

**WEST LOTHIAN COUNCIL**

**Property Management and  
Development**

**Team Plan  
2011/2012**

April 2011

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## FOREWORD

Property Management and Development (PM&D) delivers a professional service to internal and external customers, including strategic, portfolio and operational property management; aspects of valuation; agency; and development. Traditionally activity has focused on the management of the council's Tenanted Non-Residential Property (i.e. commercial) portfolio and its Headquarter buildings. The unit plays a significant role in supporting the council's capital investment programme and is involved in the development of property to support business and industry locally.

Operational changes within the council during 2010/11 have had a significant impact on PM&D. The restructuring of Services resulted in the disaggregation of Property Services, and since October PM&D is part of Finance and Estates Services. At that time PM&D assumed responsibility for energy and water management, as well as inheriting tasks and responsibilities previously performed by the Head of Property Services. At the start of 2011 it was agreed that strategic property asset management would also be part of our remit. The impact of these changes to date, and the continuing assimilation of these activities will be a theme of this Team Plan.

The purpose of this Team Plan is:-

- to provide a clear statement of the objectives of the service
- to review performance against last year's targets
- to report on activities, actions and achievements from the past year
- to set out clearly the targets for each sub-activity, and the key areas for improvement in the Service for the coming year; and
- to identify the resources needed to carry out these duties successfully.

The Plan is primarily intended for PM&D staff, to place their activities in the wider context of the council's operation. Thereafter it is aimed at the Head of Finance and Estates Services and the Chief Executive, to whom an abridged version is reported as part of the Finance and Estates Services Management Plan; and ultimately at the Council's Management Team and Elected Members to establish their agreement that the key activities set out, the targets proposed and the resources to be used are appropriate for the Council's overall benefit and objectives.

The coming year presents PM&D with a number of key challenges:

- Financial targets for both capital receipts and rental income are likely to be challenging in the absence of an economic recovery
- Early integration of the Strategic Property Asset Management role is essential to ensure continuity in producing performance information and progressing property rationalisation
- Service efficiencies as a part of the Transformational change agenda have resulted in a reduction of staff numbers, and will require further streamlining of our processes in the coming year
- We have to deliver a programme of carbon reduction projects; will explore how the council can benefit from renewable energy generation; and will comply with the CRC Energy Efficiency Scheme requirements
- We will be carrying out our next full WLAM assessment in December, which will now have to reflect PM&D's widened remit.

# **1. CONTEXT AND OVERVIEW**

## **1.1 Strategic Statement**

PM&D's Strategic Statement governs the way in which we deliver our service, its future direction and development.

***“We will provide an efficient and effective professional property advisory and management service, responding to our customers needs, and committed to continuous improvement.”***

## **1.2 What we do**

PM&D's activities comprise 7 main areas:

1. The strategic management of the council's property portfolio, and the day-to-day management of operational property budgets
2. Disposal of surplus property/capital receipts programme
3. The management of the council's Tenanted Non-Residential Property (TNRP) portfolio and the control of rent arrears
4. Professional Services, including
  - The valuation of land and property
  - Maintenance of property records including the Property Terrier
  - The provision of expert advice
5. Industrial and Business Property Development,
6. Energy and Water management and
7. The management of the council's Headquarter buildings (including Civic Centre)

Detailed information on these seven areas, and the objectives, scope and outputs of the associated sub-activities is given in Appendix 1.

## **1.3 Organisational chart**

PM&D is one of six service units reporting to the Head of Finance and Estates Services. The service and staff structures are shown in Appendix 2

## **1.4 Service Standards**

The delivery of our service, and in particular our approach to dealing with customers and the outcomes they may expect, is governed by our Service Standards. During the course of 2009/10 we reviewed and revised our Service Standards, and consulted with customers and stakeholders on their relevance and clarity. Our Core and Customer Standards were adopted in January 2010, and are reproduced in Appendix 3. During 2010/11 we reviewed our Performance Indicators (PI's), so that our performance against these Standards can be measured and reported to customers. More detail is given in the section on Service Delivery.

The addition of two new areas of work, Strategic Property Asset Management and Energy and Water Management, means that we will again need to review our Service Standards and related PI's. This will be done as part of our work towards the WLAM assessment in December.

## **1.5 Links to Corporate Objectives, Strategies and Plans**

The majority of PM&D's activities are discretionary, rather than having a statutory basis. However, as one of the largest property owners in West Lothian the council must effectively and efficiently manage its property assets. In this respect property management is an essential service, which could not be considered optional. Similarly, property development, which is primarily for economic

development purposes, is a discretionary service, having its basis in s20 of the Local Government in Scotland Act 2003 – the power to advance well-being.

However, we do have a statutory obligation under s74 of the Local Government (Scotland) Act 1973, to secure the “best consideration that can reasonably be obtained” in the disposal of the council’s property assets.

**Planning hierarchy:**

The Community Plan (“Towards 2020”) sets out the shared vision for West Lothian in the next 10 years, agreed by the seventeen Community partner organisations.

*“Overall we want to provide an improved quality of life for everyone that lives, works and does business in West Lothian.”*

The Plan includes 6 Aspirations, the following of which are most relevant to PM&D:

- We strengthen our economy through an improved range and quality of businesses and we raise the quality of life through increased economic participation.
- We manage and balance the effects of an increasing population and social and geographical diversity, to protect and improve our physical environment for the future
- We achieve a more inclusive community by providing housing, health and social care services in an integrated way which allows all groups of people to live as independently as possible

Aligned to “Towards 2020”, the Community Planning Partners and the Scottish Government have signed the West Lothian Single Outcome Agreement (SOA), which sets out the key priorities for the period to 2011. The SOA reaffirms commitment to the 6 Aspirations of the Community Plan, and links activity to 15 agreed National Outcomes.

The council’s Corporate Plan (2007 – 2011) also provides part of PM&D’s strategic context – particularly the priorities “Making our economy stronger” and “Planning for population growth”. However, the provision of suitable and efficient property from which to deliver services, and the effective management of that property, underpins much of what the council does.

Our activities specifically concentrate on the following council values:

- Focusing on our customers needs
- Providing equality of opportunity
- Working in partnership, and
- Making best use of our resources

With its community partners, the council has also embarked on Locality Planning, based on the nine multi-member wards. This model promotes the coordination of resource allocation and service delivery between public agencies, and endeavours to make that delivery more responsive to local needs. For PM&D our response to the Locality Plans is more likely to be reactive, as we will need to respond to the requirements of other services, perhaps as a consequence of partnership working or a re-focusing of resources. This is expected to be a key element of PM&D’s developing role in Strategic Property Asset Management.

More detail on the linkages to these higher order strategies and values as they are relevant to PM&D, is given in Appendix 4. Links to National Outcomes and the Life Stage Outcomes are shown in Appendix 5

Two other significant corporate initiatives influence the delivery of PM&D’s Service:

**Corporate Asset Management Plan:**

The efficient use of its assets is a high priority for the council, and the Corporate Asset Management Plan (AMP), of which the Property Asset Management Plan is an integral part, is fundamental to PM&D’s broadened range of activities, in dealing with both operational and non-operational properties. The AMP links corporate objectives with investment decisions – providing the basis for developing the council’s capital programme – as well as assessing the current performance of our

property assets. Previously, for PM&D the AMP has shaped the requirement to realise capital from the disposal of assets; determined the capital available for investment in both existing and new property; and influenced how we report on the performance of the TNRP portfolio.

In the year ahead PM&D will develop a greater role in strategic property asset management, including full responsibility for the Property Asset Management plan – one of six integral elements of the AMP. It is expected that the full AMP will be reviewed prior to the local government elections in May 2012.

**West Lothian Open Space Strategy:**

The council's Open Space Strategy (WLOSS) was adopted in October 2005 following an audit of open space and playing fields across the county. The strategy endorses the investment of over £8m in sports and recreational facilities over the next decade, facilitated by the reinvestment of the proceeds from the disposal of surplus properties identified through the audit. In turn, the disposal of the surplus WLOSS sites supports the council's housing strategy, and capital receipts programme.

Two further district-wide plans are relevant to PM&D's activities – the **West Lothian Local Plan** and the **West Lothian Economic Strategy**. In January 2009 the council formally adopted the West Lothian Local Plan, which is intended to guide development activity across West Lothian for the coming 5 years. The Local Plan includes ambitious projections for the growth of West Lothian's population – indicating a growth of 26,000, c 16%, between 2005 and 2020. Such growth requires an increase of c25% in the number of households, from 69,000 to 87,000. Employment in West Lothian has increased from c 59,000 to 74,000 between 1995 and 2005, and there is projected to be a 20% increase in the population of working age by 2025. In addition, trends between the 1991 and 2001 censuses show an actual reduction in the number of residents commuting out of the area to work, and a significant increase in those coming into West Lothian to work. Work on the new East of Scotland Strategic Development Plan and the West Lothian Local Development Plan is at an early stage.

The Planning and Economic Development frameworks present PM&D with a number of long term opportunities and challenges. For example, our programme of disposal of residential development sites is intended to support the projected growth in population; the projected growth in employment will provide opportunities for business property development, and demand for business development sites. PM&D is therefore involved in the implementation of key Local Plan objectives and also contributes to the delivery of the West Lothian Economic Strategy. However, in the short term the context for the delivery of our services is affected more by the economic climate.

## **1.6 Economic and Social Context**

The performance of the West Lothian economy has a significant impact on PM&D – influencing both output and direction. In the past, the positive performance of the West Lothian economy, and of Livingston in particular, has enhanced the ability to generate financial returns to the council. A buoyant housing market has had a marked impact on capital receipts. Development activity seeks to make West Lothian a competitive business location by securing flexibility and choice in the industrial and business property market. Accordingly PM&D's development projects have been shaped by the nature of demand, the extent of the private sector's involvement, and the economic development and/or financial objectives of PM&D.

As projected in last years Team Plan the credit crunch has had the greatest bearing on PM&D's activities in the past year, and is expected to continue to affect both our core activities and the resources available for service delivery for the foreseeable future. The impact on PM&D's ability to deliver against our capital and revenue targets cannot be understated.

## **2. SERVICE PERFORMANCE 2010/11**

### **2.1 Service Review**

PM&D's key outcomes and outputs for 2010/11 can be summarised under our seven main activities:

#### **1. Strategic Property Asset Management**

Although final transfer of responsibility for Strategic Property Asset Management did not take place until the start of 2011, it has already had a significant impact on PM&D, not least because the current Asset Manager is on secondment. Activity has included:

- Increased activity relating to the council's office rationalisation programme, which had previously been lead by the Head of Property Services. To date 11 offices have been closed with the staff relocated.
- Work with colleagues in Construction to develop a robust brief for the rationalisation of property in Craigshill, Livingston, to better suit service delivery for the council's Area Services and its community partners.
- Initial work towards the preparation of a similar brief for the Blackburn Partnership Centre.
- Discussion with Area Services on the generic processes to facilitate further review of service delivery, by locality.
- The development of the council's Green Travel Plan
- Management of the operational property budgets within targets

#### **2. Disposal of surplus property/capital receipts programme**

- Because of recent volatility in the property market our capital receipts target is regularly reviewed with colleagues in the Financial Management Unit to assist their Treasury management. Early in 2010/11 our target for the current year was revised to £2.128m.
- Even so, the credit crunch continues to have a marked impact on our ability to generate capital receipts, both in terms of the number of transactions, and the receipts that can be achieved from those disposals that do take place. Our year-end outcome was £1.221m (57.4% of target).
- Only 13 sales contributed to this target, principally driven by industrial and retail development activity. Significantly none of the sales was for residential use or development. The largest receipts came from the sale of three plots for industrial development at Broxburn and Linlithgow, and an initial instalment from the sale of West Lothian House.
- A further receipt came from an industrial unit at Brucefield, Livingston, the receipt from which will be reinvested in the TNRP following council approval of the strategy for non-operational property
- Demand for the sale of amenity ground for inclusion in private gardens continues to be relatively low - with only seven sales completed from about 25 enquiries.
- We have continued to work, with colleagues, on the Open Space Strategy and on the preparation of planning briefs, paving the way for the release of further sites for sale when the housing market recovers. While the Adoption of the West Lothian Local Plan provides certainty in a planning context, a resolution of school capacity in certain areas is fundamental if disposals are not to be adversely affected.

#### **3. The management of the council's non-operational portfolio**

- a. The management of the council's industrial and commercial portfolio
  - Actual income received totalled £4.632m, against a target of £4.614m – i.e. 100.4% of target. (NB – figures exclude Civic Centre and the income from properties managed by PM&D where the income is received by other services). The target reflected a commitment to deliver increased income as part of the council's programme of financial efficiencies. The outturn is pleasing as we had to recover from both a significant drop in the rent for Almondvale Stadium during the previous financial year – although the level did increase slightly in August due to the football clubs promotion – and also tenants terminating their leases of a few large properties. However, the full impact of the latter will not be felt until 2011/12.
  - Notwithstanding this outturn, the portfolio still shows the effect of the credit crunch. Although occupancy levels for our shops have been consistent, and above target, for the past three years, those for offices and industrial units have dipped since the end of

2009. Office occupancy remains above target, but that for the industrial stock is below trigger levels. However, the council's occupancy levels are higher than the overall level of occupancy for similar property throughout West Lothian – based on figures for non-domestic rates liability. This data has only recently been made available to us, and will be developed into a performance benchmark during the course of 2011/12.

- The ability to attract new tenants for many properties has been encouraging. There are still new start businesses in West Lothian that are interested in becoming council tenants. In addition, we have agreed with elected members that we should operate a more flexible approach to the letting of our small industrial units, for a trial period.
  - The introduction of standard leases for most types of property, which can be signed under existing delegated authority, will enhance the ability to give quick entry to new tenants, and early receipt of rent.
  - With colleagues in Economic Development we have continued to operate a protocol to provide support to tenants that are feeling the effects of the credit crunch, in order to protect both occupancy levels and income received. However, it has been harder to achieve rental growth through rent reviews.
  - We have again performed well in the Scottish Property Network's Agency League tables, our placing in the tables reflecting a high volume of new leases, primarily of small properties.
  - We continue to address the action points arising from electrical inspections of the council's portfolio, and are involved in other legislative compliance relating to Gas Safety, following an Internal Audit report.
  - With colleagues in Planning and Operational Services we have been investigating new opportunities for income generation, and hope to introduce these in 2011/12.
  - Perhaps most significantly we have secured Council Executive approval for a Strategy for the council's Non-Operational property. This has seen elected members endorse the retention of the TNRP, its current performance, and its efficient and effective management by PM&D. Performance reporting will be developed in the coming year.
- b. The control of rental arrears
- The introduction of payment by Direct Debit and the charging of deposits on most new leases continue to have a beneficial effect on our rent arrears. We continue to endeavour to reduce the backlog of arrears cases, and to ensure that we take the earliest possible action to secure recovery of any sums that aren't covered by a deposit, through Legal Services or Sheriff Officers, as appropriate.
  - Percentage arrears figures are Public Performance Reporting Pl's that are reported monthly through Covalent. In April we implemented the proposed change in the calculation of these performance indicators, to provide a more accurate measure of the level of aged and historic debt, and to enable better benchmarking of our performance. Both demonstrate that we now have stability in the level of debt, and are performing on target, as a result of continued improvement over the previous two years.

