



Delivering **Better Outcomes**
Corporate Services
Management Plan
2013/14

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1 Overview

1.1 Introduction

Welcome to the Corporate Services Management Plan 2013/14

Corporate Services plays a key role as an enabling service and provides a wide range of services covering all aspects of Legal, ICT, and Human Resource (HR) to other service areas within the council.

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

Legal Services

Legal Services provides a wide range of services including conveyancing, litigation, tribunals and inquiries, planning, transportation, social services, education, clerking to the licensing board, Committees, Sub-Committees, Committee Services and Civic Government and Miscellaneous Licensing.

During the course of 2012/13 the service has been actively involved in a number of key initiatives including assisting in progressing the council's waste management project in conjunction with colleagues in Operational Services, progressing the review of the hire car licensing system, taking on the administration of the Council House Sales initial processes from Housing services and assisting in the review of Procurement Services. The service has also progressed a number of major planning agreements relating to the Core Development Areas.

For Committee Services 2013/13 required significant pre-election preparation for the new council post the council elections in May 2012.

IT Services

For IT Services 2012/13 has seen the delivery of a number of significant projects, including the continued rollout of the IP Telephony system in new buildings and the implementation of the Electronic Document and Records Management (EDRM) system across the council as part of the council's programme for compliance with the Public Records Scotland Act.

IT Services have worked with the ICT Programme Board to improve and enhance the project governance and reporting arrangements of IT projects and all IT Service

Project Managers have completed PRINCE2 Project Management training and certification.

The continued development of new technology across the council has also seen the implementation of video conferencing facilities across key council locations and will complement the existing Worksmart technologies. Ongoing pilot projects in the use of Smart technology will see further enhancements to the council's infrastructure in 2013/14.

Shared Services provision is being progressed in conjunction with a number of prospective partner agencies and detailed proposals are in development with West Lothian College.

Civic Centre, Central Administration Team

The Civic Centre Central Administration Team provides a wide range of administrative and support functions to the Executive Management Team, Heads of Service and Services located within the Civic Centre, along with all reception and mail services on behalf of the Civic Centre partners.

During the course of the year the service has evolved and established itself as the key support function to the operation of service based activities at the Civic Centre. Specific projects include administrative support to the Election Team during the 2012 elections and the Delivering Better Outcomes consultation.

HR Services

HR Services continues to provide advice and guidance on all aspects of employee relations and organisational change and review in support of the council's corporate and service business objectives.

During the course of 2012/13 HR Services has been successful in delivering suitable outcomes for all staff displaced as a consequence of service redesign through the council's Workforce Management Policy.

Further amendments to the Workforce Management Policy approved in January 2013 will provide the council with an improved range of measures to provide further capacity to find suitable alternative employment for employees who may be displaced as a consequence of future service redesign.

The Service has played a key part in the design and delivery of the council's corporate leadership programme and is heavily involved in the review of employee development and performance management processes which will continue throughout 2013/14 and beyond.

Sickness Absence continues to be a focus for all service areas and further amendments to the Sickness Absence Policy in November 2012, and the use of a

nurse led call centre service, targeted at service areas with the highest levels of sickness absence, continues to deliver significant benefits across the council.

The HR service has also introduced a revised suite of IT systems to support the delivery of the HR Service Centre, which will improve customer contact and self service.

Shared Services proposals are also in development with West Lothian College.

Challenges Ahead - 2013/14

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

The two-year Revenue budget approved by the council on the 29 January 2013 will challenge Corporate Services to continue to deliver high quality services. Consequently all areas of the council must challenge themselves to deliver best practice, business process improvement, better use of assets, and improved collaborative working.

The Corporate Plan, also approved in January 2013, sets out the strategic objectives and direction for the council over the next 4 years. In the coming months, officers within Corporate Services will coordinate an exercise to align all existing strategies and develop new strategies where there is a requirement.

All revised and newly developed strategies will be brought forward to the relevant Policy Development and Scrutiny Panel for review and consideration prior to submission to the respective Executive Committee for approval.

As an enabling service, Corporate Services will also play a key role in supporting Delivering Better Outcomes and the development of the Workstreams identified in the Corporate Plan.

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



Graeme Struthers
Head of Corporate Services

1.2 Context

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

Delivering Better Outcomes

Under Delivering Better Outcomes the council has developed a medium term financial strategy to address a projected £34m reduction in council expenditure over the next five years.

Corporate Services will play a key role in delivering this strategy, both in the delivery of the nine Workstreams and related projects, but also in its role as an enabling service and the support that will be provided to other service areas.

The council's Asset Management Strategy and five year general services capital programme provides for significant ICT investment, and Corporate Services will have the key role in the delivery of a £25million ICT programme which will contribute to a sustained and improved asset condition and improved capability.

Planning for Better Outcomes

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

The Corporate Plan sets the strategic priorities the council from 2013 to 2017. These priorities will be the focus for all council services in the next four years, as we work to deliver better outcomes for West Lothian. This will help to ensure that we continue to tackle the most important issues for West Lothian. Also, that we invest in and prioritise the services that make the most significant contribution to the achievement of positive outcomes.

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

Influences

There will be many internal and external influences which will influence the work of Corporate Services over 2013/14 and subsequent years. The more prominent of

which include Efficient Government Agenda, Modernising Government Programme, Value for Money in public sector corporate services, national agreements for employee conditions of service, Scottish, UK and European legislation.

Continuous Improvement

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

1.3 Outcomes, Priorities and Activities

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

Figure 1 illustrates where the WLAM units in the service directly contribute to the council's enablers.

Enablers	Legal Services	IT Services	Civic Centre Central Admin	HR Services
Financial planning		✓		
Corporate governance and risk	✓	✓	✓	✓
Modernisation and improvement		✓	✓	✓

Figure 1: Council priorities and activities

1.4 Corporate Strategies

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

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

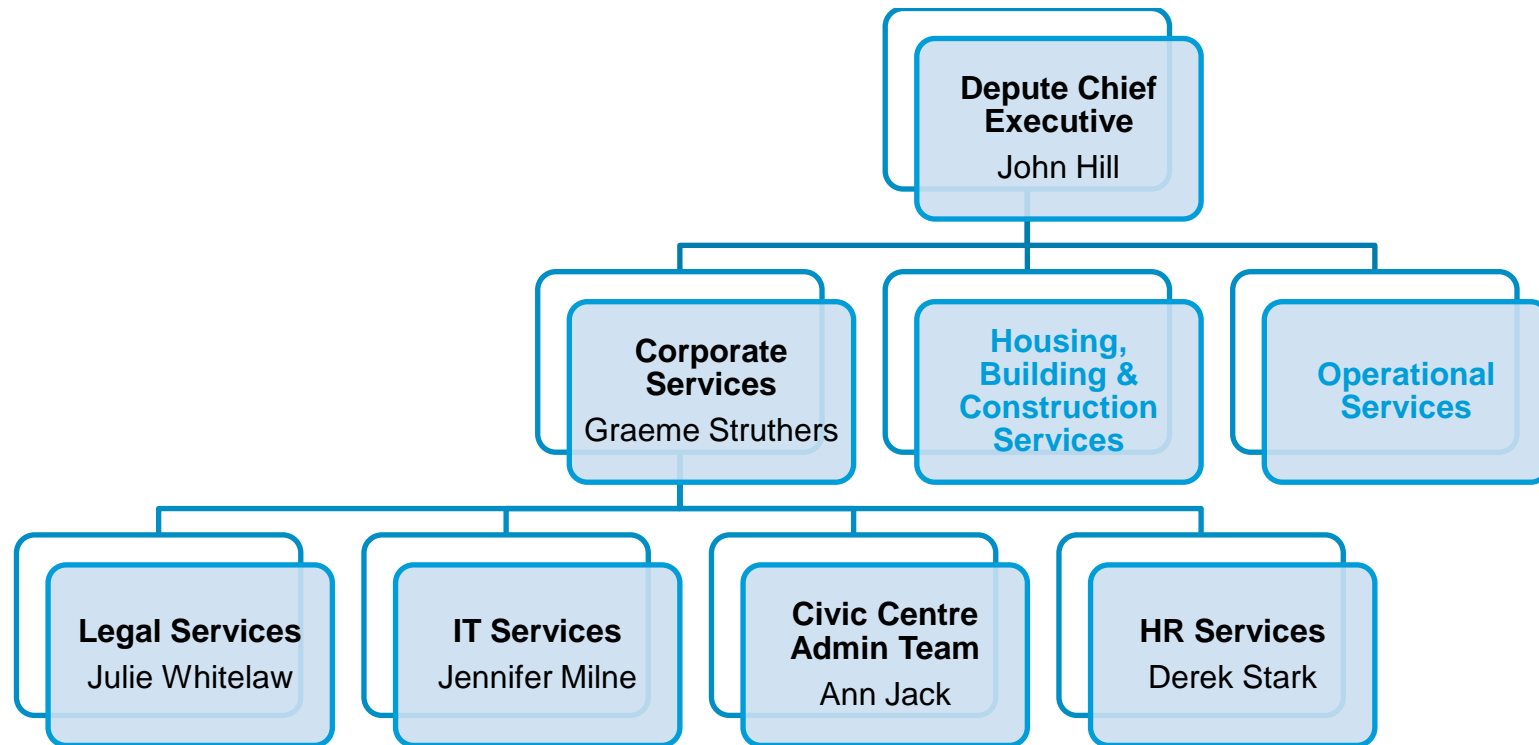
Corporate Strategy	Strategy Outcomes	Start	End	Review Date
ICT Strategy	<ul style="list-style-type: none"> ■ Deliver a re-designed IT service to support Council's future requirements ■ Enable better access to information ■ Develop shared services and partnership models ■ Manage ICT assets effectively and efficiently throughout the lifecycle ■ Deliver efficiency and carbon reduction through the use of new technology 	2011	2014	June 2013
Information Strategy	<ul style="list-style-type: none"> ■ Achieving compliance with relevant legislation ■ Handling customer information effectively and securely ■ Managing records efficiently 	2013	2017	June 2014
People Strategy	<ul style="list-style-type: none"> ■ To be a high performing organisation ■ To be an excellent employer ■ Excellence in communication ■ To be a healthy organisation ■ To be an inclusive employer ■ To be a learning organisation 	2013	2017	June 2015
Improvement Strategy	<ul style="list-style-type: none"> ■ A robust performance management structure that drives improvement in performance and the delivery of outcomes ■ A culture of continuous improvement and a strong sense of self awareness 	2011	2013	June 2013

Corporate Strategy	Strategy Outcomes	Start	End	Review Date
	<ul style="list-style-type: none">■ Regular consultation and engagement to ensure customers participate in the design, delivery and improvement of services■ Challenged service performance and practice against the best of the public, private and voluntary sectors in the UK and Europe			

Figure 2: Corporate Strategies

2 Corporate Services - Service Structure

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



*The Quality & Performance and Modernisation Teams reports direct to the Head of Corporate Services

Figure 3: Service Structure

3 Service Activity

3.1 Legal Services

Manager:	Julie Whitelaw
Number of Staff (FTE):	28.9
Location:	West Lothian Civic Centre

Purpose

Legal Services provide a wide range of legal services, support and advice to all of the council's services. Legal Services also provides a committee administration service, administers the Civic Government and Hire Car Licensing regimes and administers and provides legal advice and Clerking services to the Licensing Board.

