scott Reid | Results posted on internet. Email |

Activity Budget – Revenues Unit

| Activity Name and Description | | Link to Corporate Plan | Performance Indicator and Target 2014/15 | PI Category | Staff Resource (FTE) | Revenue Expenditure Budget 2014/15 £ | Revenue Income Budget 2014/15 £ | Net Revenue Budget 2014/15 £ |
|---|---|--------------------------------------|---|-------------|----------------------|--------------------------------------|---------------------------------|------------------------------|
| Council Tax and Residual Community Charge | Billing, collection and administration of Council Tax and Water Service Charges. Collection of Residual Community Charge. | Enabler Service - Financial Planning | SSPI05 - Cost of collecting Council Tax per dwelling - £9.00. | Public | 19.5 | 712,006 | (430,000) | 282,006 |
| | | | SSP106b - percentage of income due from Council Tax for the year that was received by the end of the year - 94.5% | Public | | | | |
| Corporate Debt | Collection of multiple debts due to the council, provision of welfare and debt advice, collection of Housing Benefit overpayments and administration of Discretionary Housing Payments. | Enabler Service - Financial Planning | REV106 - Customer income generated from Corporate Debt Team Activity - £375k | WLAM | 9.0 | 328,618 | (141,858) | 186,760 |
| | | | REV009 - Cumulative value of Housing Benefit Overpayment recovered - £800,000 | WLAM | | | | |
| Non-Domestic Rates | Billing, collection and administration of Non Domestic Rates | Enabler Service - Financial Planning | REV014 - Business Rates cost per property - £45.00 | Public | 3.0 | 109,539 | (203,020) | (93,481) |
| | | | REV002 - Percentage of Business Rates received in the year - 98.5% | Public | | | | |

| Activity Name and Description | | Link to Corporate Plan | Performance Indicator and Target 2014/15 | PI Category | Staff Resource (FTE) | Revenue Expenditure Budget 2014/15 £ | Revenue Income Budget 2014/15 £ | Net Revenue Budget 2014/15 £ |
|---|--|--|---|-------------|----------------------|---|------------------------------------|---------------------------------|
| Service Accounts | Invoicing, collection and administration of the councils service accounts. | Enabler Service - Financial Planning | REV016 - Cost of collection for service accounts - £15.50 | WLAM | 2.0 | 73,026 | 0 | 73,026 |
| | | | REV083 - Outstanding service account debt over 12 months - £750,000 | | | | | |
| Housing Benefit and Council Tax Reduction | Administration of Housing Benefit and Council Tax Reduction including appeals and interventions. | 5. Reduce poverty, the cycle of deprivation and promote equality | SSPI04 - Gross administration cost per Housing Benefit and Council Tax Benefit case - £36.50 | WLAM | 38.1 | 1,391,152 | -2,095,486 | -704,334 |
| | | | REV103 - Cumulative days to process new housing benefit claims and change of circumstances - 20 days. | | | | | |
| Housing Benefit and Council Tax Reduction Fraud | Prevention and detection of Housing benefit and Council Tax Reduction fraud. | Enabler Service - Financial Planning | REV049 - Rate of return counter fraud officer - £3.57 | WLAM | 5.0 | 182,566 | 0 | 182,566 |
| | | | REV050 - Number of successful sanctions – 42 | | | | | |
| Scottish Welfare Fund | Administration of Community Care Grants and Crisis Grants. | 5. Reduce poverty, the cycle of deprivation and promote equality | REV107 - Cost of Scottish Welfare Fund per Application Received - £37.00 | WLAM | 7.0 | 1,259,111 | (203,020) | 1,056,091 |
| | | | REV108 - Scottish Welfare Fund Spend Against Budget - 98% | | | | | |

