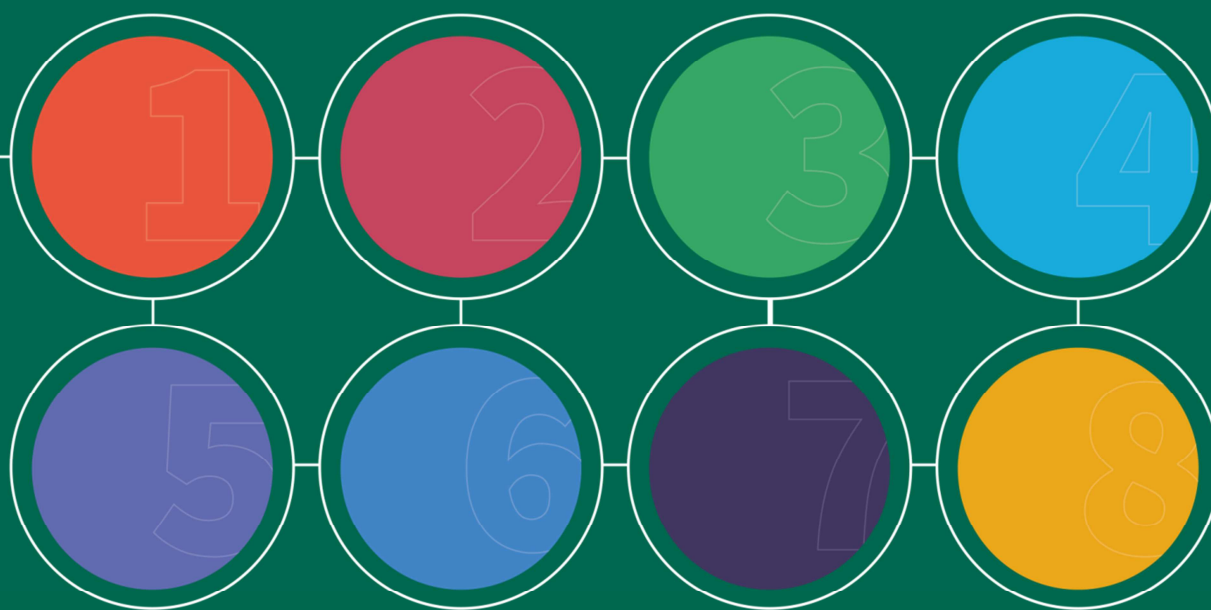


Finance and Property Services Management Plan 2018/19



An introduction to the Management Plan from the Head of Finance and Property Services

The Management Plan is a key planning document that explains how the service will support the delivery of the council's eight priorities in 2018/19

West Lothian Council is one of the top performing local authorities in Scotland, with a strong track record of delivering better outcomes for local people. The council aims to continue to support growth in the thriving local community and, with financial and demographic challenges ahead, will require an effective Finance and Property Services team to support transformation.

In Finance and Property Services we provide a wide range of services to customers and to all areas of the council. Each is designed to efficiently contribute to positive outcomes in the eight corporate priorities (see below) through effective models of support, planning, policy and advice in relation to: Advice Shop, Audit, Risk and Counter Fraud, Construction Services, Financial Management, Property Management and Development and Revenues.

Corporate Priorities 2018/23 | The council re-committed to eight ambitious priorities following a large public consultation in 2017/18. We believe these priorities will continue to support improvement in the quality of life for everyone living, working and learning in West Lothian and will be the focus for council services, resources and staff in the next five years.



In support of the Corporate Plan 2018/23 and the eight priorities we will continue to strive to improve the quality and value of council services.

As well as assuring effective governance and compliance, Finance and Property Services will maintain a clear focus on delivering Best Value, whilst empowering residents and stakeholders to have their say on how council services develop and transform.

This management plan fulfils a number of planning and improvement requirements and

importantly, it sets out how the service will use its resources to deliver positive outcomes for West Lothian. It is the result of a detailed process to make sure that council services are well planned and managed. I hope that it will help our customers, employees and partners to understand how we will transform our services and continue to deliver for West Lothian.



Donald Forrest
Head of Service

Our services

The services that we will deliver through collaboration with our partners in 2018/19

Finance and Property Services provides positive leadership so that the council, along with our Community Planning Partners, continues to modernise and provide high quality services, fulfil the needs of communities, and secure targeted outcomes. In the next five years the service will continue to deliver value adding activities and will assist in the delivery of the council's transformation programme through:

- ◆ Advice and support on Financial Management processes
- ◆ Advice and support to empower communities

- ◆ Effective management of council properties whilst increasing energy efficiency and renewable energy
- ◆ Redesign of business processes to support more efficient service delivery and an integrated approach
- ◆ Providing professional support to services in the implementation of strategies, plans, programmes and projects
- ◆ The modernisation of property assets;
- ◆ Delivery of revenue and capital strategies
- ◆ Effective treasury management

The key activities of the service are identified in the Management Plan with the following unit service teams:

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Supporting the delivery of Council priorities

The service will support the delivery of the Council's Corporate Plan priorities and strategies

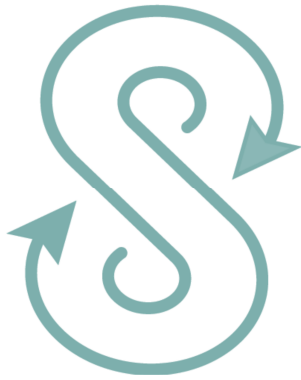
The service will make a meaningful and measurable contribution to the delivery of the Council's Corporate Plan 2018/23. As well as continuing to play a core role in Revenue Budget, Capital Budget, Asset Management, Anti-Poverty and Audit, Risk and Counter Fraud strategies, the service's key processes are aligned to the Corporate Plan priorities/enablers and deliverables in the following table.

| Alignment with Corporate Priorities / Enablers | | | | | |
|---|---|--|---|---------------------|---|
| Council priority / enabler | Deliverable | Finance and Property Services key activity / process | Indicator(s) | 2017/18 Performance | 2018/19 Target |
| 3 Minimising poverty, the cycle of deprivation and promoting equality | (P3.1) Agreeing a comprehensive Anti-Poverty Strategy for 2018 to 2023 and annual action plans, along with Community Planning Partners that will maximise the impact that can be achieved locally in positively addressing the causes of poverty and in mitigating the impact of poverty. | <ul style="list-style-type: none"> ◆ Work with community planning partners to prepare the anti-poverty strategy taking into account the challenges facing the council and partners and the changing nature of poverty. ◆ Undertake focus groups, briefings and surveys to ensure that those people with direct experience of living with poverty and working with those experiencing poverty inform the strategy. ◆ Create an anti-poverty practitioners network to support the delivery of the annual action plan. | Anti Poverty Strategy Refresh 2018-23 is prepared and agreed by partners. | N/A | September 2018 Anti-Poverty Strategy agreed by Community Planning Partnership Board |
| 3 Minimising poverty, the cycle of deprivation and promoting equality | (P3.2) Engaging on an ongoing basis with people experiencing poverty in West Lothian and using the council's platform to raise these experiences with the Scottish and UK governments and other stakeholders. | <ul style="list-style-type: none"> ◆ Create an 'Experts Through Experience' panel consisting of a cross-section of West Lothian residents who have recent, lived experience of being poor. ◆ Work with the Panel on a regular basis to seek their views on activity and proposed projects to alleviate poverty. ◆ Through the proposed Anti-Poverty Practitioners network, canvas and seek information and evidence. | <p>Number of Experts Through Experience recruited, trained and utilised.</p> <p>Quarterly meetings with practitioners network delivered</p> | N/A | Experts Through Experience Panel created and carrying out its role by March 2019 |

| Alignment with Corporate Priorities / Enablers | | | | | |
|---|---|---|---|---------------------|----------------|
| Council priority / enabler | Deliverable | Finance and Property Services key activity / process | Indicator(s) | 2017/18 Performance | 2018/19 Target |
| 3 Minimising poverty, the cycle of deprivation and promoting equality | (P3.3) Process claims for Housing Benefit and Council Tax Reduction promptly for those on benefits and/or low incomes, mitigating the impact of the introduction of Universal Credit Full Service as much as possible through effective planning and review of processes. Ensure funds available for the Scottish Welfare Fund and Discretionary Housing Payments are utilised in full to support our most vulnerable citizens. | <ul style="list-style-type: none"> ◆ Administration of Housing Benefit and Council Tax Reduction, including appeals and interventions. Administration of Scottish Welfare Fund and Discretionary Housing Payments. | REV 118 Number days to process new Housing Benefit claims. | 15 days | 17 days |
| | | | REV 145 Number of days to process new Council Tax reduction claims. | 15 days | 17 days |
| | | | REV108 Scottish Welfare Fund spend against budget. | 100% | 100% |
| | | | REV 146 Discretionary Housing Payment spend against budget. | 100% | 100% |
| | | | REV 147 Percentage of tenants receiving a Discretionary Housing Payment to mitigate the impact of the "bedroom tax". | 100% | 100% |
| Financial planning | (E1.1) Delivery of the five year revenue plan for 2018 to 2023 that will enable the council to deliver the Corporate Plan. | <ul style="list-style-type: none"> ◆ Co-ordinating the financial monitoring of the delivery of the five year revenue plan 2018 to 2023 ◆ Joint working approach with Transformation Team and HR to monitor delivery of 2018/19 savings and overall five year plan ◆ Agree approach and co-ordinate the process to identify further saving proposals to meet remaining shortfall of savings over the period to 2023 | FM17017 Delivery of Financial Plan 2018/19 to 2022/23 | 100% | 100% |
| | | | FM17024 Monitoring of budget position and delivery of savings | 100% | 100% |

