



Delivering **Better Outcomes**  
**Finance and Estates**  
**Management Plan**  
2014/15

## Contents

<b>1</b>	<b>Overview of Finance and Estates</b>	<b>2-9</b>
<b>2</b>	<b>Finance and Estates Structure</b>	<b>10</b>
<b>3</b>	<b>Service Activity</b>	
	<b>3.1 Audit and Risk Management Unit</b>	<b>11-20</b>
	<b>3.2 Corporate Procurement Unit</b>	<b>21-32</b>
	<b>3.3 Financial Management Unit</b>	<b>33-45</b>
	<b>3.4 Property Management and Development</b>	<b>46-59</b>
	<b>3.5 Revenues Unit</b>	<b>60-76</b>

# 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
<b>Council Priorities</b>					
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					
<b>Enablers</b>					
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"> <li>Balanced revenue budgets</li> <li>Support delivery of the council's nine workstreams</li> <li>Strategic assessment of service costs</li> <li>Effective prioritisation of resources</li> </ul>	2013	2018	April 2014
Capital Strategy	<ul style="list-style-type: none"> <li>Delivery of five year capital programme</li> <li>Maximisation of capital resources</li> <li>Sustainable long term management of assets</li> </ul>	2013	2018	April 2014
Asset Management Strategy	<ul style="list-style-type: none"> <li>Compliance</li> <li>Condition</li> <li>Suitability</li> <li>Sufficiency</li> <li>Accessibility</li> <li>Sustainability</li> <li>Reducing energy use</li> </ul>	2013	2018	April 2014
Corporate Procurement Strategy	<ul style="list-style-type: none"> <li>Savings</li> <li>Contracts</li> <li>Compliance</li> <li>Accessibility</li> <li>Community benefits</li> <li>Sustainable procurement</li> </ul>	2013	2018	April 2014
Risk Management Strategy	<ul style="list-style-type: none"> <li>Effective management of corporate risks</li> </ul>	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:

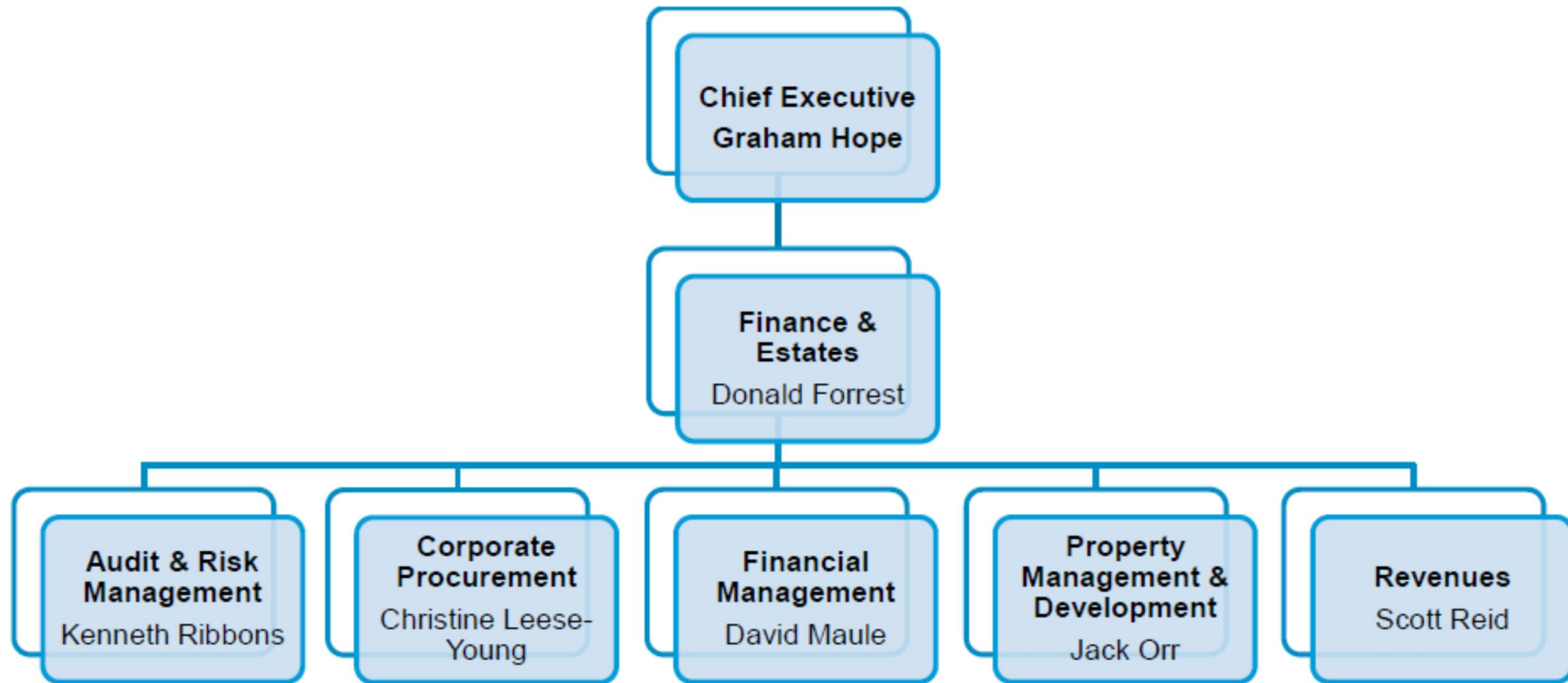


Figure 3: Service Structure

## 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
<b>Total :-</b>					<b>4.7</b>	<b>253,861</b>	<b>(4,631)</b>	<b>249,230</b>



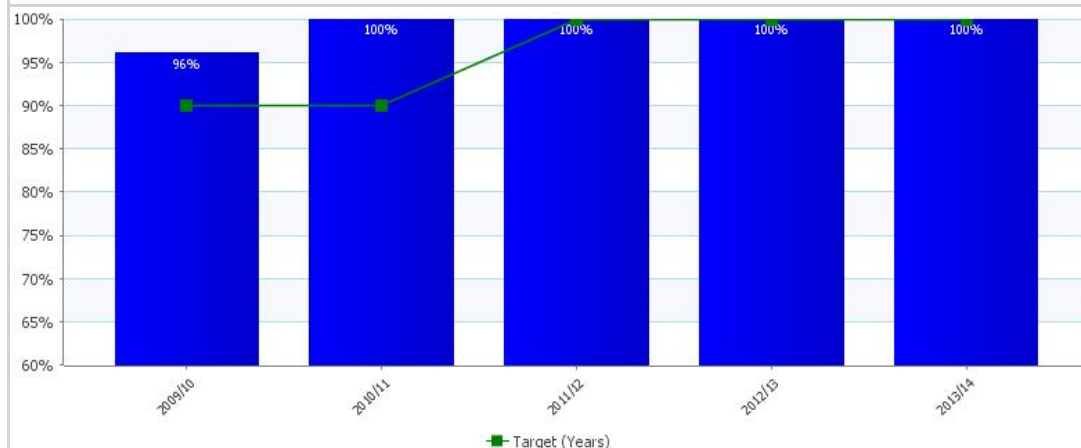
**Actions – Audit and Risk Management Unit**

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:

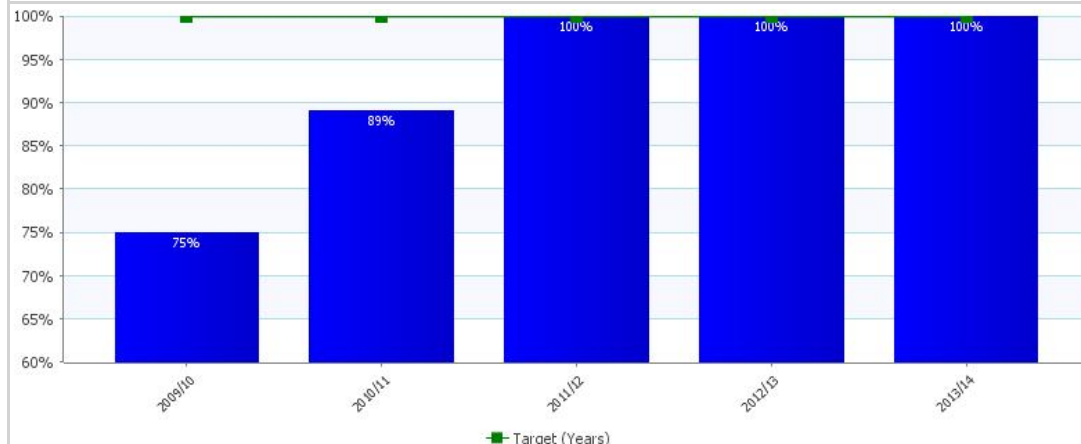
Performance in this area has been consistently high and the target was raised to 100% in 2011/12. Performance for the last 4 years has been 100%, with all customers rating overall quality of the service of good or excellent.

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.

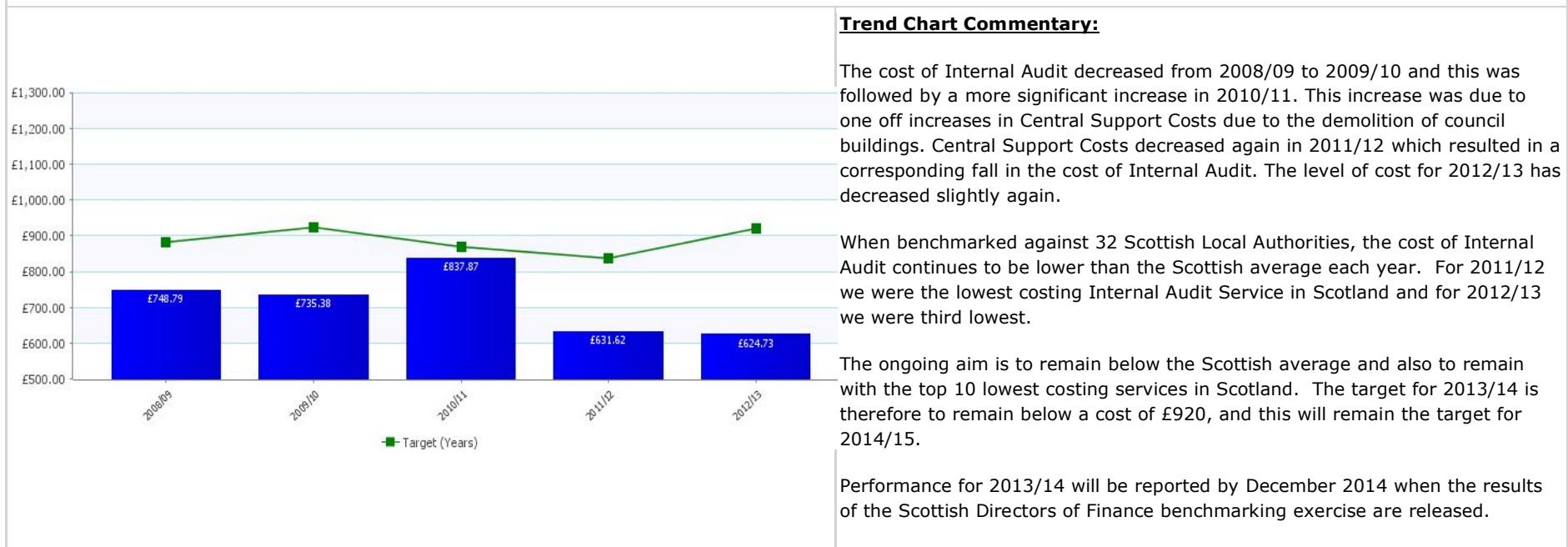
**Trend Chart Commentary:**

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%.

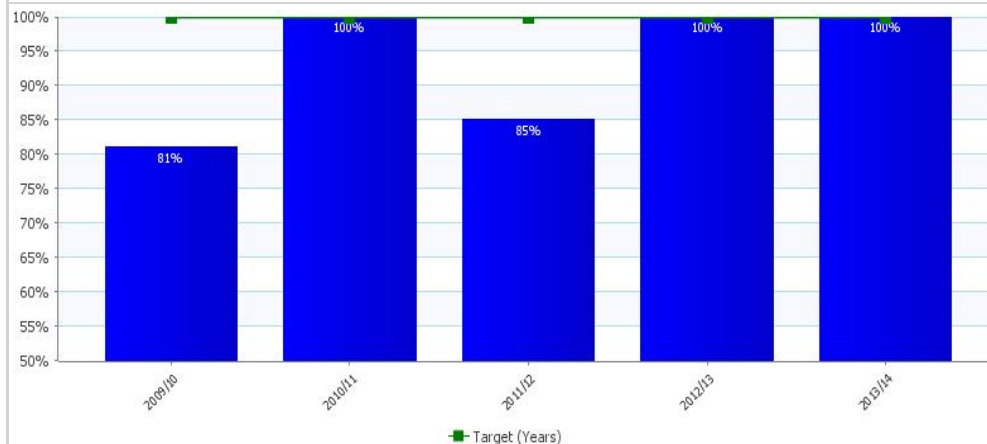
**IA018\_9a.1a Cost of Internal Audit per £1 million of West Lothian Council's net expenditure.**

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 &amp; 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**

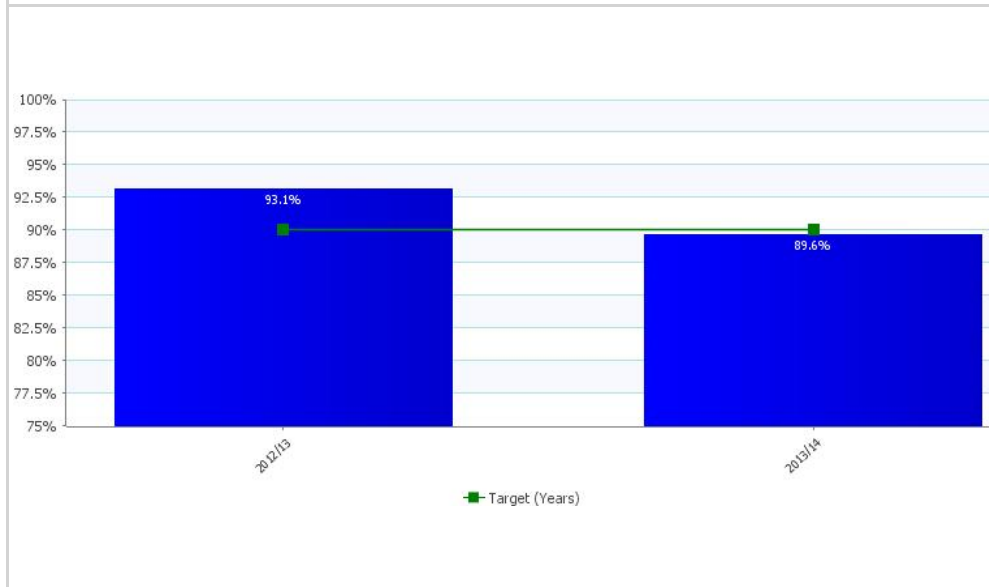
Actions 2013/14						
Action	Description	Planned Outcome	Owner	Start	End	Status (Planned, Active, Complete)
Structuring of contracts	To structure contracts to allow equality in tender opportunities	Equal opportunity for local suppliers, small to medium enterprises, the third and voluntary sectors to 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

<b>Actions 2014/15</b>						
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.

