

transforming yourcouncil

CORPORATE PLAN 2018/19 TO 2022/23

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IMPROVING

THE QUALITY OF LEARNING AND TEACHING TO ENSURE ALL LEARNERS EXPERIENCE MOTIVATING, ENGAGING, WELL-PLANNED AND DIFFERENTIATED LEARNING OPPORTUNITIES THAT MAXIMISE ATTAINMENT AND ACHIEVEMENT.



Welcome from the Leader of the Council and the Chief Executive

The Corporate Plan sets West Lothian Council's strategic direction and identifies our priorities for the years between 2018/19 and 2022/23.

Welcome to the Corporate Plan for West Lothian Council 2018/23. This plan sets out the eight priorities that we believe will help our community to grow and succeed and as a result, will be a focus for council resources in the years ahead as we strive to deliver positive change in each one.

For over 20 years we have been working with and for our local community, delivering and improving the quality of public services in West Lothian. In the last five years the council has achieved significant progress in making West Lothian a smarter, healthier, wealthier, fairer and greener place to live. This includes

achieving the best ever exam results, building more new council housing than any other authority in Scotland and maintaining high performance in housing, environmental and regulatory services, social work and across many other council services.

Our success so far has been built on strong engagement with our community to understand their needs, effective corporate and financial planning and in setting clear aims that unite our services, partners and community and we have replicated this in developing our five-year Corporate Plan.

We remain committed to eight ambitious priorities that will support our aim of improving the quality of life for everyone living, working and learning in West Lothian.



While our purpose is clear, we also understand fully the scale of the challenge in the next five years and that difficult decisions will have to be made in order to prioritise those services that meet the needs of the most vulnerable in our community, such as children, older people, vulnerable adults and families living in poverty. The council is facing unprecedented levels of funding constraint at a time when demand in our community for services is increasing and we will have to transform the way that we work as a council and the services that we deliver to the community.

The council has a strong plan that will effectively prioritise resources to achieve the greatest impact on our community. We also believe that our dedicated employees – who

throughout the years have delivered the highest quality services to West Lothian – and strong partnerships will help us to continue to deliver and achieve for our community.



Lawrence Fitzpatrick
Leader of the Council



Graham Hope
Chief Executive

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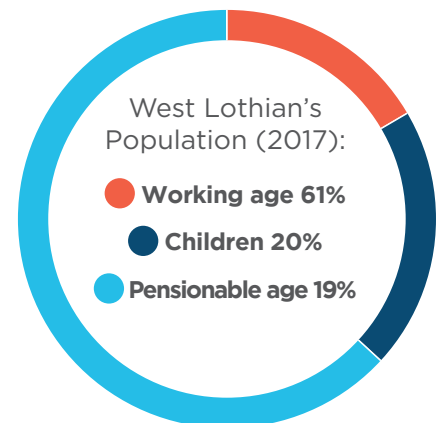
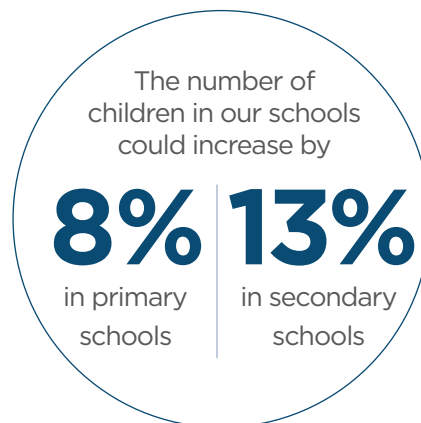
Developing Our Corporate Plan

A number of factors have influenced the council's planning processes for 2018/23 and the development of the Corporate Plan.