| Activity Name and Description | | Link to Corporate Plan | Performance Indicator and Target 2014/15 | PI Category | Staff Resource (FTE) | Revenue Expenditure Budget 2014/15 £ | Revenue Income Budget 2014/15 £ | Net Revenue Budget 2014/15 £ |
|-------------------------------|---|--------------------------------------|---|-------------|----------------------|---|------------------------------------|---------------------------------|
| Income and Rent Control | Administration and provision of income management function. Administration of Rent Accounting system. | Enabler Service - Financial Planning | REV109 - Cost of Income and Rent Control Function per £1 million income generated (less grants). - £1168.00 | WLAM | 10.0 | 365,131 | (66,225) | 298,906 |
| | | | REV069 - Percentage of rent account changes processed within 7 days of receipt - 95% | | | | | |
| Business Systems Development | Provision and development of critical business systems, including routine accuracy and compliance checks. | Enabler Service - Financial Planning | REV110 - Cost of Business Systems Development per £1 million of income generated (less grants) - £1287.00 | WLAM | 9.6 | 350,526 | 0 | 350,526 |
| | | | REV031 - Percentage of incidents logged regarding software faults within 3 working days - 98% | | | | | |
| Business Support | Provision of a support function for all Unit teams. | Enabler Service - Financial Planning | REV111 - Cost of Business Support per £1 million of income generated (less grants) - £748.00 | WLAM | 9.3 | 339,572 | 0 | 339,572 |
| | | | REV089 - Percentage of benefits and collections mail indexed within 1 day of receipt - 90%. | | | | | |
| Total :- | | | | | 112.5 | 5,111,247 | (3,139,609) | 1,971,638 |

| Activity Name and Description | | Link to Corporate Plan | Performance Indicator and Target 2014/15 | PI Category | Staff Resource (FTE) | Revenue Expenditure Budget 2014/15 £ | Revenue Income Budget 2014/15 £ | Net Revenue Budget 2014/15 £ |
|---|--|--|--|-------------|----------------------|---|------------------------------------|---------------------------------|
| Time Limited Preventative / Anti Poverty Measures | Supporting the challenges of welfare reform - Revenues and Benefits | 5. Reduce poverty, the cycle of deprivation and promote equality | Progress on this activity is reported to both CMT and Council Executive on a quarterly basis | | 6.0 | 157,000 | 0 | 157,000 |
| | | | | | | | | |
| Time Limited Preventative / Anti Poverty Measures | Supporting the challenges of welfare reform - Discretionary Housing Payment top up | 5. Reduce poverty, the cycle of deprivation and promote equality | Progress on this activity is reported to both CMT and Council Executive on a quarterly basis | | 0 | 200,000 | 0 | 200,000 |
| | | | | | | | | |
| Total :- | | | | | 118.5 | 5,468,247 | (3,139,609) | 2,328,638 |

Actions - Revenues Unit

| Actions 2013/14 | | | | | | |
|--|--|---|---------------|----------|----------|---------------------------------------|
| Action | Description | Planned Outcome | Owner | Start | End | Status (Planned, Active, Complete) |
| Business Rates System | Introduce new business rates system | Efficient administration of rates accounts | Maureen Duff | 01/04/13 | 31/03/14 | Complete |
| Housing Benefit Overpayment System | Introduce new housing benefit overpayment system | Efficient administration of overpayment accounts | Maureen Duff | 01/04/13 | 31/03/14 | Complete |
| Council Tax Reduction Scheme and Scottish Welfare Fund | Introduce the new council tax reduction scheme and Scottish welfare fund from 1 April 2013 | Efficient administration of Council Tax Reduction Scheme and Scottish Welfare Fund applications | Sandra Malloy | 01/04/13 | 31/03/14 | Complete |
| Revenues Unit Management Team assessments | 360 degree reviews for line managers | Carry out 360 degree assessments of Revenues Management Team | Scott Reid | 01/04/12 | 31/05/13 | Complete |
| Revenues Unit Organisational Review | Implement the outcomes of the organisational review | New structure in place | Scott Reid | 01/04/13 | 31/03/14 | Complete |