| Alignment with Corporate Priorities / Enablers | | | | | |
|--|--|---|---|---------------------|----------------|
| Council priority / enabler | Deliverable | Finance and Property Services key activity / process | Indicator(s) | 2017/18 Performance | 2018/19 Target |
| Financial planning | (E1.2) Monitoring progress towards delivery of the 2018/19 budget and the a detailed three year revenue budget for 2018 to 2021. | <ul style="list-style-type: none"> ◆ Regular financial monitoring of the delivery of the 2018 revenue budget and approved savings. ◆ Regular monitoring of 2018/19 budget risk areas and action being taken to manage pressures ◆ Co-ordinating the financial monitoring of progress towards delivery of budget savings for 2018/19 to 2020/21 ◆ Close working in partnership with Heads of Service, Corporate Transformation Team and HR | <p>FM17002 Financial Strategy 2018/19 to 2022/23</p> <p>FM17018 Monitoring of budget position and delivery of savings</p> | 100% | 100% |
| Financial planning | (E1.3) Monitoring delivery of 2018/19 capital budget and the overall ten year capital programme within available resources | <ul style="list-style-type: none"> ◆ Co-ordinating the financial monitoring of the 2018/19 capital budget and overall ten year capital programme within available resources ◆ Ongoing development of the ten year capital plan assumptions taking account of funding and expenditure updates | FM17025 Monitoring and delivery of 2018/19 capital programme within available resources | 100% | 100% |

| Alignment with Corporate Priorities / Enablers | | | | | |
|--|---|--|---|---------------------|----------------|
| Council priority / enabler | Deliverable | Finance and Property Services key activity / process | Indicator(s) | 2017/18 Performance | 2018/19 Target |
| Financial planning | (E1.4) Developing a corporate asset management strategy that supports effective management of assets. | <ul style="list-style-type: none"> ◆ Delivery of asset management strategy through capital programme delivery ◆ Property Management & Development (PM&D) act as lead for the Council's Corporate Asset Management Strategy (CAMS) that encompasses Property, Roads, Open Space, Information and Communication Technologies (ICT), Fleet and Housing. | <p>FM17003 Ten year Capital Programme</p> <p>Corporate Asset Management Strategy agreed by Council with actions defined by officers.</p> <p>CAMS establishes corporate priorities for all asset categories, these are:</p> <ul style="list-style-type: none"> ◆ Compliance ◆ Condition ◆ Suitability ◆ Sufficiency ◆ Accessibility ◆ Sustainability | | |
| Corporate Governance and Risk | (E2.4) Taking informed and transparent decisions which are subject to effective scrutiny and managing risk. | <ul style="list-style-type: none"> ◆ To enable the council to effectively manage risk, reducing its cost and impact, and ensure the delivery of essential services | IA021_Percentage of risks subject to annual documented risk assessment in Pentana Target: 100% | 95% | 100% |



Transforming Your Council

How Finance and Property Services will transform in the next five years

The council will embark on an ambitious programme of transformation in order to support the delivery of services that are accessible, digital and efficient. The Transforming Your Council programme is intended to deliver over £65.3 million in savings and will fundamentally change the way that council services are delivered

As a service that supports every part of the organisation and some of our key partners, it is critical that Finance and Property Services is at the forefront of change in the council. We must ensure that as well as supporting services to transform, that we identify more efficient models of support. Projects designed to deliver budget savings of £4.362 million are being developed to transform the way that we work in Finance and Property Services.

Transformation in the service will be grouped around three key themes.

Reviewing service activities

Our services are a mix of direct provision to customers and support services that touch every part of council, ensuring that services are delivered in accordance with legal requirements and/or corporate policy.

We will review what we deliver to identify the activities that add the greatest value, can do more efficiently or the services that could be stopped altogether.

Digital transformation and new ways of working

The service will look for opportunities to digitise internal processes, making them more efficient. In particular financial and compliance processes to support better digital ways of working across the council.

New ways to integrate new technology will also be pursued. We will use procurement processes to identify options available in the market as well as maximising the functionality of current systems.

Effective workforce management

In the next five years it is anticipated that West Lothian Council will need fewer employees, services and buildings.

Finance and Property Services will also rationalise in that time to reflect the reducing resource in the council. The service will manage those reductions through effective workforce management.

Engagement methods

Throughout the period of this plan, Finance and Property Services will continue to engage and consult with customers, employees, trade unions, partners and stakeholders on the effectiveness of the services that we provide and also any changes that are proposed to the offering. Details of planned engagement and consultation methods will be provided in the Finance and Property Services annual update to the Management Plan.

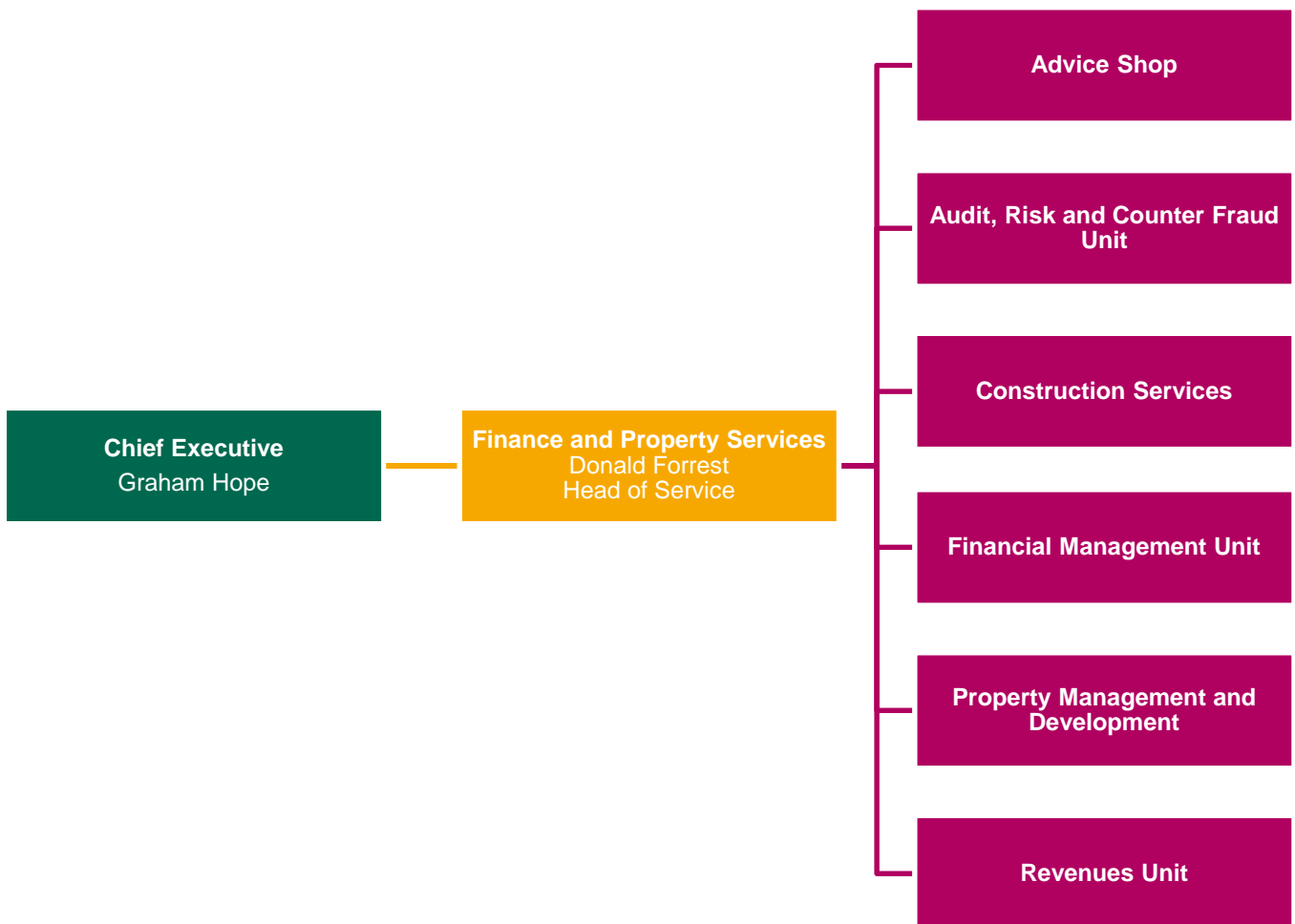
Finance and Property Services make the following commitments to customers, employees and partners:

- ◆ Involve and engage employees, customers and partners in service improvement and transformation activity through a range of appropriate methods.
- ◆ Ask customers about the quality and effectiveness of the services that we provide through regular consultation and surveys and use their views to inform decision making in the service.

Service Activity

Finance and Property Services is focused on the delivery of key services that support effective governance, financial planning and asset management in the council.

Finance and Property Services is responsible for effective planning and management of financial resources in the council, income collection and the management and disposal of council assets. This also includes two large frontline customer services that support collection of income for the council and provide anti-poverty and welfare advice services.