About West Lothian

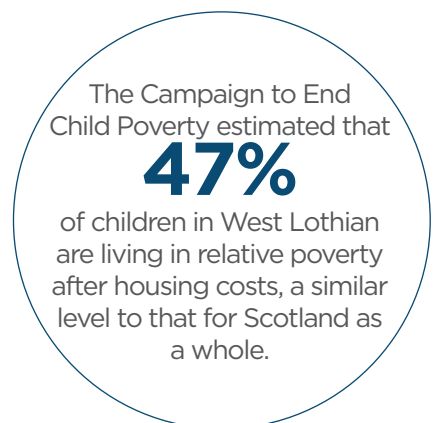
In developing eight priorities for West Lothian and the Corporate Plan, the council has taken account of some important information about the local population in order to ensure that we have a plan that will meet local needs.

West Lothian, unlike most other areas in Scotland, has a growing population. Critically it has growth in two key demographics that require services from the council, younger people and older people. By 2023, it is estimated that:



Inequalities in our Community

As well as delivering a wide range of universal services that help the community, the council targets support to those who are most in need. This includes education and support services to our young people, health and care services to older and vulnerable people and integrated support to those living in deprivation.



Council funding

The council has a robust approach to financial planning that allows us to identify where savings need to be made and where investment is needed. This helps the council ensure that resources are directed to services that will have the greatest impact in the priority outcomes for West Lothian.

The funding for our services mostly comes from Scottish Government grants. The rest of our funding is raised by the council and largely comes from the collection of Council Tax. A prolonged freeze on Council Tax, reduction in funding from the Scottish Government grant settlement and an increasing

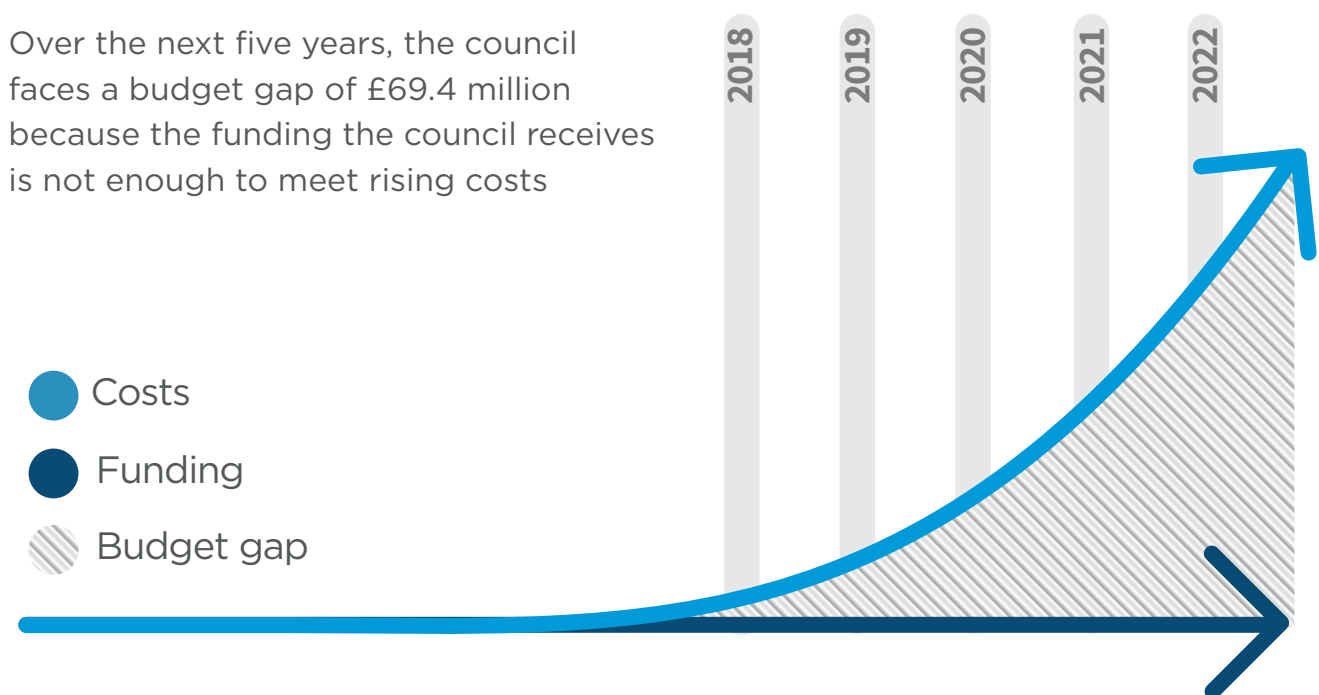
population in West Lothian has been a significant pressure on council finances and we anticipate further challenges in the next five years.