Activities

The main activities of the service in 2013/14 will be:

- Committee administration
- Property, Planning and Conveyancing
- Employment law and policies
- Liquor licensing
- Social Work law services
- Community Councils
- Local government law services
- Hire Car & Miscellaneous licensing
- Planning law services
- Litigation

Customer Participation

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

Customer Consultation Schedule				
Customer Group	Survey Method	Frequency	Responsible Officer	Feedback Method
Council Services	Customer Satisfaction Surveys	On completion of a transaction	Julie Whitelaw	Legal Services Management Team, Legal Services Performance Team, Corporate Services Management Team and Covalent.
Adoption Panel	Adoption Panel	Monthly	Carol Johnston	Legal Services Management Team
Licence Holders	Customer Satisfaction Survey	On completion of a licence application process or when licence is being issued.	Audrey Watson	Legal Services Management Team, Legal Services Performance Team, Corporate Services Management Team and Covalent.
Street Traders licence holders and key stakeholders	Consultation with the customer group on proposed amendments to the scheme for licensing of street traders	As required	Audrey Watson	Report to Environment PDSP, and Council Executive
Skin Piercing and Tattooists licence holders and key stakeholders	Consultation with the customer group on proposed amendments to the scheme for licensing of skin piercing and tattooists	As required	Audrey Watson	Report to Environment PDSP, and Council Executive
Property Services	Meeting with internal customer	Quarterly	Corine Paterson	Legal Services Management Team, Legal Services Performance team, Corporate Services Management team
Planning Services	Meeting with internal customer	Quarterly	Corine Paterson	Legal Services Management Team, Legal Services Performance team,

Customer Consultation Schedule				
Customer Group	Survey Method	Frequency	Responsible Officer	Feedback Method
				Corporate Services Management team
Placing in Schools Appeals Committee	Customer Satisfaction Survey	Annually	James Millar	Legal Services Management Team, Legal Services Performance Team, Corporate Services Management Team and Covalent.
LAC and PDSP Lead officers	Customer Satisfaction Survey	Annually	James Millar	Legal Services Management Team, Legal Services Performance Team, Corporate Services Management Team and Covalent.
Community Council Secretaries	Customer Satisfaction Survey	Annually	James Millar	Legal Services Management Team, Legal Services Performance Team, Corporate Services Management Team and Covalent.

Activity Budget

Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2013/14	PI Category	Staff Resource (FTE)	Revenue Expenditure Budget 2013/14 £	Revenue Income Budget 2013/14 £	Net Revenue Budget 2013/14 £
Legal	To provide legal advice and services to support the Council's businesses including conveyancing, litigation, tribunals and inquiries, planning, transportation, social services & education. Provision of advice to the Standing Orders Working Group and other groups in relation to corporate governance.	Enabler Service - Corporate Governance and Risk	LS049_9a.1a Gross unit cost of delivery of legal services to the council. The target is £119.07.	WLAM	14.8	680,338	(85,000)	595,338
			LS112_9b.1c - Percentage of service requests/ summons or writs issued or responded to within target. The target is 95%.	WLAM				
Licensing Board	To provide legal advice, committee clerking and services to support the Licensing Sub-committee, and administration of taxis, private hire car and other Council licensing and also the administration of the private landlord registration scheme. To review compliance with Licensing Standards and Conditions. To administer liquor licensing and betting/gaming on behalf of the licensing board. To carry out statutory Licensing Standards Officer function in terms of the Licensing (Scotland) Act 2005	Enabler Service - Corporate Governance and Risk	LS056_9a.1a Net Unit cost for the delivery of council licensing service. The target is £128.	PUBLIC	8.3	435,556	(450,000)	(14,444)
			LS113_9b.1c Percentage of license applications granted, refused or referred for decision to Licensing Committee or Licensing Board, within target. The target is 95%.	PUBLIC				

Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2013/14	PI Category	Staff Resource (FTE)	Revenue Expenditure Budget 2013/14 £	Revenue Income Budget 2013/14 £	Net Revenue Budget 2013/14 £
To administer the council's decision making process and provide administration services	To provide a comprehensive committee administration service to meetings (Approximately 1 Council, 2 Council Executive Committees, 12 committees, 9 PDSP's, 9 LAC's, 2 Joint Consultative Groups and 7 other bodies), including Placing in Schools Appeals Committee. The provision of Community Council's scheme to service 38 Community Council areas, plus West Lothian Association of Community Councils.	Enabler Service - Corporate Governance and Risk	LS050_9a.1a Gross unit cost for the provision of committee administration services. The target is £853.71.	PUBLIC	5.6	433,686	0	433,686
			LS072_9b.2 Percentage of committee action notes issued within target. The target is 90%.	HIGH LEVEL				
Service Support	Provision of management and administrative Support	Enabler Service - Corporate Governance and Risk	Support activities contribute towards the overall performance of the service. Performance is monitored through the indicators for front line activities.		0.2	16,759	0	16,759
Total :-					28.9	1,566,339	(535,000)	1,031,339

Actions

Actions 2012/13						
Action	Description	Planned Outcome	Owner	Start	End	Status (Planned, Active, Complete)
Review of procedures for civic government licensing	Review of procedures for civic government licensing	Procedures reviewed and revised where appropriate	Audrey Watson	April 2012	December 2013	Active
Waste Management Project	Waste Management Project – Appointment to preferred bidder stage	Preferred bidder appointed	Liz Scobie	April 2012	December 2012	Complete
Service Centre Project	Completion of legal documentation relative to the Service Centre	Project progressed according to agreed timescales	Liz Scobie	April 2012	March 13	Active
Policies and Procedures for support to Company Secretary	Development of policies and procedures for legal support to the Head of Corporate Services as Company Secretary to outside bodies	Policies and procedures developed	Joyce Moss	April 2012	December 2012	Complete
Review of procedures for recovery of heritable property	Review of Housing procedures for recovery of heritable property	Review complete and amendments to procedures introduced where appropriate	Carol Johnston	April 2012	September 2013	Active
Permanence Panel Review	Review of Procedures and policies for referral and consideration of cases by the permanence panel	Review complete and amendments to procedures introduced where appropriate	Carol Johnston	April 2012	July 2013	Active
Committee Services pre-election preparation	Committee Services pre-election preparation for new administration	Pre-election preparation completed	James Millar	April 2012	May 2012	Complete

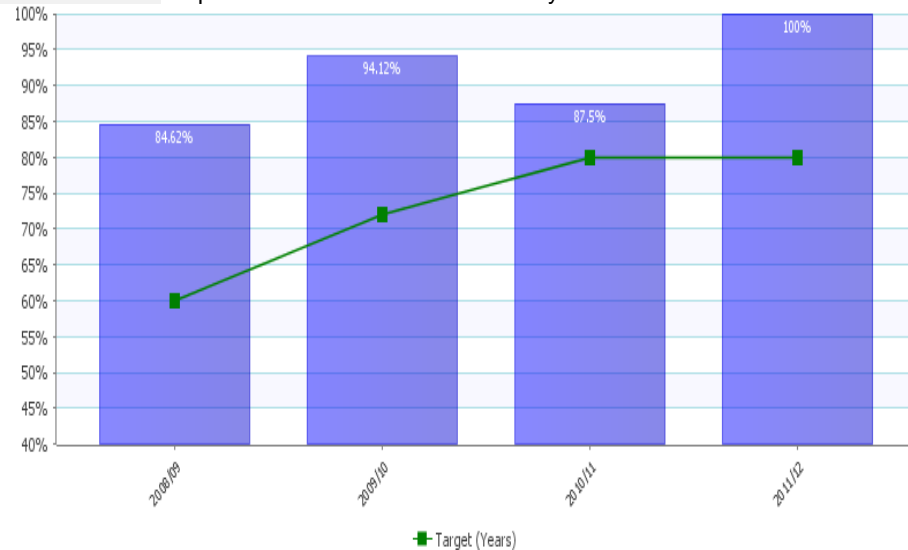
Actions 2012/13						
Action	Description	Planned Outcome	Owner	Start	End	Status (Planned, Active, Complete)
Elected Members induction	Elected Members induction	Induction of new elected members	James Millar	May 2012	July 2012	Complete
Workforce Planning	Workforce Planning	Workforce reviewed and systems implemented to ensure appropriate workforce planning	Julie Whitelaw	April 2012	March 2013	Complete

Actions 2013/14						
Action	Description	Planned Outcome	Owner	Start	End	Status (Planned, Active, Complete)
Community Council Elections	Appointment of Community Councillors	New members appointed	James Millar	August 2013	October 2013	Planned
Community Council Scheme Review	Review of the Scheme for the Administration of Community Councils	Scheme reviewed and amended as appropriate	James Millar	December 2013	May 2014	Planned
SESplan	Administration of SESplan meetings	Meetings administered	James Millar	April 2013	May 2014	Planned
Permanence Panel Review	Review of procedures, practices and associated policies of the West Lothian Adoption Panel	Procedures, policies and practices reviewed and amended where appropriate	Carol Johnston	May 2013	December 2013	Planned
Hire car review	Review of Hire car licensing process	Procedures reviewed and amended where appropriate	Audrey Watson	April 2013	December 2013	Planned
Street Traders review	Review of the Street Traders licensing process	Procedures reviewed and amended where appropriate	Audrey Watson	April 2013	December 2013	Planned
Late Hours Catering Review	Review of the Late Hours Catering licensing process	Procedures reviewed and amended where appropriate	Audrey Watson	April 2013	December 2013	Planned
Newbuild Council Housing Programme	Provision of legal advice in respect of project work, property and planning issues, procurement and other relevant legislation for development of new build council housing across the county.	Newbuild Council Housing programme completed	Corine Paterson	April 2013	March 2017	Planned

Performance

PI Code & Short Name **LS016_6a.2 Percentage of legal services customers who rated the service's delivery as good or excellent.**

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

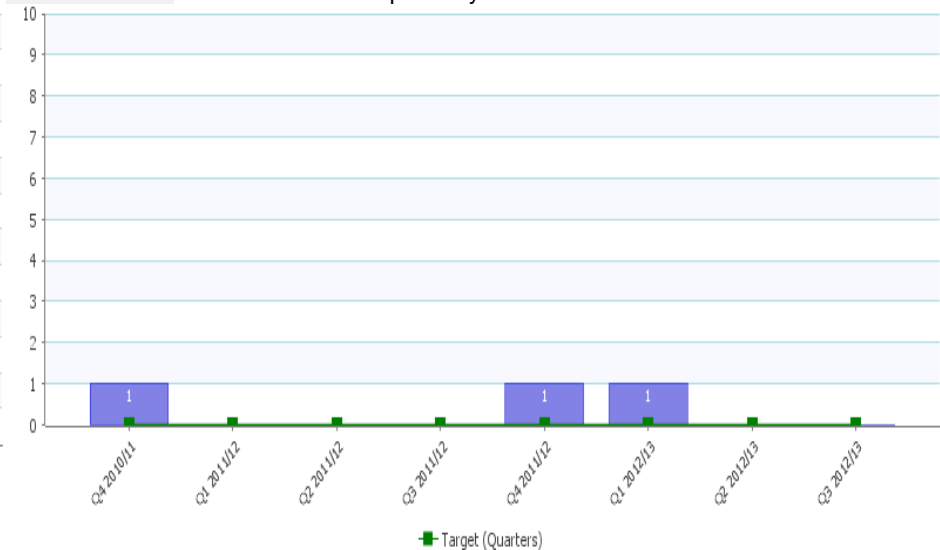


Trend Chart Commentary:

As a one page survey has been developed by legal services and is being issued to customers on conclusion of a lengthy or major transaction. The success of these methods shall be reviewed regularly. The trend shows a deterioration in customer satisfaction from 2009/10 to 2010/11 but an improvement to in 2011/12. Surveys are ongoing throughout the year. Methods of consultation will continue to be reviewed with a view to maintaining performance and improving response rates. The target for 2013/14 is 100%.