Finance and Property Services comprises of six service areas – known as West Lothian Assessment Model (WLAM) units, under the direction of the Head of Service.

The following section provides more information on the activities and resources of each WLAM unit.

Employee Engagement

Finance and Property Services has a total of 266.5 FTE (full time equivalent) employees delivering our services.

Motivation and commitment are key drivers of employee performance and the service aims to effectively engage and develop employees through improved communication and increased participation. The service uses the council's employee engagement framework, ensuring that employees have access to the information and support they need to succeed, also that there is constructive, regular two-way communication throughout the service.

The schedule of engagement that will take place in each of our WLAM units is outlined in the table.

| Employee Engagement Schedule | | | |
|-------------------------------------|---|---------------------------------|---|
| Employee Group | Method | Frequency | Responsible Officer |
| All employees | Email | Monthly | Service Manager |
| All employees | One-to-ones | Fortnightly / monthly/quarterly | Service Manager and Service Management Team |
| All employees | Team meetings | Monthly | Service Manager and Service Management Team |
| All employees | Team briefings | Quarterly | Service Manager and Service Management Team |
| All employees | Employee survey | Annually | Service Manager |
| All employees | Appraisal and Development Review (ADR) | Annually | Service Manager and Service Management Team |
| Employee sample | Employee focus group | Annually | Service Manager |
| All employees | Management Plan Launch | Annually | Head of Service / Service Managers |
| All employees | Circulation of the Finance and Property CMT update report | Monthly | Service Manager |
| Service Management Team | Extended Management Team | Quarterly | Head of Service |
| Service Managers | Service Management Team | Fortnightly | Head of Service |
| All volunteers | Survey/focus groups | Annually/six monthly | Service Manager |

Advice Shop

Service manager: Elaine Nisbet, Anti-Poverty and Welfare Advice Manager

Number of staff: 35.8 (full time equivalents)

Locations: Bathgate Partnership Centre and various locations throughout West Lothian

Purpose

The Advice Shop contributes to the Council's Corporate Plan priority "Minimising poverty, the cycle of deprivation and promoting equality" by providing comprehensive advice to people in West Lothian who are:

- ◆ Without work or in low paid work
- ◆ Are poor and / or fuel poor
- ◆ Have money / debt issues
- ◆ Have been affected by cancer or other long term conditions
- ◆ Over 60

The service aims to help these groups increase their disposable income, manage their debt, improve their budgeting skills, to remain in their home and to appeal decisions made by the Department of Work and Pensions. The service consists of information, advice, advocacy and representation. The service also utilises the skills and knowledge of volunteers who provide a valuable role in supporting customers to access services, engage with new technology and provide a listening ear which can offer a network of support and information.

All activity across the service is informed and prioritised by the 'Better Off: West Lothian Anti-Poverty Strategy'. The overall purpose of this strategy is to help minimise the impact of poverty on the people of West Lothian. Its objective is to ensure that people are equipped to cope with the challenges they currently face and the impact that this has on their health, well-being and community involvement.

Activities

The main activities of the service during the period of the Management Plan will be:

- ◆ Prepare a 'Better Off: West Lothian Anti-Poverty Strategy for 2018/19 to 2022/23' to mitigate the effects of poverty on vulnerable households
- ◆ Delivering an anti-poverty action plan in partnership with the Anti-Poverty Practitioners' network which targets early interventions and contributes to the outcomes of the community planning partnership's anti-poverty strategy.
- ◆ Income maximisation support
- ◆ Money, debt and housing advice
- ◆ Fuel advice
- ◆ Undertaking focus groups, briefings and surveys to ensure that those with direct experience of living with poverty and working with those experiencing poverty informs the refreshed strategy.
- ◆ Creating an 'Experts Through Experience' panel consisting of a cross-section of West Lothian residents who have recent, lived experience of being poor.
- ◆ Working with the panel on a regular basis to seek their views on activity and proposed projects to alleviate poverty.
- ◆ Using the proposed Anti-Poverty Practitioners' network to canvas and seek information and evidence.

- ◆ Planning for the continued welfare reforms including the full roll out of Universal Credit and the introduction of the Scottish Social Security system.
- ◆ Developing and delivering a range of training including e-learning opportunities to upskill staff within council, community planning partners and voluntary organisations to support the roll out of full universal credit service
- ◆ Embedding the Macmillan @ West Lothian project in local communities
- ◆ Working with St John's Hospital to deliver financial advice for both patients, families and staff
- ◆ Further developing the One-2-One project targeting those who have long term mental health issues to access financial advice and to extend to include lone parents and care leavers.
- ◆ Seeking external funding to continue to offer in court representation for those presenting at the doors of court who potentially face eviction
- ◆ Developing and promoting a tracking and referral system which will streamline referrals between services and external organisations
- ◆ Upskilling staff to utilise Advicepro software to better manage money advice including formal debt arrangement schemes
- ◆ Embedding the community development finance initiative in collaboration with Falkirk and Fife councils into rural communities
- ◆ Completing the evaluation with the Scottish Legal Aid Board to gain the National Standards for Information Advice Providers
- ◆ Offering a range of volunteering opportunities to support individuals to gain the skills, knowledge and confidence which will also support and enhance service delivery.
- ◆ Exploring the feasibility of the Investor in Volunteering standard.
- ◆ Incorporate Holiday Clubs/free meals in line with the Anti-Poverty Strategy.

Key Partners

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

Our key partners include; other council services, Macmillan Cancer Support as an external funder, Scottish Legal Aid Board as an external funder, European Social Fund projects as a co-provider, West Lothian Anti-Poverty Strategy Board and Action Plan Development Group, West Lothian Advice Network, Department for Work and Pensions, Local Credit Unions: Blackburn, Seafield and District Credit Union and West Lothian Credit Union, Voluntary Sector Gateway West Lothian and Citizens Advice Bureau West Lothian, NHS St Johns, HMP Addiewell, Carers of West Lothian and Dyslexia West Lothian.

Customer Participation

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

Customer Consultation Schedule 2018/19

| Customer Group | Method | Frequency | Responsible Officer | Feedback Method |
|-----------------------------------|---|-----------|---------------------------------------|------------------------|
| Advice Shop customers | Satisfaction survey of 30 customers per week (paper based and electronic surveys) | Weekly | Senior Advisor Income Maximisation | Performance indicators |
| Experts Through Experience | Focus groups on key issues related to the Anti-Poverty Strategy | Regularly | Senior Advisor Projects | Annual Report/website |

Activity Budget 2018/19

Advice Shop - Activity Budget 2018/19

| Activity Name and Description | | Link to Corporate Plan | Performance Indicator and Target 2018/19 | PI Category | Staff Resources (FTE) | Revenue Expenditure Budget 2018/19 £ | Revenue Income Budget 2018/19 £ | Net Revenue Budget 2018/19 £ |
|---------------------------------|---|---|---|-------------|-----------------------|--------------------------------------|---------------------------------|------------------------------|
| Income maximisation | Promote social inclusion by maximising income and improving the standard of living of those individuals, families and households who are living in poverty. | 3 Minimising poverty, the cycle of deprivation and promoting equality | ADS043 Unit cost per advice shop engaged customer - Target £42 | Public | 21.4 | 775,276 | (223,359) | 551,917 |
| | | | ADS061 Total quarterly amount the Advice Shop has gained for its customers - Target £6.75million per quarter | Public | | | | |
| Energy advice | Promote social inclusion by reducing fuel poverty | 3 Minimising poverty, the cycle of deprivation and promoting equality | ADS043 Unit cost per advice shop engaged customer -Target £42 | Public | 5.8 | 210,566 | 0 | 210,566 |
| | | | ADS068 Total value of energy advice savings - Target £350,000 per annum - Q1 £100,000, Q2 £75,000, Q3 £75,000, Q4 100,000 | High Level | | | | |
| Money and housing advice | Promote social inclusion by maximising income and improving the standard of living of those individuals, families and households who are living in poverty, and prevent homelessness in West Lothian. | 3 Minimising poverty, the cycle of deprivation and promoting equality | ADS043 Unit cost per advice shop engaged customer - Target £42 | Public | 7.6 | 275,994 | 0 | 275,994 |

Advice Shop - Activity Budget 2018/19

| Activity Name and Description | Link to Corporate Plan | Performance Indicator and Target 2018/19 | PI Category | Staff Resources (FTE) | Revenue Expenditure Budget 2018/19 £ | Revenue Income Budget 2018/19 £ | Net Revenue Budget 2018/19 £ |
|-------------------------------|---|---|---|-----------------------|--------------------------------------|---------------------------------|------------------------------|
| | | ADS066 Advice Shop Money Advice - Customer debt managed through money advice intervention - Target £2,000,000 per quarter ADS081- Housing advice - number of evictions prevented - Target 140 per quarter ADS081 - Housing advice - number of evictions prevented 2018/19 Target -140 per quarter | High Level High Level | 1.0 | 36,349 | 0 | 36,349 |
| 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 | | | | |
| Total: | | | | 35.8 | 1,298,185 | (223,359) | 1,074,826 |

Audit, Risk and Counter Fraud Unit

Service manager: Kenneth Ribbons, Audit, Risk and Counter Fraud Manager

Number of staff: 7.2 (full time equivalents)

Location: Civic Centre

Purpose

The Audit, Risk and Counter Fraud Unit is responsible for ensuring that there is a corporate framework in place which enables the council to effectively manage its risks.