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.



#### Trend Chart Commentary:

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'.

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'.

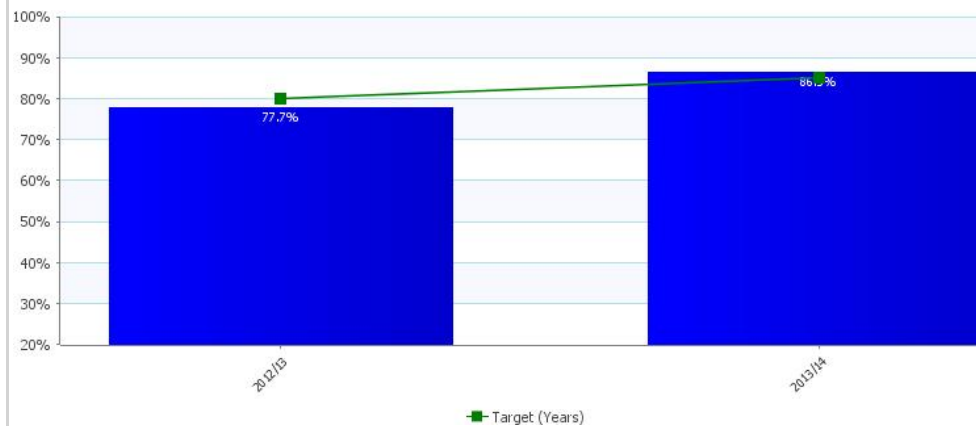
All adverse customer feedback is logged in a comments database and reviewed at Corporate Procurement Unit staff meetings in order to identify lessons learned and improvement actions.

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.



**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:**

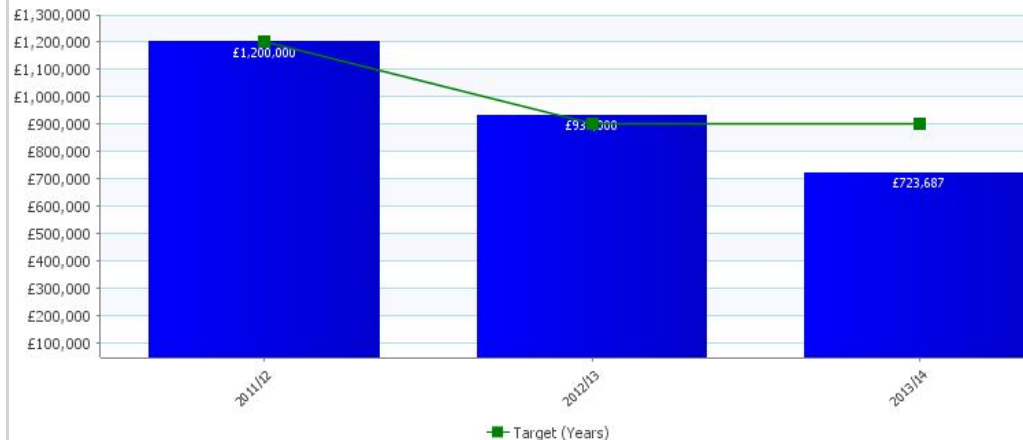
This performance indicator was introduced in 2012/13 to measure the percentage of the council's supplies, services and works expenditure covered by contracts. The total contracted spend for 2012/13 was £148,787,202 against a total spend of £191,401,446. Therefore performance for 2012/13 was 77.7 percent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

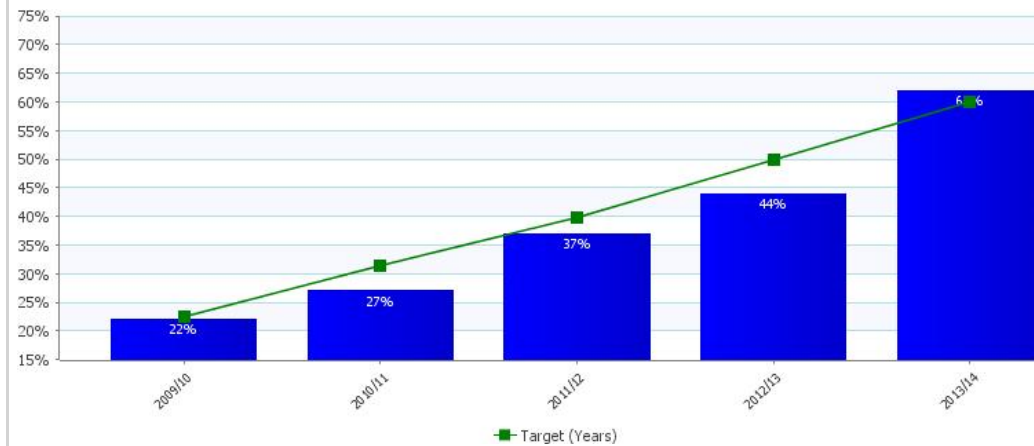
The target for cashable savings in 2011/12 was £1,200,000 and actual cashable savings achieved was £1,200,000. The target for cashable savings in 2012/13 was £900,000 and actual cashable savings achieved was £934,000.