PI Code & Short Name **LS027_6b.1 Number of complaints against legal services which have been upheld.**

Description Legal Services provides legal services to West Lothian Council including conveyancing, litigation, tribunals and inquiries, planning, transportation, social services, education, clerking to the Licensing Board, Committees, Sub-Committees, Committee Services and Civic Government & Miscellaneous Licensing. This indicator measures the complaints which have been received against service provision and which have been upheld by the service.

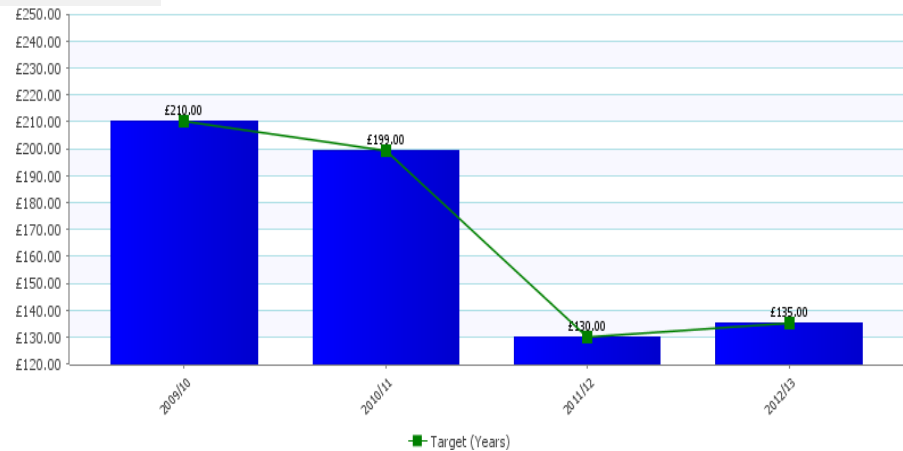


Trend Chart Commentary:

The following systems are used to record positive/negative feedback - Councils Complaint System, (CRM) and Local Database (IKEN) used to record details of the complaint, investigation conducted and the outcome. The trend shows that legal services have only had two upheld complaints over the last year. Both complaints related to a delay in processing instructions. The delays were due to the requirement to undertake other priority business. The target for 2013/14 will remain at 0%.

PI Code & Short Name **LS049_9a.1a Gross Unit cost of delivery of legal services to the council.**

Description This indicator reports the average gross cost of the provision of each piece of legal advice or assistance or the completion of any other legal transaction or service to the Council, its officers and elected members, including conveyancing, litigation, tribunals and inquiries, planning, transportation, social services and education. This Performance indicator is used to ensure that the service is providing value for money, for benchmarking purposes and to assist in finding ways to make the service more efficient.

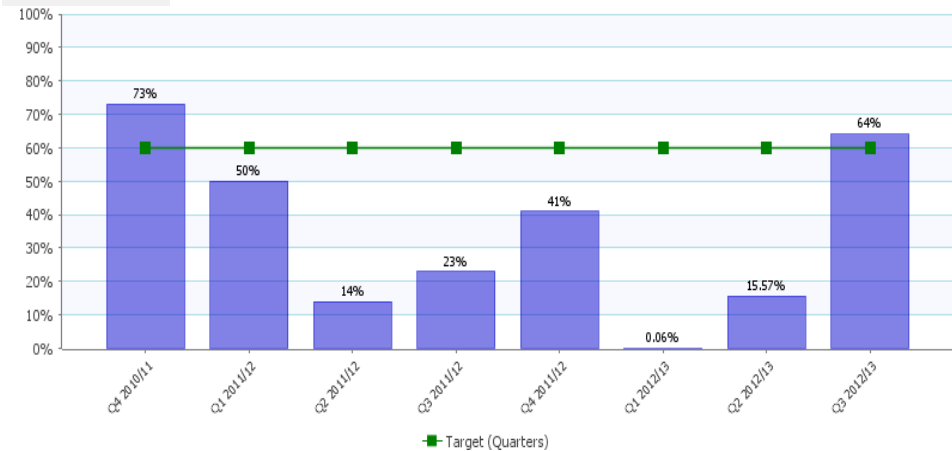


Trend Chart Commentary:

The trend shows that the cost of delivering the legal service to the council, its officers and elected members has reduced from 2009/10 to 2011/12. This reflects the budget efficiencies achieved in legal services. In 2012/13, there is a very slight increase to take account of a small increase in staffing costs. The costs have been maintained as a result of service efficiencies achieved through staff reductions and review of the methods and procedures for delivery of the service. More streamlined and customer focused processes have been achieved, which are more cost effective for the council. As a result of the service being delivered in a more efficient and effective manner, legal services has been able to take on additional areas of work, such as the initial stages of the council house sales process. The target for 2013/14 is £119.07.

PI Code & Short Name **LS059_9b.1a Percentage of Hire car Applications granted or refused within 28 days from date of receipt**

Description The licensing team have set a local target of processing all hire car applications to the stage of grant or refusal within 28 days. This indicator measures the percentage of licences which have been granted or refused within timescale. The Licensing team have set a short term target of 60% of all licences granted or refused within 28 days.



Trend Chart Commentary:

The statutory timescale for processing hire car licensing applications is 6 months. The deterioration in performance in the first quarter of 2011/12 was due to staffing resource issues and other priority workload issues. Performance in the second and third quarters of 2011/12 was affected by the delay in vetting by the Taxi Examination Centre (TEC), financed by City of Edinburgh Council (CEC). Additional resources were allocated by CEC and by November 2011 the backlog in vetting was almost cleared. Vetting delays were again affecting performance from June 2012. The position worsened in July but improved in August. A meeting took place in mid September 2012 with TEC and discussions have taken place with CEC to resolve these recurring delays. Backlogs were cleared in September 2012 and performance has greatly improved as a result. The target is will be reviewed after the final quarter of 2012/13. The target for 2013/14 is 60%.

Calendar of Improvement and Efficiency Activity

Action	Frequency	2013/14 (✓)											
		Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
● Performance management	Monthly	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
● Review of Performance Indicators and targets	Quarterly			✓			✓			✓			✓
● Benchmarking	Annual												✓
● Collation Specified Performance Indicators (SPIs)	N/A												
● Update of PPR information	Monthly	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
● WLAM (assessment)	Annual		✓										
● Review Panel	2015												
● Performance Committee	Annual			✓									
● Process Review (Lean/RIE activity)	As required												
● Progress review of improvement actions	N/A												
● CSE preparation	Annual	✓											
● Inspection or Audit activity	Annual	✓											
● Budget Management activity	Monthly	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
● Equality Impact Assessment(s)	As required												
● Health and Safety Assessment(s)	As required												
● Business Continuity Planning	Quarterly			✓			✓			✓			✓
● Workforce Planning	Monthly	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
● PRPDPs	Annual		✓	✓	✓								
● Review of customer groups/segmentation matrix	Quarterly			✓			✓			✓			✓
● Customer consultation	Monthly	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
● Review of Service Standards	Annually											✓	
● Planned Engagement activity	Monthly	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
● Website content management	Monthly	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

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

3.2 IT Services

Manager:	Jennifer Milne, IT Services Manager
Number of Staff (FTE):	61.9
Location:	Civic Centre, Livingston

Purpose

IT Services provide a wide range of information and communications technology services, support and advice to all of the council's services. In order to maximise efficiency and use of technology, the majority of the service is based and delivered centrally within the Civic Centre, Livingston. The service also provides onsite support at schools and office locations where required across the all Council office properties. ICT is a key enabler across the council and the development and maintenance of the ICT Strategy approved in 2010/11 is key in supporting the other key council strategies. The ICT Strategy is scheduled for review in June 2013 to ensure alignment with Corporate Plan 2013/2017.

Activities

The main activities of the service in 2013/14 will be:

- Strategic, policy and technical advice in ICT, Information and Records Management including IT Security
- Service Management and project management and improvement
- Support, maintenance and development of the council's ICT infrastructure assets
- Support, maintenance and development of the council's ICT application/system assets.