During the period of the Corporate Plan there are major risks connected to the future level of UK and Scottish Government funding and of policy changes that impact on local government in Scotland. The council is proactively planning to meet the financial pressures in the years ahead.

The expected budget gap between spend and funding received by the council is set out below for each year.

Over the next five years

Over the next five years, the council faces a budget gap of £69.4 million because the funding the council receives is not enough to meet rising costs



Financial planning

The council has consulted citizens and other key stakeholders over changes to services throughout the last ten years. This has helped shape council planning and decision-making and delivered over £92 million in savings since 2007.

West Lothian citizens and a wide range of stakeholders, including the council's employees and partners, were consulted in 2017 to develop a new prioritised financial strategy for the council. The Transforming Your Council consultation received an unprecedented level of response from over 7,000 people (see page 7).

The consultation was a critical part of the financial and corporate planning processes, gathering information from the community about their priorities for the next five years and providing detailed responses to proposals for changes to council services.

Feedback from the consultation has subsequently been used to create a financial strategy that will support the delivery of priorities and a programme of transformation that will change the way that the council services are delivered and balance the anticipated gap in the council's financial position over the next five years.

Consultation and priority setting

Council services should be designed to fit the needs of local people and resources prioritised in order to deliver the best possible outcomes for our communities.

We actively and regularly engage people who receive and deliver services in the decision-making and planning processes of the council and our priority setting is influenced by the people who live and work in the local area.

The council's eight priorities were first identified in 2012 through consultation with our community, who helped decide how the council should target resources. The practice of asking our community to get involved in our planning processes is one that we strongly believe is effective and the best way to move forward together as a community to improve West Lothian.

A public consultation called Transforming Your Council was undertaken in 2017 to review the council's priorities and gather responses to budget proposals that would address the projected gap in council funding. Over 7,000 people responded to this consultation, including citizens, council

employees, partners and stakeholders, offering the views of a wide range of people living and working in West Lothian.

Respondents overwhelmingly supported our priorities for West Lothian and also ranked the priorities in terms of importance. The detailed comments we received identified what matters to the West Lothian community and the transformation they want in council services. As well as helping shape the council's corporate and financial planning, the consultation responses will continue to influence the development and transformation of council services in the years ahead.

Ranking in 2017	Priority	Ranking in 2012
1 Up two places ↑	Improving attainment and positive destinations	3
2 Down one place ↓	Delivering positive outcomes and early interventions for early years	1
3 Up two places ↑	Minimising poverty, the cycle of deprivation and promoting equality	5
4 No movement ●	Improving the quality of life for older people	4
5 Down three places ↓	Improving the employment position in West Lothian	2
6 Up one place ↑	Delivering positive outcomes on health	7
7 Down one place ↓	Reducing crime and improving community safety	6
8 No movement ●	Protecting the built and natural environment	8

Planning and transformation

The council has a priority-based planning approach which focuses on delivering positive outcomes for West Lothian

Planning framework

Local authorities plan and work collaboratively with other public and voluntary sector organisations through a partnership arrangement called a Community Planning Partnership (CPP). The purpose of the CPP is to bring together key service providers to jointly address strategic priorities for the local area. The Appendix to the plan (page 38) provides details of the partner organisations in the West Lothian CPP.