The unit also independently audits key risks and investigates allegations of fraud or irregularity. The Audit Committee approves an annual internal audit plan and counter fraud plan. The Governance and Risk Committee approves an annual risk management plan. Following an audit or a counter fraud investigation, action plans are agreed with services to address any identified issues.

Activities

The main activities of the unit during the period of the Management Plan will be to:

- ◆ Review and report on the adequacy of controls in relation to the council's key risks
- ◆ Prevent, detect and investigate fraud committed against the council
- ◆ Enable the council to effectively manage risk, reducing its cost and impact, and ensure the delivery of essential services

Key Partners

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

Our key partners include:- other council services, Police Scotland, NHS Lothian, Falkirk Council Internal Audit Service, the Scottish Local Authorities Chief Internal Auditors Group (SLACIAG) and the Scottish Local Authorities Investigators Group (SLAIG).

Customer Participation

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

Customer Consultation Schedule 2018/19

| Customer Group | Method | Frequency | Responsible Officer | Feedback Method |
|---|-------------------|--|---------------------------------------|---|
| Audit Committee, Senior Managers | Consultation | Annually | Audit, Risk and Counter Fraud Manager | Annual audit plan on intranet |
| Audit / investigation point of contact | Electronic survey | On completion of audit / investigation | Audit, Risk and Counter Fraud Manager | Questionnaire results published on intranet |
| Senior managers | Electronic survey | Annually | Senior Auditor | Questionnaire results published on intranet |

Activity Budget 2018/19

| Audit, Risk and Counter Fraud Unit Activity Budget 2018/19 | | | | | | | | |
|---|---|---|--|-------------|-----------------------|--------------------------------------|---------------------------------|------------------------------|
| Activity Name and Description | | Link to Corporate Plan | Performance Indicator and Target 2018/19 | PI Category | Staff Resources (FTE) | Revenue Expenditure Budget 2018/19 £ | Revenue Income Budget 2018/19 £ | Net Revenue Budget 2018/19 £ |
| Risk Based Audits | To review and report on the adequacy of controls in relation to the council's key risks. | Enabler service – Corporate Governance and Risk | IA012 Cost of internal audit per £1 million of West Lothian Council's net expenditure Target £460 | Public | 3.0 | 164,252 | (4,600) | 159,652 |
| | | | IA014 Percentage of risk based audits in the annual audit plan completed for the year - Target 100% | Public | | | | |
| Corporate Counter Fraud | To prevent, detect and investigate fraud committed against the council. | Enabler service – Corporate Governance and Risk | IA041 Cost of counter fraud per £1 million of West Lothian Council's net expenditure Target £320 | High Level | 3.0 | 164,291 | 0 | 164,291 |
| | | | IA040 Average length of time (in weeks) to issue draft fraud reports Target 12 weeks | High Level | | | | |
| Risk Advice and Business Continuity Management co-ordination | To enable the council to effectively manage risk, reducing its cost and impact, and ensure the delivery of essential services | Enabler service – Corporate Governance and Risk | IA023 Cost of risk management and business continuity per £1 million of West Lothian Council's net expenditure Target £120 | High Level | 1.0 | 54,776 | 0 | 54,776 |

| Audit, Risk and Counter Fraud Unit Activity Budget 2018/19 | | | | | | | |
|---|--|--|-------------|-----------------------|--------------------------------------|---------------------------------|------------------------------|
| Activity Name and Description | Link to Corporate Plan | Performance Indicator and Target 2018/19 | PI Category | Staff Resources (FTE) | Revenue Expenditure Budget 2018/19 £ | Revenue Income Budget 2018/19 £ | Net Revenue Budget 2018/19 £ |
| | | IA021 Percentage of risks subject to annual documented risk assessment in Pentana Target 100% | High Level | | | | |
| Service support | Provision of management and administrative Support | Enabler Service - Corporate Governance and Risk | | 0.2 | 2,348 | 0 | 2,348 |
| Total: | | | | 7.2 | 385,667 | (4,600) | 381,067 |

Construction Services

Service manager: Marjory Mackie, Construction and Design Manager

Number of staff: 47.6 (full time equivalents)

Location: Civic Centre

Purpose

Construction Services provides multi-disciplinary professional and technical construction related services. The service reflects a strong corporate approach to the lifecycle management of the council's assets.

The Projects Team provides project management, design solutions, quantity surveying and contract procurement, plus expert professional advice on construction projects. The Maintenance and Services Teams ensure the operational availability of all non-housing properties owned by the council, as well as statutory and legislative compliance relating to the Fire Scotland Act 2005, Legionella, Gas Safety and Electrical Installations. Management of asbestos compliance is provided by the Asbestos Team.

The Planned Improvements Team delivers the council's planned improvement investment programmes and minor project works. The team also manages the programme of condition surveys, bogus caller investigations, and provides building defect diagnosis and reports. The Clerk of Works Team provides on-site inspection and monitoring of live projects. All of the teams within Construction Services liaise and work together to provide an integrated approach to service delivery.

Activities

The main activities of the service during the period of the Management Plan will be:

- ◆ Delivery of construction projects for the council's investment programmes
- ◆ Maintenance of the council's non-housing property assets
- ◆ Compliance with property related legislation
- ◆ Provision of construction feasibility, option appraisal, cost and maintenance information that supports business case development and future investment decisions
- ◆ Work on a number of efficiencies projects

Key Partners

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

Our key partners include; other council services, external contractors and consultants, Framework Consultant Partners, Scottish Fire and Rescue Service, Police Scotland, Hub South East and Scottish Futures Trust.

Customer Participation

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

Customer Consultation Schedule 2018/19

| Customer Group | Method | Frequency | Responsible Officer | Feedback Method |
|---|--|---|---------------------|---|
| Customers about to have major work undertaken | Design review and consultation meetings | Monthly | Project Officers | Minutes and revised proposals circulated to all relevant parties |
| Customers and Service leads during project development | Key Stage Reports presented at Project Board | In line with Key Stages in Plan of Work | Project Officers | Project Board minutes distributed to all present. |
| Customers – major projects (internal and external) post project review | E-survey creator | Two Months post-practical completion (results collated quarterly) | Project Officers | Results are sent to respondents and posted on the intranet |
| Customers – all projects post occupancy evaluation (POE) | Meeting / structured workshop | One year post completion | Team Leader | Results are sent to customers and specific learning points incorporated into Employers Design Requirements for future projects. |
| Customers who have requested repairs through the Property Helpdesk | E-survey creator | Quarterly | Team Principal | Results are posted on the intranet |

Activity Budget 2018/19

| Construction Services Activity Budget 2018/19 | | | | | | | |
|---|--------------------------------------|--|-------------|-----------------------|--------------------------------------|---------------------------------|------------------------------|
| Activity Name and Description | Link to Corporate Plan | Performance Indicator and Target 2018/19 | PI Category | Staff Resources (FTE) | Revenue Expenditure Budget 2018/19 £ | Revenue Income Budget 2018/19 £ | Net Revenue Budget 2018/19 £ |
| Property Capital Investment Programme - Property Capital Projects To deliver General Services (Property) major construction and Planned Improvement projects using in-house resources and external consultants. | Enabler service – Financial Planning | CSg601 Percentage of Total Capital Programme Spend Delivered in Year by Construction Services. - Target 100% | Public | 21.0 | 1,243,853 | (1,243,853) | 0 |
| | | CSg651 Percentage of projects delivered on time (GS property) - Target 100% | High Level | | | | |
| Open Space Capital Investment Programme - Open Space Capital Projects To deliver General Services (Open Space) major construction projects using in-house resources and external consultants. | Enabler service – Financial Planning | CSg601 Percentage of Total Capital Programme Spend Delivered in Year by Construction Services. - Target 100% | Public | 1.5 | 136,438 | (136,438) | 0 |
| | | CSg652 Percentage of projects delivered on time (GS Open Space) - Target 100% | High Level | | | | |
| Housing Capital Investment Programme - Housing Capital Projects To deliver Housing funded major construction projects using in-house resources and external consultants. | Enabler service – Financial Planning | CSg601 Percentage of Total Capital Programme Spend Delivered in Year by Construction Services. - Target 100% | Public | 7.5 | 328,181 | (328,181) | 0 |

| Construction Services Activity Budget 2018/19 | | | | | | | | |
|---|--|---|---|-----------------------|--------------------------------------|---------------------------------|------------------------------|---|
| Activity Name and Description | Link to Corporate Plan | Performance Indicator and Target 2018/19 | PI Category | Staff Resources (FTE) | Revenue Expenditure Budget 2018/19 £ | Revenue Income Budget 2018/19 £ | Net Revenue Budget 2018/19 £ | |
| | | CSg653 Percentage of projects delivered on time (Housing) - Target 100% | High Level | | | | | |
| Maintenance and compliance of the council's operational and non-operational property stock | To manage and coordinate all repairs, cyclical maintenance and property inspections of the council's operational and non-operational properties. To manage and coordinate all tests, inspections, risk assessments and related information required to meet with property and health and safety legislation. | Enabler service – Financial Planning | P:CSg803 Maintenance Services cost as a percentage of net Revenue Expenditure (Corporate Property) - Target 10% | Public | 17.6 | 900,280 | (900,280) | 0 |
| | | | CSg409 Percentage of Non Housing Properties with an Asbestos Register - Target 100% | High Level | | | | |
| | | | CSg430 Percentage of Properties with a Fire Safety Risk Assessment (FSRA) updated within the last 5 years - Target 100% | High Level | | | | |
| Total: | | | | 47.6 | 2,608,752 | (2,608,752) | 0 | |

Financial Management Unit

- Manager:** Patrick Welsh, Corporate Finance Manager
Number of Staff: 40.5 (full time equivalents)
Locations: Civic Centre

Purpose

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

In 2018/19 a key aim of FMU is to continue to support and enable council services to deliver the agreed revenue and capital plans for 2018/19 within approved budgets.