Customer Participation

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

Customer Consultation Schedule				
Customer Group	Survey Method	Frequency	Responsible Officer	Feedback Method
ICT Programme Board	Board meeting	6 weekly	Jennifer Milne	Meeting/Minute
Information Management Working Group	Board meeting	6 weekly	Roberto Riaviz	Meeting/Minute
Service Management teams	Management meeting	Monthly	Jennifer Ballantyne	Meeting/Minute
Improvement Service	Meeting	Monthly	Jennifer Ballantyne	Meeting/Minute
Education Services Head of Service for Support Model consultation	Meeting	Annual	Jennifer Ballantyne	Meeting/Minute
Education Services Head of Service and Secondary Head Teachers	Meeting	Quarterly	Jennifer Ballantyne	Meeting/Minute
Service Users	Electronic survey	Monthly	Jennifer Milne	Covalent reporting

Activity Budget

Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2013/14	PI Category	Staff Resource (FTE)	Revenue Expenditure Budget 2013/14 £	Revenue Income Budget 2013/14 £	Net Revenue Budget 2013/14 £
Corporate IT Strategy & Support	Provide strategic support, advice and guidance on the application of IT to the council including the following services: development of strategy, policy, procedures and standards; advice and guidance on licensing and legislation, management of corporate ICT purchasing	Enabler Service - Modernisation and Improvement	ITS060_9a.1a - Cost of development/monitoring and management of compliance with Information Management and ICT Strategy. Target is £249,460.	PUBLIC	4.5	270,110	(20,650)	249,460
			ITS061_9b.1a Percentage of Information Security Incidents. Target is 2%.	PUBLIC				
Service Project Management	Provide advice and guidance on development of service IT strategies and technology developments; project activity and project management; business analysis; communication of IT strategy, policies and standards; project office support.	Enabler Service - Modernisation and Improvement	ITS062_9a.1a - Cost of managing service and IT projects across the council within IT Services. Target is £535,703.	PUBLIC	12.0	580,048	(44,345)	535,703
			ITS063_9b.1a - Percentage of projects completed within budget. Target is 100%.	PUBLIC				
Information Systems Development and Support	Provide IT solutions to: applications and interfaces development; adoption of user systems for	Enabler Service - Modernisation and	ITS014_9a.1a - Unit cost of systems development and support. Target is £25.73.	PUBLIC	22.2	1,088,360	(59,043)	1,029,317

Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2013/14	PI Category	Staff Resource (FTE)	Revenue Expenditure Budget 2013/14 £	Revenue Income Budget 2013/14 £	Net Revenue Budget 2013/14 £
	maintenance and support; applications and interfaces support - in house and 3rd party developed systems; web development; small projects management.	Improvement	ITS04_9b.1a - Percentage of faults resolved at first point of contact. Target is 45%.	HIGH LEVEL				
Infrastructure Development and Support	Provide adequate and robust infrastructure services to allow the council to make best use of IT solutions including: communications and network and telephony support; technical infrastructure support; server and operating systems support; desktop support.	Enabler Service - Financial Planning	ITS015_9a.1a - Unit cost of infrastructure development and support. Target is £60.69.	PUBLIC	22.3	2,577,105	(149,364)	2,427,741
			ITS019a_9b.1c Percentage data network availability. Target is 100%.	WLAM				
Service Support	Provision of management and administrative Support	Enabler Service - Corporate Governance and Risk	Support activities contribute towards the overall performance of the service. Performance is monitored through the indicators for front line activities.		0.9	70,076	0	70,076
Total :-					61.9	4,585,699	(273,402)	4,312,297

Actions

Actions 2012/13						
Action	Description	Planned Outcome	Owner	Start	End	Status (Planned, Active, Complete)
Shared Services – Disaster Recovery Site	Provision and development of the facility to continue contingency systems within the council. These shared service facilities ensure the council has a disaster recovery facility for the main data centre. This reduces the level of risk in conjunction with service area's business continuity plans	Contingency systems are hosted in secondary data centre. A secondary internet connection is provided for Council email and internet access.	Alastair Marshall	April 12	March 13	Active
Replacement of Featurenet Telephony solution with IP Telephony	To provide the Internet Protocol Telephony (IPT) solution, which will provide telephony, voicemail, fax and unified messaging services as part of the council wide programme supporting the end of the existing Featurenet service	To migrate all Featurenet telephone services to the IPT solution (where business case remains robust)	Jennifer Milne	December 09	March 13	Active
Records Management	Ensure that services have effective records management procedures and that these are consistent with the Information Strategy and compliance with Public Records Scotland Act 2011	To achieve compliance with the legislative requirements by managing information effectively, efficiently and securely	Carol Dunn	April 12	March 13	Active
Information Strategy	Ensure that the development and approval of the council wide Information Strategy provides an effective approach to managing information	To demonstrate how the council manages all information	Roberto Riaviz	April 12	March 13	Active

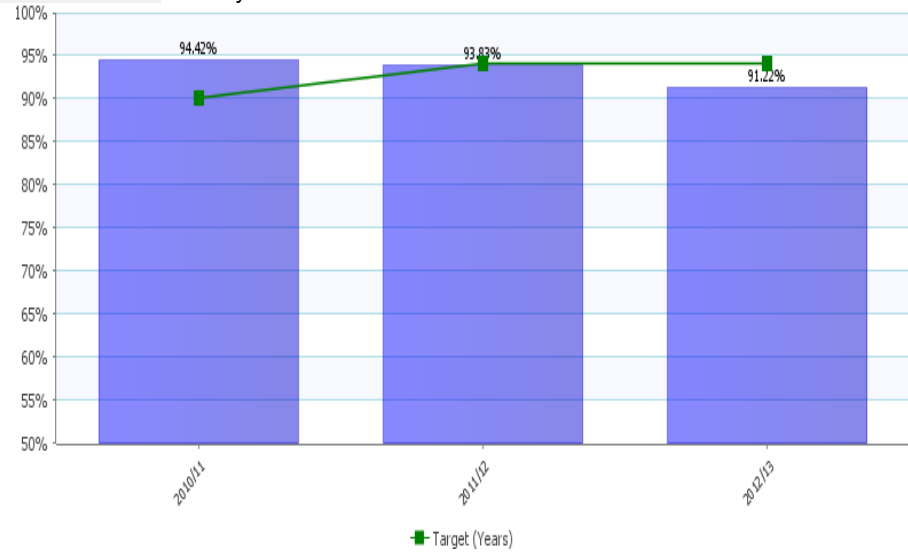
Actions 2012/13						
Action	Description	Planned Outcome	Owner	Start	End	Status (Planned, Active, Complete)
IT Service Catalogue	The development of the new IT Service catalogue.	To improve access to IT Services, understanding and the efficiency of IT service delivery to the council	Jennifer Ballantyne	April	March 13	Complete
IT Technical Equipment Disposal policy	The review and update of the technical disposal of IT equipment. Ensuring a new contract is established to meet legislative requirements and minimise the level of risk relating to information management	To procure a new contract and deliver efficiency in cost and management of secure disposal of ICT assets at the end of lifecycle.	Alastair Marshall	April 12	June 12	Complete
Secondary School Support Model	To implement a revised support model with Education Services across all Secondary Schools in the council	To provide improved support and contingency resource for Secondary Schools.	Jenni Ballantyne	April 12	March 13	Complete
Implementation of corporate video conferencing solution	To implement room based and limited number of desktop based video conferencing users to contribute to Green Travel Strategy	To reduce requirement for senior staff to travel and communicate more efficiently	Jennifer Milne	October 12	March 13	Complete
Completion of technical strategy in support of ICT Strategy	To document and agree technical strategy in support of updated ICT Strategy 2013/14 to 2017/18	To ensure an efficient, standards based approach to ICT environment and deliver efficiency plans	Alastair Marshall	December 12	March 13	Active

Actions 2013/14						
Action	Description	Planned Outcome	Owner	Start	End	Status (Planned, Active, Complete)
Shared Services – Disaster Recovery Site	Provision and development of the facility to continue contingency systems within the council. These shared service facilities ensure the council has a disaster recovery facility for the main data centre. This reduces the level of risk in conjunction with service area's business continuity plans.	Contingency systems are hosted in secondary data centre. A secondary internet connection is provided for Council email and internet access.	Alastair Marshall	April 12	September 13	Active
Replacement of Featurenet Telephony solution with IP Telephony	To provide the Internet Protocol Telephony (IPT) solution, which will provide telephony, voicemail, fax and unified messaging services as part of the council wide programme supporting the end of the existing Featurenet service	To migrate all Featurenet telephone services to the IPT solution (where business case remains robust)	Jennifer Milne	December 09	June 15	Active
Records Management	Ensure that services have effective records management procedures and that these are consistent with the Information Strategy and compliance with Public Records Scotland Act 2011	To achieve compliance with the legislative requirements by managing information effectively, efficiently and securely	Carol Dunn	April 2012	June 13	Active
Information Strategy	Ensure that the development and approval of the council wide Information Strategy provides an effective approach to managing information	To demonstrate how the council manages all information	Roberto Riaviz	April 12	June 13	Active

Actions 2013/14						
Action	Description	Planned Outcome	Owner	Start	End	Status (Planned, Active, Complete)
Completion of technical strategy in support of ICT Strategy	To document and agree technical strategy in support of updated ICT Strategy 2013/14 to 2017/18	To ensure an efficient, standards based approach to ICT environment and deliver efficiency plans	Alastair Marshall	April 13	September 13	Planned
Cross skilling of technical staff	To maximise skills transfer within the IT technical disciplines	To improve resource availability and assist in developing staff knowledge	Sandra Loughran	April 13	March 14	Planned
Implementation of SCCM power management settings to reduce electricity and carbon	To implement agreed power settings across all possible IT equipment delivering electricity and carbon reductions	To deliver efficiency in power and carbon	Jennifer Ballantyne	April 13	March 14	Planned
Update of the Council wide Publication Scheme	The Council must publish the organisations publication scheme under Section 23 of FOISA.	The publication scheme sets out the types of information that a public authority routinely makes, or would make, available. The current publication scheme is scheduled for review in 2013/14	Roberto Riaviz	April 13	May 13	Planned
Shared Services	To enter into shared service delivery with West Lothian College	To assist the college delivery efficiencies by entering into shared provision of IT services	Jennifer Milne	April 13	August 13	Planned

Performance

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



Trend Chart Commentary:

The trend chart demonstrates performance is reducing over the period. The significant increase in demand year on year is impacting IT Services ability to deliver as high a quality service.

An additional factor is the increase in scope of IT Services provision to include feedback on Education Secondary School Support Model that reflects on the quality of service provided by non IT Services staff. The target for 2013/14 is 94%.

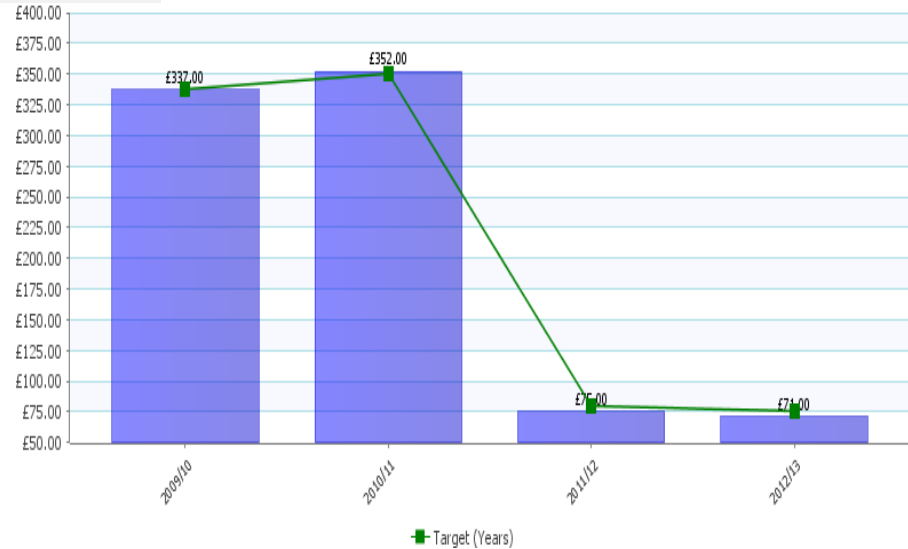
PI Code & Short Name	ITS064_6b.2 Annual Percentage of IT Faults resolved within service standards
Description	This performance indicator measures the overall percentage of IT faults resolved within the service standards in a financial year. The data for this indicator is provided from the IT Service Management software system.