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				

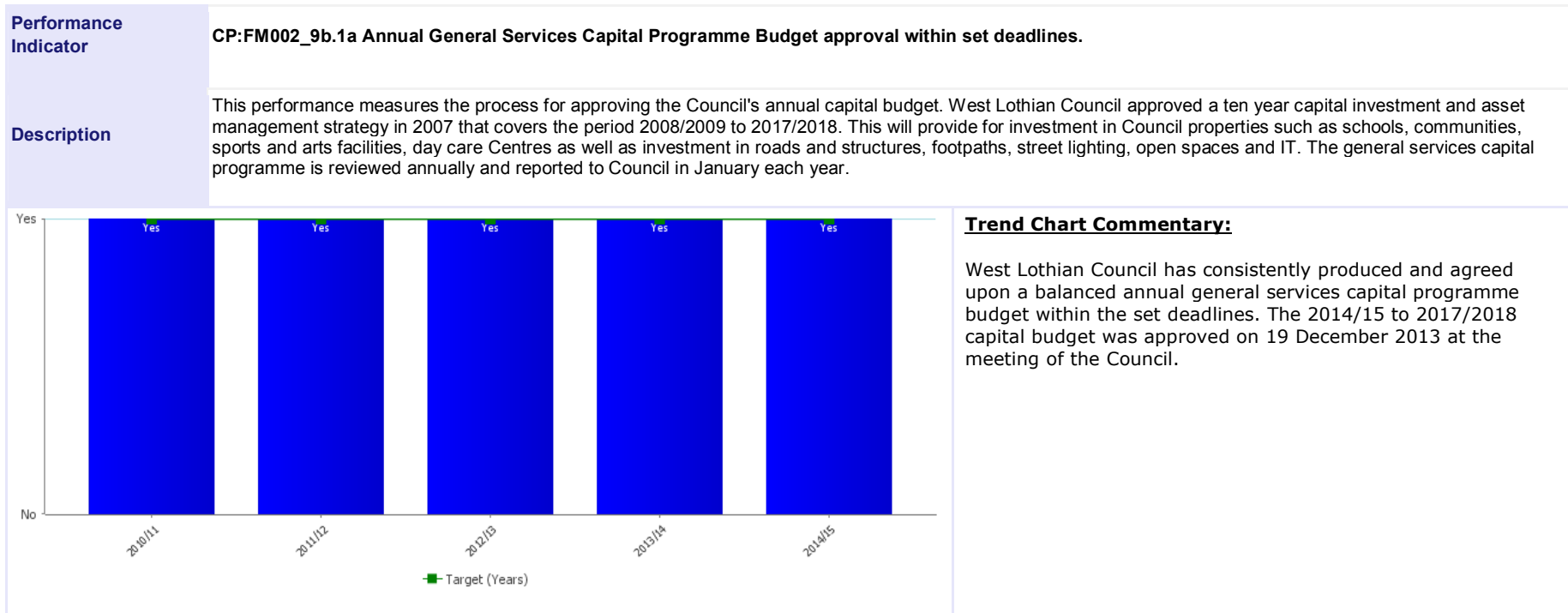
Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2014/15	PI Category	Staff Resource (FTE)	Revenue Expenditure Budget 2014/15 £	Revenue Income Budget 2014/15 £	Net Revenue Budget 2014/15 £
Purchase to Pay	To provide a comprehensive, cost effective accounts payable 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: sspl07 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
<b>Total :-</b>					<b>41.5</b>	<b>2,138,262</b>	<b>(212,675)</b>	<b>1,925,587</b>

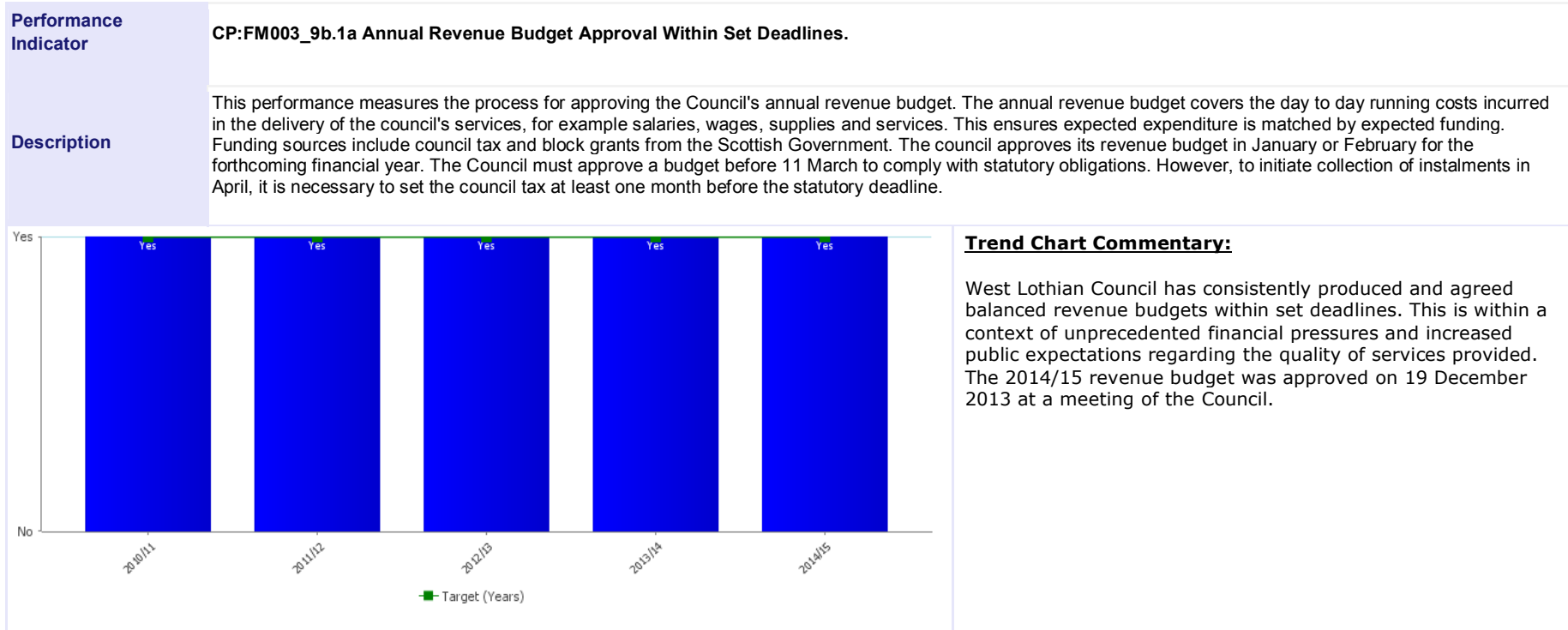
## Actions – Financial Management Unit

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

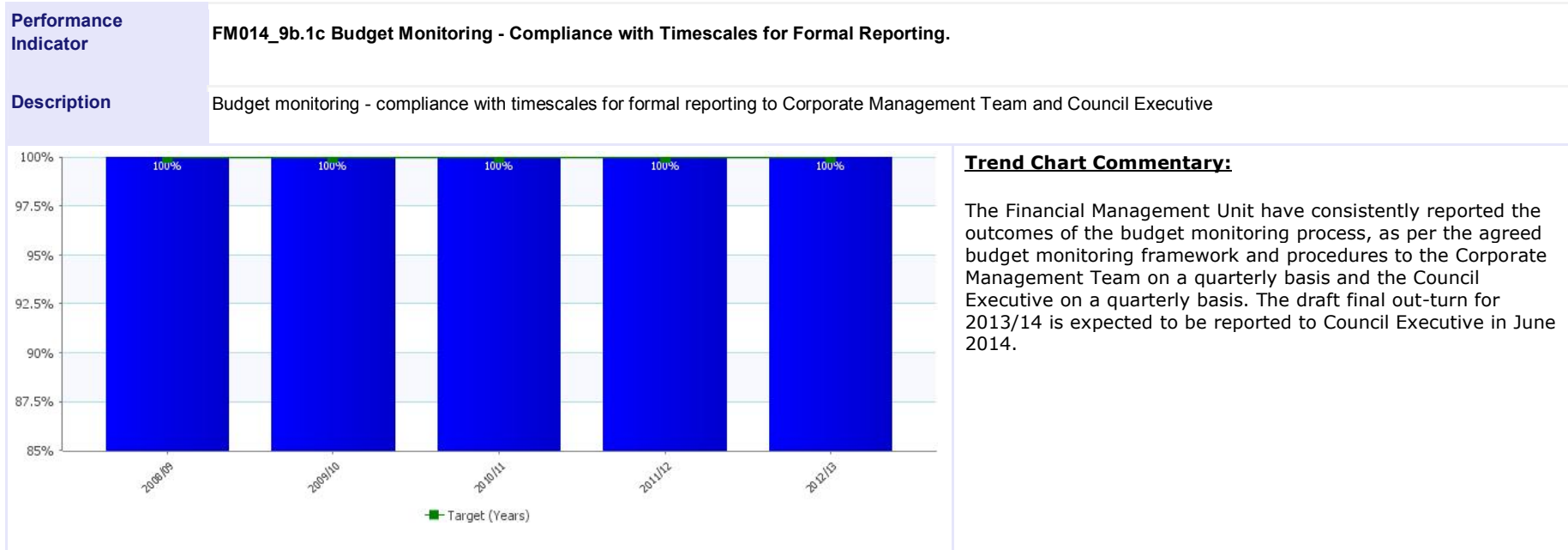
## Performance – Financial Management Unit