In addition, FMU will coordinate the financial delivery of a priority based five year revenue budget plan for 2018/19 to 2022/23, which sets out how the council's Corporate Plan priorities will be delivered against the backdrop of an extremely challenging financial climate, which will generate considerable pressure around balancing budgets within expenditure demands and funding constraints.

Activities

The main activities of the service during the period of the Management Plan will be:

- ◆ Budget Strategy and Planning
- ◆ Annual Budget Management and Monitoring
- ◆ Purchase to Pay and systems
- ◆ Treasury, Insurance and VAT Management
- ◆ Final Accounts and statutory returns
- ◆ West Lothian Integration Joint Board financial management support

Key Partners

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

Our key partners include; other council services, Audit Scotland / Ernst and Young, West Lothian Integration Joint Board, NHS Lothian, West Lothian Community Planning Partners, HM Revenue and Customs, Chartered Institute of Public Finance and Accountancy (CIPFA), Convention of Scottish Local Authorities (COSLA), West Lothian Leisure and Hubco.

Customer Participation

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

Customer Consultation Schedule 2018/19

| Customer Group | Method | Frequency | Responsible Officer | Feedback Method |
|-------------------------------|--------------------------|-----------|---------------------|-----------------------------------|
| Head of Service | Electronic survey | Annually | Group Accountant | Results posted on Intranet |
| All customer groupings | Electronic survey | Annually | Group Accountant | Results posted on Intranet |
| Council tenants | Tenants Insurance Survey | Annually | Group Accountant | Results published in Tenants News |

Activity Budget 2018/19

| Financial Management Unit Activity Budget 2018/19 | | | | | | | | |
|--|--|---|---|------------------------|--------------------------------------|---------------------------------|------------------------------|---------|
| Activity Name and Description | Link to Corporate Plan | Performance Indicator and Target 2018/19 | PI Category | Staff Resources (FTE) | Revenue Expenditure Budget 2018/19 £ | Revenue Income Budget 2018/19 £ | Net Revenue Budget 2018/19 £ | |
| Budget Strategy and Planning | Preparation of annual and medium term revenue and capital budgets and strategies. | Enabler service – Financial Planning | FM021 Cost of providing a financial management function per £'000 of council revenue budget - Target £3.00 CP:FM003 Annual revenue budget approval within set deadlines - Target 100% | High Level WLAM | 6.3 | 375,876 | 0 | 375,876 |
| Annual Budget Management and Monitoring | Manage and Monitor the annual Capital and Revenue budgets including provision of financial advice, VAT management, Grant Claims and completion of Statistical Returns. | Enabler service – Financial Planning | FM021 Cost of providing a financial management function per £'000 of council revenue budget - Target £3.00 FM014 Budget monitoring - compliance with timescales for formal reporting - Target 100% | High Level WLAM | 16.0 | 953,943 | (103,611) | 850,332 |
| Final Accounts | Preparation of Final Accounts with the aim of securing an unqualified audit certificate. | Enabler service – Corporate Governance and Risk | FM021 Cost of providing a financial management function per £'000 of council revenue budget - Target £3.00 | High Level | 3.4 | 202,915 | 0 | 202,915 |

| Financial Management Unit Activity Budget 2018/19 | | | | | | | | |
|---|---|---|--|-------------|-----------------------|--------------------------------------|---------------------------------|------------------------------|
| Activity Name and Description | | Link to Corporate Plan | Performance Indicator and Target 2018/19 | PI Category | Staff Resources (FTE) | Revenue Expenditure Budget 2018/19 £ | Revenue Income Budget 2018/19 £ | Net Revenue Budget 2018/19 £ |
| Treasury Management | Operate an effective Treasury Management Strategy for Loans and Borrowing and Cash Management function. | Enabler service – Financial Planning | FMU006 Final Accounts - unqualified audit certificate and reporting within agreed deadlines - Target 100% | High Level | 1.4 | 83,582 | (130,797) | (47,215) |
| | | | NEW: Average cost of servicing loans fund advances in year, interest & expenses - Target 4.2% | High Level | | | | |
| Systems support and records management | Maintain and manage the Financial Ledger and Financial Records. | Enabler service – Corporate Governance and Risk | FMU070 Treasury Management - investment rate of return 0.85% | High Level | 3.0 | 179,000 | (2,616) | 176,384 |
| | | | FM021 Cost of providing a financial management function per £'000 of council revenue budget - Target £3.00 | High Level | | | | |
| Purchase to Pay | To provide a comprehensive, cost effective accounts payable service. | Enabler service – Financial Planning | NEW: Financial ledger and records maintained in accordance with agreed policies and procedures - Target 100% | WLAM | 7.2 | 429,504 | (54,382) | 375,122 |
| | | | CP:FM022 Purchase to pay cost per invoice - Target £1.23 | High Level | | | | |

| Financial Management Unit Activity Budget 2018/19 | | | | | | | | |
|--|---|---|--|-------------|-----------------------|--------------------------------------|---------------------------------|------------------------------|
| Activity Name and Description | | Link to Corporate Plan | Performance Indicator and Target 2018/19 | PI Category | Staff Resources (FTE) | Revenue Expenditure Budget 2018/19 £ | Revenue Income Budget 2018/19 £ | Net Revenue Budget 2018/19 £ |
| | | | CP: sspi07 The number of invoices paid within 30 calendar days of receipt as a percentage of all invoices paid - Target 96% | High Level | | | | |
| Insurance Fund Management | To manage the cost of insurance risk. | Enabler service – Financial Planning | FM080 Total cost of providing the Council's insurance service per £million of council revenue budget - Target £9,000 | WLAM | 2.8 | 166,922 | (96,588) | 70,334 |
| Service support | Provision of management and administrative Support. | Enabler service – Corporate Governance and Risk | Support activities contribute towards the overall performance of the service. Performance is monitored through the indicators for front line activities. | | 0.4 | 23,915 | 0 | 23,915 |
| Total: | | | | | 40.5 | 2,415,657 | (387,994) | 2,027,663 |

Property Management and Development

Manager: Paul Kettrick, Estates Manager

Number of Staff: 30.0 (full time equivalents)

Locations: Civic Centre and various Partnership Centres

Purpose

Property Management and Development is responsible for the management of the council's operational property assets. Services to internal and external customers include strategic direction on the management of the council's property assets and prioritising and deploying capital and revenue resources to sustain and improve the council's property asset performance. The unit is also responsible for the management of energy and the council's carbon commitment obligation, together with the management of corporate administration buildings and partnership centres. The council's commercial property portfolio, development land and joint ventures are also the responsibility of the unit and support the council's economic development objectives. Professional property management services delivered by the unit include statutory valuations, acquisitions, disposals, property transaction negotiations, development advice and management, business case development, property project management and commercial property intelligence and advocacy and managing community asset transfers. The unit is responsible for the management of the councils Public Private Partnership (PPP) contracts and the maintenance of property records including those relating to ownership and other interests.

Key challenges in 2018/19 will include continuing to deliver the current range and level of services to ensure effective and efficient management of the council's property assets in accordance with the various property asset management strategies, plans, programmes and projects at a time of challenging fiscal constraints and both service and corporate transformation.

Activities

The main activities of the service during the period of the Management Plan will be:

- ◆ Strategic property asset management and delivery of the ten year Capital Programme and Corporate Asset Management Strategy Development of the Property Asset Management Plan, the Partnership Property Plan and the School Estate Management Plan
- ◆ Management of council premises, (including PPP schools and partnership centres), energy and water, together with the associated revenue and capital related budgets
- ◆ Management of the council's tenanted non-residential property portfolio (TNRP)
- ◆ Professional services including disposals, valuations, property records and property advice
- ◆ Managing the council's rating revaluation appeals
- ◆ Work on various service modernisation and efficiencies projects

Key Partners

The service actively works with our partners to plan, design and deliver improved services for our customers. Our key partners include; other council services, NHS Scotland – various Partnership Centres (existing and proposed), Police Scotland – various Partnership Centres (existing and proposed), Scottish Court Service and HUB South East Territory Partners.