Trend Chart Commentary:

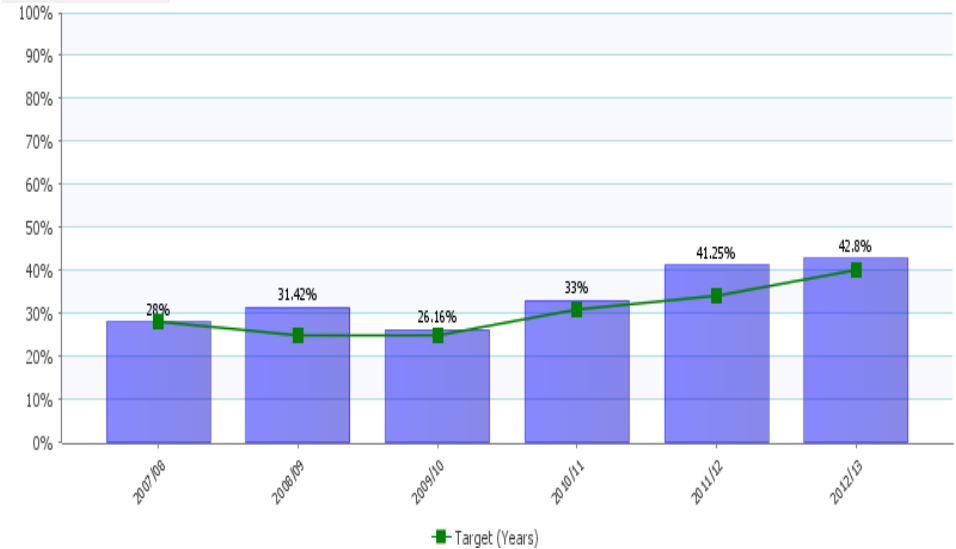
The trend chart demonstrates average annual performance of 88% or above. The reduction in performance in 2008/9 was a result of prioritisation decision to ensure critical project work was completed in July 2008. Performance in 2012/13 is expected to exceed the 90% target if projected volumes and performance in maintained in February and March 2013. The target for 2013/14 is 92%.

PI Code & Short Name	ITS015_9a.1a Unit cost of Council IT Infrastructure Development and Support.
Description	This performance indicator measures the net unit of management, administration, development and support of the Council's IT Infrastructure. The calculation comes from Activity Based Budgeting information on an annual basis from total volume of expected Incidents (faults) and Change requests (enhancements) information for this indicator is taken from financial data and annual activity based costing. This indicator is used to ensure the service is providing value for money and to assist in making the service more efficient.



Trend Chart Commentary:
The trend chart for 2010/2011 illustrated the result of the increased scope and unit cost of IT Services following the transfer of responsibility and infrastructure for telephony. The significant reduction in unit cost for 2011/2012 is a result of a review of IT infrastructure to include education services users and the increased number of users is reflected in a lower unit cost. The reduction in unit cost for 2012/13 is a result of revised staffing allocation following IT Re-design. The target for 2013/14 is £60.69.

PI Code & Short Name	ITS066_9b.1a Annual Percentage of IT Faults resolved at the first point of contact
Description	This performance indicator measures the overall percentage of IT faults resolved at the first point of contact in a financial year. The data for this indicator is provided from the IT Service Management software system.



Trend Chart Commentary:
The trend chart demonstrates annual percentage of IT faults resolved at the first point of contact is increasing. The exception in 2009/10 was related to the impact of the Service Desk managing major incidents in September and October 2009 and Civic Centre migration activity. The target for 2013/14 is 42.5%.

Calendar of Improvement and Efficiency Activity

Action	Frequency	2013/14 (✓)											
		Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
● Performance management	Monthly	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
● Review of Performance Indicators and targets	Quarterly			✓			✓			✓			✓
● Benchmarking	Annual												✓
● Collation Specified Performance Indicators (SPIs)	N/A												
● Update of PPR information	Monthly	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
● WLAM (assessment)	Annual						✓						
● Review Panel	Annual								✓				
● Performance Committee	Annual										✓		
● Process Review (Lean/RIE activity)	As required												
● Progress review of improvement actions	N/A												
● CSE preparation	Annual						✓						
● Inspection or Audit activity	Annual	✓											
● Budget Management activity	Monthly	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
● Equality Impact Assessment(s)	As required												
● Health and Safety Assessment(s)	As required												
● Business Continuity Planning	Quarterly			✓			✓			✓			✓
● Workforce Planning	Monthly	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
● PRPDPs	Annual		✓	✓	✓								
● Review of customer groups/segmentation matrix	Quarterly			✓			✓			✓			✓
● Customer consultation	Monthly	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
● Review of Service Standards	Annually										✓		
● Planned Engagement activity	Monthly	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
● Website content management	Monthly	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

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

3.3 Civic Centre Admin Team

Manager:	Ann Jack
Number of Staff (FTE):	25.5
Location:	Civic Centre – Central Administration

Purpose

The Civic Centre Central Administration Team provides a wide range of administration and support functions to the Heads of Service and Services located within the Civic Centre, along with all reception and mail services on behalf of the Civic Centre Partners. It is important that the Admin Team can be flexible and responsive to meet the ever changing demands and requirements of the council and our Partners. One of the challenges for 2013/14 will be to further develop the performance indicators that will assist in the ongoing development work of the team and to be part of the WLAM review schedule.

Activities

The main activities of the service in 2013/14 will be:

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

Customer Participation

Consultation and communication is the key to the success of the planning and delivery of the Civic Centre Admin Team. A regular schedule of consultation ensures consistent and effective communication to improve delivery.

The Civic Centre Admin Team are also customers and to ensure that their views and opinions are captured, staff is actively encouraged in taking part in West Lothian Assessment Model working groups, to contribute their ideas and comments at team meetings and briefing sessions and the employee survey. In addition, individual staff members are provided with an annual PRPDP meeting and an annual review

meeting to discuss individual needs and aspirations and to identify development needs.

The Civic Centre Admin Team consultation processes are reviewed regularly to ensure consistency and effectiveness both for the service and the customer.

Customers include:

- Heads of Service
- Elected Members
- All employees
- All council services
- Reception customers

Partners include:

Civic Centre Partners

Customer Consultation Schedule				
Customer Group	Survey Method	Frequency	Responsible Officer	Feedback Method
Service Users	Opinion Meter /Opinion Taker	Quarterly	Mandy Armit	Electronic/hard copy
Heads of Service	Meetings	Annual	Ann Jack	Report of findings/verbal feedback
Reception Customers	Monthly survey	Monthly	Elizabeth Findlay	Electronic/hard copy

Activity Budget

Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2013/14	PI Category	Staff Resource (FTE)	Revenue Expenditure Budget 2013/14 £	Revenue Income Budget 2013/14 £	Net Revenue Budget 2013/14 £
Reception	Reception duties on behalf of West Lothian Council and its Civic Centre Partners	Enabler Service - Modernisation and Improvement	CCA061_9a.1c Unit cost per customer engagement at Civic Centre reception. The target is £0.15.	HIGH LEVEL	3.0	59,028	(43,862)	15,166
			CCA062_9b.1c Percentage of customer enquiries resolved at first point of contact. The target is 75%.	HIGH LEVEL				
Mailroom Services	Management of all incoming and outgoing mail at the Civic Centre on behalf of WLC and its Civic Centre Partners	Enabler Service - Modernisation and Improvement	CCA063_9a.1a Unit cost of providing a mail service within the Civic Centre. The target is £0.27.	HIGH LEVEL	4.2	141,792	(58,150)	83,642
			CCA064_9b.1c Percentage of external mail processed within the SLA agreement with Royal Mail. The target is 98%.	HIGH LEVEL				
Administration Support	To provide a comprehensive administration support service to Heads of Service, Member Services and all council services within the Civic Centre.	Enabler Service - Modernisation and Improvement	CCA065_9a.1a Unit cost of providing administrative support by the Civic Centre Admin Team. The target is £2.50.	HIGH LEVEL	18.2	440,545	0	440,545
			CCA066_9b.1c Percentage of admin requests completed within service level agreement. The target is 95%.	HIGH LEVEL				

Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2013/14	PI Category	Staff Resource (FTE)	Revenue Expenditure Budget 2013/14 £	Revenue Income Budget 2013/14 £	Net Revenue Budget 2013/14 £
Service Support	Provision of management and administrative Support	Enabler Service - Corporate Governance and Risk	Support activities contribute towards the overall performance of the service. Performance is monitored through the indicators for front line activities		0.1	8,909	0	8,909
	Total :-				25.5	650,274	(102,012)	548,262

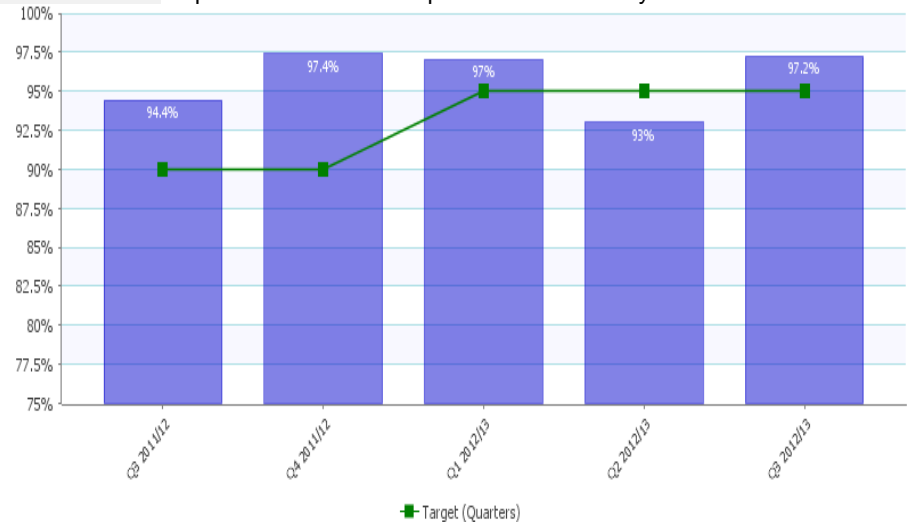
Actions

Actions 2012/13						
Action	Description	Planned Outcome	Owner	Start	End	Status (Planned, Active, Complete)
Internal mail review	Revised internal mail service which provides a more cost effective and efficient service which continues to meet customer needs	Remove excess franking machines and create a centralised mail service from the Civic Centre	Ann Jack	October 2011	March 2013	Active
Centralise Stationery Budget within the Civic Centre	Revised provision and storage of stationary with the Civic Centre	Effective stock management and reduced expenditure	Ann Jack	April 2012	March 2013	Active
Customer Relationship Management	Develop the use of the CRM system to monitor performance and ensure the Admin Team are trained to be a resource for the Customer Service Centre during severe weather or peak business levels	Service requests are managed effectively and staff is trained to assist the CSC during times of peak business levels.	Ann Jack	October 2011	March 2012	Complete
Performance Management	Develop a full range of good performance data which will help the service to deliver and improve services effectively.	The data assists the service in understanding what has been achieved and predict the capability to achieve the longer term outcomes	Ann Jack	April 2012	March 2013	Complete
Complete WLAM process	Complete WLAM Action Plan to support performance data and team development	The Admin Team will be a fully developed WLAM unit and will be part of the scheduled Review Meetings	Ann Jack	August 2012	March 2013	Complete
Review of Council Admin Services	Undertake a review of admin services in key council locations	Replicate the Civic Centre admin model in key council locations	Ann Jack	December 2012	March 2016	Active