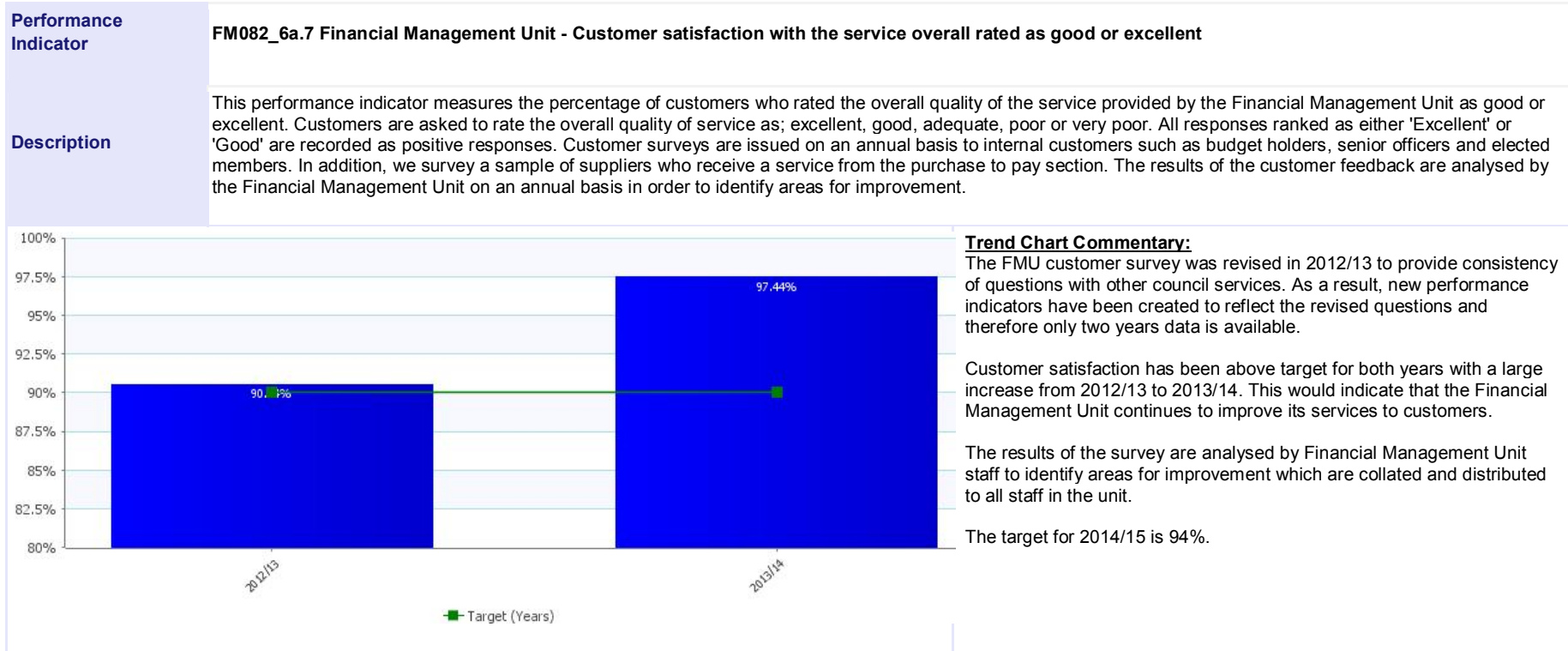




**Trend Chart Commentary:**

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.





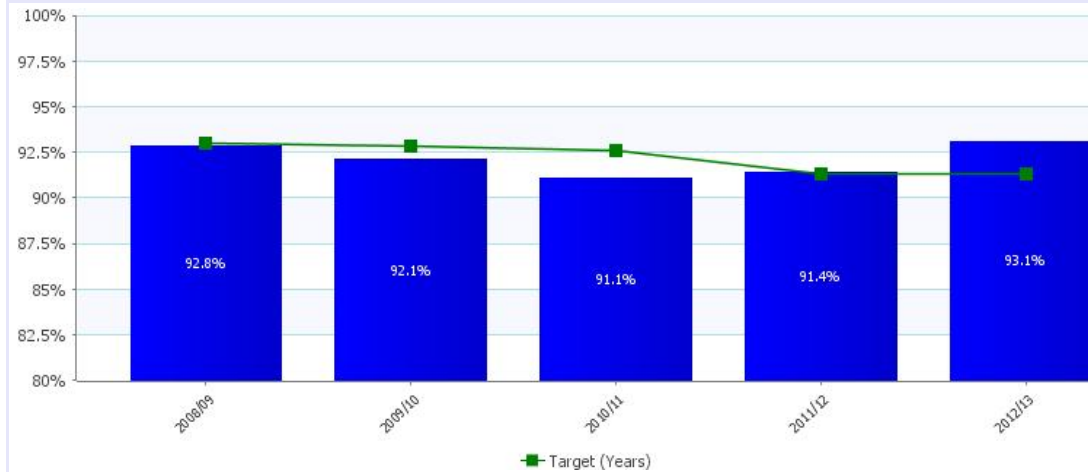


**Performance Indicator**

**CP:sspi07 The number of invoices paid within 30 calendar days of receipt as a percentage of all invoices paid.**

**Description**

This indicator shows the percentage of invoices from suppliers paid within 30 calendar days of receipt. Thirty calendar days reflects the normal credit term period in accordance with the Late Payments of Commercial Debts (Interests) Act 1998. West Lothian Council recognises the importance in paying invoices in a timely manner. The target used is set internally by the Head of Finance and Estates and ensures challenging targets year on year which are always higher than the Scottish average.



**Trend Chart Commentary**

In 2011/12, the council paid in excess of 91% of invoices within 30 days, showing a 0.3% increase in performance compared with 2010/11. This was a result of joint working by all services to improve invoice processes. The objective for 2012/13 was to increase the percentage of invoices paid within 30 days by implementing a new payment system early in the new financial year, streamlining invoice processes and improving electronic ordering systems. The result was that in 2012/13, the council paid in excess of 93% of invoices within 30 days, showing an increase of 1.7% compared with 2011/12. This increase is due to the implementation of the new payment system and working closely with services to streamline invoice processes.

In 2012/13, West Lothian Council was ranked 6th out of 32 Scottish Local Authorities for this indicator in comparison to 2011/12 when we were ranked 9th out of 32 Scottish Local Authorities for this indicator.

The target for 2014/15 is 93.5%.