The Community Empowerment (Scotland) Act 2015 requires each CPP to publish a Local Outcomes Improvement Plan (LOIP) that will set out the targeted long-term outcomes (priorities) for the local area.

The council is an active partner in the CPP and we have established a strong link between the LOIP, the Corporate Plan priorities and down through each level of the council's planning framework to ensure we make a meaningful contribution to the strategic outcomes for West Lothian. This means that the performance of council services and processes is aligned to the strategic outcomes and through effective performance management we can ensure outcomes are achieved and resources prioritised.



Corporate strategies

The council has a set of strategies to support the delivery of the Corporate Plan. The revenue budget and planned transformation activity are key factors in the development of the council's new strategies, as we seek to modernise services and achieve balanced budgets during what is forecast to be a challenging period for public finances.

Each strategy has clearly defined outcomes, measurable indicators of success and actions for the strategy period.

<p>Customer service strategy A strategy to develop the council as a customer-oriented organisation through an understanding of customer needs and excellent service provision.</p>	<p>People strategy A strategy to ensure the council has the people to deliver in the priority areas and that all employees are lead, managed and developed effectively.</p>	<p>Raising attainment strategy A strategy to align the council's resources in the delivery of positive change in the council's number one priority, improving attainment and positive destinations.</p>
<p>Digital transformation strategy A strategy to support the development of digital services in the council.</p>	<p>Improvement strategy A strategy to ensure the council has a strong culture of high performance and capacity to deliver in the priorities.</p>	<p>Risk management strategy A strategy to ensure effective management of risks that may impact on the council's ability to deliver our priorities or objectives.</p>
<p>ICT strategy A strategy to ensure the council has the ICT infrastructure to succeed in the priority areas.</p>	<p>Asset Management Strategy A strategy to ensure the council assets are effectively and efficiently used to support service delivery.</p>	<p>Audit and Counter Fraud strategy A strategy to direct audit activity. This will ensure that the council has effective governance and controls and effective measures for the prevention, detection and investigation of fraud.</p>

Supporting the delivery of services

The council has identified three themes that comprise the co-ordinated “enablers” activities that will support the delivery of priorities and ensure that the council meets obligations to stakeholders and society.

Financial planning

The current financial conditions faced by every local authority are very challenging. Government funding restrictions, and pressures such as increasing demographic costs, make it challenging for the council to balance the budget. This makes effective medium term financial planning key to supporting the delivery of vital council services. The council has a robust approach to financial planning and an agreed five-year Financial Plan. This allows us to identify where savings need to be made and where investment is needed.

Areas of focus will include:

- Setting a prioritised five year revenue plan for 2018 to 2023 that will enable the council to deliver the Corporate Plan.
- Agreeing a detailed three year revenue budget for 2018 to 2021 and a detailed two year budget for 2021 to 2023.
- Developing a ten year capital programme that will support improvement in infrastructure such as schools, roads, street lighting and open spaces.
- Developing a corporate asset management strategy that supports effective management of assets.

Corporate governance and risk

Corporate Governance is the system by which local authorities direct and control their functions and relate to their communities. The council believes that effective corporate governance is achieved not only by putting in place sound control systems and processes but by regularly checking to make sure those systems and processes are working in practice.

Areas of focus will include:

- Ensuring that the council continues to develop a clear vision and corporate strategy in response to corporate needs and demonstrates the values of good governance through upholding high standards of conduct and behaviour.
- Continuing to operate and review the political and managerial structures and processes to govern council decision-making.
- Defining a series of procedures and practices which together create the framework for good corporate governance.
- Taking informed and transparent decisions which are subject to effective scrutiny and managing risk.
- Engaging the community in the decision making processes of the council, through a range of open and targeted forums.
- Continuing to develop efficient and effective procurement strategies and procedures.
- Managing health and safety through effective policies and procedures and monitoring activity.
- Ensuring that there are effective policies and procedures are implemented to secure and manage information and that compliance is monitored across the council.