Actions 2013/14						
Action	Description	Planned Outcome	Owner	Start	End	Status (Planned, Active, Complete)
Internal mail review	Revised internal mail service which provides a more cost effective and efficient service which continues to meet customer needs	Remove excess franking machines and create a centralised mail service from the Civic Centre	Ann Jack	October 2011	March 2014	Active
Centralise Stationery Budget within the Civic Centre	Revised provision and storage of stationery with the Civic Centre	Effective stock management and reduced expenditure	Ann Jack	April 2012	March 2014	Active
Review of Council Admin Services	Undertake a review of admin services in key council locations	Replicate the Civic Centre admin model in key council locations	Ann Jack	December 2012	March 2016	Active
Review of mobile phone billing	Undertake a review of mobile phone billing system	More efficient and cost effective mechanism for the recovery of non business calls	Ann Jack	April 2013	December 2013	Planned

Performance

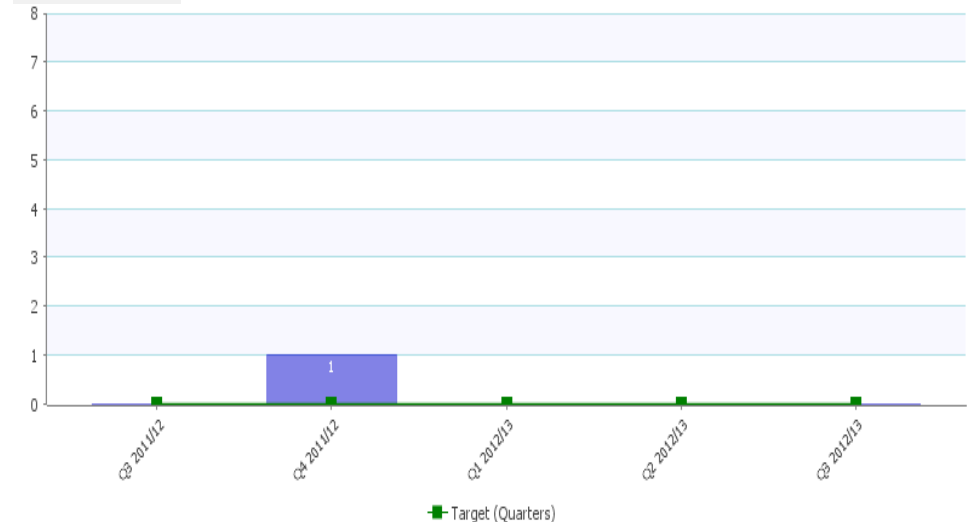
PI Code & Short Name	CCA001_6a.1 Percentage of customers who rated the timeliness of the Admin service as good or excellent.
Description	Customer satisfaction surveys are issued quarterly to a sample of Admin Team customers chosen at random and not for the type of service requested. The data from surveys is analysed to identify service improvements and the results are reported at the end of the financial year. Visitors to reception and customers of the mail room are issued with hard copy surveys or can use the stand alone Opinion Meters (Q2 - 2012), all completed surveys are input to Opinion taker and form part of the final analysis.



Trend Chart Commentary:

Since this PI was introduced the Admin Team has consistently reported high levels of performance. The reduction in Quarter 2 2012/13 performance may be as a result of the new collection device (CRT) and human error in completing the questions. No feedback was provided on the survey's to indicate that customers were dissatisfied with the timeliness of the Admin Team. The target has been met during Quarter 3 2011/13 and has increased in comparison to the same quarter of last year. The target for 2013/14 is 97.5%.

PI Code & Short Name	CCA020_6b.1 Number of complaints received by the Admin Team that are upheld.
Description	This indicator measures the number of upheld complaints within the Admin Team due to service failure or staff attitude. It is measured formally on a quarterly basis.



Trend Chart Commentary:

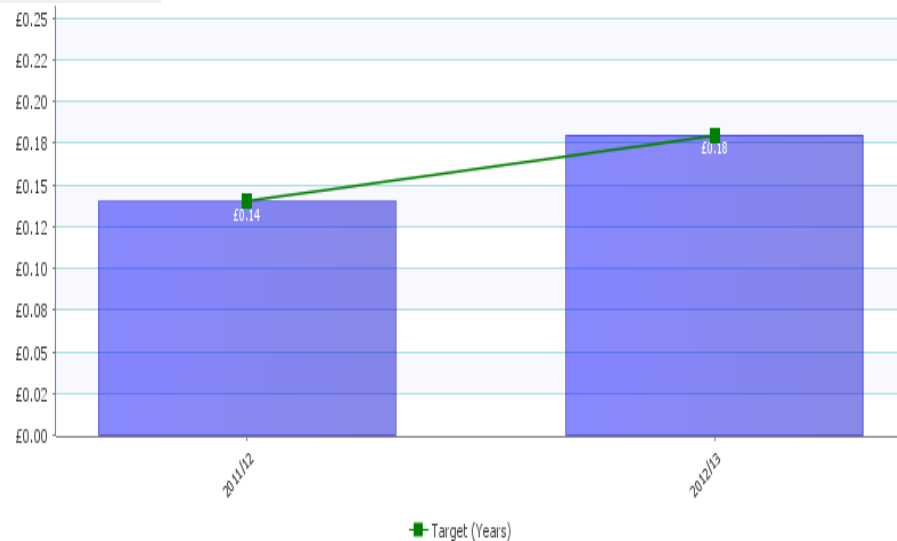
The Admin Team have been operational since November 1st 2010 and have managed and developed the service through difficult times of change within West Lothian Council. Quarter 4 (2011/12) saw the Admin Team receive its first formal complaint and appropriate action was taken. There has been no complaints received in Quarter 1, 2 or 3 (2012/13). The target for 2013/14 is zero.

PI Code & Short Name

CCA063_9a.1a Unit cost of providing a mail service within the Civic Centre.

Description

This performance indicator reports the average gross cost per year of providing an external mail service from the Civic Centre. The mail service is provided to council staff and the Civic Centre Partners that include Lothian Borders Police, Fire Safety Service, Procurator Fiscal, Scottish Court Service and Scottish Children's Reporter Administration. This indicator is used to ensure the service is providing value for money and to assist in making the service more efficient.



Trend Chart Commentary:

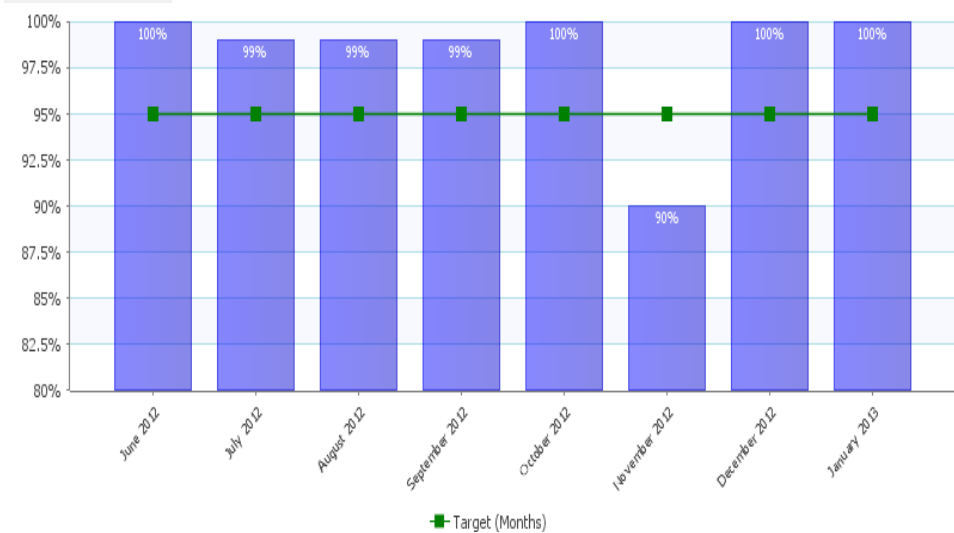
The Admin Team has been operational from November 1st 2010 however accurate projected costs of providing a mail service was not available until sufficient data collection and analysis had been undertaken during 2011/12 and 2012/13. Mail Room statistics are now readily available allowing the Admin Team to project costs of providing a mail service within the Civic Centre. 2012/13 target will be reviewed and amended if required to provide a more detailed performance indicator for 2013/14. The target for 2013/14 is £1.98.

PI Code & Short Name

CCA066_9b.1c Percentage of all admin requests completed within Admin Team service level agreements.

Description

This performance indicator measures the effectiveness of the Civic Centre Admin Team to complete service requests within the agreed service level agreements. Admin Team provide admin support to Heads of Service and council staff based in the Civic Centre. The Admin Team also provide Mitre Finch support to council staff in 6 locations out with the Civic Centre. This data was available from June 2012.



Trend Chart Commentary:

The Civic Centre Admin Team have exceeded the target performance of 95% consistently since June 2012, with the exception of November 2012 which resulted in 90% being achieved due to staff shortages. The target for 2013/14 is 97.5%.