#### **4. Professional Services**

- a. Rating appeals
- Following the Quinquennial Revaluation in April 2010 we have managed the appeal process for the council's property portfolio. 284 appeals are now being progressed by external consultants, who are paid on the basis of their success in achieving reductions in non-domestic rates payable by the council.
- b. The valuation of land and property
- A tranche of 20% of the council's capital assets was re-valued over the financial year – a total of 399 properties including most of the council's TNRP portfolio. The total value of those properties re-valued comes to c£39.9m. External specialists were engaged to value the council housing stock, which was valued at £386m.
  - We completed 27 individual reinstatement valuations for Council houses (2009/10 – 23)
- c. The granting of wayleaves and servitudes
- The usual varied demands from service providers for wayleaves and servitudes were satisfied as part of everyday workload, and 31 wayleave and servitude agreements were processed, compared with 29 in the previous year.
- d. The maintenance of property records

- The council's Property Terrier was updated to record all known changes in property ownership interests taking place over the year.
  - The exercise to scan all the council's property titles continues to prove beneficial, providing council staff with immediate access to legal documents, with electronic copies, rather than photocopies or originals, sent to external contacts. Additional documents are added to the system as necessary.
  - A large volume of property enquiries, received from a variety of sources, was addressed
- e. The provision of expert advice on property issues.
- A significant proportion of staff time was spent on corporate initiatives and working groups, including:
    - the West Lothian Open Space Strategy;
    - the evolving Core Development Area (CDA) Strategy;
    - the preparation of the East of Scotland Strategic Development Plan;
    - the Council's Affordable Housing Policy; and
    - the Carbon Management Board and its applicable sub-groups
  - PM&D has provided advice to corporate working groups on Asset Management Planning and Business Continuity Planning. We have chaired a working group tasked with the development of a strategy for the provision of allotments in West Lothian, in response to both political initiative and local demand
  - The provision of professional services to internal clients has included:
    - work for the Airdrie to Bathgate railway line – facilitating access for Network Rail and ensuring that the council's interests are protected. This year saw the opening of Blackridge station, a project in which PM&D had been heavily involved.
    - securing a planning consent for a supermarket on council land at Armadale,
    - promoting a planning application and agreeing land transactions that will see the rehabilitation of the contaminated land at Candleworks, Broxburn, to allow future sale for residential development
    - securing planning consent for residential land at Standhill, Bathgate to allow future sale;
    - agreeing occupancy arrangements for the new partnership centre at Fauldhouse, which also opened this year; and
    - advice on developer contributions in the CDA's at Winchburgh and East Calder
  - This year also saw the opening of the West Lothian Crematorium, which had been delivered in collaboration with colleagues in other Services
  - We have developed an outline business case for the use of Tax Incremental Financing in the Armadale CDA with colleagues in other services. This will be submitted to the Scottish Futures Trust for potential selection as a pilot project.

## **5. Industrial and Business Property Development**

- Our private sector partner continues the rehabilitation of the former Riddochhill coal bing to create prepared development land as an extension to J4M8 Distribution Park, and to Whitehill Industrial Estate.
- The council's agreement to the sale of land at Heartlands, Whitburn, for a supermarket, and deferral of the council's share of the receipt will secure the provision of a motorway junction. Interests in the development of plots in the Business Park are being pursued.
- We have worked with colleagues in Economic Development and Planning Services on company expansion and relocation projects.

## **6. Energy and Water management**

- The review of the council's Carbon Management Plan, to focus the management structure on the delivery of outputs, was a gold award winner in COSLA's Awards for Excellence in the category "Promoting Sustainability"
- We have implemented e-billing for the majority of the council's energy and water invoices and ensured that these are more accurately analysed for accuracy
- We have obtained refunds of £270,000 from previous years energy invoices
- We have put together proposals for a large number of energy projects, which cover the next three financial years

- Collation of information required and evidence pack for the annual submission to comply with CRC Energy Efficiency

#### **7. The management of the council's Headquarter buildings**

- We provided the facility management service to the main administrative office buildings and Civic Centre within budget constraints.
- A Gateway review of Civic Centre has been completed, with our partners, demonstrating that the original objectives have been met to date.

## **2.2 Performance**

Our current suite of PI's is reported on in detail in Appendix 7. This focuses on PM&D's original five areas of activity, and inherited PI's for Energy and Water Management. A comprehensive review of our original PI's was carried out in July 2010, and the list in Appendix 7 notes why some of the PI's that had previously been considered were abandoned. The review of each of our activities, in section 2.1 above, also makes reference to specific performance information included in the Appendix.

We were successful in the council's Celebrating Success awards, winning in Category 1: Smarter, in a joint submission with Legal Services, on the development of standard, plain-English leases. The joint project for the Airdrie-Bathgate railway line was a finalist in the Leaders Award.

## **2.3 Continuous Improvement & Actions 2010/11**

The active PM&D Areas for Improvement are identified as Actions in Covalent, and a summary of the current status of these initiatives is included as Appendix 9. The majority of those Actions that derived from our WLAM assessment early in 2009, and which focus on customer consultation and the reporting of suitable Performance Indicators, have now been completed, or are approaching completion.

In June we achieved the Customer Service Excellence Award, with 7 partials.

### **3. TRANSFORMATIONAL CHANGE – DIRECTION 2011/12**

#### **3.1 Objectives 2011/2012**

The following summarises the main challenges and targets for the delivery of our seven service activities in the coming year:

##### **1. Strategic Property Asset Management**

Clarification and integration of the Strategic Property Asset Management role will be one of PM&D's principal challenges at the start of 2011/12, and the ability to deliver satisfactorily will depend on the availability of staff resource. A number of key tasks will have to be delivered throughout the year:

- The full suite of PI's will have to be updated by the summer, and this will require clarification of responsibility, principally with Maintenance.
- Procedures for future review of property provision will need to be established and should probably be approved by elected members. Rationalisation should focus on the design of the services to be provided, rather than the available property, and preliminary work carried out with Area Services is expected to provide a good basis for progressing appropriate procedures. Services must be aware of the costs of occupying property, and be prepared for us to challenge the level of occupational costs
- Delivery of existing projects will continue – office rationalisation; Craigshill; Blackburn Partnership Centre etc. – and we expect further engagement on specific projects, for example a review of community facilities
- Opportunities for engagement with partners for asset sharing, and with HUBCo for project delivery will be pursued
- It is expected that the Property Asset Management Plan – one of six integral parts of the Corporate Asset Management Plan – will need to be reviewed by the end of the year.
- The purchase of Asset Register software should be completed early in the new financial year, following which resources will need to be made available for data input.

##### **2. Disposal of surplus property/capital receipts programme**

- Our target for capital receipts in the coming year is currently £3.2m, although the precise figure will be reviewed with colleagues in Finance Services early in the financial year.
- Receipts are expected to come from mixed portfolio of small residential and business sites, and achievement of the target is therefore dependent on the strength of these two markets. Attaining this target also depends on the disposal of more, smaller sites than may have been the case in the past. At the time of preparation of the Team Plan there is still no evidence of a return to activity from the major house builders, making it unlikely that we will be putting any of the council's larger sites on the market in the near future. The only potential for income from these sites would appear to be from affordable housing.
- Previous rescheduling of receipts has set a far more challenging target, totalling c£23.6m, for the three year period from the start of the current financial year (April 2011 to March 2014). However, this anticipated a recovery from the current economic downturn by the start of that period, which has failed to materialise. The situation will be under constant review, and a possible reprioritisation of receipts will be needed, with colleagues in Financial Management, early in the coming financial year. The present restrictions on Bank lending will have a significant bearing on our ability to attract buyers, should these constraints continue. In the meantime, we will continue to prepare for this target, by instructing title checks, the preparation of appropriate plans, and by liaising with colleagues in Planning Services on the planning briefs. This preparation will help ensure that our target will be met both in numerical terms and also on time, as soon as the market recovers. The achievement of all targets, however, assumes that there are no other constraints to development, e.g. by restrictions on educational capacities.
- We will be proactive in identifying potential development opportunities, and thus capital receipts, as part of the preparation for the Local Development Plan, including identifying opportunities in the Call for Sites.

### **3. The management of the council's TNRP portfolio**

- a. The management of the council's TNRP portfolio
  - The revenue target of £4.734m reflects minor accounting adjustments, and the first tranche of income growth (£100k) projected in the last round of corporate financial efficiencies (Tough Choices), as noted below. It does not yet include the income from properties managed by PM&D but which are only now being absorbed into the TNRP. This is expected to add between £350k and £400k to the target. Similarly the inclusion of the Civic Centre income would add c£875k to that target.
  - The outturns for recent years represented a closer alignment against targets that had remained consistently high and substantially unaltered since 2000/01, irrespective of the impact of globalisation in the early part of the decade. Apart from the shortfall during 2009/10 as a consequence of the renegotiation of the lease of Almondvale Stadium, to date we have managed to sustain income despite the credit crunch. However, in 2011/12 we are faced with having to replace the loss c£120,000 of income from two large industrial properties in East Mains, as well as recovering the previous loss of c£100,000 because of the Stadium lease. Tough Choices also predicts rental growth of c£166,000 in the two financial years from March 2011. These combined pressures represent a requirement to achieve a minimum of c7% growth by March 2013
  - We will implement the recommendations of Internal Audit's report on Gas Safety, by ensuring that all tenants of the TNRP have appropriate servicing contracts in place.
  - We will implement the Action Plan approved as part of the Strategy for Non-Operational Property, including the development of new PI's that will demonstrate the performance of the TNRP portfolio
- b. The control of rental arrears
  - We will continue maintain arrears levels to our target levels of 1.5% for historic debt and 4% for current debt, and will implement further process changes in the coming year as appropriate.
  - The new reporting facility from Tramps will enable a refined analysis of arrears by age, and the action taken – e.g. repayment arrangements; reference to Legal Services etc.

### **4. Professional Services**

- a. Rating appeals
  - As noted above the Rateable Values for all non-domestic properties changed with effect from 1 April 2010. We will continue to manage the council's appeal process to ensure that the council's rates bill is managed effectively.
- b. The valuation of land and property
  - We will complete our regular programme of revaluation of 20% of the council's capital assets, having regard to the changes to the procedures for the valuation of the council's property assets under the IFRS regulations. We will also need to value the TNRP each year from now on, in order to properly assess it's financial performance.
- c. The granting of wayleaves and servitudes
  - This activity is largely demand led and is usually difficult to predict. As private sector house building is currently at a very low ebb there is a possibility that the demands for this part of our workload may reduce. However, to balance this, demand as a result of the council's own activity – for new schools and council house building – may actually increase.
- d. The maintenance of property records
  - Again, this is a staple part of our workload, which is fundamental to everything else we do, and provides the council with a valuable corporate resource.
- e. The provision of expert advice on property issues.
  - We will continue to supply specialist advice to other stakeholders in the council, representing their interests in landlord and tenant issues where the council leases in properties, and in the form of representation on a variety of specialist working groups e.g. West Lothian Open Space Strategy; and Core Development Area working groups. We will continue to represent other council services in a professional capacity on projects such as landlord and tenant, land acquisition and partnership projects.
  - We expect to be further involved in the development of a TIF for Armadale, and in the exploration of, and lobbying for, other models for the funding of infrastructure to pump prime development opportunities

- We will support the delivery of the Local Plan through advice on, and negotiation of developer contributions, including affordable housing.

## 5. Industrial and Business Property Development

- With our joint venture partners, we will continue to pursue development opportunities following the completion of the infrastructure at Heartlands Business Park, and will promote the release of development opportunities ahead of the completion of the Riddochhill rehabilitation in the autumn of 2011.
- We will pursue the preparation for development of the balance of the Rosebank Nursery site in Kirkton Campus and land at Williamston South, Oakbank to be ready when the market picks up.
- We will continue to work with colleagues in Planning Services on the preparation of the East of Scotland Strategic Development Plan, to ensure that it includes a robust framework for the analysis and allocation of employment land in the next Local Development Plan.
- Working with colleagues in Economic Development we will continue to provide an advisory and information service to local and migrant businesses, promoting West Lothian as a “business friendly” location

## 6. Energy and Water Management

- We aim to move all our energy contracts on to the Procurement Scotland contract, which benefits from the lowest rates possible for utilities
- Rollout of smart metering for energy and water supplies
- Ensuring that energy billing is validated and discrepancies investigated
- We will undertake a number of carbon reduction projects across the property portfolio
- We will examine the potential for using the Renewable Heat Incentives and the Feed-In-Tariffs to generate savings and income
- We will establish a rolling programme of energy audits to identify new projects
- We will comply with the CRC Energy efficiency Scheme for establishing evidence packs and robust data management

## 7. The management of the council’s Headquarter buildings

For all our Headquarter buildings, and as managers of Civic Centre, our objectives will be to:

- provide an effective and efficient facilities management service for the council (and its partners) within budget constraints
- ensure that all health and safety issues are addressed to ensure a safe working environment for our partners, staff, elected members and visitors
- engage with the occupiers to effectively and efficiently manage the consumption of energy and other resources in all the headquarter building, but focussing on Civic Centre

## 3.2 Transformational change (Tough Choices)

The main challenge for the council and all its Services in the coming three financial years is the impact of budget reductions. For PM&D this will be a balance of increased income and expenditure cuts. As our range of service activities does not, currently, look as if it will reduce, we are faced with delivering the same – or in some areas an increased service – with fewer resources. This will include people. The loss of two vacant permanent posts, which have been included in efficiency savings were planned as part of Tough Choices, and we have also lost a further post as a result of early retirement. This equates to c16% of our office based staff. In summary, we will have to deliver:

- Enhanced income
- Cost savings, and
- Streamlined work practices.

Tough Choices for the next three financial years includes the following:

- **Increased Rental Income Target (£166k)** – An increased target for gross revenue income from the Tenanted Non-Residential property portfolio is in place for the next two financial years, despite the current challenging commercial property market.

- **PM&D Staff efficiencies (£121k)** – Savings from the loss of 2 FTE posts and the removal of a budget for agency staff
- **Service efficiencies. (£93k over the period 2011/12 – 2013/14).** Further efficiencies in service delivery, from Worksmart and the new management structure, are to produce additional savings over a three year period.

In the four years to March 2011 we have delivered financial efficiencies totalling £399,000 – approximately half through cost savings in both the TNRP portfolio and Headquarter buildings, and half through income generation in the TNRP portfolio. This total was almost three times that required from PM&D alone – supporting efficiencies for Property Services as a whole. As noted above, there is already an expectation of increased income by March 2013 and we will continue to investigate the potential to generate additional income from other property sources. We will again examine the Headquarter and TNRP expenditure budgets to find efficiencies.

The reduction in our office based staff from 18 to 15 FTE means we will have to squeeze more out of each working day, and as a Team we have already identified a number of small ways in which we can address this. However, we must be careful that our efforts do not impose additional demands on colleagues in other Services who are also charged with finding efficiencies. Proposed changes to our work practise will be converted into Actions and put on Covalent as appropriate.

### **3.3 Continuous Improvement and Actions 2011/12**

Having achieved the Customer Service Excellence standard in June 2010, we will prepare for our surveillance visit in June 2011. In addition we will prepare for a WLAM assessment in December, recognising that this should be for the wider range of activities that PM&D now delivers.

We will continue to implement those Actions from previous years that remain to be completed, and we will continue to encourage staff participation in both the suggestion of service improvements and their delivery.