## 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												✓
● PRPDPs	Annually	✓							✓				
● Review of customer groups/segmentation matrix	Annually			✓									
● Customer consultation	Annually			✓									
● Review of Service Standards	Annually											✓	
● Planned Engagement activity	Annually	✓											
● Website content management	Annually											✓	
<span style="color: #FFA500;">●</span> Performance activity <span style="color: #008080;">●</span> Self Assessment activity <span style="color: #FF00FF;">●</span> Consultation & engagement activity <span style="color: #00BFFF;">●</span> External assessment activity <span style="color: #666666;">●</span> 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
	<b>Total :-</b>				<b>20.03</b>	<b>23,151,097</b>	<b>(6,995,261)</b>	<b>16,155,836</b>



## 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

### CSA051\_9a Total Office Accommodation per staff FTE (EM P2)

Performance measure illustrates the effectiveness of the Office Modernisation Strategy in reducing the overall office accommodation per FTE post. This is a measure of sufficiency and utilisation.



#### Trend Chart Commentary:

This indicator aims to demonstrate the increasing efficiency in the use of office accommodation by reducing the amount of space per full time employee (FTE). Performance for 2013/14 has improved primarily as a result of the temporary vacation of County Buildings and St David's House staff to Lomond House, resulting in an outcome of 16.05m2 per FTE against a target of 16.75 m2 per FTE.

The target for 2014/15 is 17 m2 per FTE which will reflect the occupancy of St David's and County Buildings which are larger than Lomond House.

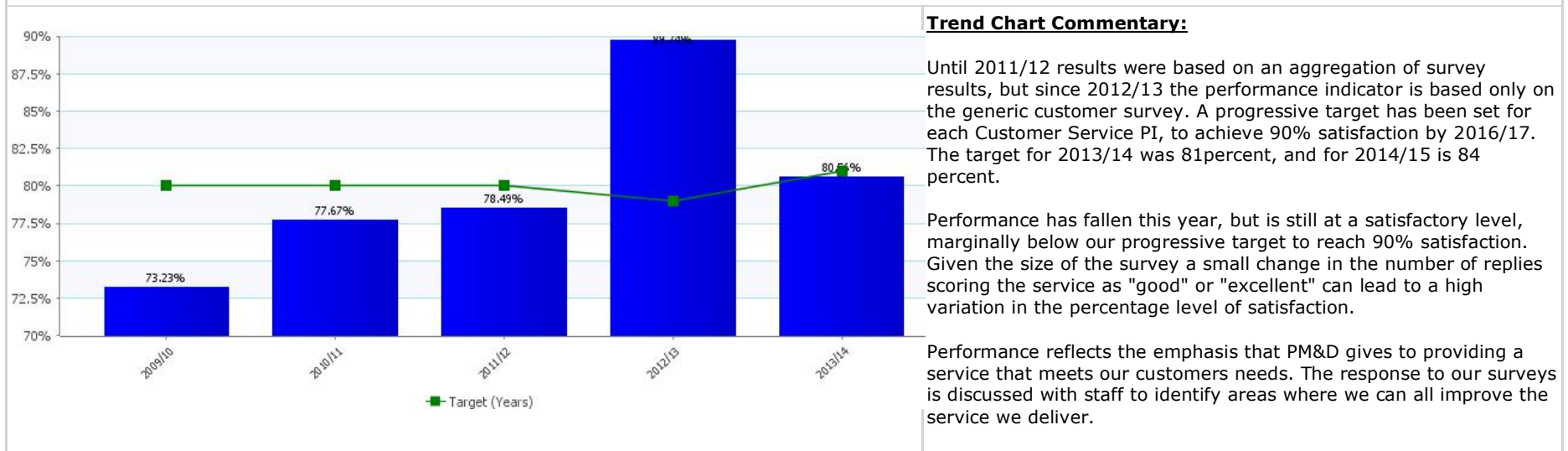
**P:PMD127\_6a.7 Property Management and Development - Percentage of Customers rating the service as good or excellent.**

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).

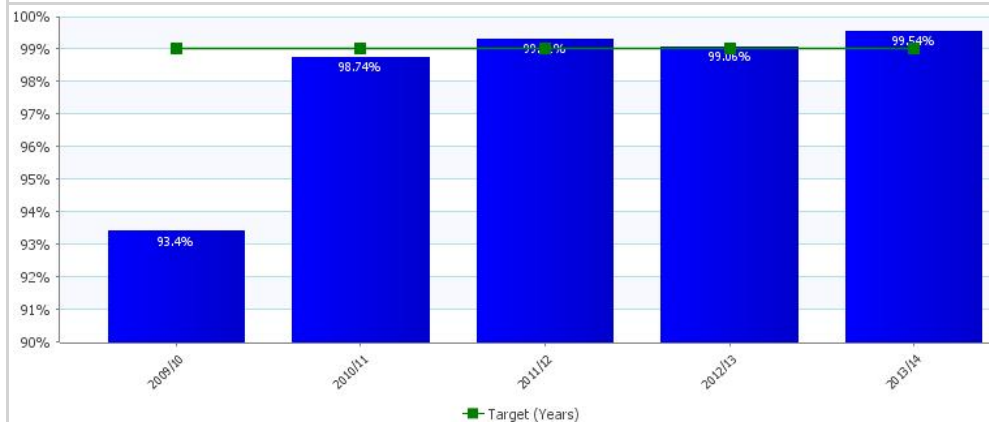
From 2012/13 the performance indicator is based only on the generic customer survey, rather than an aggregation of results. It is also based on responses on Excellent or Good on a five point scale (Excellent, Good, Adequate, Poor, Very Poor.)

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.

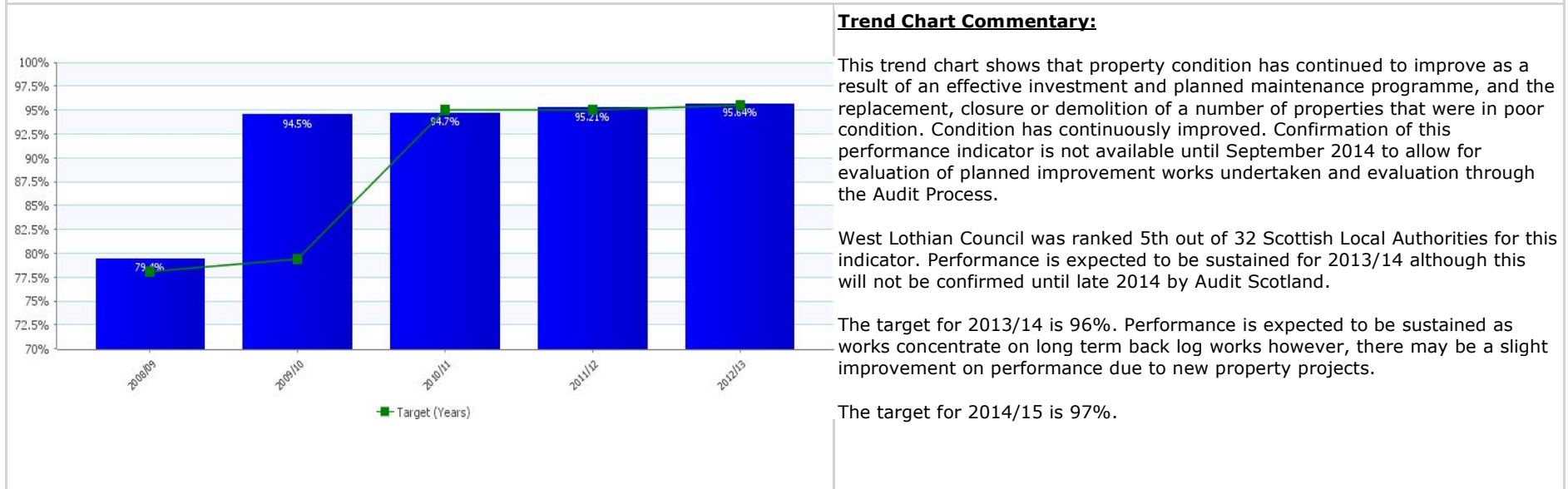
The target for 2014/15 will be unchanged.