Customer Participation

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

Customer Consultation Schedule 2018/19

| Customer Group | Method | Frequency | Responsible Officer | Feedback Method |
|--|-------------------|------------|------------------------------|---|
| Customers (internal and external) | Electronic survey | Annually | Commercial Property Surveyor | Results are sent to respondents and posted on the internet |
| Commercial tenants and occupiers of admin buildings | Electronic survey | Biennially | Commercial Property Surveyor | Results posted on the internet and/or posted to respondents |
| Civic Centre user groups | Meetings | Quarterly | Group Facilities Manager | Minutes of meetings |

Activity Budget 2018/19

| Property Management and Development Activity Budget 2018/19 | | | | | | | | |
|--|--|--|---|-----------------------|--------------------------------------|---------------------------------|------------------------------|-------------|
| Activity Name and Description | Link to Corporate Plan | Performance Indicator and Target 2018/19 | PI Category | Staff Resources (FTE) | Revenue Expenditure Budget 2018/19 £ | Revenue Income Budget 2018/19 £ | Net Revenue Budget 2018/19 £ | |
| Strategic Property Asset Management | The efficient and effective management of the council's operational properties. | Enabler service – Financial Planning | PMD151 Cost of providing the service – Target £6.64 per head of population | WLAM | 2.7 | 149,785 | 0 | 149,785 |
| | | | CP:sspi08a Percentage of Operational Properties in Satisfactory Condition - Target 97% | Public | | | | |
| Disposal of surplus land and property | Delivering a programme of property disposals to support the Council's capital investment programme. | Enabler service – Financial Planning | PMD151 Cost of providing the service - Target £6.64 per head of population | WLAM | 2.6 | 54,908 | (878) | 54,030 |
| | | | PMD033 Capital receipt income against target - Target 100% | | | | | |
| Management of the Tenanted Non Residential Property Portfolio | The efficient and effective management of the council's commercial portfolio to maximise income and to maintain long term performance. | Enabler service – Financial Planning | PMD151 Cost of providing the service - Target £6.64 per head of population | WLAM | 5.0 | 936,574 | (4,670,377) | (3,733,803) |
| | | | P:PMD074 Commercial Property, percentage of rent outstanding (Current debt) - Target 4% | Public | | | | |

Property Management and Development Activity Budget 2018/19

| Activity Name and Description | Link to Corporate Plan | Performance Indicator and Target 2018/19 | PI Category | Staff Resources (FTE) | Revenue Expenditure Budget 2018/19 £ | Revenue Income Budget 2018/19 £ | Net Revenue Budget 2018/19 £ | |
|---|---|--|---|-----------------------|---|------------------------------------|---------------------------------|-----------|
| Professional services | Including: Valuation for capital accounting purposes; maintenance of property records; granting property rights; provision of expert advice; development of land and buildings for economic development purposes and provision of advice to migrant and growing businesses. | Enabler service – Financial Planning | PMD127 PM&D percentage of customers rating the service as good or excellent - Target 91% | WLAM | 3.0 | 63,356 | (1,047) | 62,309 |
| | | | PMD169 Asset valuations input to Atrium within agreed timescales - Target 100% | WLAM | | | | |
| Energy management and climate change | Ensuring effective energy and water management in corporate non-domestic properties through energy efficiency measures. Developing potential projects, analyse consumption trends and setting targets. | Enabler service – Financial Planning | PMD191 Carbon emissions from energy used in buildings (Annually) - Target 27,385 tonnes | WLAM | 2.0 | 721,036 | 0 | 721,036 |
| | | | PMD196 Percentage completion of Energy Performance Certificates in operational buildings where required - Target 100% | WLAM | | | | |
| Management of the council's corporate partnership properties and PPP schools | Providing an efficient and effective facilities management function in the council's principal office buildings, Partnership Centres and PPP schools. | Enabler service – Financial Planning | PMD077 Overall customer satisfaction - Headquarter buildings - Target 90% | WLAM | 14.0 | 4,297,063 | (2,623,160) | 1,673,903 |
| | | | CP:sspi08a - Percentage of Operational Properties in Satisfactory Condition - Target 97% | Public | | | | |

| Property Management and Development Activity Budget 2018/19 | | | | | | | |
|---|---|--|-------------|-----------------------|--------------------------------------|---------------------------------|------------------------------|
| Activity Name and Description | Link to Corporate Plan | Performance Indicator and Target 2018/19 | PI Category | Staff Resources (FTE) | Revenue Expenditure Budget 2018/19 £ | Revenue Income Budget 2018/19 £ | Net Revenue Budget 2018/19 £ |
| Management of the council's corporate properties | The efficient and effective management of the council's operational properties. | PMD151 Cost of providing the service - Target £6.64 per head of population | WLAM | 0.6 | 15,979,628 | (626,042) | 15,353,586 |
| | | CP:sspi08a - Percentage of Operational Properties in Satisfactory Condition - Target 97% | Public | | | | |
| Service support | Provision of management and administrative Support. | Enabler service – Corporate Governance and Risk | | 0.1 | 2,112 | 0 | 2,112 |
| Total: | | | | 30.0 | 22,204,462 | (7,921,504) | 14,282,958 |

Revenues Unit

- Manager:** Scott Reid, Revenues Manager
Number of Staff: 105.4 (full time equivalents)
Locations: St David House

Purpose

The Revenues Unit is responsible for council tax and business rates billing and collection, collection of miscellaneous income, collection of housing benefit overpayments and underpinning the council's holistic approach to dealing with customers who are in debt through the work of the corporate debt team.

The unit is also responsible for the administration of Housing Benefit, the Council Tax reduction scheme and the Scottish Welfare Fund. It provides a direct front line service to recipients of benefits, which includes processing claims, assessing benefits, processing discretionary housing payments, as well as payments to claimants and landlords. The service is responsible for managing income received through multiple payment channels in excess of £450 million annually.

During 2018/19 the unit will look to maximise income to the council whilst minimising the costs of collection. The unit will continue to modernise and transform service provision, with customer communication and consultation playing a key part in its modernisation activity. The unit will continue to work across services to develop effective strategies in relation to the corporate debt approach. The unit will continue to work closely with stakeholders and partners to plan and prepare for the impact of welfare reform. There will be ongoing development in the provision of the benefits service due to the effects of welfare changes.

Activities

The main activities of the service during the period of the Management Plan will be:

- ◆ Council Tax
- ◆ Non-Domestic Rates
- ◆ Service Accounts
- ◆ Corporate Debt
- ◆ Housing Benefit
- ◆ Council Tax Reduction Scheme
- ◆ Scottish Welfare Fund
- ◆ Income Management
- ◆ Discretionary Housing Payments

Key Partners

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

Our key partners include; other council services, Department for Work and Pensions, Scottish Government, Registered Social Landlords (RSL), Lothian Valuation Joint Board, Business Improvement District Companies.

Customer Participation

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

Customer Consultation Schedule 2018/19

| Customer Group | Method | Frequency | Responsible Officer | Feedback Method |
|--|------------------------------------|-----------|---------------------|---|
| Council taxpayer | Paper-based and electronic surveys | Monthly | Revenues Manager | Results posted on internet, Council Tax booklet and email |
| Pensioners in receipt of Housing Benefit/ Council Tax Reduction | Paper-based and electronic surveys | Monthly | Benefits Manager | Results posted on internet, Council Tax booklet and email |
| Business ratepayers | Electronic survey | Monthly | Revenues Manager | Results posted on internet, Business Rates booklet and email |
| RSL / private landlords | Paper-based and electronic surveys | Annually | Benefits Manager | Results posted on internet, email and RSL & Private Landlord Forums |
| Scottish Welfare Fund | Telephone | Monthly | Benefits Manager | Results posted on internet and email |
| Council services | Electronic survey | Annually | Revenues Manager | Results posted on internet and email |
| Customers with multiple debts | Telephone | Monthly | Revenues Manager | Results posted on internet and email |
| Revenues system users | Electronic survey | Annually | Revenues Manager | Incident Tool – software system issues and email |

Activity Budget 2018/19

| Revenues Unit Activity Budget 2018/19 | | | | | | | | |
|--|--|--------------------------------------|---|-------------|-----------------------|--------------------------------------|---------------------------------|------------------------------|
| Activity Name and Description | | Link to Corporate Plan | Performance Indicator and Target 2018/19 | PI Category | Staff Resources (FTE) | Revenue Expenditure Budget 2018/19 £ | Revenue Income Budget 2018/19 £ | Net Revenue Budget 2018/19 £ |
| Council Tax | Billing, collection and administration of Council Tax and Water Service Charges. | Enabler service – Financial Planning | SCorp04 - Cost of collecting Council Tax per dwelling - Target £6.20. | Public | 19.6 | 778,394 | (539,329) | 239,065 |
| | | | SCorp07 - percentage of income due from Council Tax for the year that was received by the end of the year - Target 95.3% | Public | | | | |
| Corporate Debt | Collection of multiple debts due to the council, provision of welfare and debt advice, collection of Housing Benefit overpayments. | Enabler service – Financial Planning | REV106 - Amount of estimated customer income generated per pound of staff costs in income maximisation activity - Target £19.00 | WLAM | 13.8 | 549,294 | (137,840) | 411,454 |
| | | | REV009 - Cumulative value of Housing Benefit Overpayment recovered - Target £1 million | WLAM | | | | |
| Non-Domestic Rates | Billing, collection and administration of Non Domestic Rates. | Enabler service – Financial Planning | REV014 - Business Rates cost per property - Target £5.00 | WLAM | 3.0 | 119,242 | (224,387) | (105,145) |
| | | | REV002 - Percentage of Business Rates received in the year - Target 97.3% | WLAM | | | | |