The principal Actions arising from Tough Choices are shown in section 3.2 above. A full list of our new Actions is included in Appendix 12.

Further Actions will be introduced once the action plans from the Tenant and Customer surveys have been agreed, and following our WLAM Assessment.

### **3.4 Performance**

We will also continue the review of our Performance Indicators to ensure that our collection and presentation of information on our Performance is consistent with corporate standards and our revised Service Standards.

The addition of Strategic Property Asset Management means that we will assume responsibility for performance reporting on the council's operational properties, including Statutory Performance Indicators on its accessibility, condition and suitability. The transfer of management of these PI's will take place early in 2011/12.

Approval of the strategy for Non-Operational Property also means that additional performance indicators will need to be developed for the TNRP, strategic land holding and surplus properties. These will be developed in accordance with the Action Plan reported and agreed by the Council Executive.

### **3.6 Regulatory change and other challenges.**

We are faced with changes to the regulatory framework within which we work. The procedures for the valuation of the council's property assets are to change under the IFRS regulations, and this is

expected to change our current obligation to re-value the council's property portfolio on a rolling, 5-yearly basis. It is anticipated that certain classes of asset will now have to be re-valued annually, as will the TNRP.

Most of our professional staff are members of the RICS, and are affected by regulations for Valuer Accreditation. We will also need to keep track of the RICS move towards property management accreditation

## **4. HOW WE DELIVER THE SERVICE**

### **4.1 Service Standards**

The Context and Overview noted that the delivery of our service is governed by our Service Standards. As part of our commitment to continuous improvement, and in consultation with staff, stakeholders and customers, we reviewed our Service Standards during 2009/10. As well as the long established “customer care” standards – which reflect our approach to customers and what they can expect from the way in which we deliver our services – we have now established “core” standards. These tell the customer in more detail what they can expect as the outcomes from each of our activities. Our revised Service Standards are reproduced in Appendix 3.

Consultation with our customers and stakeholders on these revised standards took place in January 2010. We asked if our revised standards were relevant to the service we deliver, and if they were clear and easy to understand. In each case we received a very favourable outcome – 91% of respondents assessing them as Good or Excellent.

Our performance against these Service Standards is a key indicator of how we are doing, and, we now have additional PI's so that performance against each specific Service Standard can be measured, and reported on. These are included on Covalent.

However, it was noted above that these Service Standards relate to the activities delivered before PM&D was restructured, and we will review our Service Standards and related PI's as part of our preparation for the WLAM Assessment, to embrace our new responsibilities. An indication of the type of service standard previously adopted by Construction Services for Strategic Property Asset Management and for Energy and Water management is given at the foot of PM&D's Standards in Appendix 3.

### **4.2 Equality and Sustainability**

PM&D is committed to equality and fairness in the way we deal with both our customers and our staff. As part of our regular Customer Consultation we run an Equality survey, the results of which are published as part of our Consultation analysis. No criticisms of our service were made by those responding to this survey during 2010/11, and the only customer comment related to the correction of contact details in previously published information

Our general Customer Survey asks respondents to indicate if they consider that we offer fair and equal access to our services. The response in 2010/11 was 100% affirmative.

Similarly, our annual staff survey has asked our people for their views on the unit manager's commitment to Equal opportunities, and on the commitment to equal access to our services. In each case the weighted outcome in our last full survey during 2009/10 was over 75% (a 66% score equates to all respondents giving a “Good” score.) NB in line with practice in the rest of Finance and Estates we will be moving to use the Corporate Staff Survey in future. Accordingly the next results will not be available until autumn 2011, and will be incorporated in our next Team Plan.

Our commitment to Sustainability is demonstrated through:

- the design and delivery of our development projects;
- our involvement in energy and water management; and
- our office practices, e.g. the move to a paperless office and by promoting recycling.

### **4.3 Continuous Improvement Framework**

PM&D is committed to continuous improvement in the services we deliver, and promotes this through the use of the West Lothian Assessment Model, and Customer Services Excellence.

**West Lothian Assessment Model (WLAM)** – requires services to measure performance against nine identified criteria. This allows evidence of strengths and needs for improvement to be recognised. Areas for improvement are formulated into Actions, which are entered on Covalent. WLAM Assessments are carried out on a three year cycle.

**Customer Service Excellence Standard (CSE)** – is UK government’s national standard, which encourages more specific focus on customer needs and consultation. It replaced Charter Mark, which PM&D had achieved in 2007. We made the transition to CSE in June 2010 and are now subject to annual surveillance visits for the next three years.

PM&D’s Quality and Service Improvement Team meets on a regular, monthly basis to ensure that we devote adequate time and resource to the proper assessment of the service. The Team comprises 7 office based staff (two Managers, four professional staff, and a Property Assistant). The composition of the Team was refreshed between our Charter Mark Assessment in 2006 and the WLAM review in 2008, and has been changed again to add our Energy Manager. Our objective is that, eventually, all staff will have participated in the Team, both to broaden their experience, and to allow us to draw on their views in the development of the Service.

#### **4.4 Performance**

Service performance is monitored using the council’s Covalent system. Our current suite of PI’s is reported on in detail in Appendix 7.

Our WLAM assessment in early 2009 recognised that, while PM&D held historic performance information, the amount we publicise was limited. As a result it was agreed that we would carry out a full review of PM&D’s Performance Indicators, covering all WLAM results categories, to ensure compliance with the council’s corporate standards, and to improve how information on our performance was disseminated.

This review also looked at the method of analysis. Accordingly many PI’s on Covalent are now based both on the council’s standard Good/Excellent calculation, and our own, more sensitive, weighted analysis.

Prior to the WLAM assessment we routinely reported on 6 PI’s, through the Covalent system; to the elected members through the Management Plan, and regularly throughout the year to Head of Service and Director. We have now added to these, and developed further PI’s, to ensure that we are measuring and reporting on our performance against our revised Service Standards. This was completed, for PM&D’s original five areas of activity, in July 2010.

These PI’s reflect the service delivered before our activities were expanded to include Strategic Property Asset Management and Energy and Water Management. During 2011, and prior to the WLAM assessment, we will be fully reviewing and updating our range of PI’s to include these additional responsibilities.

Finance and Estates monitors performance against Management Plan activities at quarterly Management Plan review meetings.

#### **4.5 Benchmarking**

For some years now PM&D has been an active member of a small benchmarking club along with another 7 local authorities. Members are mainly from within the central belt and meetings are generally held quarterly. The club was originally set up through the auspices of the Scottish Branch of the Association of Chief Estates Officers, and the benchmarking results are made available to this wider audience on request.

A number of previously agreed KPI’s are benchmarked on an annual basis to illustrate how each member is performing in relation to the other members of the club – where these are not currently in

Covalent they form part of our continuing review of PI's. In addition, a number of processes have been evaluated and a "best practice" methodology established for each.

We have contributed to ACES Performance Management Group, which encompasses both the existing benchmarking arrangements as well as adding a number of new KPI's that are more closely linked to asset management planning objectives.

We have also approached a major, national, private sector industrial landlord with a presence in West Lothian to establish their possible interest in benchmarking, but have not managed to secure their cooperation. However, colleagues in Revenues are able to provide us with occupancy levels for commercial property throughout West Lothian and we are developing the benchmarking of our own occupancy within the TNRP against these.

We are able to compare and contrast our performance on both Customer and Employee Satisfaction with other council services.

Strategic Property Asset Management is benchmarked through involvement in:

- National Best Value Benchmarking Group (Scottish Asset Management Group)
- ACES Performance Benchmarking (Part of the Asset Management Working Group)

## **4.6 Customer Focus and Consultation**

PM&D works with its customers, partners, stakeholders and other services of the council to deliver its services efficiently and effectively. As an integral part of this process we regularly consult with our customers to ensure that we meet their expectations and needs. Customer feedback is welcomed and we review our services as a result of comments received.

### **Customers and clients**

PM&D provides a service to both internal clients and external customers. A segmentation of our customers is as follows:

**Internally**, our professional advisory services are available to all council members and Services. Our disposal programme serves the corporate client through the Head of Finance. A significant proportion of the council's staff is our ultimate customer in our role managing the council's Headquarter properties.

**Externally**, we have a new range of customers in the partner organisations that occupy Civic Centre. The letting and management of the council's TNRP portfolio serves a large proportion of the local business community, particularly small and medium enterprises. For business property development the client base comprises indigenous businesses that require larger premises; and businesses relocating to West Lothian. In each case we will support, and target our activities towards, businesses that create or bring new jobs to West Lothian. We provide a service to the utility companies through the provision of wayleaves and servitudes, and to the local community through ad-hoc property disposals. We provide external (and internal) customers with property ownership information.

Our commitment to customer focus is underpinned by our Customer Care Strategy and complaints procedures

### **Customer consultation programme**

During 2009/10 we reviewed the segmentation of our customer base and refreshed our consultation strategy. Our full programme of consultation – with both internal and external stakeholders and customers – is continuously under review, and our detailed Consultation Schedule is included as part of Appendix 10.

As well as the routine use of our Customer questionnaire, our focus during 2010/11 was the Tenant survey. Our annual report on Consultation is reproduced as Appendix 10, which also contains the detailed results, and trends relating to Customer Satisfaction.

We have reviewed the method of analysing our survey results on the 5 Drivers of Customer satisfaction, to make them more sensitive. The Overall level of satisfaction is one of our Public Performance Indicators.

We will continue to use a weighted analysis of returns, rather than relying solely on the percentage of Good/Excellent answers, as we believe that this provides a more meaningful outcome and sensitive trend analysis where we are faced with a low level of survey return. The full rationale behind the revised methodology was outlined in our last Team Plan. Management Performance Indicators are also included in Covalent and are listed in Appendix 7.

#### **4.7 Freedom of Information**

The Freedom of Information (Scotland) Act came into force on 1 January 2005. During 2010/2011 we responded to all requests within the prescribed time. Over the past five years we have responded to an average of 20 FOI requests each year.

#### **4.8 Corporate Governance and Business Risk Assessment**

The Code of Corporate Governance, “the system by which local authorities direct and control their functions and relate to their communities”, sets down the fundamental principles of good governance namely openness and inclusivity, integrity and accountability.

A total of twenty one assessed business risks for PM&D’s original activities are held on the JCAD Risk system. Additional risks relating to the new activities have previously been managed by Construction Services. The register is reviewed and updated regularly. The identified risks relevant to our wider areas of activity are included in Appendix 6.

The use of JCAD is currently under review, as a part of which we will be carrying out a comprehensive review of service risks. In future these will be held on Covalent.

A business contingency plan is in place for PM&D.

#### **4.9 Service Principles**

In addition to the commitments embodied in our Service Standards; and our approach to Continuous Improvement, Performance Reporting, customer consultation, equality and sustainability, the delivery of PM&D’s service is underpinned by a number of other principles:

##### **Working in partnership**

As well as providing a professional property service for the use of other council services, PM&D works closely with other council services in delivering its activities:

- With Economic Development we provide information, advice and assistance to new, indigenous, migrant and inward investing businesses; and promote West Lothian as a business location.
- Our development projects require the professional design services provided by Highways and Construction Services, who also work with us on the maintenance of the council’s non-operational portfolio and Headquarter buildings.
- With briefs prepared by Planning Services, and transactions concluded by Legal Services, we deliver the councils Capital Programme. Our work on the industrial and business land supply implements the provisions of the Local Plan, and our monitoring of the effective land supply informs the review process of Planning Services, with whom we also work jointly on environmental initiatives.
- We have assisted Development Control in supporting the council’s decisions on planning applications at Appeal, defending the supply of sites for business and industry.

External partnerships also contribute to the delivery of PM&D’s objectives:

- The delivery of new industrial and business property initiatives seeks to engage partners from the private sector, and Scottish Enterprise.
- Our programme of disposals involves partnership with local developers and Registered Social Landlords
- The use and management of the Civic Centre involves partnership working, principally with Lothian and Borders Police and the Scottish Courts Service

The delivery of our service also demonstrates commitment to:

- **Health and Safety:**
  - a. through raising staff awareness of H&S issues; the establishment of appropriate policies and practices, based on risk assessments; the provision of detailed guidance; and appropriate staff training. Staff awareness of H&S issues is tested through the staff survey. And
  - b. through our commitment to ensuring that Civic Centre and the council's headquarter buildings provide a safe and secure working environment, and comply with current legislative requirements.
- **Social inclusion** and the development of communities – in the focus of our areas of activity, and the objective to support the provision of employment opportunities
- **Developing people** – through the council's Performance Review and Personal Development Planning Process (PRPDP). This is a systematic approach to improving individual and team performance to achieve organisational goals. PM&D recognises that its people can also learn and develop their skills through sharing of good practice and obtaining guidance and practical assistance from colleagues. Such mentoring and coaching is actively encouraged. The council is a member of the Investors in People Scheme, which integrates local activity within a national framework.
- **Best value** – through our statutory obligations under s74 of the Local Government (Scotland) Act 1973 to achieve the best consideration reasonably obtainable, and to achieve best value in Asset Management under the Local Government (Scotland) Act 2003; by optimising the use of the council's resources; and by securing leverage from external partners

## 4.10 Resources

### People Resources

PM&D reports to the Head of Finance and Estates Services and has an establishment of 20.8 FTE posts. The reporting and staff structures are illustrated in Appendix 2.

It is important to distinguish between the office-based, professional/technical/support staff, and the caretaking staff, whose activities and responsibilities are dissimilar. While representing 5.5 FTE, the caretaking role is actually carried out by a combination of 4 Full time, 2 Part time and 2 contract staff. Two of our office staff are part time and one is on a temporary contract, so PM&D actually has 21 staff members. We have a vacancy for a part time Property Assistant, and one of the 21 staff members is on secondment to Housing and Building Services.

Although regarded as 5.5 FTE posts, it is also important to recognise that there is a significant call on the caretaking staff to cover additional hours. There have also been pressures arising from the requirement for extended opening hours at the new Civic Centre compared to other headquarter buildings.

In common with all Services we undertake regular workforce planning, and the outcome of this year's review, together with a report on staffing issues for the past year, is given in Appendix 8.

Previously staff time allocated for each key activity in the forthcoming year has been based on analysis of historic time sheets for each individual member of staff. Based on that experience, it is known that there is a very stable amount of chargeable time in the key activities. That chargeable time (excluding caretakers) is 60% of the total staff time available within PM&D. The balance of staff time covers non-chargeable time such as management time, administration, training, service improvement, holidays etc. We have reviewed and reintroduced our time recording procedures, which, in future, will give a clearer indication of how we spend our time.

### Financial resources: Revenue

The detailed revenue budget for PM&D is set out in the table below. The figures are calculated from the budget development prints provided by Financial Management, and show the actual available expenditure in each activity. This means that Capital Financing Charges have been excluded.

In the three years from 2008/09 to 2010/11 all council services have been obliged to identify efficiency savings in their revenue budgets. Over the course of these three years PM&D's share of efficiency savings has been £126,000. In addition, because of the nature of the services provided by our colleagues in Countryside and Construction, PM&D has been asked to identify an additional £227,000 of efficiencies for Property Services as a whole. The total of £353,000 has been delivered through savings in the operating costs of both the commercial portfolio and the Headquarter buildings (c49%) and projected increases in rental income, largely from the commercial portfolio (c51%).