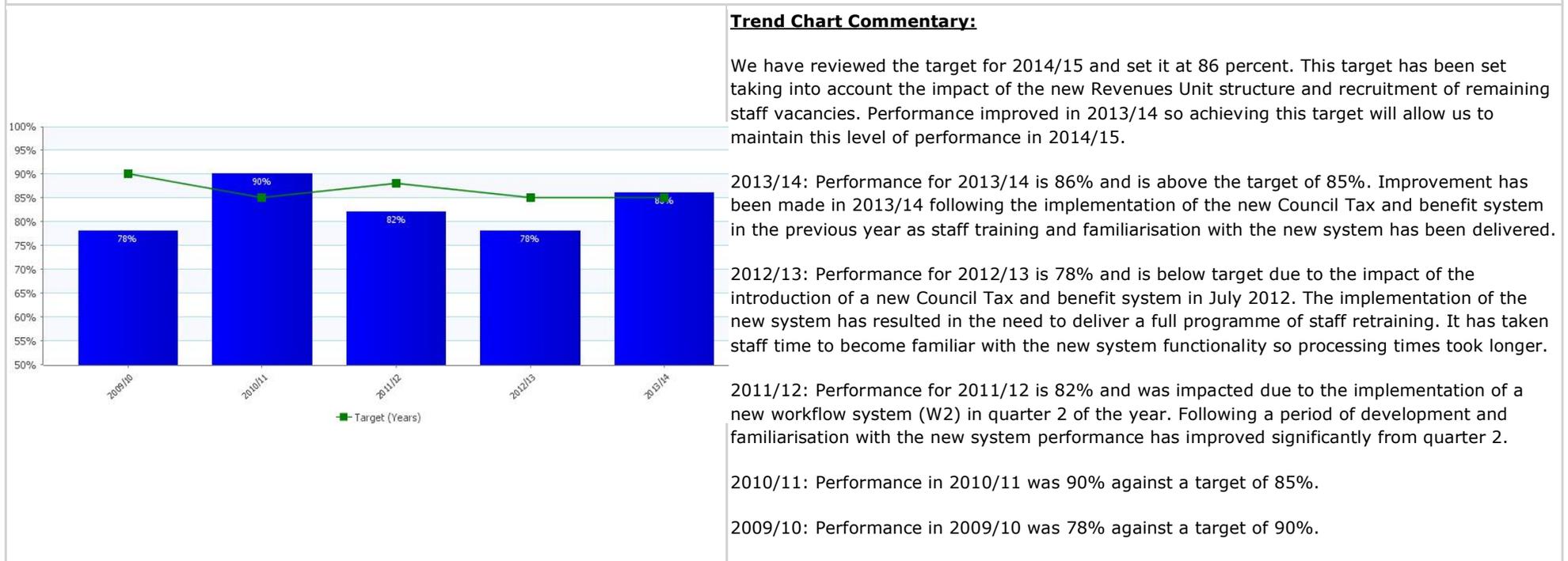
| Actions 2014/15 | | | | | | |
|--------------------------------|--|---|---------------|----------|----------|------------------------------------|
| Action | Description | Planned Outcome | Owner | Start | End | Status (Planned, Active, Complete) |
| Corporate Debt | Work with colleagues in housing to ensure an effective corporate approach to debt | Efficient administration of ongoing rent arrears and former tenant arrears for those customers who have multiple debts due to the Council | Scott Reid | 01/04/13 | 31/03/14 | Active |
| Money Matters System | Introduce and develop new "Money Matters" system for money advice and welfare rights advice within the Corporate Debt Team | Efficient administration of money advice and welfare rights advice cases within the Corporate Debt Team | Mhairi Welsh | 01/04/14 | 31/03/15 | Planned |
| Corporate Debt | Integrate housing benefit overpayments and rent into Corporate Debt system | Housing Benefit Overpayment accounts and rent accounts integrated into Corporate Debt system | Scott Reid | 01/04/14 | 31/03/15 | Planned |
| Scottish Welfare Fund | Expand payment options for Scottish Welfare Fund | Additional payment options available to applicants | Nicola Reid | 01/04/14 | 31/03/15 | Planned |
| Housing Benefit Administration | Introduce new benefit online form and risk based verification analysis | Increase take up of online benefit applications and implement risk based verification analysis | Sandra Malloy | 01/04/14 | 31/03/15 | Planned |
| Benefits Training | Implement staff training plan for benefits | Benefit staff effectively trained | Graham Watt | 01/04/14 | 31/03/15 | Planned |
| W2 workflow system. | Implement data disposal module and system upgrade for Revenues W2 workflow system | Data disposal module and system upgrade implemented | Maureen Duff | 01/04/14 | 31/03/15 | Planned |