Calendar of Improvement and Efficiency Activity

Action	Frequency	2013/14 (✓)											
		Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
● Performance management	Monthly	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
● Review of Performance Indicators and targets	Quarterly			✓			✓			✓			✓
● Benchmarking	Annual												✓
● Collation Specified Performance Indicators (SPIs)	N/A												
● Update of PPR information	Monthly	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
● WLAM (assessment)	N/A												
● Review Panel	N/A												
● Performance Committee	N/A												
● Process Review (Lean/RIE activity)	As required												
● Progress review of improvement actions	N/A												
● CSE preparation	Annual						✓						
● Inspection or Audit activity	Annual	✓											
● Budget Management activity	Monthly	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
● Equality Impact Assessment(s)	As required												
● Health and Safety Assessment(s)	As required												
● Business Continuity Planning	Quarterly			✓			✓			✓			✓
● Workforce Planning	Monthly	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
● PRPDPs	Annual		✓	✓	✓								
● Review of customer groups/segmentation matrix	Quarterly			✓			✓			✓			✓
● Customer consultation	Monthly	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
● Review of Service Standards	Annually										✓		
● Planned Engagement activity	Monthly	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
● Website content management	Monthly	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

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

3.4 HR Services

Manager:	Derek Stark
Number of Staff (FTE):	56.9
Location:	Civic Centre

Purpose

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

Activities

The main activities of the service in 2013/14 will be:

- HR policy and systems development, advice and support
- Payroll and employee benefits
- Workforce management
- Absence management, medical advice and support
- Equalities
- Health and Safety
- Provision of administrative support to Elected Members

Customer Participation

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

Customer Consultation Schedule				
Customer Group	Survey Method	Frequency	Responsible Officer	Feedback Method
HR Programme Board	Board meeting	6 weekly	Graeme Struthers	Action from meeting
Heads of Service	Electronic Survey	Annual	Derek Stark	HR Programme Board Teams
Service Management	Service Management Meetings	Monthly	Fraser MacKenzie	Meetings/ Minutes
HR Service Users	Electronic Survey	Annual	Chris Keenan	Mytoolkit
Corporate Working Group on Equalities	Group meeting	Monthly	Kenny Selbie	Meetings/ Minutes
Employees (minority groups)	Forums	Quarterly	Sophie McKinney	Meetings/ Minutes
HR Policy & Advice customers	Electronic Survey	Quarterly	Fraser Mackenzie	Mytoolkit
HR Operations & Reward customers	Electronic Survey	Quarterly	Lesley Henderson	Mytoolkit

Activity Budget

Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2013/14	PI Category	Staff Resource (FTE)	Revenue Expenditure Budget 2013/14 £	Revenue Income Budget 2013/14 £	Net Revenue Budget 2013/14 £
Payroll, Control and Employee Benefits.	To provide a comprehensive, cost effective payroll and reward service including provision of statutory returns to external bodies	Enabler Service - Modernisation and Improvement	HRS129_9a Cost of Payroll Service per council employee. Target is £38.22.	HIGH LEVEL	10.92	324,722	(70,714)	254,008
			HRS086_9b Percentage of Incorrect Salary Payments. Target is 0%.	WLAM				
Policy & Systems Development, Advice and Support	To develop council HR policies and systems, providing advice and support on all employee relations aspects. To advise the council on all aspects of job evaluation, pay structures and related equal pay matters, and to provide support and advice on service restructuring including developing workforce capability in line with the People Strategy. To administer and process all recruitment and employment related contractual documentation	Enabler Service - Modernisation and Improvement	HRS130_9a Cost of the Policy & Systems Development, Advice and Support per council employee. Target is £190.01.	HIGH LEVEL	28.2	1,262,632	0	1,262,632
			HRS112_9b Percentage of contractual documents issued within the statutory 2 month timescale. Target is 100%.	WLAM				

Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2013/14	PI Category	Staff Resource (FTE)	Revenue Expenditure Budget 2013/14 £	Revenue Income Budget 2013/14 £	Net Revenue Budget 2013/14 £
Health and Safety	To provide a comprehensive Health and Safety policy and procedural advice and information to managers and employees to enable the council to meet its statutory duties under the Health and Safety at Work Act	Enabler Service - Modernisation and Improvement	HRS131_9a Cost of the Health and Safety Service per council employee. Target is £31.70.	HIGH LEVEL	4.95	210,695	0	210,695
			HRS103_9b Number of reportable incidents to HSE. Target is zero.	WLAM				
Absence Management - Medical advice and support	To provide advice and support to managers on the application of the council's sickness absence policy as well as professional medical advice and support.	Enabler Service - Modernisation and Improvement	HRS132_9a Cost of the Sickness Absence Management Service per council employee. Target is £45.79.	HIGH LEVEL	3.0	329,442	(25,125)	304,317
			HRS127_9b Percentage of employees who come out of monitoring under the Policy on Managing Sickness Absence in relation to the number of employees who continue to be monitored in the same period. Target is 70%.	WLAM				
Service Support	Provision of management and administrative Support	Enabler Service - Corporate Governance and Risk	Support activities contribute towards the overall performance of the service. Performance is monitored through the			33,559	0	33,559

Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2013/14	PI Category	Staff Resource (FTE)	Revenue Expenditure Budget 2013/14 £	Revenue Income Budget 2013/14 £	Net Revenue Budget 2013/14 £
			indicators for front line activities					
HR	Total :-				47.1	2,161,050	(95,839)	2,065,211
Members Support	Provision of Members Support	Enabler Service - Corporate Governance and Risk	HRS133_9a Cost of Members Services per £1 million of Council net expenditure. Target is £317.56.	HIGH LEVEL	9.79	1,159,501	(19,000)	1,140,501
Service Support	Provision of management and administrative Support	Enabler Service - Corporate Governance and Risk	Support activities contribute towards the overall performance of the service. Performance is monitored through the indicators for front line activities			18,840	0	18,840
Members Support	Total :-				9.8	1,178,341	(19,000)	1,159,341
HR Shared Services	Total :-				56.9	3,339,391	(114,839)	3,224,552

Actions

Actions 2012/13						
Action	Description	Planned Outcome	Owner	Start	End	Status (Planned, Active, Complete)
HR Systems update	Implementation and development of suite of IT Systems (CRM, HR21, CHRIS21 and MyToolkit)	Revised suite of IT systems to support the delivery of the HR Service Centre	Lesley Henderson	April 2012	March 2013	Complete
Service Standards update	Update and implement improved Service Standards in accordance with HR re-design	Establishment of framework of relevant and customer-agreed service standards covering all key aspects of the HR Service to enable effective performance monitoring and continuous improvement programmes	Derek Stark	February 2012	March 2013	Complete
Recruitment and Selection review	Review and Update of Recruitment and Selection Processes and Procedures	Best practice review of recruitment procedures will enhance the candidate experience and reduce the HR resource required to support recruitment and selection processes	Lesley Henderson	April 2012	June 2012	Complete
Self Service systems development	Development and Implementation of SEEMIS to manage self-service for schools in recruiting supply staff	In addition to a reduction in HR resource to support the supply booking process, schools will have direct access to supply staff as and when required	Lesley Henderson	January 2012	March 2013	Active
Performance Management procedures	Develop procedures to assess and manage individual performance and capability outcomes more effectively.	Improved management processes for dealing with individual performance and capability effectiveness to enable appropriate management action to be taken in addressing performance-related issues	Derek Stark	April 2012	March 2013	Active
Social Media and Email Policy	Review and roll-out of Internet, Email and Social Media Policy and Procedure	Revised Internet and E-mail Policy extended to regulate the use of social media on council networks during working hours and use out-with working hours in so far as it impacts on individual contracts of employment and council policy	Fraser Mackenzie	November 2011	May 2012	Complete

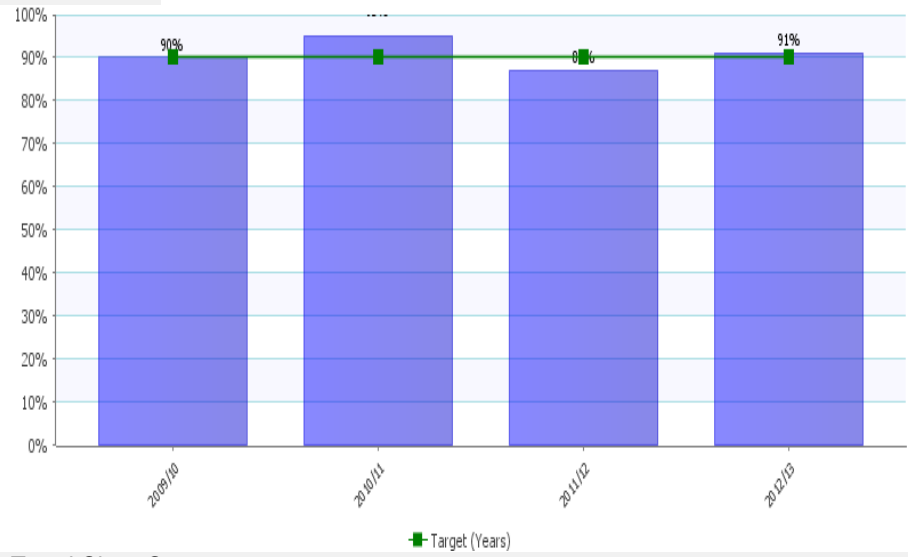
Actions 2012/13						
Action	Description	Planned Outcome	Owner	Start	End	Status (Planned, Active, Complete)
Develop and Implement Revised Fair Treatment At Work (FTAW) Policy and Procedure	Replace current FTAW procedures with more effective procedures in consultation with Trade Unions	Development and roll out of a Policy and Procedure for Dealing with Bullying and Harassment At Work and Code of Practice on Promoting Appropriate Working Relationships and Behaviour	Fraser Mackenzie	April 2012	March 2013	Active
Leadership Development	Development and implementation of Leadership Programme for senior managers	Managers have enhanced skills and knowledge to improve performance management through joint problem solving and the effective review of processes	Chris Keenan	March 2012	February 2013	Complete
Development of E-learning	Create e-learning site to facilitate online learning	A single e-learning site that maximises the return on investment by providing information and bespoke employee development opportunities on a range of corporate issues including HR Policies and management development	Chris Keenan	March 2012	March 2013	Active
E-incident reporting	Corporate E-incident Reporting System in place	Reduction in resources, improved reports, self service for accessing information and reports	Marion Johnstone	April 2012	March 2013	Active
Hazard alert system	Introduce corporate hazard alert system	Facilitates sharing of information across the council of persons who are deemed a risk to staff. Reduction of violent incidents by alerting services of hazards created by persons which in turn allows services to plan how they can reduce risk	Marion Johnstone	April 2012	March 2013	Active
Asbestos Management	Review of Asbestos Policy and Procedures	Ensure the council's Policy is fit for purpose and reflects the needs of current legislation and the council's policies and procedures	Marion Johnstone	April 2012	June 2012	Complete