**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.

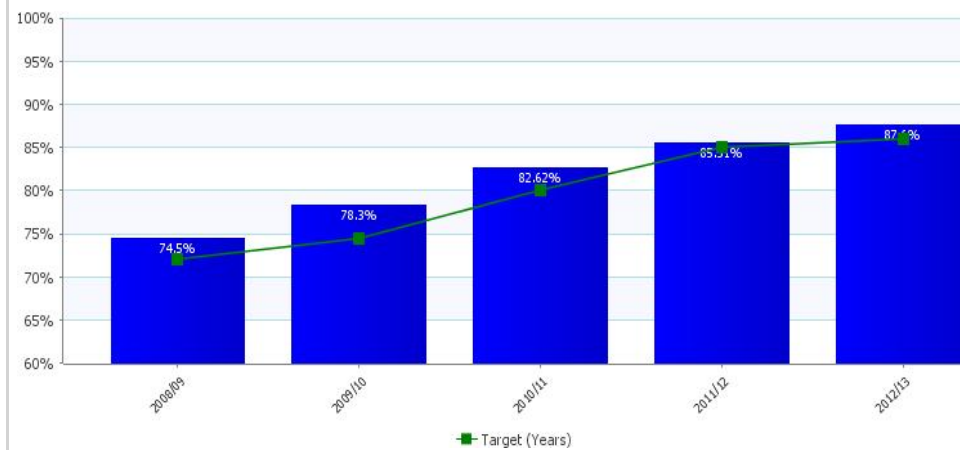


**CP:sspi08b Asset management - percentage of operational buildings that are suitable for their current use.**

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
<b>Council Taxpayer</b>	Paper based/ electronically issued along with e-bills. Surveys	Monthly	Scott Reid	Results posted on internet Council Tax leaflet Email
<b>Pensioners 60+ in receipt of HB/ CTRS</b>	Paper based/ electronically issued along with e-bills. Surveys	Monthly	Sandra Malloy	Results posted on internet Benefits leaflet. Email
<b>Business Ratepayers</b>	Electronically issued following annual billing	Annually	Scott Reid	Results posted on internet Business Rates leaflet. Email
<b>Working age 16-60 in receipt of HB/CTRS</b>	Paper based/electronically issued along with e-bills. Surveys	Monthly	Sandra Malloy	Results posted on internet. Benefits leaflet Email
<b>RSL / Private Landlords</b>	Electronically. Regular Meetings of RSL and Private Landlord forums	Annually	Sandra Malloy	Results posted on internet. Email Housing Association & Private Landlord Forums
<b>Scottish Welfare Fund</b>	Telephone	Daily	Sandra Malloy	Results posted on internet. Email
<b>Other council services</b>	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
	<b>Total :-</b>				<b>118.5</b>	<b>5,468,247</b>	<b>(3,139,609)</b>	<b>2,328,638</b>

**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

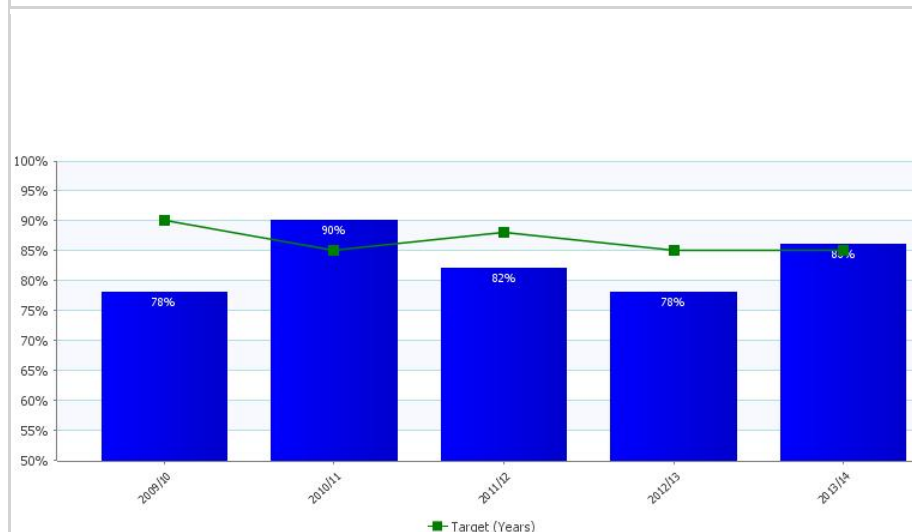


Actions 2014/15 (Continued)						
Action	Description	Planned Outcome	Owner	Start	End	Status (Planned, Active, Complete)
Council Tax bills and benefit notifications.	Merge the issue of daily Council Tax bills and benefit notifications	Daily Council Tax bills and benefit notifications issued jointly.	Maureen 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.



#### Trend Chart Commentary:

We have reviewed the target for 2014/15 and set it at 86 percent. This target has been set taking into account the impact of the new Revenues Unit structure and recruitment of remaining staff vacancies. Performance improved in 2013/14 so achieving this target will allow us to maintain this level of performance in 2014/15.

2013/14: Performance for 2013/14 is 86% and is above the target of 85%. Improvement has been made in 2013/14 following the implementation of the new Council Tax and benefit system in the previous year as staff training and familiarisation with the new system has been delivered.

2012/13: Performance for 2012/13 is 78% and is below target due to the impact of the introduction of a new Council Tax and benefit system in July 2012. The implementation of the new system has resulted in the need to deliver a full programme of staff retraining. It has taken staff time to become familiar with the new system functionality so processing times took longer.

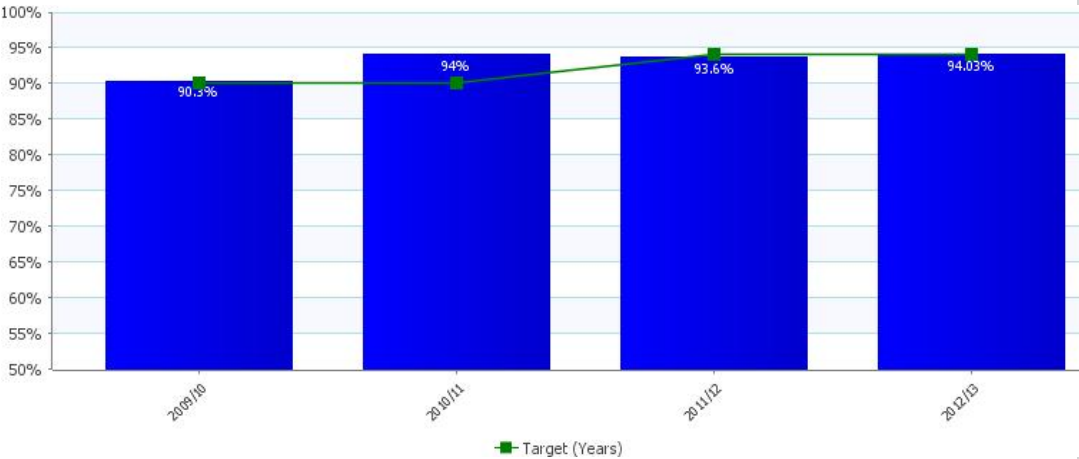
2011/12: Performance for 2011/12 is 82% and was impacted due to the implementation of a new workflow system (W2) in quarter 2 of the year. Following a period of development and familiarisation with the new system performance has improved significantly from quarter 2.