Revenues Unit Activity Budget 2018/19

| Activity Name and Description | | Link to Corporate Plan | Performance Indicator and Target 2018/19 | PI Category | Staff Resources (FTE) | Revenue Expenditure Budget 2018/19 £ | Revenue Income Budget 2018/19 £ | Net Revenue Budget 2018/19 £ |
|--|--|---|---|-------------|-----------------------|---|------------------------------------|---------------------------------|
| Service Accounts | Collection of the council's service accounts. | Enabler service – Financial Planning | REV016 - Cost of collection for service accounts - Target £5.00 | WLAM | 2.0 | 79,364 | 0 | 79,364 |
| | | | REV083 - Outstanding service account debt over 12 months - Target £400,000 | WLAM | | | | |
| Housing Benefit and Council Tax Reduction | Administration of Housing Benefit and Council Tax Reduction including appeals, interventions and administration of Discretionary Housing Payments. | 3 Minimising poverty, the cycle of deprivation and promoting equality | REV114 - Gross administration cost per Housing Benefit case - Target £26.00 | WLAM | 35.9 | 3,822,312 | (2,150,056) | 1,672,256 |
| | | | REV118 - Average number of days to process new housing benefit claims - Target 17 days. | Public | | | | |
| Scottish Welfare Fund | Administration of Community Care Grants and Crisis Grants. | 3 Minimising poverty, the cycle of deprivation and promoting equality | REV107 - Cost of Scottish Welfare Fund per application received - Target £27.00 | WLAM | 7.0 | 1,298,235 | (224,387) | 1,073,848 |
| | | | REV108 - Percentage of spend against available budget - Target 100%. | WLAM | | | | |

| Revenues Unit Activity Budget 2018/19 | | | | | | | | |
|---------------------------------------|--|---|--|-------------|-----------------------|--------------------------------------|---------------------------------|------------------------------|
| Activity Name and Description | | Link to Corporate Plan | Performance Indicator and Target 2018/19 | PI Category | Staff Resources (FTE) | Revenue Expenditure Budget 2018/19 £ | Revenue Income Budget 2018/19 £ | Net Revenue Budget 2018/19 £ |
| Business Systems Control | Administration and provision of business systems control function for the Unit, including compliance checks, income management and administration of rent accounting system. | Enabler service – Financial Planning | REV109 - Cost of business systems control per £1 million of payments processed - Target £450.00. | WLAM | 8.0 | 317,848 | (68,442) | 249,406 |
| | | | REV069 - Percentage of rent account changes processed within 7 days of receipt - Target 97% | WLAM | | | | |
| Business Systems Development | Provision and development of critical business systems. | Enabler service – Financial Planning | REV110 - Cost of Business Systems Development per £1 million of income generated - Target £350.00. | WLAM | 9.1 | 362,808 | 0 | 362,808 |
| | | | REV031 - Percentage of incidents logged regarding software faults within three working days - Target 98% | WLAM | | | | |
| Service support | Provision of management and administrative Support. | Enabler service – Corporate Governance and Risk | REV111 - Cost of Business Support per £1 million of income generated - £70.00. REV089 - Percentage of benefits and collections mail indexed within 1 day of receipt - Target 97%. | WLAM | 7.0 | 277,970 | 0 | 277,970 |
| Total: | | | | | 105.4 | 7,605,467 | (3,344,441) | 4,261,026 |

Developing the Management Plan and reporting progress

The Management Plan was developed to support the delivery of the Council's Corporate Plan and to take account of a range of factors that are likely to impact on the delivery of council services in the next five years.

Context

The next five years will be a period of significant challenge for the council with ongoing spending constraints expected to continue. 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 Local Outcome Improvement Plan, the Community Plan and in the council's Corporate Plan and together these strategic plans determine the work of the council's services.

The development of the Corporate Plan 2018/23 has been directly influenced by the views of the people living and working in West Lothian, ensuring that all employees are focused on meeting the needs of a growing and vibrant community. The Corporate Plan sets the strategic priorities for the council up to 2022/23 and this will be the continued focus for all council services during the period.

This will help to ensure that we continue to tackle the most important issues for West Lothian. Also, that we invest in and prioritise the services which make the most significant contribution to the achievement of positive outcomes.

Influences

There will be many internal and external factors which will influence the work of Finance and Property Services. The more prominent include;

- ◆ Level of Scottish Government grant funding.
- ◆ Introduction and roll out of the Scottish Social Security System
- ◆ Child Poverty (Scotland) Act 2017
- ◆ Continued welfare changes
- ◆ Implementation of Universal Credit Full Service from May 2018 and other changes related to welfare reform
- ◆ Changes to processes as Department for Work and Pensions continue to develop the Universal Credit model as roll out progresses
- ◆ Impact of Universal Credit Full Service on Discretionary Housing Payment and Scottish Welfare Fund budgets
- ◆ Implementation of planned statutory changes to the Business Rates system
- ◆ Increase in customers with multiple debts due to the council as a result of Universal Credit Full Service
- ◆ Management and staff restructures following the approval of the council's five year revenue budget

Planning Process

The Management Plan was developed by the Finance and Property Services Management team, using a range of information to ensure that services, activities and resources are aligned to:

- ◆ The council's Corporate Plan and the deliverables for which Finance and Property Services will be responsible for achieving or contributing to
- ◆ Support the delivery of the council's transformation programme and Digital Transformation strategy
- ◆ Support the delivery of the corporate strategies, including the four that are the direct responsibility of the service for developing and monitoring implementation in the council; the Corporate Asset Management Strategy, Risk Management Strategy, Audit and Counter Fraud Strategy, and the Anti-Poverty Strategy.

The process and timescales for the development and publication of the management plan are set out, including consultation with the appropriate stakeholders.

| | | |
|--|---|------------------------|
| Corporate Plan | The Corporate Plan is approved by West Lothian Council, setting out the key priorities for all council services for the period 2018/19 to 2022/23. | 13 February 2018 |
| Finance and Property Services Planning | The service management team develop the plan taking account of a range of factors, business requirements and customer needs. | February to March 2018 |
| Executive Management Team approval | The council's executive management team (EMT) review all service management plans to ensure they are sufficiently focused on corporate priorities. The EMT will also review the plans annually, scrutinising performance and progress in the stated outcomes and actions. | March 2018 |
| PDSP consultation | The Management Plan is taken to the relevant Policy Development and Scrutiny Panel(s) for consultation, providing Panel members the opportunity to shape planning and resource allocation. | 1 June 2018 |
| Management Plan launch | The service cascades the plan to Finance and Property Service employees to ensure that they understand the key priorities and challenges ahead and how they will contribute to successful outcomes. | June 2018 |
| WLC website | The Management Plan is published on the council's website to provide detailed information for the public and external stakeholders on council services, resource allocation and performance. | June 2018 |
| Management Plan updates | The Management Plan progress is reviewed by the appropriate PDSP each year | April to June |

Continuous Improvement

Finance and Property Services will continue to play a key role in the development and support of high quality customer services. Finance and Property Services will continue to engage with our customers to modernise structures and processes to ensure that they continue to provide the most efficient and effective model for service delivery, including:-

- ◆ Continuing to use Staff Improvement Groups to review, streamline and modernise processes and improve customer outcomes.
- ◆ Better demonstrating and evidencing the variety of benchmarking activity undertaken.
- ◆ Implementing actions arising from the West Lothian Assessment Model (WLAM) process in each unit.
- ◆ Monthly review of performance by the Finance and Property Services senior management team and the management teams in each unit.
- ◆ Ongoing engagement with staff on potential process and service improvements.

Finance and Property Services Action Plan

The service will undertake a range of actions to support corporate priorities and objectives, improve services and deliver transformation.

| Finance and Property Services Actions 2018/19 | | | | | | | |
|---|---|--|---------------------------|------------|------------|--------|--|
| Action | Description | Planned Outcome | Owner(s) | Start | End | Status | Update |
| Revenue Budget Strategy | Development, implementation and ongoing monitoring and reporting of the council's revenue budget strategy. | An effective strategy and monitoring process that provides assurance through regular and timely reporting on the financial delivery of the council's approved revenue budget plans within available resources. | Head of Service | April 2018 | March 2019 | Active | Monitoring of delivery arrangements for 2018/19 and initial update on progress towards delivery of 2019/20 to 2020/21 undertaken |
| Capital Budget Strategy | Development, implementation and ongoing monitoring and reporting of the council's capital budget strategy. | An effective strategy and monitoring process to provide assurance through regular and timely reporting on the delivery of the council's approved capital budget plans within available resources. | Head of Service | April 2018 | March 2019 | Active | Monitoring of delivery of 2018/19 Capital programme |
| Corporate Asset Management Strategy | Development, implementation and ongoing monitoring and reporting of the actions contained in the council's corporate asset management strategy. | Effective delivery of the strategy including a framework of performance measures for the management of all council assets. | Corporate Estates Manager | April 2018 | March 2019 | Active | Monitoring of actions and performance indicators in the Corporate Asset Management Strategy. |