Actions 2013/14						
Action	Description	Planned Outcome	Owner	Start	End	Status (Planned, Active, Complete)
Self Service systems development	Development and Implementation of SEEMIS to manage self-service for schools in recruiting supply staff	In addition to a reduction in HR resource to support the supply booking process, schools will have direct access to supply staff as and when required	Lesley Henderson	April 2013	September 2013	Active
Performance Management procedures	Develop procedures to assess and manage individual performance and capability outcomes more effectively.	Improved management processes for dealing with individual performance and capability effectiveness to enable appropriate management action to be taken in addressing performance-related issues	Derek Stark	April 2013	June 2013	Active
Develop and Implement Revised Fair Treatment At Work Policy and Procedure	Replace current FTAW procedures with more effective procedures in consultation with Trade Unions	Development and roll out of a Policy and Procedure for Dealing with Bullying and Harassment At Work and Code of Practice on Promoting Appropriate Working Relationships and Behaviour	Fraser Mackenzie	April 2013	June 2013	Active
E-incident reporting	Corporate E-incident Reporting System in place	Reduction in resources, improved reports, self service for accessing information and reports	Marion Johnstone	October 2013	March 2014	Active
Hazard alert system	Introduce corporate hazard alert system	Facilitates sharing of information across the council of persons who are deemed a risk to staff. Reduction of violent incidents by alerting services of hazards created by persons which in turn allows services to plan how they can reduce risk	Marion Johnstone	April 2012	December 2013	Active
Integration of HR files into EDRM	Develop procedures and process to integrate HR and Service based employee files on the EDRM system.	Improved management of employee information and compliance with Public Records Scotland Act.	Lesley Henderson	April 2013	June 2013	Planned

Actions 2013/14						
Action	Description	Planned Outcome	Owner	Start	End	Status (Planned, Active, Complete)
Recruitment process update	Implementation of the Talent Link recruitment system in place of the existing IGrasp system.	Introduction of Talent Link will enhance the candidate experience and reduce the HR resource required to support recruitment and selection processes.	Lesley Henderson	July 2013	September 2013	Planned
Workforce Management development	Develop and implement procedures to support changes in the council's Workforce Management policies.	To ensure strategic management and effective co-ordination of workforce reductions and redeployment.	Lesley Henderson	April 2013	July 2013	Planned
Develop Bespoke Training and Supporting Guidance for Managers in Implementing Key Council Employment Policies.	Develop training and guidance programme for Managers in relation (Disciplinary/Fair Treatment At Work/Sickness Absence Management etc)	A programme of training and guidance to equip managers in carrying out effective Disciplinary and FTAW investigations/procedures and other policy applications	Fraser Mackenzie	April 2013	May 2013	Planned
Shared Services	To enter into shared service delivery with West Lothian College	To assist the college delivery efficiencies by entering into shared provision of HR services	Derek Stark	April 13	August 13	Planned

Performance

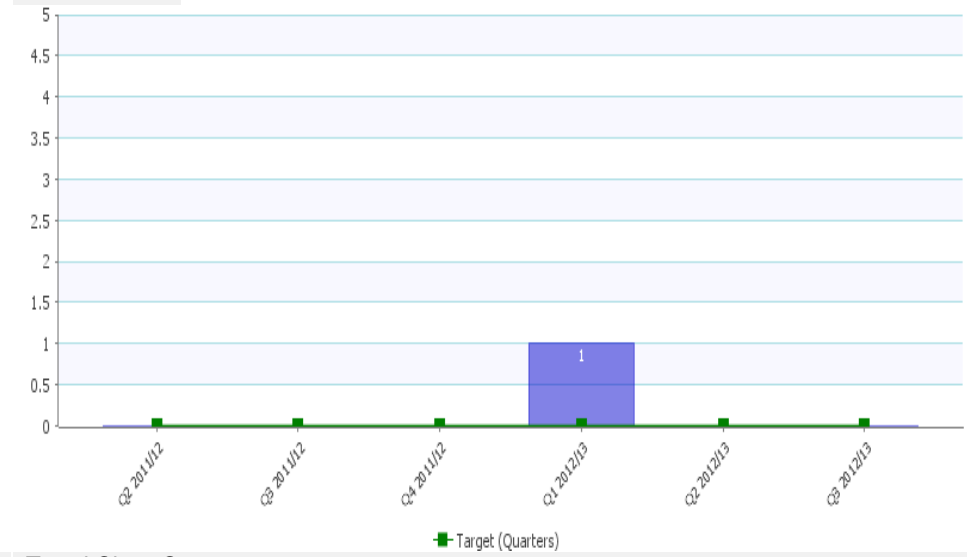
PI Code & Short Name	HRS031_6a.7 Percentage of customers who rated the overall quality of the service as good or excellent.
Description	This annual survey records the percentage of customers who rated as good or excellent. HR Services is responsible for the delivery of HR advice and support, pay and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



Trend Chart Commentary:

The outcome shows an improvement on the previous year and is above target. Given the diversity and complexity of work undertaken by the HR Service, this is a sound indicator of the collective performance across the Service. The introduction of the CRM system should further assist staff to deliver consistent levels of customer satisfaction across all aspects of the Service. However, follow up work requires to be done with certain service areas to improve the levels of response. Target for 2013/14 is 95%.

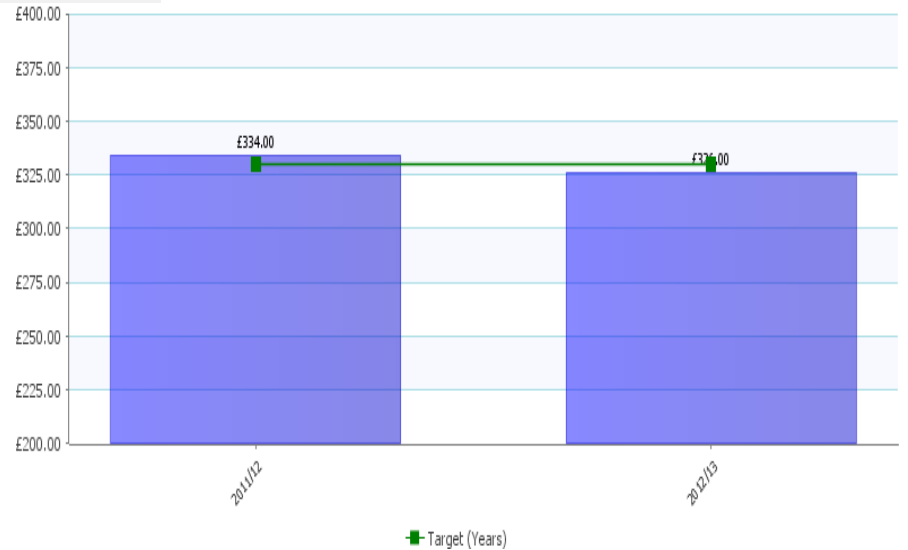
PI Code & Short Name	HRS037_6b.1 Number of upheld complaints received against service delivery.
Description	This indicator measures the number of upheld complaints against HR Services due to service failure or staff attitude. It is measured formally on a quarterly basis.



Trend Chart Commentary:

There was only one complaint received in 1st quarter of 2012/13 which was upheld against the service. Target for 2013/14 is zero.

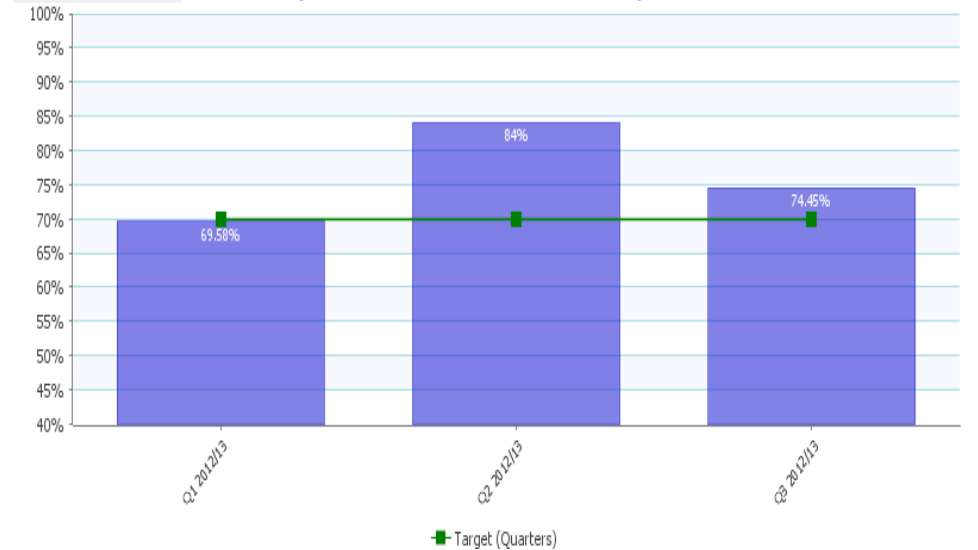
PI Code & Short Name	HRS071_9a.1c Unit cost of HR in relation to the total number of council employees.
Description	This performance indicator reports the average gross cost per year of providing the HR Service, and is calculated by dividing the HR budget by the number of council employees.



Trend Chart Commentary:

The reduction in unit cost for 2012/13 is a result of a review of revised staffing allocation following HR Service Re-design. Target for 2013/14 is £310.74.

PI Code & Short Name	HRS127_9b.1c Percentage of employees returning to normal monitoring under the Policy & Procedure on Managing Sickness Absence.
Description	Where appropriate, when an employee reaches the corporate trigger level for sickness absence they will be placed on to the appropriate stage of the Policy & Procedure on Managing Sickness Absence. An employee will then be monitored under that stage for a fixed period. At the end of that period, if they have not reached the corporate trigger level again during the monitoring period they will return to normal monitoring. This indicator measures the number of employees who have previously been placed on a stage under the Policy & Procedure on Managing Sickness Absence but have returned to normal monitoring during the quarter, as a proportion of the total number of employees who's monitoring periods were due to end during the quarter.



Trend Chart Commentary:

The percentage of employees returning to normal monitoring has decreased since the last quarter however does remain above target and higher than for the first quarter of 2012/13. This movement has occurred during the transition to the revised policy approved in November 2012. Target for 2013/14 is 70%.

Calendar of Improvement and Efficiency Activity

Action	Frequency	2013/14 (✓)											
		Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
● Performance management	Monthly	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
● Review of Performance Indicators and targets	Quarterly			✓			✓			✓			✓
● Benchmarking	Annual												✓
● Collation Specified Performance Indicators (SPIs)	Annual						✓						
● Update of PPR information	Monthly	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
● WLAM (assessment)	Annual						✓						
● Review Panel	N/A												
● Performance Committee	N/A												
● Process Review (Lean/RIE activity)	As required												
● Progress review of improvement actions	N/A												
● CSE preparation	Annual						✓						
● Inspection or Audit activity	Annual	✓											
● Budget Management activity	Monthly	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
● Equality Impact Assessment(s)	As required												
● Health and Safety Assessment(s)	As required												
● Business Continuity Planning	Quarterly			✓			✓			✓			✓
● Workforce Planning	Monthly	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
● PRPDPs	Annual		✓	✓	✓								
● Review of customer groups/segmentation matrix	Quarterly			✓			✓			✓			✓
● Customer consultation	Monthly	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
● Review of Service Standards	Annually										✓		
● Planned Engagement activity	Monthly	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
● Website content management	Monthly	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

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

Corporate Services

Management Plan 2013/14

Graeme Struthers
Head of Service

April 2013

For more information:

Graeme.Struthers@westlothian.gov.uk

Telephone number: [01506 281776](tel:01506281776)

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