| Actions 2014/15 (Continued) | | | | | | |
|---|---|--|-----------------|----------|----------|---------------------------------------|
| Action | Description | Planned Outcome | Owner | Start | End | Status (Planned, Active, Complete) |
| Council Tax bills and benefit notifications. | Merge the issue of daily Council Tax bills and benefit notifications | Daily Council Tax bills and benefit notifications issued jointly. | Maureen Duff | 01/04/14 | 31/03/15 | Planned |
| Council Tax and Business Rates customer appointment system. | Implement Council Tax and Business Rates online appointment system for customers. | Council Tax and Business Rates customers able to self serve and arrange appointments online. | Mhairi Welsh | 01/04/14 | 31/03/15 | Planned |
| Cash Receipting System | Upgrade Capita Cash Receipting system. | Cash Receipting system upgrade implemented. | Michelle Walker | 01/04/14 | 31/03/15 | Planned |

Performance - Revenues Unit

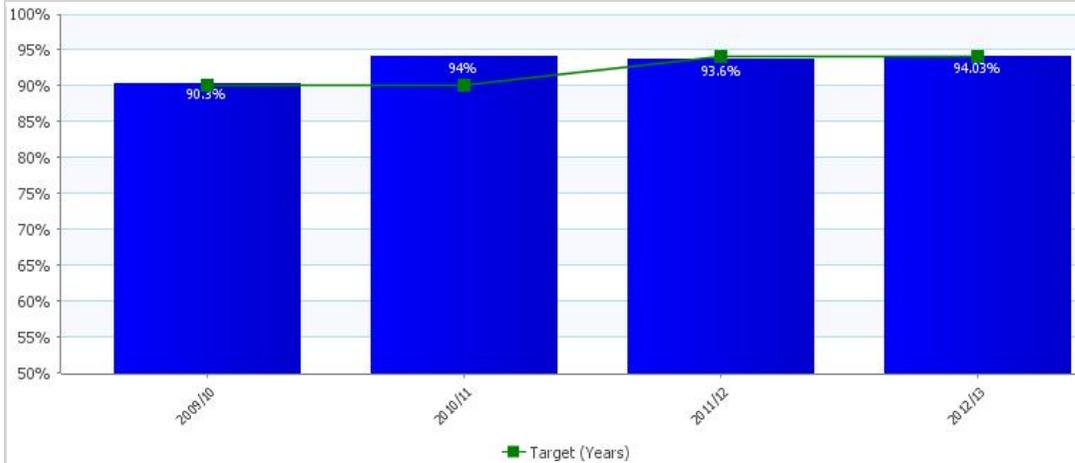
P:REV027_6b.2 Percentage of Business Rates and Council Tax correspondence processed within 10 working days of receipt.

This performance indicator is cumulative across the financial. Where correspondence is received within the Revenues Unit in relation to Business Rates and Council Tax enquiries, we will aim to process 85 percent within 10 working days of receiving it.



P:REV028_6b.2 Percentage of Council Tax and Business Rates mail dealt with accurately at first time of processing.

This performance indicator is cumulative across the financial year. Where incoming mail is received within the Revenues Unit in relation to Business Rates and Council Tax enquiries, we will aim to process 94 percent of this mail accurately at the time of receiving it



Trend Chart Commentary:

2012/13: Performance for 2012/13 is 94.03% and is above the target of 94%. Improvement has been achieved as staff became more familiar with the new system.

2011/12: Performance for 2011/12 is 93.6% and is marginally below the target of 94%. During this year we introduced a new workflow system and accuracy was impacted as staff had to become familiar with new practices and processes.