Activity	Staff costs	Revenue Expenditure	Revenue income target
1. Strategic Property Asset Management, and occupational costs of operational property	£75,807 (1.3 FTE)	£11,226,364	
2. Disposal of surplus property/capital receipts	£128,289 (2.2 FTE)		
3. Management of the non-operational portfolio	£338,215 (5.8 FTE)	£1,707,600	£4,734,385
4. Professional Services	£157,445 (2.7 FTE)		£4,000
5. Industrial and business property development	£17,494 (0.3 FTE)		
6. Energy and Water Management	£58,313 (1 FTE)		
7. Headquarters buildings	£353,891 (7.5 FTE)	£3,568,423	£2,320,200
Totals	£1,129,454 (20.8 FTE)	£16,502,387	£7,058,585

The 2011/12 Activity Budget forms a key part of the council's financial strategy and it is important that the council maintains the links between activities, resources and outputs/outcomes. This approach is a key factor in the council meeting its statutory duty to secure Best Value. The formal council approach to Activity Based Costing is given in Appendix 11.

## **Financial resources: Capital**

PM&D's involvement in the council's capital budget has changed significantly with the assumption of the Strategic Asset Management role. A total of £12.385m of expenditure identified in the 2011/12 Capital Budget falls within the scope of the Property Asset Management Plan. £4.423m of this total is for projects for which we have a direct responsibility.

As part of the council's asset management planning process the allocation of capital resources is based on the submission of Strategic Outline Business Cases for funding from the council's ten-year programme. In the past we have submitted bids for development projects and for the maintenance and enhancement of both Headquarter properties and the commercial portfolio. The Asset Management role gives us a greater involvement, not only in the preparation of new SOBC's, but also the decision making role in the allocation of resources.

The approval by Council Executive of the Strategy for Non-Operational Property includes provision that income from the sale of assets will be ring-fenced for future investment. The sale of 4 Hutton Square during the last financial year gives us the first receipt available for reinvestment.

## Appendix 1 - Scope of Activity

PM&D has seven principal service areas, which further subdivide into a number of sub-activities.

### 1. Strategic Property Asset Management

Property Asset Management is a structured, holistic and integrating approach for aligning and managing, through time, service delivery requirements and the performance of property assets in order to meet business objectives. For the council the principal objective is to ensure that the council's property assets are used efficiently and effectively in enabling the delivery of services to customers.

PM&D has responsibility for the strategic component – focusing on the medium to longer term (3 to 10 years), and decisions on investment priorities to meet the council's objectives. We supervise the operational component, which is delivered by Housing and Building Services – i.e. the ongoing management, within an agreed budgetary framework, over a short time period, up to 3 years.

As part of the strategic role we have direct responsibility for the compilation and review of the Property Asset Management Plan. We work with other council services as they look to review their service delivery – linking also to the implementation of the Local Development Plan and Locality Planning – ensuring that the required property assets are available, sufficient and suitable for purpose. This requires us to review and challenge services use of property, to eliminate poor usage and performance. We support and promote option appraisals to inform investment decisions and disposal strategies.

We supervise the production of performance information across a range of indicators, to ensure the suitability for purpose of the council's operational property; to inform short term investment priorities, including planned maintenance; and to benchmark performance against national standards.

In accordance with the council's Asset Management Plan, and the move towards budget centralisation, PM&D now has budget management responsibility for the occupational costs for a significant proportion of the council's operational properties.

### 2. Disposal of surplus property/capital receipts programme

The primary objective is to maximise receipts from a planned disposal of property assets in order to partially fund the Council's capital expenditure programme. The programme of capital receipts, which is agreed through the Officers Capital Working Group, will contribute towards the council's total expenditure under its 10 year Capital Programme.

A secondary objective is to effect disposal of those assets that are declared surplus from time to time because the council has no further use for them. In addition PM&D will respond to ad-hoc requests for property purchase, e.g. from local businesses for the purchase of industrial development sites, and from local residents for the purchase of amenity ground to include within the curtilage of their houses as extensions to their garden ground.

### 3. The management of the council's Tenanted Non-Residential Property portfolio

The Tenanted Non-Residential Property (TNRP) portfolio comprises properties owned by the council that are not used for the direct delivery of council services. The main objectives of this service area are to maximise the generation of income to the council, and to maintain the long-term performance of the council's non-operational property portfolio. PM&D seeks to exploit the effective and efficient use of the Council's land and property, and to minimise the costs involved in holding such an extensive portfolio.

This area includes:

- a. The management of the council's industrial and commercial property portfolio (i.e. new lettings, lease renewals, rent reviews, repair and maintenance, etc); and
- b. The control of rental arrears

The generation of revenue income is significant in supporting many of the other aims of the council – allowing expenditure on “frontline” services. West Lothian Council is a major owner of property for business and industry throughout the county, with a portfolio of over 700 premises. These include:

- 70 business starter units suitable for a variety of light industrial and office uses
- Approximately 220 small industrial units from 90 to 180 sq.m (c 1000 to 2000 sq.ft)
- Over 40 larger industrial units of 180 to 3100 sq.m (c2000 to 33000 sq. ft.)
- Office accommodation in multi-storey blocks and modern self-contained buildings
- In excess of 100 shops, principally in local neighbourhoods, but with a few in prime locations

The industrial and commercial portfolio provides a valuable resource that directly supports economic development, and, by generating an annual income, indirectly supports other activities within the council.

#### **4. Professional Services**

The provision of a professional advisory service constitutes a significant element of PM&D's work. As with the management of the non-operational portfolio this area seeks to help other services maximise the effective and efficient use of their property. We address corporate property issues, such as the assessment of the council's properties for Non-Domestic rates and the valuation of its property assets.

The services comprise:

- a. Rating valuations and appeals
- b. The valuation of land and property
- c. The granting of wayleaves and servitudes
- d. The maintenance of property records, including the Property Terrier; and
- e. The provision of expert advice on property issues.

Each of the services outlined is generally self-explanatory with the two largest single areas of work being b. and d. The former, the valuation of land and property, includes the re-valuation each year of 20% of the council's property assets for capital accounting purposes. We are also responsible for the provision of insurance reinstatement values in connection with the disposal of council houses. The latter, the maintenance of property records, requires the constant updating and management of accurate records relating to all of the council's property assets including management of all title deeds and lease documentation for the entire portfolio.

The provision of expert advice includes significant involvement in elements of management of some other operational buildings, particularly Landlord and Tenant issues where properties are held on lease from private landlords. If a council service, which is reviewing its activities, finds that this has implications for its occupation of property, PM&D is involved in advice on the availability and procurement of appropriate space to meet changing service demands. Our service will also involve the acquisition of property to facilitate the delivery of other Services activities, e.g. land acquisition for Highways improvements, new schools, and new cemetery provision.

All non-domestic property in Scotland falls to be re-valued for rating purposes on 1 April 2010. The council's entire property holding will have to be reviewed to identify where there might be opportunities for appeals to be lodged against the new values, ultimately in the expectation of reductions being achieved and therefore the overall council rates bill being reduced. It remains to be seen whether this large volume of additional work will be carried out in house, by a third party, or by a combination of the two.

#### **5. Industrial and Business Property Development**

This service area is based on promoting the economic development of West Lothian – we seek to secure a thriving and well-balanced local economy, in a high quality environment. The Strategic Services Committee agreed the principal objective in August 1996:

*“To encourage the development of a physical environment which supports the creation and growth of businesses and employment, by ensuring that a range of property is available, or can be provided on demand, to meet the needs of businesses in, or moving to, West Lothian”*

This area has three main sub-activities:

- a. Providing serviced land and essential business infrastructure
- b. Providing new and refurbished industrial/business premises ahead of demand,
- c. Providing a specialist property advisory and information service to businesses; and the promotion of West Lothian as a business location

Activities are demand led and concentrate on addressing market failure – we will seek to provide land and premises where supply from other sources fails to meet demand. The focus of activity is on employment generating uses that fall within planning Use Classes 4, 5 and 6. We will seek to ensure the supply of land and premises for industry and business, offering a choice of both location and quality. The nature of most of our work is long term, and delivery of the service is primarily through partnership with external agencies.

The initiation and delivery of projects to support our objectives is based on the following priorities:

- Addressing market failure in the type, size and tenure of property available
- Offering flexibility in terms of tenure, e.g. responding to demand for short term leases and for owner occupation
- Proving the market – through demonstration projects which will then allow others to follow
- The need to have property product available ahead of demand, e.g. when West Lothian is being widely promoted as a business friendly location
- Making it easier for businesses to procure new space
- Supporting new jobs

i.e. where we are providing property our purpose emphasises the needs of the occupier ahead of the requirement to obtain a specific level of financial return.

## **6. Energy and Water Management**

The council's policy for energy and water management is:

- to pursue efficiency in the design, maintenance and management of council owned buildings;
- to raise awareness and promote good practice amongst all staff and users; and
- to promote the benefits of energy and water efficiency.

The council aims to reduce use and costs, and, for energy, the environmental impact of harmful emissions and the depletion of fossil fuels.

To ensure effective energy and water management PM&D has corporate responsibility for the utilities budgets. Efficiency is achieved by setting consumption targets for all properties, based on historic data. Performance is monitored corporately and reported monthly. The focus is increasingly on consumption targets, not just cost. PM&D facilitates this objective by promoting good housekeeping measures; regular behavioural audits; and energy conservation projects. We also ensure that renewable energy efficiency is at the core of the provision of new property. We proactively pursue opportunities for energy generation, to access financial benefits from government initiatives such as the Renewable Heat Incentive and Feed-In-Tariffs.

The reduction in consumption in existing properties is paralleled by objectives to reduce the council's carbon footprint. PM&D promotes and delivers carbon reduction projects across the council's portfolio.

## **7. The management of the council's Headquarter buildings, and operational property budgets**

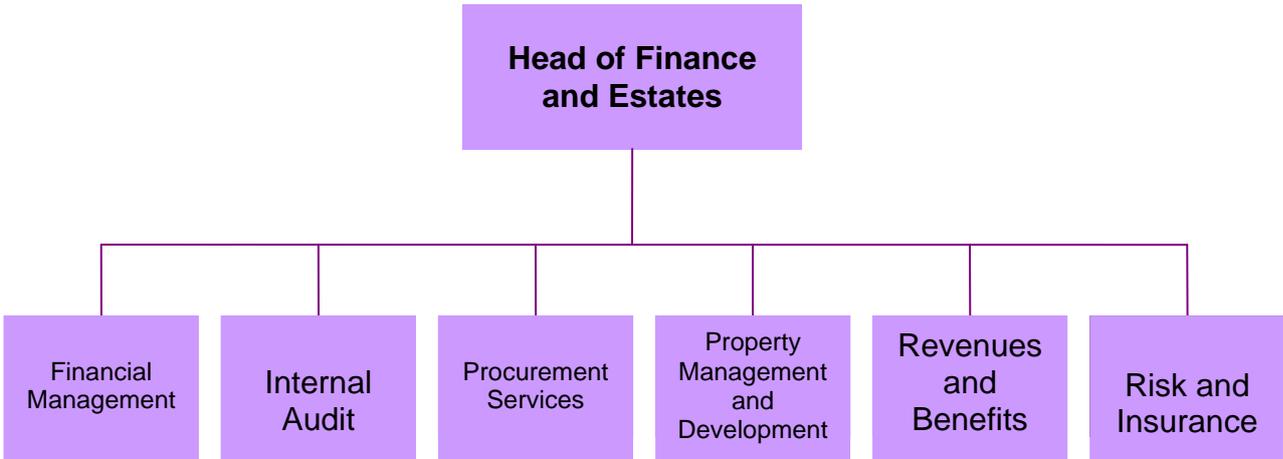
The final service area relates to properties occupied by the council for its own purposes. PM&D currently has responsibility for Civic Centre and for the council's other main Headquarter buildings – Lennox House, St David House, Lomond House, the Courthouse, and County Buildings.

The main objective here is to provide an effective and efficient facilities management function for all occupiers of these buildings (partners, staff, elected members, and visitors) during all normal working hours and also when required outwith these times. e.g. overtime, member's surgeries, special projects etc. This involves many aspects of maintenance, repair, health and safety, fire safety, control of asbestos at work, compliance with disability discrimination legislation, recycling, energy management, etc., and includes representation on corporate working groups to address these issues.

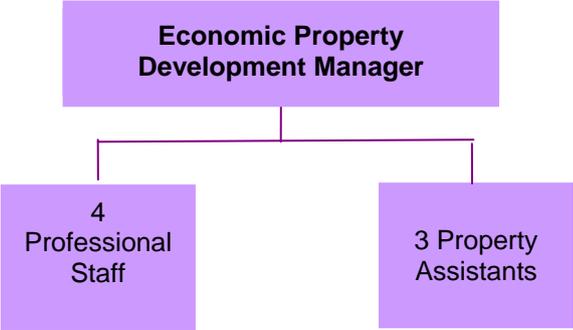
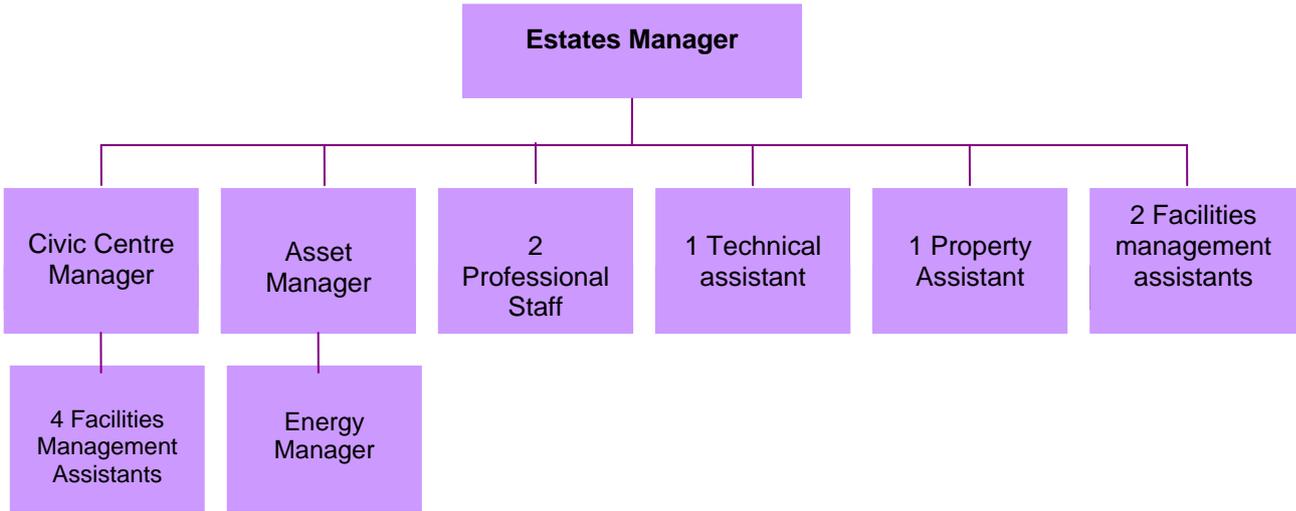
In addition to a dedicated Civic Centre Building Manager, the main resource used to achieve this objective is our caretaking staff who located at Civic Centre and County Buildings, in order to provide an "on the spot" facility. This area of activity has a cost to the council of c£3.97m (including direct staff costs) and PM&D is charged with the provision of this service within the budget allocation.