Finance and Property Services Actions 2018/19

| Action | Description | Planned Outcome | Owner(s) | Start | End | Status | Update |
|--|---|---|---|------------|----------------|--------|--|
| Risk Management Strategy | Development, implementation and ongoing monitoring and reporting of the council's corporate strategy. | An effective strategy that will ensure the council has a strong culture of high performance and capacity to deliver in the priorities. | Audit, Risk and Counter Fraud Manager | April 2018 | June 2018 | Active | The draft strategy will proceed to P and R PDSP on 1 June 2018 and Council Executive on 26 June 2018 for approval. |
| Audit and Counter Fraud Strategy | Development, implementation and ongoing monitoring and reporting of the council's corporate strategy. | An effective strategy that will ensure the council has a strong culture of high performance and capacity to deliver in the priorities. | Audit, Risk and Counter Fraud Manager | April 2018 | June 2018 | Active | The draft strategy will proceed to P and R PDSP on 1 June 2018 and Council Executive on 26 June 2018 for approval. |
| Refreshed Better Off: Anti-Poverty Strategy | Development, implementation and ongoing monitoring and reporting of the CPP strategy. | An effective strategy that will ensure council and community planning partners work collaboratively that will maximise the impact that the council and partners can achieve locally in positively addressing the causes of poverty and in mitigating the impact of poverty. | Anti-Poverty and Welfare Advice Manager | April 2018 | September 2018 | Active | The draft strategy will proceed to the P and R PDSP on 1 June 2018, Council Executive on 26 June 2018 and thereafter the CPP Board in September 2018 for approval. |
| Delivery of Capital Programme | Management of Property Capital Programme | Ongoing management, monitoring and reporting of Property Capital Programme and investments within it. | Corporate Estates Manager | April 2018 | March 2019 | Active | Detailed management and monitoring arrangements in place. |

Finance and Property Services Actions 2018/19

| Action | Description | Planned Outcome | Owner(s) | Start | End | Status | Update |
|---|---|--|--|------------|------------|---------|--|
| Affordable Credit Project | Development, implementation and monitoring of the project in partnership with Fife and Falkirk Councils | Improving access of marginalised groups to access credit and embedded money advice to increase financial inclusion | Anti-Poverty and Welfare Advice Manager | April 2018 | March 2019 | Active | Quarterly reports to the Anti-Poverty Board and annual report to the CPP Board |
| Service Redesign, Integration & Modernisation projects | Review methods of working by modernising processes and systems across the service to realise efficiencies in staffing costs. | Optimisation of resources to support more efficient service delivery and reduction in spend. | Finance and Property Services Service Managers | April 2018 | March 2019 | Planned | Project scope and plan defined and delivered. |
| IT System Development | Implement Asset Management IT software system | To enable asset management of non-housing council buildings and streamline maintenance & compliance processes. | Construction and Design Manager | April 2018 | March 2019 | Active | New system implemented in 2018/19. |
| Advice Shop e-learning | Develop, implement and monitor e-learning packages to support upskilling staff both internal and external | Increase in number of front line staff who have an awareness and basic understanding of poverty and welfare advice | Senior Advisor Projects | April 2018 | March 2019 | Active | Modules being developed and trialled. |
| Property Asset Management Plan | Development, Implementation, management, monitoring and reporting of the council's property asset management plan and its activities. | An effective plan that establishes the actions and activities to ensure the effective and efficient management of the council's property assets. | Corporate Estates Manager | April 2018 | June 2018 | Active | The draft plan will proceed to PR PDSP and Council Executive by Autumn 2018/19 for approval. |




Finance and Property Services Actions 2018/19













| Action | Description | Planned Outcome | Owner(s) | Start | End | Status | Update |
|---|---|---|---------------------------|------------|-----------|--------|---|
| Learning Estate Management Plan | Development, Implementation, management, monitoring and reporting of the council's learning estate management plan and its activities. | An effective plan that establishes the actions and activities to ensure the effective and efficient management of the council's learning estate. | Corporate Estates Manager | April 2018 | June 2018 | Active | The draft plan will proceed to Education PDSP and Education Executive by Autumn 2018/19 for approval. |
| Learning Estate Investment Programmes | Strategic Management and Governance of major learning estate investments including Additional Support Needs and Early Years Expansion | Effective and efficient development, implementation, monitoring and reporting of significant learning estate investment programmes to ensure value for money, delivery timescales and budget parameters are achieved. | Corporate Estates Manager | April 2018 | Mar 2019 | Active | Investment programmes will be reported to the Education PDSP and Education Executive as appropriate. |
| Schools for the Future Programme and Project | Lead for development of funding business cases, implementation, construction, management and commissioning of learning estate projects part funded through Scottish Government Programme. | Securing of additional investment in Learning Estate from Scottish Government and successful implementation and management of projects | Corporate Estates Manager | April 2018 | Mar 2019 | Active | Initial feasibilities undertaken and business cases developed. |













| Finance and Property Services Actions 2018/19 | | | | | | | |
|--|---|--|---------------------------|------------|----------|---------|--|
| Action | Description | Planned Outcome | Owner(s) | Start | End | Status | Update |
| Winchburgh CDA Education Capacity | Project Management of multiple education capacity projects associated with Winchburgh CDA. | Successful development, management and reporting of multiple projects relating to education capacity | Corporate Estates Manager | April 2018 | Mar 2019 | Active | Development principles approved. Various governance and project consultations and approval to commence during 2018/19. |
| Climate Change Strategy and Carbon Management Plan Review | Climate Change Strategy and Carbon Management Plan require mid-term review and recalibration (as appropriate) | Review and amendments (where appropriate) to Climate Change Strategy and Carbon Management Plan | Corporate Estates Manager | April 2018 | Oct 2019 | Planned | Review will proceed to Environment PDSP in Autumn 2018 (third quarter 2018/19). |

The action plan focuses on high level or strategic actions during the period. Each WLAM unit will maintain more detailed action plans at a local level to address recommendations from improvement processes, external audits and assessments and service enhancements or changes in operations.

Finance and Property Services Scorecard

The service will report on the following key measures of the success throughout the lifetime of our plan (short term trend arrows: 2017/18 performance exceeded the target =  / 2017/18 performance met the target =  / 2017/18 performance was below the target = 

| Indicators | | | | | |
|---|---|---------------------|----------------|---|----------------|
| WLAM unit / service | PI Code and Short Name | 2017/18 Performance | 2017/18 Target | Performance against Target | 2018/19 Target |
| Advice Shop | FEADS500_ Percentage of customers who rated the overall quality of the service as good or excellent | 99.8% | 99% |  | 99% |
| | FEADS011_6b.3 Total number of complaints received by the Advice Shop | 16 | 16 |  | 16 |
| | FEADS502_ Amount of customer income gained per £1 of staff cost | £47.89 | £42 |  | £42 |
| | FEADS503_ Total annual amount the Advice Shop has gained in extra benefits for its customers | £27,905,325 | £27,000,000 |  | £27,000,000 |
| Audit, Risk and Counter Fraud Unit | IA008_ Percentage of customers who rated the overall quality of the service provided by internal audit as good or excellent | 96% | 100% |  | 100% |
| | IA066_ Total number of complaints received by Audit, Risk and Counter Fraud | 0 | 0 |  | 0 |
| | P:IA012_ Cost of internal audit per £1 million of West Lothian Council's net expenditure | £454.00 | £460 |  | £460.00 |
| | P:IA014_ Percentage of audits in the annual audit plan completed for the year | 100% | 100% |  | 100% |
| Construction Services | CSg100_ Percentage of customers who rated the overall quality of the service as good or excellent | 92.8% | 90% |  | 94% |
| | CSg112_ Total number of complaints received by Construction Service | 5 | 20 |  | 12 |
| | P:CSg803_ Maintenance Services cost as a percentage of net Revenue Expenditure (Corporate Property) | 10.4% | 10% |  | 10.3% |
| | P:CSg601_ Percentage of Total Capital Programme Spend Delivered in Year by Construction Services | 105% | 100% |  | 100% |

| Indicators | | | | | |
|--|--|---------------------|----------------|---|----------------|
| WLAM unit / service | PI Code and Short Name | 2017/18 Performance | 2017/18 Target | Performance against Target | 2018/19 Target |
| Financial Management Unit | FM082 Percentage of customers who rated the overall quality of the service as good or excellent. | 97.9% | 98% |  | 98% |
| | FM037 Number of complaints received by the Financial Management Unit | 2 | 20 |  | 20 |
| | FM021 Total/unit cost of providing the service per £'000 of council revenue budget | £3.09 | £3.00 |  | £3.00 |
| | CP-FM091 Budget Strategy & Planning – Compliance with Timescales for Reporting | 100% | 100% |  | 100% |
| Property Management and Development | P:PMD127_Percentage of Customers rating the service as good or excellent | 94.6% | 92% |  | 94% |
| | PMD144_Total number of complaints received by the Property Management and Development | 11 | 12 |  | 12 |
| | PMD151_Cost of providing the Service | £6.64 | £6.00 |  | £6.00 |
| | P:PMD164_Percentage of rent outstanding for commercial property | 5% | 4% |  | 4% |
| Revenues | P:REV042_Percentage of respondents who rated the overall quality of service delivered by the Revenues Unit as good or excellent. | 90% | 91% |  | 91% |
| | REV122_Total number of complaints received by Revenues and Benefits | 81 | 100 |  | 100 |
| | REV114_Gross administration cost per Housing Benefit case | £23.00 | £26.00 |  | £26.00 |
| | SCorp07_Percentage of Income due from Council Tax Received by the End of the Year | 96.2% | 96.2% |  | 95.3% |

This scorecard offers a high level snapshot of the service performance. More information about the performance of Corporate Services can be viewed via the council's website: www.westlothian.gov.uk/performance

Finance and Property Services Management Plan 2018/19

April 2018

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