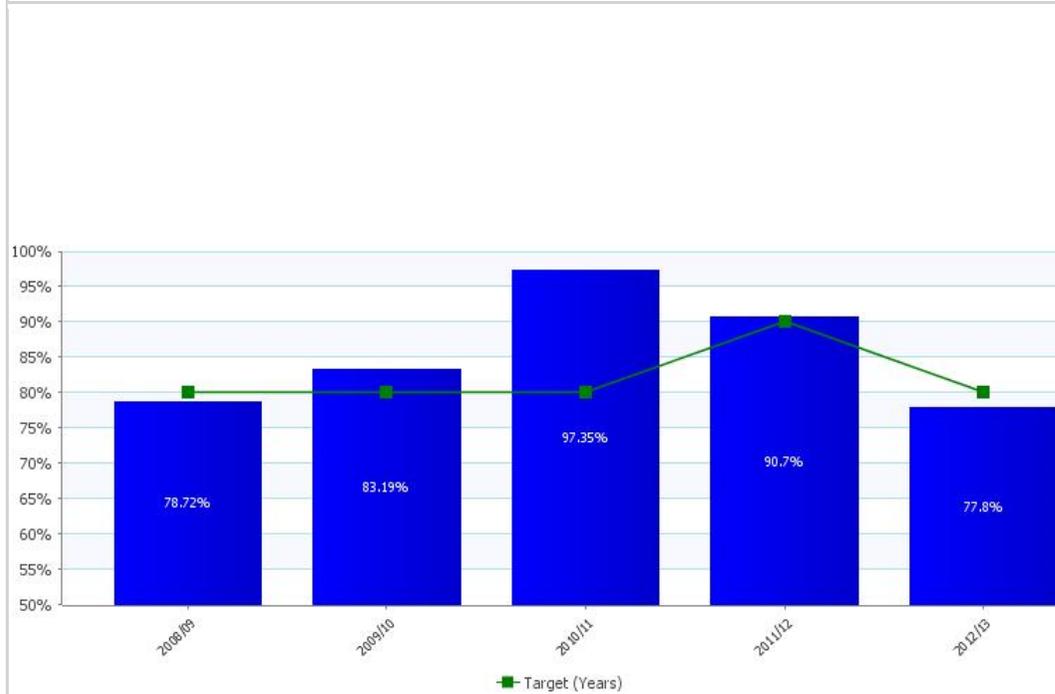
2010/11: Performance in 2010/11 was 94% against a target of 90%.

2009/10: Performance in 2009/10 was 90.3% against a target of 90%.

The target for 2014/15 is 94%.

P:REV042_6a.7 Percentage of respondents who rated the overall quality of service delivered by the Revenues Unit as good or excellent.

This performance indicator measures the percentage of customers that rated our overall service as good or excellent. Collected as part of our ongoing survey, customers are asked to rate the quality of the service provided as; excellent, good, adequate, poor, very poor or not applicable. The survey is a random but representative sample of the customers that accessed the service and the results are analysed to identify improvements to the way the service is delivered to customers.



Trend Chart Commentary:

We strive to improve our services on an ongoing basis. Feedback from our customers is important to judge if our actions have been successful.

2012/13:

The surveys were issued to a sample of our Benefits, Business Rates and Council Tax customers. 1,423 surveys were issued with 165 being returned (11.6%). The percentage of respondents who rated the overall quality of service between good and excellent has reduced from the previous year and has not reached our target. There are a number of factors that have contributed to this:

- 1) The previous three year survey results took into account those respondents who rated the service as excellent, very good and good whereas the revised survey for 2012/13 takes into account responses for excellent or good only.
- 2) A new Council Tax and benefit system was introduced in August 2012 as a result of Welfare Reform changes to benefit administration. As a result of this workloads built up and resulted in delays in processing customer enquiries.

The target for 2013/14 is 80%.

2011/12:

From the 1,758 surveys issued, 255 (14.5%) were returned. Although analysis of these results has shown a reduction in the percentage of respondents who rated the overall quality of service delivered as good, very good and excellent, we have exceeded our target. Future surveys will be assessed on the percentage of respondents who rate the overall quality of service delivered as good or excellent therefore the target for 2012/13 is 80%.

The target for 2013/14 is 80%.