2010/11: Performance in 2010/11 was 90% against a target of 85%.

2009/10: Performance in 2009/10 was 78% against a target of 90%.

**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.

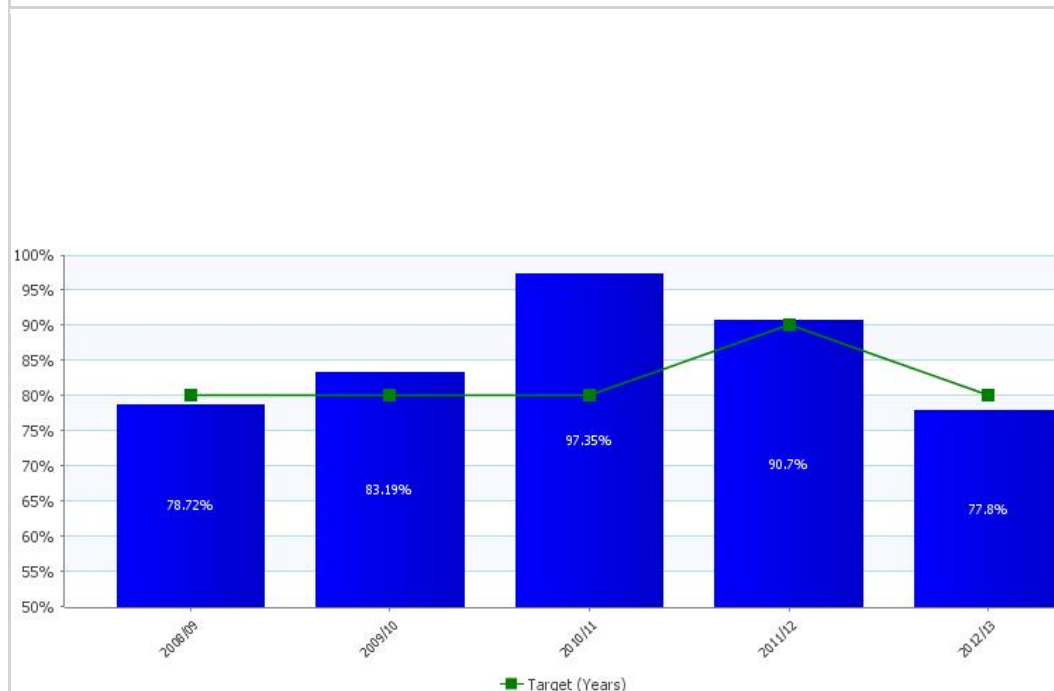
2010/11: Performance in 2010/11 was 94% against a target of 90%.

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%.

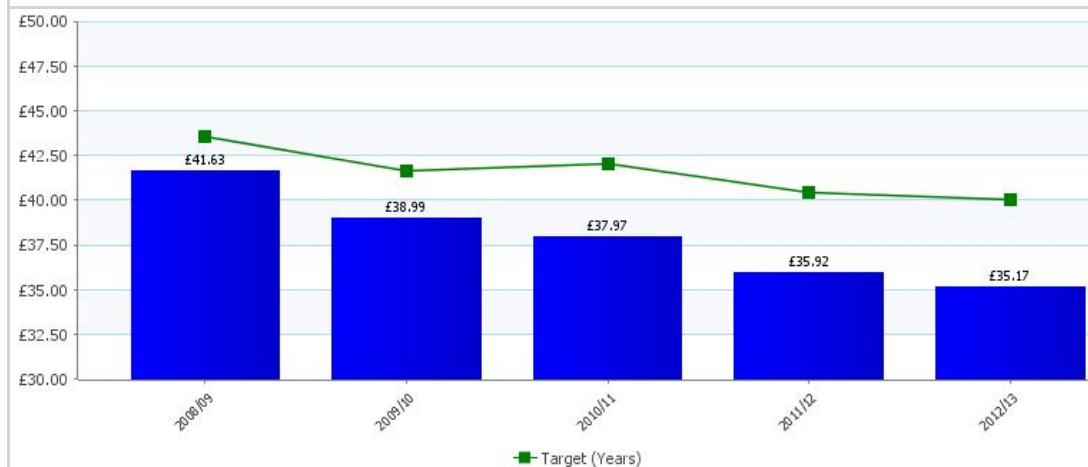
The target for 2014/15 is 85%.

**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.

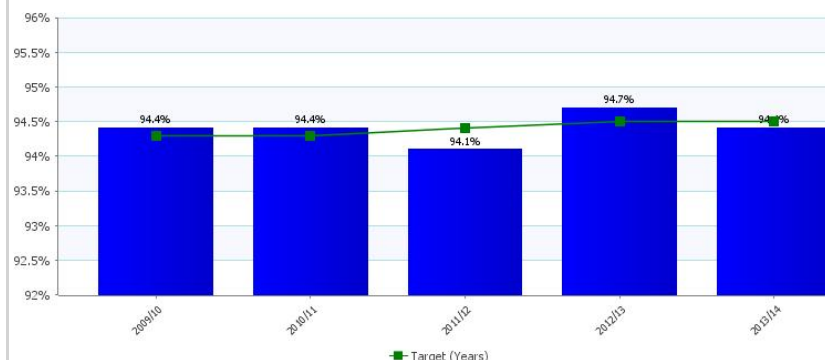
As a result of the impact of the ongoing recession, it is anticipated that more recovery action will be required in order to secure the in-year collection target. This will mean increased recovery costs.

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



**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.

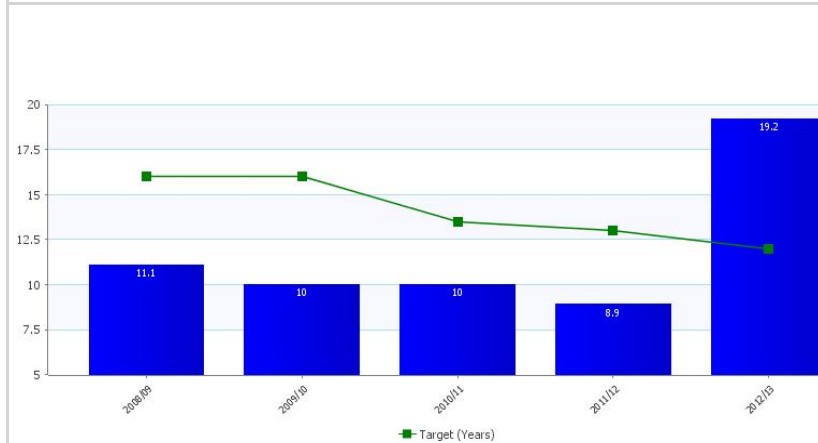
**2011/12:**

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 11.1 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												
● PRPDs	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**

For more information:

Email address: [graeme.carracher@westlothian.gov.uk](mailto:graeme.carracher@westlothian.gov.uk)

Telephone number: [01506 281820](tel:01506281820)

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