In addition to the management of the Headquarter buildings PM&D is involved in the review of the future use, possible redevelopment, demolition or disposal of several of those properties that have been, or will be, vacated under the office rationalisation programme.

# Appendix 2 – Service and Staff Structure



## Staff Structure – PRPDP responsibility



## Appendix 3 – Service Standards

Property Management and Development aims to provide a quality service that is continually improving. To help us achieve this we will:

- Market surplus properties with the benefit of a planning brief or guidance, and in a way that will secure the best terms reasonably obtainable
- Efficiently and effectively manage the council's non-operational (commercial) property portfolio
- Ensure that the council's Headquarter buildings are fit for purpose, providing a safe working environment, accessible for our internal and external customers as required
- Provide an efficient and effective professional service to our internal customers
  
- Issue lease documents for our industrial properties that are let on a month-to-month basis within five working days of the receipt of a satisfactory application.
- Ensure payment of invoices within 30 days (unless disputed)
  
- Provide equal and fair access to all our services
- Tailor our services to the needs of our customers
- Deal with all enquiries and problems politely and efficiently, and be prompt and punctual in all contact with our customers. If we are unable to deal with your enquiry at the first point of contact, we will make arrangements for the appropriate member of staff to contact you
- Maintain customer confidentiality at all times
- Communicate with you clearly; keeping you informed of the progress of your request and making sure all our publications and promotional material are comprehensive, accurate and easily understood
- Ensure that our staff are appropriately trained and qualified, and exhibit good professional knowledge in their service area
- Ask you regularly if our service is meeting your needs and how we can improve, acting on the feedback received

We will publish our performance against these standards on [www.westlothian.com/pmd](http://www.westlothian.com/pmd)

The following are indicative of new Service Standards that might be developed for Strategic Property Asset Management and Energy and Water Management:

### Asset Management

**Objective:** *“A robust approach to ensuring compliance with statutory property related legislation”*

We will

- Have an Asbestos Register for every property and update the condition of known asbestos at least every 15 months.
- Carry out a Legionella risk assessment at least every 24 months and regularly monitor water systems for the presence of Legionella.
- Have a Fire Safety Risk Assessment for every property and update it at least every 5½ years.

**Objective:** *“Long term planning for future property strategy and investment”*

We will:

- Develop a Corporate Asset Management Plan and provide regular progress updates.
- Regularly report the condition of our properties, how suitable they are for service delivery and how accessible they are for people with disabilities.
- Survey the condition of at least 20% of the property portfolio each year

### Energy Management

**Objective:** *“Effective energy management that reduces the council's energy consumption and carbon footprint”*

We will:

- Reduce energy consumption as per the targets set out in the councils Energy and Water Strategy and Carbon Management Plan - a reduction in existing council buildings by at least 10% in 2006/07 and a further 10% over the following 4 years, thereafter annually a 2.5% reduction factoring in growth

## Appendix 4 – The Strategic Context

### **Council mission statement:**

"striving for excellence... working with and for our communities"

The council's **values** demonstrate the practices West Lothian Council employees should adopt.

We are striving for excellence in:

- focusing on our customers needs
- being honest, open and accountable
- providing equality of opportunities
- developing employees
- making best use of our resources
- working in partnership

The council's **guiding principles** help us focus on the delivery and development of services....

- a corporate council... focused on our priorities
- a connected council... at the heart of a network of partners
- a customer focused council... organised around the needs of the citizen
- an adaptive council... operating in a responsive positive culture
- a best value council... delivering high quality integrated services
- an e-council... enabled by technology

### **Single Outcome Agreement 2008**

Through our activities providing, and enabling the provision of physical infrastructure and property, PM&D contributes to the following challenges of the Single Outcome Agreement:

Community Plan Theme: A Changing Community

Challenge: Development Challenge

Outcome: All people in West Lothian live in balanced, well-designed, sustainable communities where they can access the high quality amenities and services they need.

Community Plan Theme: A Changing Community

Challenge: Homelessness

Outcome: Fewer people are homeless...

Community Plan Theme: A Learning Community

Challenge: Educational Attainment and Achievement

Outcome: Everyone's life chances are maximised by improving their educational attainment and achievement.

Community Plan Theme: A Prosperous Community

Challenge: Growing and Strengthening our Economy

Outcome: Our economy is strengthened through an improved range and quality of businesses and increased economic participation...

### **Corporate Plan 2007 – 2011**

The council's Corporate Plan was reviewed by the new political administration in summer 2007, and is based on the following priorities:

- 1 improving opportunities for young people
- 2 making our economy stronger
- 3 improving the health and wellbeing of our communities
- 4 protecting our environment and communities
- 5 planning for population growth, and
- 6 making our services as efficient as possible.

PM&D's activities have particular relevance to priorities 2 and 5, in the areas identified below. In addition, the professional services we provide to other council Services support their activities, and consequently enable the council's delivery of its objectives under the other priorities. Our commitment to continuous improvement means that the delivery of our service is underpinned by the challenges, objectives and aims of priority 6.

Some of the particular aims and objectives of relevance to PM&D include:

- 1 improving opportunities for young people
  - PM&D will contribute to the council's provision of new primary and secondary schools through site assembly
- 2 making our economy stronger  
We will:
  - promote the benefits of West Lothian as a place to do business
  - prioritise transport and physical infrastructure projects (roads, railways, schools, lighting, open space, new industrial units and so on) that benefit the economy the most
  - make sure there is an appropriate range of sites and premises available for industry and business
  - lobby to make sure there is effective investment in energy, utilities ( for example, water) development sites etc
- 3 improving the health and wellbeing of our communities
  - PM&D contributes to the development of partnership centres in other parts of west Lothian to provide a single, local access point for a range of council and other services
  - we will make sure our public buildings and services are accessible to everyone
- 4 protecting our environment and communities  
We will:
  - provide and maintain good quality housing for rent
  - start building new council houses for rent
  - provide three new cemeteries
  - improve the quality of our local environment by making sure we remove unauthorised signs
- 5 planning for population growth  
We will:
  - make sure a percentage of the new homes we build are affordable housing
  - provide opportunities for business to develop close to housing
  - work with [other} councils ... to prepare a strategic development plan for the Edinburgh City Region, which will create a vision for how West Lothian should develop up to 2040
  - make 15% of land on residential development sites available for socially rented low cost housing
  - make sure the Bathgate to Airdrie railway line is open again by 2010 ...
  - provide a new motorway junction on the M8 at Whitburn ...
  - work with the private sector to provide a crematorium
  - make sure developers in the core development areas use the waste and empty land at ... Candleworks (east Broxburn)
  - support new developments on waste and empty land at Drumshoreland, Pumpherston, Polkemmet (Whitburn) and Wester Inch (Bathgate)
  - work with developers to make the former colliery site at Riddochhill available for business development
  - make sure, where appropriate, that we maintain and improve listed buildings ...
- 6 making our services as efficient as possible.  
We will:
  - produce and maintain appropriate information on all our assets to manage how suitable they are to meet our future and current needs
  - make sure we manage our assets using capital and revenue investment planning with asset management

- make sure we manage and use all assets effectively

The Corporate Plan also includes a section on Financial Planning. This section notes that we have benefited from the sale of land, particularly in Livingston, although “we have nearly used all the money from this source. In its financial challenges and aims the Plan states:

We want to:

- get enough money to continue to be able to deliver good quality services
- link capital investment with asset management
- make sure we maintain our assets to a suitable condition

We will:

- make sure there is a business case for how we spend our money
- produce and keep a corporate asset management plan up to date
- identify assets that we do not need and which can either be sold or got rid of

### **West Lothian Economic Strategy** **Review and Update 2007**

Strategic aims include:

- Increase the number of jobs (Participation)
- Improve the quality of jobs (Productivity)
- Improve the quality of life (Prosperity)

Future Priorities include:

- Attract and support businesses that have growth potential
- Diversify the economy and reduce reliance on small groups of large employers
- Maximise the potential of local SME's
- Promote the benefits of west Lothian as a business location
- Ensure that an adequate supply and mix of business sites and premises are available in the right place at the right time to support business growth

## Appendix 5 – Links to National Outcomes and Life Stages outcomes.

	<b>Principal National Outcome served</b>
15	Our public services are high quality, continually improving, efficient and responsive to local people's needs.
	<b>National Outcomes influenced</b>
1	Making West Lothian the most attractive place for doing business in Scotland.
2	Realising our full economic potential with more and better employment opportunities for our people.
3	Our citizens are better educated, more skilled and more successful
9	Our citizens live their lives safe from crime, disorder and danger.
10	We live in well-designed, sustainable places where we are able to access the amenities and services we need.
11	We have strong, resilient and supportive communities where people take responsibility for their own actions and how they affect others.
12	We value and enjoy our built and natural environment and protect it and enhance it for future generations.
14	We reduce the local and global environmental impact of our consumption and production.
	<b>Life Stage Outcomes Influenced</b>
Early Years	children are ready to start nursery and school & parents and carers are responsive to their children's developmental needs
School Age	everyone's life chances are maximised (by improving their educational attainment) to become successful learners, confident individuals, responsible citizens and effective contributors
Young People in Transition	our young people are successful learners, confident individuals, effective citizens and have a positive destination
Adults of Working Age	Every adult has the confidence, skills and ability to secure and sustain employment.
Older People	older people live longer, healthier, more independent and fulfilling lives within a safe and supportive community.

## Appendix 6 – Service Risks

Reference	Details
DEP010001	Downturn in rentals
DEP010002	Reduction or delays in capital receipts, and impact on expenditure programme
DEP010003	Asbestos regulations 2002
DEP010004	Contaminated land
DEP010005	Unexpected additional costs of DDA compliance
DEP010006	Legionella in industrial and commercial properties
DEP010008	Lone working
DEP010009	Fire
DEP010010	Damage to properties and loss of income
DEP010011	Vandalism
DEP010012	Loss of critical systems
DEP010013	Error or perceived error in advice given
DEP010016	Failure to comply with terms of ERDF grant
DEP010017	Provision of construction land or business space
DEP010018	Breach of insurance requirements
DEP010019	Loss of critical records
DEP010020	Failure to comply with council's code of corporate governance on Whistle blowing
DEP010021	Failure to comply with council's code of corporate governance for the control of fraud and corruption
DEP010022	Failure to comply with EC Directive for the procurement of Construction Contracts
DEP010023	Failure to comply with EC Directive for the procurement of Goods and Services
DEP010024	Lack of up to date Supplementary health and Safety Policy, Safety Arrangements and Procedures
DEP040008	Failure of Legionella inspection regime
DEP040009	Non compliance with current legislative requirements
DEP040018	Failure to comply with Fire Scotland Act 2005 and Fire Safety Scotland Regulations 2006
DEP040020	Failure to comply with the Disability Discrimination Act 2005
DEP040022	Failure to comply with HSE's Gas Safety (Installation and Use) Regulations 1998

## Appendix 7 – Performance Indicators

Following our WLM assessment in 2009 we have reviewed all our Performance Indicators to cover the WLAM results categories and to comply with corporate standards. This review was based on the activities of PM&D before the council's restructuring and therefore excluded Asset Management and Energy and Water.

As a result we have 9 Public Performance Indicators – the latest data on which can be viewed at [http://www.westlothian.gov.uk/Council\\_and\\_government/695/691](http://www.westlothian.gov.uk/Council_and_government/695/691). These are:

PMD001	9b.1a	Industrial Portfolio % of Total Units Let
PMD002	9b.1a	Retail Portfolio % of Total Shops Let
PMD003	9b.1a	Office Portfolio - % of Office Units Let
PMD006	6a.7	Percentage of customers responding to satisfaction surveys who rate Property Management & Development's service as either Good or Excellent ( <i>weighted – PMD070</i> )
PMD017	6b.1	Number of upheld complaints received against service delivery
PMD032	9b.2a	Percentage of commercial property revenue income against target
PMD033	9b.2a	Capital receipt income against target
PMD074	9a	Commercial Property, percentage of rent outstanding (Current debt)
PMD075	9a	Commercial Property, percentage of rent outstanding (Historic debt)

In addition to the above we have Performance Indicators across the full range of WLAM results that are entered in Covalent. As noted in section 4.4 of the Team Plan our PI's are analyses on both the council's standard Good/Excellent basis, and our own, more sensitive, weighted calculation

Latest results for our WLAM Core PI's are visible to other WLC users at [http://webwest1.app.westlothian.gov.uk/serviceplan/PPR\\_newmenu.htm](http://webwest1.app.westlothian.gov.uk/serviceplan/PPR_newmenu.htm)

<b>6 - CUSTOMER RESULTS</b>		
<b>6a Satisfaction and Experience – % of respondents who:</b>		
PMD073	6a.1	rated the timeliness of response as good or excellent ( <i>weighted – PMD047</i> )
PMD008	6a.2	rated the service delivered as good or excellent ( <i>weighted – PMD041</i> )
PMD009	6a.3	rated the service's performance in keeping them informed as good or excellent ( <i>weighted – PMD042</i> )
PMD010	6a.4	rated the staffs' attitude as good or excellent ( <i>weighted – PMD065</i> )
PMD011	6a.5	rated the staffs' professionalism / knowledge as good or excellent ( <i>weighted – PMD064</i> )
PMD012	6a.6	consider that they were treated fairly ( <i>weighted – PMD071</i> )
PMD048	6a.8	rated the service's ability to resolve their issue at first point of contact as good or excellent ( <i>weighted – PMD049</i> )
PMD043	6a.9	rated the service's handling of problems that arose as good or excellent ( <i>weighted – PMD044</i> )
PMD056	6a.10/11	rated the service's accuracy of information; and how comprehensive the service's information was as good or excellent ( <i>weighted – PMD057</i> )
PMD045	6a	rated how easy it was to contact us as good or excellent ( <i>weighted – PMD046</i> )
PMD050	6a	rated our speed in returning telephone calls and replying to letters and emails as good or excellent

		<i>(weighted – PMD051)</i>
PMD052	6a	rated our punctuality when attending meetings as good or excellent <i>(weighted – PMD053)</i>
PMD054	6a	rated our promptness in processing documentation as good or excellent <i>(weighted – PMD055)</i>
PMD058	6a	rated our ability to give information on other relevant council services as good or excellent <i>(weighted – PMD059)</i>
PMD060	6a	rated our explanation of terms and obligations contained in our documentation as good or excellent <i>(weighted – PMD061)</i>
PMD062	6a	rated the clarity of our published and promotional material as good or excellent <i>(weighted – PMD063)</i>
PMD066	6a	rated how courteous our staff were as good or excellent <i>(weighted – PMD067)</i>
PMD068	6a	rated how helpful our staff were as good or excellent <i>(weighted – PMD069)</i>
PMD077		Overall customer satisfaction – Headquarter offices
PMD078		Overall customer satisfaction – professional services
		<b>Results are also recorded “weighted”</b>
<b>7 - PEOPLE RESULTS</b>		
<b>7a Employee Satisfaction</b>		
PMD018	7a.1	Workforce planning
PMD019	7a.2	Reward and recognition
PMD020	7a.3	Leadership and management
PMD021	7a.4	Involvement and empowerment
PMD022	7a.5	Team work
PMD023	7a.6	Learning and development / Performance review
PMD024	7a.7	Equality and diversity
PMD035	7a	Communication
PMD036	7a	Understanding
PMD039	7a	Health, Safety and Wellbeing
PMD040	7a	Service delivery
		<b>PI's on covalent are based on Good/Excellent scores – weighted scores used as management PI's are also available</b>
<b>7b Motivation &amp; Involvement</b>		
PMD004	7b	%age Sickness/Absence levels
PMD027	7b.2a	Response rate to People survey(s)
PMD072	7b.2b	PRPDP completion
<b>9 - KEY PERFORMANCE RESULTS</b>		
<b>9a.1 Efficiency: Money</b>		
PMD076	9a	Rent collected
PMD079	9a	Cost of providing the service

As a result of our July 2010 review a number of PI's that had been under development or consideration were abandoned:

<b>6 - CUSTOMER RESULTS</b>	
<b>6a Satisfaction and Experience</b>	
% of respondents who rated the published standards was as good or excellent	Abandoned – survey is too infrequent, only being carried out when standards change
<b>6b Customer Results – Internal measures</b>	

Performance against Service Standards - Based on Invoices paid within 30 days	Abandoned – info not available for PM&D; use Corporate PI if necessary
Performance against service standards relating to customer service - Based on industrial missives issued within 5 days	Information statistically insignificant; dates often determined by tenant not receipt of application rely on lack of complaints
Number of complaints against service policy	Abandon – record any complaints as part of PMD017
<b>8 – COMMUNITY RESULTS</b>	
<b>8b.3 Voluntary work</b>	
Amount of charitable donations	Abandon - unnecessary
<b>9 - KEY PERFORMANCE RESULTS</b>	
<b>9a.1 Efficiency: Money</b>	
Unit cost of each output	Abandon while Activity Costing is unsatisfactory
Actual spend against budget	Abandon – better PI's can be developed
Admin buildings - compliance with statutory obligations	Covered by Asset Management PI
Admin buildings days buildings unavailable for use.	Abandon statistically meaningless
<b>9b.1 Effectiveness: Short term measures</b>	
% of target population affected (segmentation analysis)	Abandon – impossible to produce for PM&D customers

A further 7 are to be reviewed as part of the Non-Operational Strategy Action Plan.