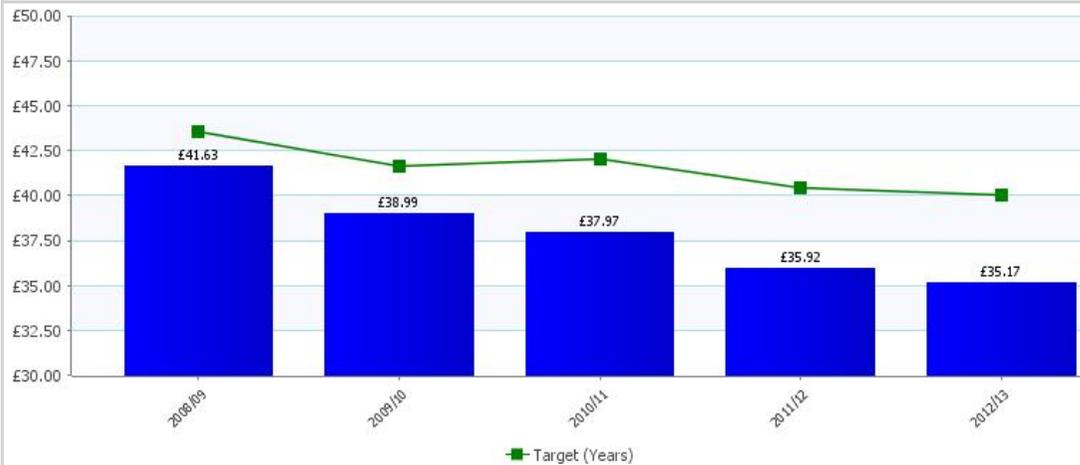
The target for 2014/15 is 85%.

CP:sspi04 Gross administration cost per Housing Benefit and Council Tax Benefit case.

This is a Specified Performance Indicator, used by all Scottish authorities.

The numerator for this indicator is all costs associated with Housing Benefit and Council Tax Benefit administration including counter-fraud work.

The indicator shows the average administration cost of dealing with Housing Benefit and Council Tax Benefit applications. The indicator allows costs to be more directly comparable by weighting the caseload mix by using the Housing Benefit and Council Tax Benefit subsidy distribution formula.



Trend Chart Commentary:

The per case expenditure has continued to reduce against a background of constant change in benefit administration and an increase in caseload. However, we are anticipating an increase in costs relating to a rise in queries and appeals as a result of these benefit changes.

In 2012/13, West Lothian Council had the 9th lowest cost per case of 32 Scottish Local Authorities. Our benefit caseload increased by 376 cases.

The target for 2013/14 is £35.00

The target for 2014/15 is £36.00

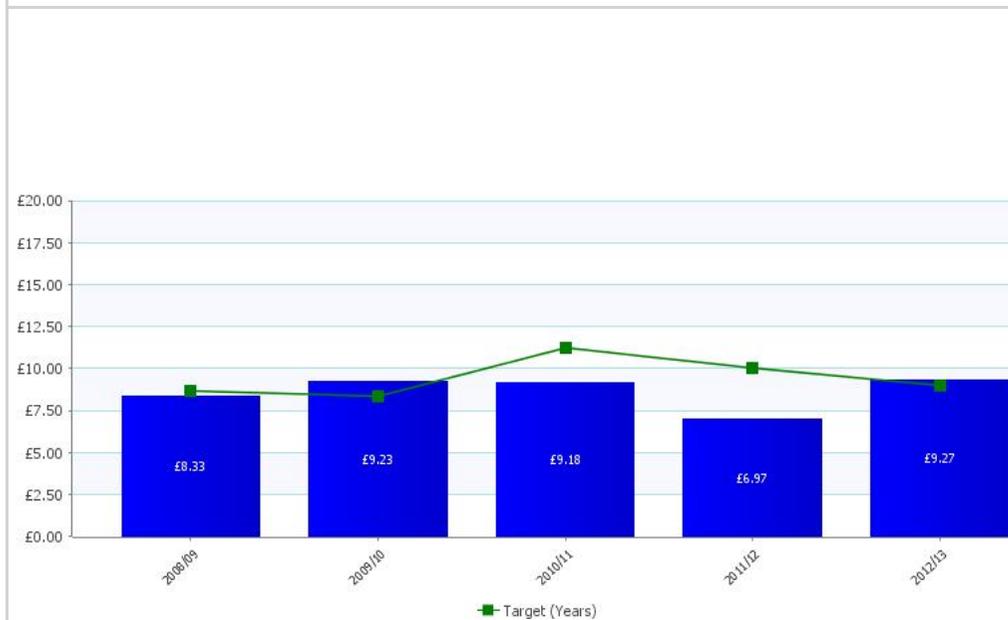
CP:sspi05 Cost of collecting Council Tax per dwelling.