ENGAGING

THE COMMUNITY IN THE
DECISION MAKING PROCESSES
OF THE COUNCIL, THROUGH
A RANGE OF OPEN AND
TARGETED FORUMS

Modernisation and improvement

The council is committed to the delivery of high-quality and cost-effective public services. All services, managers and employees are tasked with maintaining standards whilst developing and implementing new improved methods of service delivery. The council's reputation for innovation in service delivery is needed in the current economic climate to ensure that the council continues to deliver high quality services.

Areas of focus will include:

Developing and implementing the Customer Service Strategy across all services to ensure we are:

- Providing our local communities with excellent services, looking for new and innovative ways to improve the way we plan, manage and deliver services.
- Ensuring that service provision is designed and delivered to meet local needs and that service improvements are customer-led and outcome focused.
- Giving our communities a voice in the shaping of services, helping to build a stronger, more responsive organisation.

Developing and implementing the People Strategy across all services to ensure we are:

- Planning, managing and developing the Council's workforce, supporting the development of a skilled, healthy, well informed, highly motivated and diverse workforce to support the changes necessary.
- Designing and delivering manager and leadership development activities and programmes that meet the development needs of individuals and the organisation as a whole.
- Providing equality for all, both as a service provider and employer, promoting the benefits of a diverse workforce and developing policies and procedures which support the elimination of discrimination.

Developing and implementing the Improvement Strategy across all services to ensure we are:

- Supporting and encouraging a strong performance culture where there is accountability and effective management of performance at all levels and that all employees understand how their role contributes to council priorities.

Developing and implementing the ICT and Digital Transformation strategies across all services to ensure we are:

- Investing in IT resources that will support digitisation and modernisation of council services and will assist services to deliver efficiencies.
- Driving deployment of new technology to support new, digital, more efficient, sustainable, flexible, and customer focused ways of working whilst minimising risks to business critical ICT systems. Successful transformation will support services to deliver efficiencies and will be dependent on the combination and balance of people, processes and technology.
- Protecting against the threat of and risks associated with Cyber Security.

PROVIDING

OUR LOCAL COMMUNITIES
WITH EXCELLENT SERVICES,
LOOKING FOR NEW AND
INNOVATIVE WAYS TO IMPROVE
THE WAY WE PLAN, MANAGE
AND DELIVER SERVICES.



Our Priorities for 2018/23

The council has eight priorities for the period 2018/19 to 2022/23. These reflect the areas that are the most important for the community and improving the quality of life for all living, working and visiting West Lothian.

In the next five years, the council will focus on achieving outcomes in each priority.



This section will outline the value of each priority, in terms of the impact upon the community, and what we will do in the next five years to deliver the outcomes associated with each priority.

Measuring success in each priority

The council has robust performance management arrangements that provide an in-depth view of the quality, efficiency and effectiveness of our service delivery and our impact on the community.

A performance scorecard, with measures of success for each priority, has been identified and will provide information on the levels of performance throughout the lifetime of the Corporate Plan. This information will be used across the next five years to challenge and scrutinise performance in the priority and to provide transparent reporting of performance to the public.

1 IMPROVING ATTAINMENT AND POSITIVE DESTINATIONS

The council aims to help West Lothian's young people make the most of their opportunities and to go on to achieve positive outcomes in their lives. We believe that the quality of learning and teaching that our young people receive in schools, pre-schools and nurseries is a critical factor in their ability to succeed.

In the last Corporate Plan 2012/17, the council invested in our schools and provided additional, specialist support to improve the quality of teaching and embed the Curriculum for Excellence. During this period pupils achieved the best exam results ever recorded in West Lothian. We want to build on these outstanding results and continue to develop a culture of aspiration for all our young people.



Deliverables

In 2018/23 we will aim to improve attainment and positive destinations, with particular focus on closing the attainment gap for the most deprived young people in our communities, through the council's Raising Attainment Strategy and the following key deliverables.