Return on capital	
Year on year increase in capital value	
Year on year growth in rental income	
% of surplus properties marketed with a planning brief or guidance (NB – also a CAMP PI)	Current data is statistically insignificant because of low sales – review next year
% of surplus properties marketed with a closing date (NB – also a CAMP PI)	Current data is statistically insignificant because of low sales – review next year
Number of properties managed per staff member	Review when Profess data available
% of FTE resource delivering front line service activity	Review once Profess information available

### Energy Management

At present PM&D only has ownership of one energy PI

CSA046	9a	Carbon emissions from CRC core sources
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### Strategic Property Asset Management

PM&D's strategic role will oblige us to report annually on a further 53 PI's, prepared to monitor performance of the Corporate Asset management Plan. However, collation of the data will be the responsibility of others. The processes for production of these PI's will be developed between PM&D and the other responsible services during the early part of 2011/12

CSA001	9a	C-AMP Gross property costs as a % of the total gross revenue budget of the
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		council
CSA002	9a	C-AMP Operational property costs per sq.m GIA
CSA004	9a	C-AMP Total property revenue costs per annum
CSA005	9a	C-AMP Total property revenue repairs and maintenance costs per annum
CSA006	9a	C-AMP Total property energy revenue costs per annum
CSA007	9a	C-AMP Total property water revenue costs per annum
CSA008	9a	C-AMP Total property ground maintenance revenue costs per annum
CSA009	9a	C-AMP Total property rent revenue costs per annum
CSA010	9a	C-AMP Total Property Rates Revenue Costs per Annum
CSA011	9a	C-AMP Total Property Cleaning & Domestic Revenue Costs per Annum
CSA012	9a	C-AMP Total Property Insurance Revenue Costs per Annum
CSA013	9a	C-AMP Total Property Caretaking Revenue Costs per Annum
CSA014	9a	C-AMP Total Property Fixtures & Fittings Revenue Costs per Annum
CSA015	9a	C-AMP Operational Revenue Property Maintenance Spend per m2 GIA
CSA016	9a	C-AMP Operational Capital Property Maintenance Spend per m2 GIA
CSA017	9a	C-AMP Operational Total Capital & Revenue Property Maintenance Spend per m2 GIA
CSA018	6b.2	C-AMP Total Property Percentage Planned Maintenance (Revenue Only).
CSA019	9a/9b	C-AMP Percentage of Nursery Schools that are fully accessible to Disabled Pupils
CSA020	9a/9b	C-AMP Percentage of Primary Schools that are fully accessible to Disabled Pupils
CSA021	9a/9b	C-AMP Percentage of Secondary Schools that are fully accessible to Disabled Pupils
CSA022	9a/9b	C-AMP Percentage of Special Schools that are fully accessible to Disabled Pupils
CSA023	9a/9b	C-AMP Average Floor Space per Staff Member in Offices
CSA024	9a	C-AMP Total Property Percentage Planned Maintenance (Revenue & Capital)
CSA025	9a	C-AMP Backlog Maintenance
CSA032	9b.2a	Percentage of council buildings in which all public areas are suitable for and accessible to disabled people
CSA033	9b.2a	Percentage of Operational Properties in Satisfactory Condition.
CSA034	6b.2	Percentage of Operational Properties Resurveyed for Condition.
CSA035	9b.2a	Energy Consumption Reduction in Existing Buildings against Targets in Energy & Water Strategy (May 2006).
CSA036	9b.2a	Percentage of Operational Properties that are Suitable for Current Use.
CSA037	9a	School Estate core facts submission to Government
CSA038	9a	Benchmark Property Performance data with NBVBS
CSA039	9a	Meetings of Capital planning and Asset Management Strategy Group
CSA041	9a	Nursery schools that are considered suitable for service delivery
CSA042	9a	Primary schools that are considered suitable for service delivery
CSA043	9a	Secondary schools that are considered suitable for service delivery
CSA044	9a	Special schools that are considered suitable for service delivery
CSA045	9a	Properties with current layout plans
CSA048	9a	Total accommodation (NIA) over total accommodation (GIA) for offices
CSA050	9a	Total required maintenance as a percentage of average maintenance spend over last 3 years
CSA051	9a	Total office accommodation per staff FTE
CSM002	9b.1a	Days lost at schools due to building failure (Utilities).
CSM004	6b.3	Percentage of Property Helpdesk Enquiries Completed within Agreed Completion Date.
CSM009	6b.2	No. of Fire Safety Risk Assessments completed per annum.
CSg004	6a	customer satisfaction
CSg009	9a.2a	Percentage of budget spend achieved on Council Property Assets.

<i>CSD002</i>	6b.2	Percentage of projects delivered on time
<i>CSD005</i>	6b.3	Scoring Performance from Project Reviews.
<i>CSS002</i>	6b.2	Settlement of Final Accounts - Percentage of final signed accounts within 18 months of Practical Completion
<i>CSS004</i>	6b.2	Contract disputes/claims- the settled value of claims as a % of the total annual construction costs (Final Account).
<i>CSS007</i>	9a/9b	Programme Monitoring (Capital) – project delivery reported to Construction services clients on a monthly basis
<i>LIB006</i>	9b.1a	Number of visits to libraries per annum.
<i>SR008</i>	9b	No of attendances per 1000 pop at swimming pools.
<i>SR009</i>	9b	No. of attendances per 1000 pop at indoor sport & leisure facilities.

## **Appendix 8 – Workforce Planning**



## Appendix 9 – Previous Service Actions – Current status

Ref.	Improvement Initiative	Desired Outcome	Current status
3172	Produce a revised set of Performance Indicators for PM&D's handling of rent arrears	PI's to reflect the age of debt and action being taken	<b>Completed</b> – revised PI's introduced as Public Performance Indicators in April 2010
3418 (PMD 07006)	Ensuring an appropriate and adequate range of sites and premises are available for business and industry. <b>(Corporate Plan “we will ...”</b>	A supply of serviced development land to meet demand from business and industry	<b>Ongoing</b> – through involvement in Heartlands, Riddochhill, work on Rosebank and Oakbank, and preparation of the Strategic Development Plan
3528 (PMD 007005)	Incorporate a condition in all new leases on council land which prohibits the growing of GM crops in accordance with the decision of the PP&R Committee in December 2003 <b>(Corporate Plan “we will ...”</b>	A prohibition of production of GM crops on council land	<b>Completed</b> – Standard clause already in all cropping leases in accordance with long established policies and practices. Existing tenants contacted about of long-term leases contacted about voluntary implementation by agreement.
3629	We will engage with the FMA's in preparing for the service they are required to deliver for the council and its partners in Civic Centre; including establishing better lines of communication with managers; and appropriate training, particularly on conflict management	An efficient and effective service to customers in Civic Centre	<b>Completed</b> – reviewed following occupier survey
3631	We will carry out a full review of PM&D's Performance Indicators, covering all WLAM results categories, to ensure compliance with the council's corporate standards	A comprehensive set of PI's	<b>Completed</b> – Full review carried out in July 2010
3632	The full scope and content of our Best Practice Notes will be reviewed	Comprehensive and relevant guidance for staff	<b>Ongoing</b> – Implementation deferred pending completion of other Initiatives

3634	We will review the energy consumption in the remaining Headquarter Buildings, assessing any action needed, and set a base for analysing consumption in new buildings	A full assessment of energy consumption in the HQ buildings	<b>Ongoing</b> – Office rationalisation and staff moves mean base figures for consumption have still to be collated
3746 (PMD 09007)	Establish a detailed strategic review framework against which to measure all aspects of performance of the commercial (i.e non operational) portfolio having regard to the purpose for which the property is held, including return on capital.	Strategic review framework completed	<b>Completed</b> – strategy for Non-operational property approved by council in March 2011
3747	Establish a performance indicator that measures the percentage of surplus properties sold following exposure to competitive offers on the open market	Performance indicator created that measures the percentage of surplus properties sold following exposure to competitive offers on the open market	<b>Ongoing</b> - Deferred as part of review (see 3631 above)
3748	Establish a performance indicator which measures the percentage of surplus properties which are marketed with an approved planning brief or other appropriate planning advice	Performance indicator created that measures the percentage of surplus properties which are marketed with an approved planning brief or other appropriate planning advice	<b>Ongoing</b> - Deferred as part of review (see 3631 above)
PMD 10001	We will review our internal processes to secure efficiencies that will enable us to reduce our office based staff complement from 16 to 14FTE; our FMA's by 1 FTE; and our use of Agency staff	Streamlined processes and more efficient work practices	<b>Completed</b> - Budget reduction in place April 2011. Posts removed
PMD 10002	We will secure increased income from the council's commercial portfolio, through rent reviews and enhanced rentals on new lease	Increased revenue income to the council	<b>Ongoing</b> – New properties on stream (Crematorium and visitor attractions); rent reviews implemented. Additional opportunities being investigated
PMD 10003	We will secure revenue savings from the energy budget for the Headquarter buildings	Reduced revenue expenditure for the council	<b>Completed</b> – budget reduction effected in 2010/11 budget

PMD 10004	Headquarter buildings: We will engage with building users in the Council's Headquarter properties (excluding Civic Centre) to improve the working environment, including common facilities; security arrangements; communication lines; and repair procedures.	Improvements identified and achieved	Work continuing on improved processes.
PMD 10008	Civic centre: We will engage with Civic Centre partners to review and improve communication, security, parking arrangements, the working environment, common facilities, and repair procedures.	Improvements identified and achieved	Work continuing on improved processes, Building Research Establishment investigating working environment
PMD 10009	Worksmart: We will investigate and implement service improvements consistent with the Council's Worksmart initiative, to secure efficiencies in work practices and budget savings estimated at £30k	More efficient work processes and practices	Tough Choices target of £93k saving by March 2013. Changes being implemented - see PMD10001

## **Appendix 10 - Customer consultation review 2010 – 2011 and Consultation Programme**

PM&D works with its customers, partners, stakeholders and other services of the council to deliver its services in the best way possible. As an integral part of this process we regularly consult with our customers to ensure that we meet their expectations and needs. Customer feedback is welcomed and we review our services as a result of comments received. This document outlines our activity during 2010/2011 in formally consulting our customers.

### **Segmentation and consultation programme**

As a result of our 2008/09 WLAM Assessment we have continued to develop and extend our programme of customer surveys. Our revised consultation programme is included as Appendix A. A two yearly pattern of consultations with our major customer segments, and in which we alternate the Tenant and Occupier surveys, is now well embedded. The alternation of these two surveys is driven by a number of factors.

- For a small team, it is more resource efficient for PM&D to focus on a different segment of our customer base each year. (We have over 700 tenants and 1300 occupiers – so the numbers are more manageable on a two-yearly pattern).
- It also allows us to focus on the outputs and actions from a single major survey each year, rather than trying to deliver two sets of service improvements.
- We also hope to avoid survey fatigue among our customers by going back to them every year.
- Our contact with these customer groups is continuous, and this day-to-day involvement allows us to develop customer insight and implement change on a continual basis, rather than simply relying on survey outcomes.

### **Review of method of analysis**

As a result of our WLAM assessment we agreed to carry out a review of the methods by which results are analysed, and the way they are presented. This was driven by the historically low levels of participation in our generic customer survey, which runs through the course of each year. It was felt that the number of returns meant that the analysis was not really statistically significant and reporting performance based on this survey alone – which had been the case in previous years – was not particularly robust.

While each of our customer surveys is different – and is designed to inform customer insight by eliciting information and opinions specifically relevant to the target segment of our customer base – they all contain common questions relating to our performance against the 5 Drivers of customer satisfaction, which form the basis of our customer Service Standards. (Delivery; Timeliness; Professionalism; Information; and Staff Attitude). This question set was expanded in 2008/09 in line with corporate standards, and continues to evolve.

It was agreed that we would amalgamate the results of these questions from all surveys in our report and analysis of results for future years.

Because the council's standard method of analysis (% of replies that are of Good and Excellent) is not particularly sensitive for small surveys we have introduced a method of weighting results, as had been used in our staff survey results. These are more sensitive to variations in performance and we place more emphasis on them in assessing what action to take.