This is a Specified Performance Indicator, used by all Scottish authorities.

The cost includes billing, collection and debt recovery administration for both Council Tax and Water Charges less intervention income and recoveries received from the public water authorities.

As a result of the impact of the ongoing recession, it is anticipated that more recovery action will be required in order to secure the in-year collection target. This will mean increased recovery costs.

This information is updated in September each year with the previous year's performance figures.



Trend Chart Commentary:

2012/13

Costs in 2012/13 rose by £2.30 per dwelling. The rise was greater than expected and is mainly due to a significant reduction in intervention income as a result of the implementation of a new software system because of welfare reform changes to benefit administration. The change to the software prevented us from taking out summary warrant action for a period of 6 months and led to a drop of £89k in intervention income. Intervention income reduces the costs of collection of Council Tax. The reduction in income compared to the previous year increased costs by approximately £1.17 per dwelling.

There has been an increase in the number of dwellings during the year as a result of 485 new build properties and this has helped reduce the impact of increased costs of collecting Council Tax. We had the 8th lowest cost per dwelling of the 32 Scottish Councils.

2011/12

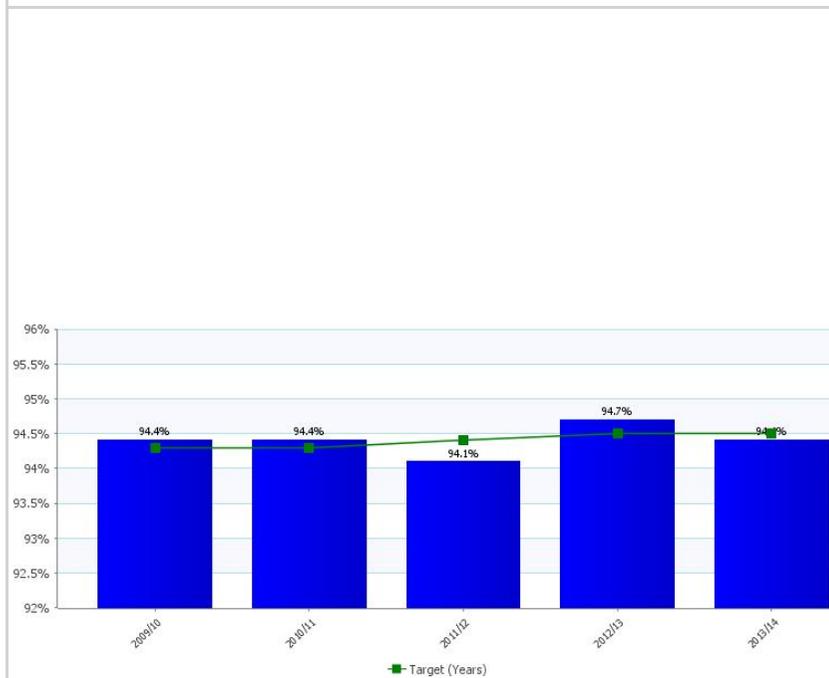
Costs have reduced significantly. There was a small increase (305) in the number of dwellings that came onto the Council Tax list in 2011/12. Due to a reorganisation within the Council Tax team staff costs reduced. However, it is anticipated that increasing costs of recovery will push up the costs of Council Tax Administration in 2012/13.

We had the 4th lowest cost per dwelling of the 32 Scottish Councils.

The target for 2014/15 is £9.00

CP:sspi06b Percentage of income due from Council Tax for the year that was received by the end of the year.