Improving the quality of learning and teaching to ensure all learners experience motivating, engaging, well-planned and differentiated learning opportunities that maximise attainment and achievement.

Creating a culture of high ambition and aspiration through a robust programme of target setting for every learner and effective tracking and monitoring to deliver optimum levels of attainment and achievement.



Placing greater emphasis on curricular transition and continuous progression in learning from ages 3 to 18, with a continued focus on key stages of transition (nursery-P1; P7-S1; S3-Senior Phase), through the use of reliable and consistent data about learners' progress.



Embedding the engagement of parents and carers as partners in their child's learning through family learning programmes and support.

Continuing commitment to building strong leadership, which seeks to empower staff and build capacity at all levels. This will be underpinned by the work done by the Regional Improvement Collaborative and the West Lothian Moving Forward in Learning framework, which supports a collaborative, developmental leadership culture for school leaders to improve learning outcomes.



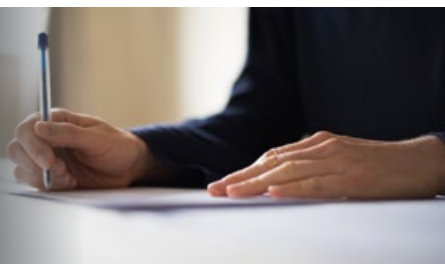
Continuing to provide access to a Breakfast Club for all primary and secondary pupils, in recognition of the link between health and attainment.

Embedding digital literacy within the learning experience.



Expanding links between local employers and schools to continue to improve positive destinations and enhance the quality of vocational options offered.

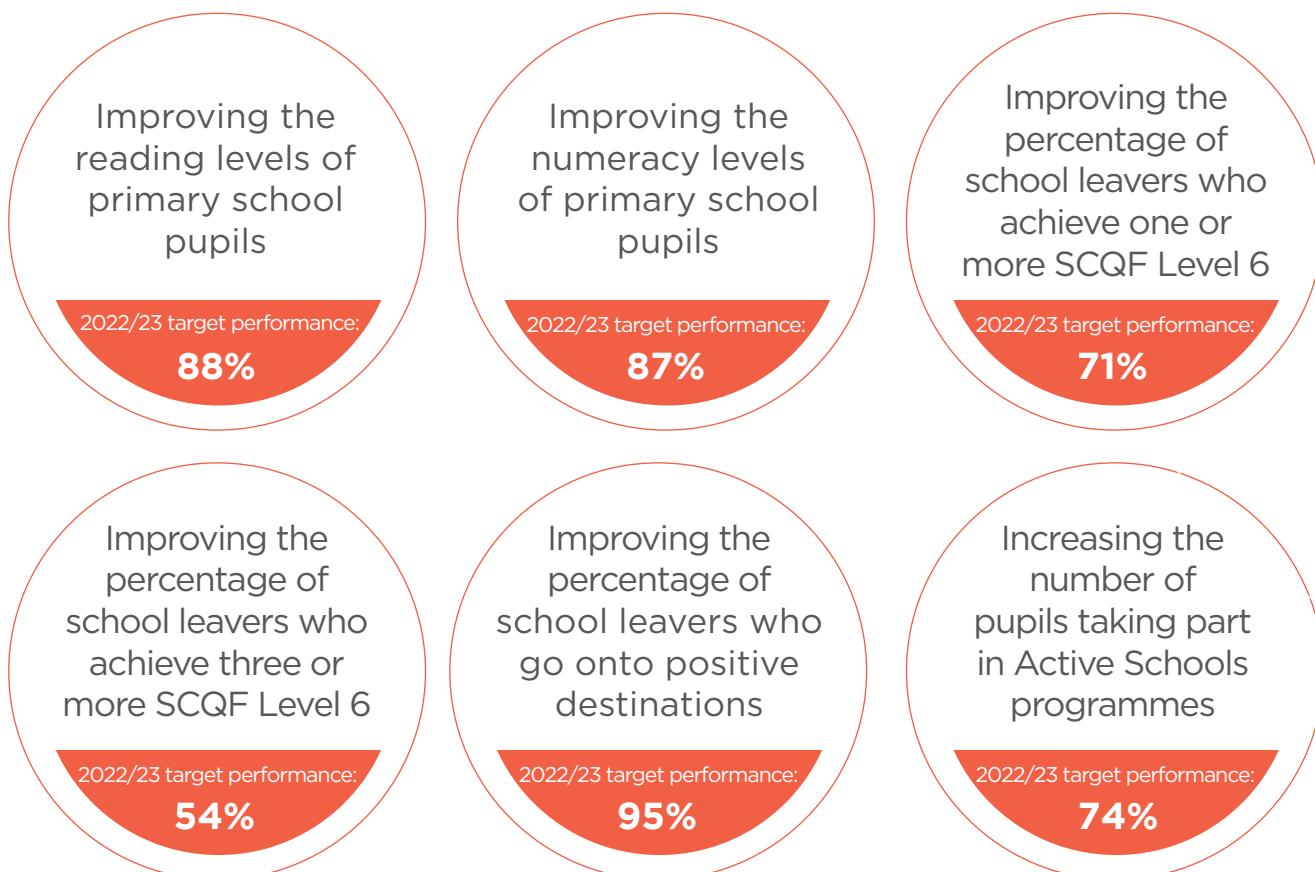
Promoting lifelong learning, including adult learning in literacy and English for speakers of other languages.