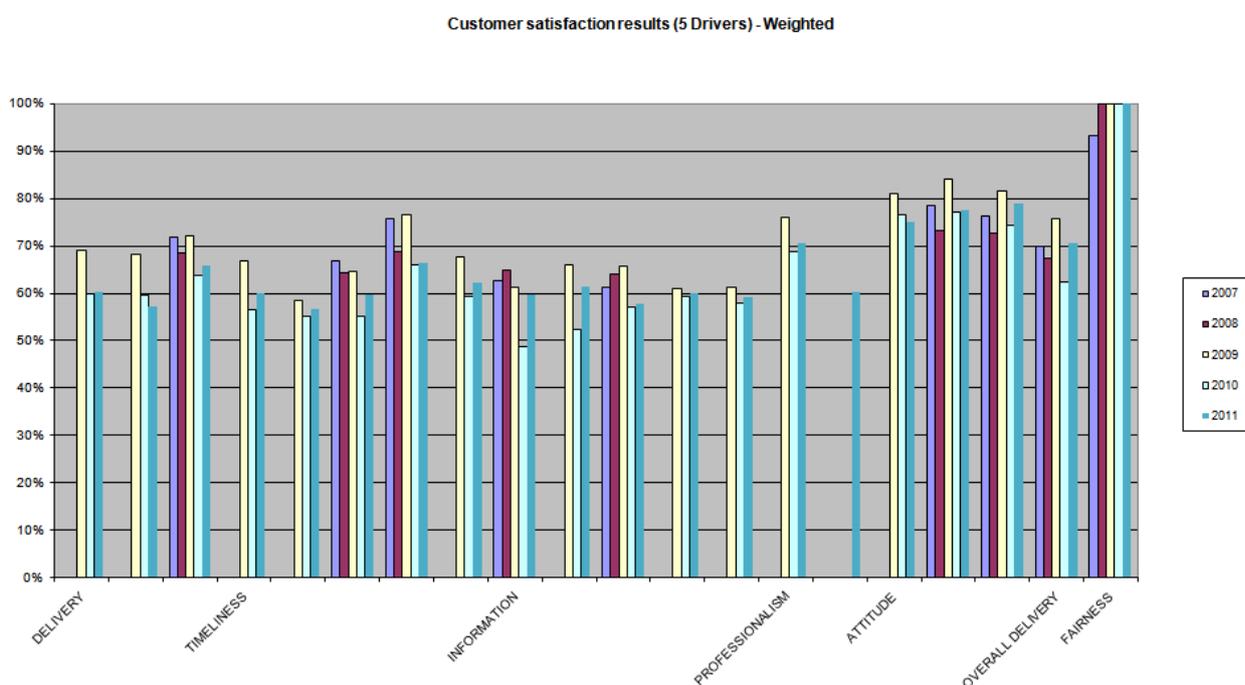
### **Target setting**

At the start of the year the Quality team reviewed the amalgamated results for 2010, and set challenging targets – for both “Good/Excellent” and weighted results – based on performance during the previous year. It is now evident that a two-year pattern of trends is beginning to emerge relating to the cyclical nature of our consultation – alternating the tenant and headquarter building surveys. To compare like with like we should really look at trends based on alternate years.

## 1. Overall Performance against Customer Service Standards (5 Drivers)

The chart shows the amalgamated results for our performance against the 20 questions, which are based on the 5 Drivers and our customer Service Standards. The results presented are for the more sensitive “weighted” analysis. The results are generally below target, which is disappointing, but are nevertheless reasonably good – in particular it is pertinent to note that a weighted score of 66% equates to all customers considering your service to be “Good”. This reinforces the contention that our targets are challenging. Detailed results for the past 5 years (both weighted and Good/Excellent), and from each of the 2010/11 surveys are included in Appendices B and C. Specific actions we will take are identified in the sections below, on each customer segment.

The section on the Tenant Survey, below, will expand on some of the reasons behind the results. Nevertheless, where a weighted score of 66% represents all customers marking the service as good, all our results were within 85% of that level, and only 5 of the 19 results were less than 90% of that level. Our overall level of satisfaction, at 70.56%, and the levels for staff attitude and professionalism give a degree of satisfaction.



## 2. Customer survey 2010/11

Customer questionnaires have been issued to the full range of PM&D’s external customers for a number of years. In the past the issue of these questionnaires was sporadic, and the returns have often been low, raising the issue of their statistical significance. We endeavour to issue questionnaires on a more routine basis, and it has also become standard practice to include details of where customers can give feedback on the performance of the service in all correspondence issued (both paper and electronically). Disappointingly returns remain poor – again only 12 replies this year. The reason for this is unknown, however, it is noted that there is an increasing number of surveys and questionnaires issued, not just by the Council, and our continued low response may in part be a result of survey fatigue. We have tried to compensate by amalgamating the results, as noted above.

As can be seen in Appendix C, which compares results from this years surveys, results from the generic customer survey are consistently high, both in “Good/Excellent” and weighted analyses, but we do not believe them to be statistically significant and there is little we can learn from them.

Our survey also asks if we offer fair and equal access to our services, and the response was 100% affirmative.

As in previous years there were a number of compliments received that commended staff, and in particular the Property Assistants, for their helpfulness, courtesy and providing an excellent service.

Despite falling returns we will continue to issue our Customer Survey, and will amalgamate results to provide a more sensitive analysis.

### **3. Tenant Questionnaire 2010/11**

We have generally issued our tenant survey on a two-yearly basis, and the latest was sent to all tenants in November 2010. In response to a disappointingly low level of response in 2008, when the survey was issued electronically, we reverted to issuing the survey by letter, and were rewarded with a far higher level of return. From 110 replies in 2006, and a drop to just 47 in 2008, it was pleasing to achieve the same return as in 2006. 85% of returns were by paper, suggesting that we should continue to offer this option in future.

#### Customer Insight

Initial questions in the survey are designed to tell us more about our tenants. This year we have analysed the results by the type of property occupied – specifically industrial units (both long and short leases); offices and shops. The results are shown in Appendix D.

In general, results show there is a stability in our tenant base – almost half have been our tenants for over 6 years. Three quarters have been trading for over 6 years and around two thirds have been based in West Lothian for that period. Naturally the figures are slightly lower for the small industrials, which are subject to monthly leases. Only 5% of tenants have originated from outside West Lothian, demonstrating the particularly local basis of our customers. Over half were new businesses when they became our tenants.

Average employment levels per property are understandably low, given the nature of our stock, with the 80% of businesses having fewer than 5 employees. The pattern of ownership is perhaps predictable. The majority of tenants are small Limited Companies, except for shops, where over two thirds are Sole Traders.

Three quarters of tenants don't envisage moving in the next 5 years – further demonstrating a stability in the tenant base – and of the 25% who do expect to move, three quarters expect to expand.

While a high proportion of tenants learn about us by word of mouth it is noticeable that over half of the tenants of small industrial units come to us through the on-line property register. The Business Gateway is also a source of tenants for the small industrial units. Advertising and signboards are significant for shops and offices – but then we don't tend to advertise the small industrials. We will use this information to develop how we promote our properties, and target occupiers, in the future.

In a change from the last survey, location was by some distance the most important factor in selecting a property. This reflects the 2006 survey, whereas in 2008 flexible letting and rental levels had been the most significant factors – perhaps reflecting the more volatile economic climate at the time.

While 80% of those who replied were satisfied with the condition of the property – similar to the last survey – the level of satisfaction with repairs has fallen considerably. The last contact most tenants had with PM&D was on matters relating to property repairs. Where the Council was responsible for undertaking those repairs, around 70% of tenants were satisfied or very satisfied that they were carried out timeously – a drop of 20% from 2008. Similarly there was a decrease of 15% in levels of satisfaction with the workmanship.

However, cognisance must be taken of the timing of our survey. Most of our tenants will have received their survey as the intense bad weather hit, and those in the industrial units just after their rents had been increased for the first time in two years, and the comments reflect this. Several tenants have made reference to the council's response to snow clearing and repairs following snow damage. The survey was closed early in the New Year, when we were still catching up with resultant

repairs. We will, however, endeavour to ensure that timely completion of repairs and good workmanship are encouraged and delivered wherever possible

### Customer Satisfaction

In common with all our surveys questions were analysed against the five key drivers of Customer satisfaction. Although there was an improvement in all but two of the results from 2010, that analysis incorporated the Occupier surveys, so is not strictly comparable. When compared with the last results that included the tenant survey there is a general reduction in performance. We will focus on improvement in those areas where respondents said our performance was poorest

We believe that the response again reflected the timing of the survey – as satisfaction levels were consistently lower than the previous tenant survey. In particular, the results for questions such as delivery against expectation, ability to resolve an issue at first point of contact and keeping advised of progress, suffered a marked drop. During the bad winter, the council's policy was to prioritise the deployment of resources for both snow clearing and repairs on the basis of vulnerability – to ensure, for example, that the young and elderly (who are not part of PM&D's customer base) were looked after first. We recognise that this did not necessarily find favour with commercial tenants, and indeed private sector landlords would not have had to face this sort of decision.

We also reviewed the specific comments made as part of the survey analysis. Interestingly most of the comments expressed dissatisfaction with the delivery of repairs, which is inconsistent with the generally high, albeit reducing levels of satisfaction noted above.

We asked what tenants would change about their property. For some of the older, converted buildings, the general condition of the property was a major concern. But the most prevalent comments were about security.

A copy of the survey outcome will be issued to all respondents, and we will also circulate information with rent invoices to ensure that all our tenants get a copy of the feedback. As with the 2008 survey tenants responding to the survey were advised that their names would be entered into a draw, with the prize a £250 credit towards their rent. The successful tenant was Oakbank Products of West Calder Workspace.

<b>You Said:</b>	In order of importance, you said location was most important to you in your current choice of property.
<b>We Did:</b>	The council's policy is to retain a balanced portfolio of commercial property, across both property type and location. As our customer base is predominantly local and new start, the council's policy will support development of business across West Lothian, and within the communities we serve.
<b>You Said:</b>	Given the choice, you said improving the security of your property would be your top priority.
<b>We Did:</b>	We have recently involved the local Crime Prevention Unit in a review of security at one of our schemes of small units, and will investigate whether this can be rolled out across the portfolio.
<b>You Said:</b>	In considering certain aspects of our service particularly service delivery and timeliness, you said that our previously high standards had dropped.
<b>We Did:</b>	We have discussed the survey results with our people at a team briefing session, and have reinforced the need to maintain a high level of service as a matter of routine good practice.
<b>You Said:</b>	The condition of properties and the standard of repair and maintenance was a concern to several tenants.
<b>We Did:</b>	We will be engaging with colleagues in Maintenance and Building Services to review the level of service we give to those tenants of properties where the council is responsible for repairs, and will endeavour to improve both the timeliness and quality of workmanship.

#### **4. Equality questionnaire**

The equality questionnaire was developed during 2006/2007 to ensure that PM&D does not discriminate in the delivery of its services. Initially the questionnaire was issued with application forms for the lease of our commercial property (shops, offices and industrial units) but we subsequently expanded the distribution by attaching the questionnaire to our customer surveys.

The questionnaire asks for comments and suggestions as to how we can improve our service. The only comment related to the accuracy of telephone numbers on promotional leaflets.

#### **5. Building user groups**

As Facilities Managers of the council's headquarter office buildings we have regular contact with council staff that occupy these properties. The Building User Groups provide a forum for feedback and comment from our colleagues, and for us to raise specific issues of concern (e.g. energy management). The Building User Group for Civic Centre includes all partners, and not just West Lothian Council employees. In most of the other buildings the management/occupier interface works best where a single officer is nominated as the focus for any occupier comment/concern – however, as the council's office rationalisation programme progresses we will review whether and how BUG's should operate in these properties.

#### **6. Focus Groups**

Our use of Focus groups has been intermittent and largely determined by the identification of specific topics. This year we joined with Economic Development to facilitate a focus group with property professionals (agents, owners and developers) to review how West Lothian could be promoted to mobile investment projects and migrant businesses, to encourage participation, productivity and prosperity.

#### **7. Complaint and compliments analysis**

During the past few years we have developed, and hopefully improved our processes for handling and recording comments, suggestions and complaints received about our service, as well as requests under the Freedom of Information Act. However, our systems have, to some extent, been superseded by the new Corporate CRM system. Records of customer feedback (outside of formal surveys), may now be kept in two different places.

In 2010/11 routine comments on our service were handled internally and no formal complaints were escalated to the council's Corporate system.

**April 2011**

**APPENDIX A**

**Customer Consultation Methods – Analysis and Programme**

<b>Target Group</b>	<b>Method</b>	<b>Date Undertaken</b>	<b>Analysis Date</b>	<b>Feedback method</b>	<b>Consultation Effective</b>	<b>Actions to improve consultation</b>	<b>Next Programmed consultation</b>
All Customers	Customer satisfaction questionnaire	Ongoing with annual analysis	Annually in March	<ul style="list-style-type: none"> <li>• Service Plan</li> <li>• Internet</li> <li>• Results sent to respondents who requested feedback</li> </ul>	Yes – but low numbers mean analysis is combined with other surveys to be statistically meaningful	<ul style="list-style-type: none"> <li>• Continue to improve distribution – e.g. broaden availability of link to Survey Monkey (letter footers; service standards leaflet; mail shot?)</li> </ul>	Ongoing
All Customers	Equality questionnaire	Ongoing with annual analysis	Annually in March	<ul style="list-style-type: none"> <li>• Service Plan</li> <li>• Internet</li> </ul>	Yes	None	Ongoing
All tenants of non-operational portfolio	Tenant Survey	November 2010	March 2011	<ul style="list-style-type: none"> <li>• Service Plan</li> <li>• Internet</li> <li>• Results sent to respondents who requested feedback</li> <li>• Specific issues raised by tenants to be addressed by property managers</li> <li>• Letter with bullet points on outcome and referring to Internet page to be sent with May invoices</li> </ul>	Yes – but low numbers mean analysis is combined with other surveys to be statistically meaningful	<ul style="list-style-type: none"> <li>• Continue with paper survey as well as electronic option</li> <li>• Consider most appropriate follow up for teasing out specific issues</li> <li>• Consider feedback through newsletter and liaison group</li> </ul>	October 2012 – and every 2 years
Garden ground customers	Customer satisfaction questionnaire	April 2006 to March 2007	March 2007	<ul style="list-style-type: none"> <li>• Absorbed into customer questionnaire analysis because of low return</li> </ul>	No	N/A	Discontinued

Target Group	Method	Date Undertaken	Analysis Date	Feedback method	Consultation Effective	Actions to improve consultation	Next Programmed consultation
All Customers	Consultation on Service Standards	January 2010	March 2010	<ul style="list-style-type: none"> <li>• Service Plan</li> <li>• Internet</li> </ul>	Yes	N/A	TBC
HQ building users (incl Civic Centre)	Customer satisfaction questionnaire	February 2010	March 2010	<ul style="list-style-type: none"> <li>• Service Plan</li> <li>• Internet</li> <li>• Link emailed to all staff originally circulated</li> <li>• Synopsis on office notice boards</li> </ul>	Yes	<ul style="list-style-type: none"> <li>• Improved email lists for main buildings</li> </ul>	Autumn 2011 and every 2 years
HQ building users (incl Civic Centre)	Focus Group (BUG's)	Ongoing		<ul style="list-style-type: none"> <li>• Minutes of meetings</li> </ul>	Yes	<ul style="list-style-type: none"> <li>• Encourage more participation</li> <li>• Review frequency</li> </ul>	Ongoing
All Customers	Internet and intranet content survey	August 2007	September 2007	None given, to be followed up in a subsequent survey to make sure that sites have included information suggested	Yes	N/A	TBC
Internal Customers of Professional Services	Customer Satisfaction questionnaire	February 2010	March 2010	<ul style="list-style-type: none"> <li>• Service Plan</li> <li>• Internet</li> <li>• Results sent to respondents</li> </ul>	Yes	N/A	January 2012
Targeted client groups (House builders; agents; business community)	Focus Group	Periodic		<ul style="list-style-type: none"> <li>• Meeting notes and minutes circulated</li> </ul>	Yes	<ul style="list-style-type: none"> <li>• Possible consideration of programme of Focus Groups – even over a prolonged period</li> </ul>	TBC