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



Trend Chart Commentary:

2013/14:

In year percentage collection as at 31 March 2014 dropped by 0.3% on the same point in the previous year. The total amount collected for the in year Council Tax in 2013/14 was £56.632m compared to £56.266m for the in year Council Tax 2012/13. The level of Council Tax Reduction which replaced Council Tax Benefit is down by £63k on the previous year. Even after the year has ended collection of outstanding Council Tax continues until all collectable debt is paid.

2012/13:

In year percentage collection as at 31 March 2013 increased by 0.6% on the same point in the previous year. The calculation of the in year Council Tax collection was assisted by a more accurate separation of the amount collected for Council Tax and that collected for Scottish Water (commonly referred to as a line by line calculation) whereas in previous years the calculation was based on a formula that could not account for the negative impact of Scottish Water charges on Council Tax collection amounts.

The total amount collected for the in year Council Tax in 2012/13 was £56.265m compared to £55.370m for the in year Council Tax 2011/12. Even after the year has ended collection of outstanding Council Tax continues until all collectable debt is paid.

In 2012/13, West Lothian Council was ranked 22nd out of 32 Scottish Local Authorities for this indicator.

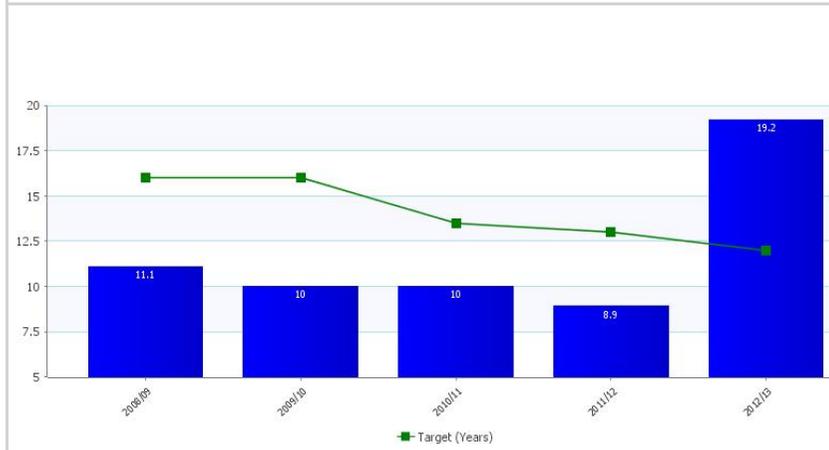
2011/12:

In year percentage collection as at 31 March 2012 is down 0.24% on the same point in the previous year. However, cash collected in 2011/12 is up approximately £300,000 from 2010/11. The percentage collection has been negatively affected due to a reduction in the level of write offs, Council Tax Benefit awarded and discounts. Even after the year has ended collection of outstanding Council Tax continues until all collectable debt is paid.

In 2011/12, West Lothian Council was ranked 27th out of 32 Scottish Local Authorities for this indicator. The target for 2014/15 is 94.5%

REV004_9b Average days to process new benefit claims and change of circumstances

Average days to process new Housing Benefit and Council Tax Benefit applications and change of circumstances



Trend Chart Commentary:

2012/13: We reduced our target to 12 days for 2012/13 based on our previous performance but did not manage to meet this target with a performance of 19.2 days. The slippage in performance was partly due to the move to our new benefit system which meant we had no system to process benefit claims for a period of three weeks. In addition to this we lost five staff to the new Scottish Welfare Fund team. We have 8 new staff currently in training and hope to have them integrated in to the team soon.

2011/12: Performance in 2011/12 was 8.9 days against a target of 13 days. Performance improved from the previous year as a result of a stable staff base and minimal legislative change in the administration of benefits.

2010/11: Performance in 2010/11 was 10 days against a target of 13.5 days.

2009/10: Performance in 2009/10 was 10 days against a target of 16 days.

Target for 2013/14: 20 days

Target for 2014/15: 20 days

Calendar of Improvement and Efficiency Activity - Revenues Unit

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

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

Finance & Estates

Management Plan 2014/15

Donald Forrest
Head of Service

April 2014

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