**March 2011**

**APPENDIX B: TRENDS 2007 - 2011**

	2007 (Customer and tenant surveys)		2008 (Customer and occupier surveys)		2009 (Customer and tenant surveys)		2010 (Customer, professional services and occupier surveys)		2011 (Customer and tenant surveys)			
	% Good/Excellent	Weighted	% Good/Excellent	Weighted	% Good/Excellent	Weighted	% Good/Excellent	Weighted	Target	Result	Target	Result
<b>Delivery</b>												
Please rate the service you received compared to what you needed					82.22%	68.90%	67.20%	59.81%	85%	62.96%	70%	60.19%
Please rate how well the service handled any problems that arose from your request					76.09%	68.12%	67.81%	59.60%	80%	57.43%	70%	57.10%
Please rate how easy it was to contact us	82.96%	71.86%	75.00%	68.58%	83.67%	72.12%	70.81%	63.88%	85%	69.52%	75%	65.72%
<b>Timeliness</b>												
How would you rate the promptness of the service's response to your request?					81.08%	66.68%	64.81%	56.57%	85%	63.37%	70%	60.07%
How would you rate the service's ability to resolve your issue at the first point of contact?					60.61%	58.59%	63.80%	55.21%	65%	56.00%	60%	56.67%
How would you rate our speed in returning telephone calls and replying to letters and emails?	78.05%	66.95%	62.59%	64.27%	69.70%	64.65%	63.56%	55.20%	70%	64.71%	65%	59.81%
How would you rate our punctuality when attending meetings?	87.93%	75.59%	75.91%	68.62%	85.19%	76.55%	81.65%	66.05%	90%	70.73%	80%	66.26%
How would you rate our promptness in processing documentation?					81.82%	67.69%	70.81%	59.22%	85%	65.98%	70%	62.20%
<b>Information</b>												
In general, how would you rate the service's performance in keeping you informed of the progress of your request?	71.88%	62.51%	63.31%	64.99%	72.09%	61.25%	54.12%	48.63%	75%	67.00%	65%	59.67%

	% Good/ Excellent	Weighted										
Please rate how accurate and comprehensive the information about the service was					74.42%	65.90%	59.05%	52.31%	75%	70.10%	70%	61.52%
How would you rate PM&D's ability to give information on other relevant council services?	66.94%	61.16%	68.84%	64.02%	73.53%	65.69%	67.23%	57.07%	75%	65.82%	70%	57.81%
How would you rate our explanation of any terms and obligations contained in our documentation?					63.41%	60.98%	70.78%	59.32%	65%	68.42%	65%	60.01%
How would you rate the clarity of our published and promotional material?					67.44%	61.25%	65.76%	57.80%	70%	66.67%	65%	59.15%
<b>Professionalism</b>												
How would you rate the staff's knowledge and skills in dealing with your request?					86.96%	76.10%	78.67%	68.79%	90%	78.85%	80%	70.52%
How would you rate our staff's understanding of your needs as our customer?										65.22%		60.15%
<b>Staff attitude</b>												
How would you rate the staff's attitude towards you?					89.80%	80.96%	87.39%	76.55%	90%	82.86%	85%	74.93%
How courteous were our staff?	89.39%	78.55%	86.43%	73.35%	90.00%	84.01%	88.13%	77.16%	90%	84.76%	85%	77.47%
How helpful were our staff?	87.12%	76.27%	81.43%	72.63%	87.76%	81.64%	85.20%	74.43%	90%	79.05%	85%	73.02%
<b>Overall Level of Service</b>												
How would you rate PM&D's overall level of service?	81.95%	69.94%	76.26%	67.40%	85.42%	75.70%	73.23%	62.47%	90%	77.67%	80%	70.56%
Do you consider that PM&D offers fair and equal access to the services it provides? (NB Yes/no answer)	93.33%	93.33%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100%	100.00%	100%	100.00%

**APPENDIX C – Detailed survey analysis**

Survey Analysis 2011							
	Customer Survey		Tenant Survey		Consolidated Results		
<b>Delivery</b>	<b>% Good/Excellent</b>	<b>Weighted</b>	<b>% Good/Excellent</b>	<b>Weighted</b>	<b>% Good/Excellent</b>	<b>Weighted</b>	<b>% Poor</b>
Please rate the service you received compared to what you needed	100.0%	88.9%	58.3%	56.6%	63.0%	60.2%	7.4%
Please rate how well the service handled any problems that arose from your request	90.9%	81.8%	53.3%	54.1%	57.4%	57.1%	8.9%
Please rate how easy it was to contact us	100.0%	86.1%	65.6%	63.1%	69.5%	65.7%	4.8%
<b>Timeliness</b>							
How would you rate the promptness of the service's response to your request?	100.0%	91.7%	58.4%	55.8%	63.4%	60.1%	10.9%
How would you rate the service's ability to resolve your issue at the first point of contact?	100.0%	87.9%	50.6%	52.8%	56.0%	56.7%	9.0%
How would you rate our speed in returning telephone calls and replying to letters and emails?	100.0%	88.9%	60.0%	55.9%	64.7%	59.8%	7.8%
How would you rate our punctuality when attending meetings?	91.7%	86.1%	67.1%	62.9%	70.7%	66.3%	3.7%
How would you rate our promptness in processing documentation?	100.0%	97.2%	61.2%	57.3%	66.0%	62.2%	3.1%
<b>Information</b>							
In general, how would you rate the service's performance in keeping you informed of the progress of your request?	100.0%	91.7%	62.5%	55.3%	67.0%	59.7%	9.0%
Please rate how accurate and comprehensive the information about the service was	100.0%	88.9%	65.9%	57.7%	70.1%	61.5%	5.2%
How would you rate PM&D's ability to give information on other relevant council services?	90.0%	70.0%	62.3%	56.0%	65.8%	57.8%	10.1%

	% Good/ Excellent	Weighted	% Good/ Excellent	Weighted	% Good/ Excellent	Weighted	% Poor
How would you rate our explanation of any terms and obligations contained in our documentation?	100.0%	83.4%	63.9%	56.6%	68.4%	60.0%	4.2%
How would you rate the clarity of our published and promotional material?	91.7%	72.2%	63.0%	57.2%	66.7%	59.1%	2.2%
<b>Professionalism</b>							
How would you rate the staff's knowledge and skills in dealing with your request?	100.0%	97.2%	76.1%	67.0%	78.8%	70.5%	2.9%
How would you rate our staff's understanding of your needs as our customer?			65.2%	60.2%	65.2%	60.2%	10.9%
<b>Staff attitude</b>							
How would you rate the staff's attitude towards you?	100.0%	100.0%	80.6%	71.7%	82.9%	74.9%	2.9%
How courteous were our staff?	100.0%	100.0%	82.8%	74.6%	84.8%	77.5%	1.0%
How helpful were our staff?	100.0%	100.0%	76.3%	69.5%	79.0%	73.0%	4.8%
<b>Overall Level of Service</b>							
How would you rate PM&D's overall level of service?	100.0%	97.2%	74.7%	67.0%	77.7%	70.6%	2.9%
Do you consider that PM&D offers fair and equal access to the services it provides? (NB Yes/no answer)	100.0%	100.0%			100.0%	100.0%	

## APPENDIX D – Customer Insight (Tenant Survey)

	All Buildings	Monthly industrial	Larger industrial	Office	Shop
<b>Ownership</b>					
Sole trader	28%	22%	0%	0%	68%
Limited company	60%	69%	92%	67%	16%
Partnership	10%	7%	8%	17%	16%
Other	2%	2%	0%	17%	0%
<b>How long have you been trading</b>					
<1 year	5%	5%	0%	0%	11%
1 to 5 years	20%	27%	0%	33%	11%
6 to 10 years	22%	25%	8%	0%	32%
over 10 years	53%	43%	92%	67%	47%
<b>How long have you been in WL</b>					
<1 year	6%	7%	0%	0%	11%
1 to 5 years	27%	29%	33%	33%	16%
6 to 10 years	25%	27%	13%	33%	26%
over 10 years	42%	38%	53%	33%	47%
<b>How long have you been in your current premises</b>					
<1 year	14%	11%	22%	0%	16%
1 to 5 years	38%	51%	17%	50%	21%
6 to 10 years	28%	27%	28%	17%	37%
over 10 years	20%	11%	33%	33%	26%
<b>Why did you move to your current location?</b>					
Relocation within WL	18%	18%	25%	0%	19%
Relocation from outside WL	5%	5%	0%	17%	6%
Expansion	23%	20%	42%	33%	13%
New start	54%	57%	33%	50%	63%
Other	0%				
<b>How many employees do you have?</b>					
None	16%	18%	8%	0%	21%
1 - 5	64%	64%	25%	100%	79%
6 - 10	11%	13%	25%	0%	0%

11 - 20	4%	2%	17%	0%	0%
>20	5%	2%	25%	0%	0%
<b>Are you likely to move in the next 5 years?</b>					
Yes	33%	37%	42%	0%	28%
No	67%	63%	58%	100%	72%
<b>If Yes, Why?</b>					
Expansion	74%	88%	60%		40%
Down-sizing					
<b>How did you learn of your current property?</b>					
word of mouth	43%	30%	67%	50%	63%
Signboard	4%	0%	0%	25%	13%
Press advert	4%	0%	0%	0%	19%
WL website	35%	51%	22%	25%	0%
SPN	1%	0%	0%	0%	6%
Business Gateway	13%	19%	11%	0%	0%
<b>Factors affecting choice of property (% first choice)</b>					
Location	59%	55%	67%	67%	63%
Flexible letting policy	12%	20%	0%	0%	5%
Rental levels	16%	11%	17%	33%	21%
Size of property	9%	11%	17%	0%	0%
Suitability	4%	2%	0%	0%	11%

## Appendix 11 – Activity Budget 2011/2012

Activity	Objective	Corporate Planning Priority	Single Outcome Agreement 2010	Performance Measure and Target 2011/12	Projected Output Narrative for 2011/12	Projected Output Unit for 2011/12	Staff Resource (FTE)	Output Unit / FTE	Revenue Cost / Output Unit £	Revenue Budget 2011/12 £	Capital Budget 2011/12 £
Disposal of Surplus Land and Property	To maximise receipts from disposals at the appropriate time to feed the Council's capital programme	Making Our Economy Stronger	We make West Lothian an attractive place for doing business in Scotland	Meet receipt targets: £3.6 million	Number of surplus properties disposed	15	2.2	7	8,163	122,441	0
Management of the Commercial Portfolio	To maximise the income from the property portfolio and to maintain long term performance	Making Our Economy Stronger	We realise our full economic potential with more and better employment opportunities for our people	Meet targeted income requirements £4.60 million	Number of commercial leases managed	830	5.3	157	(2,899)	(2,406,585)	48,000
Rental Arrears Control	To minimise the current and historical levels of rental arrears	Making Our Economy Stronger	We make West Lothian an attractive place for doing business in Scotland	Achievement of required targets: Historic debt 1.5% Current debt 4.0%	Rent arrears control: hours	650	0.5	1,300	(478)	(310,947)	0
Rating Appeals and Management of Non-domestic rates	To minimise the amount of rates which the Council pays on operational property and the commercial portfolio	Making Services As Efficient As Possible	We realise our full economic potential with more and better employment opportunities for our people	Average reduction in RV from rating appeals - 5%	Number of ratings appeals being managed through external agents	50	0.2	250	223	11,131	0
Valuation of Land and Property	To give high quality professional valuation advice to Members and Officers on demand	Making Services As Efficient As Possible	Our public services are high quality, continually improving, efficient and responsive to local people's needs	Completion of revaluation within specified time scale: valuation on 20% of assets in the Council's Asset Register	Valuation of land and property: hours	1,300	1.0	1,300	43	55,655	0

Wayleaves and Servitudes	To grant wayleaves and servitudes in order to maximise income and minimise impact on the land and to record the locations on the Terrier system.	Making Services As Efficient As Possible	Our public services are high quality, continually improving, efficient and responsive to local people's needs	Satisfactory completion of all Wayleaves and Servitudes within customers timescales	Wayleaves and Servitudes granted	15	0.1	150	371	5,565	0
Property Records Management and Enquiries	To keep full and current records of all land and property owned by the Council to allow for the proper management of assets and to answer property enquiries as required	Making Services As Efficient As Possible	Our public services are high quality, continually improving, efficient and responsive to local people's needs	To record all changes in ownership of Council land and property: 100% and answer all property inquiries	Maintenance of property records and management of property enquiries: number of updates/inquiries	1,300	0.8	1,625	34	44,524	0
Professional Property Advice	To ensure on demand availability of expert professional advice to Members and Officers.	Making Our Economy Stronger	We realise our full economic potential with more and better employment opportunities for our people	Expert property advice available on demand: 100%	Expert property advice made available: number of queries	150	0.6	250	223	33,393	0
Land Supply / Infrastructure and supply of business space	To secure improvements in business property and infrastructure, and a range of choice of sites available for development, by quality, location and size.	Making Our Economy Stronger	We realise our full economic potential with more and better employment opportunities for our people	Improved supply of development (projects): Achieve	Average ha per annum	5	0.2	25	2,226	11,131	0
Business Support	To provide information, advice and assistance to local businesses and inward investors on the procurement of suitable premises.	Making Our Economy Stronger	We realise our full economic potential with more and better employment opportunities for our people	Support for businesses: Achieve	Number of business enquiries	10	0.1	100	557	5,565	0

The management of the Council's HQ buildings	To manage the eight main HQ buildings to provide safe, clean and well maintained buildings and to deliver the service within the predetermined budget	Making Services As Efficient As Possible	Our public services are high quality, continually improving, efficient and responsive to local people's needs	To deliver services within budget and within agreed timescales: Achieve	HQ buildings managed	8	7.5	1	198,790	1,588,588	300,000
The management of the council's Corporate Properties	To manage the portfolio of 199 corporate properties for all energy, non domestic rates and maintenance items and deliver the service within an annually determined budget	Making Services As Efficient As Possible	Our public services are high quality, continually improving, efficient and responsive to local people's needs	To deliver services within budget and within agreed timescales: Achieve	Corporate properties managed	199	0.4	498	56,500	11,347,709	0
Asset Management Plan	Implement and monitor the asset management goals set out in the Corporate Asset Management Plan	Making Services As Efficient As Possible	Our public services are high quality, continually improving, efficient and responsive to local people's needs	100% implementation of asset management goals	Asset management plan: staff hours	1,170	0.9	1,170	192	224,821	0
Energy Management	Implement and monitor the aims and objectives set out in the Carbon Management Plan to reduce energy and consumption	Making Services As Efficient As Possible	We reduce the local and global environmental impact of our consumption and production	2.5 % reduction in energy consumption	Energy management: staff hours	1,300	1.0	1,300	40	52,477	0
	<b>Total :-</b>						<b>20.8</b>			<b>10,785,468</b>	<b>348,000</b>

## Appendix 12 – Actions 2011/12

Short Description	Desired Outcome/Benefits	Lead Responsible Officer	Start Date	Finish Date
1. Electronic invoicing	Introducing an efficient, paperless invoicing system for tenants of the commercial portfolio	Craig Dalglish	01/04/11	30/09/11
2. Utility invoices	A streamlined administrative process for handling utility invoices for vacant commercial properties	Paul Furbank	01/04/11	31/03/12
3. Insurance recharges	An efficient process for re-charging insurance premiums to tenants on Full Repairing and Insuring leases	Paul Furbank	01/04/11	31/03/12
4. Electronic forms	Introducing e-forms and e-signatures for routine instructions to amend Tramps; secure write offs etc	Paul Furbank	01/04/11	31/03/12
5. Terrace Car park	The provision of secure car parking for council staff	John Keenan	01/04/11	31/03/12

Full details of these Actions (including current and projected performance, responsible officer and target dates) can be found on Covalent