Maintaining links with the business community to ensure that education and training produces skills which match market demands.

Targeted Outcomes

We have identified the key measures of the success for this priority and will track, monitor and report on our performance in these performance indicators throughout the lifetime of our plan:



Investing in our Community

The council will continue to prioritise revenue funding for our schools to achieve positive outcomes in our number one priority. We will also continue to invest in improvements to the school estate and the ICT infrastructure in our schools. This will include:

- Improving attainment and positive destinations is our number one priority and is the highest area of council expenditure. It is anticipated that the annual Devolved School Management (DSM) budget for West Lothian schools will exceed £130m by 2022/23.
- Revenue funding of £5.159m will be provided for schools in 2018/19 for Pupil Equity Funding to close the attainment gap.
- Through the continued provision of breakfast clubs, clothing grants, clothing banks and the More Choices More Chances programme the council will ensure support is in place for children to succeed at school.
- During the period, the council will spend approximately £5.5 million on the provision of school transport and £4.7 million on the school meal service (including free breakfasts).
- Over £134 million will be invested in school property upgrades, additional capacity and new schools in the next five years.
- A total of £16.059 million has been allocated for planned property improvements in our schools and £6.613 million for improving the ICT infrastructure.

2 DELIVERING POSITIVE OUTCOMES AND EARLY INTERVENTIONS FOR EARLY YEARS

The council aims to help children and young people to get the best possible start in life. There is strong evidence to indicate what happens to children in their earliest years is key to influencing their future and positive outcomes in adult life.

In the last Corporate Plan 2012/17, we have been working together with parents and carers to develop positive attitudes to learning and health and wellbeing. With services located in some of the most deprived communities, we deliver joined up services across health, education and social care, and address social inequalities to ensure that children have the best chance of succeeding in later life.



Deliverables

In 2018/23 we will put in place a range of models of support for children, young people, parents and carers to improve the health and well being of families through the following key deliverables:

Develop more sustainable models of parenting support work within home, community and education settings.

Working with partners, including the voluntary sector, to improve access to high quality play for children from birth to three.

Provide expanded high quality learning and childcare for all children 3 and 4 years old and vulnerable 2 year olds by building capacity in early learning and childcare professionals.

Providing support to vulnerable children and young people to achieve sustainable positive outcomes and destinations in line with priorities in the West Lothian Corporate Parenting Plan.

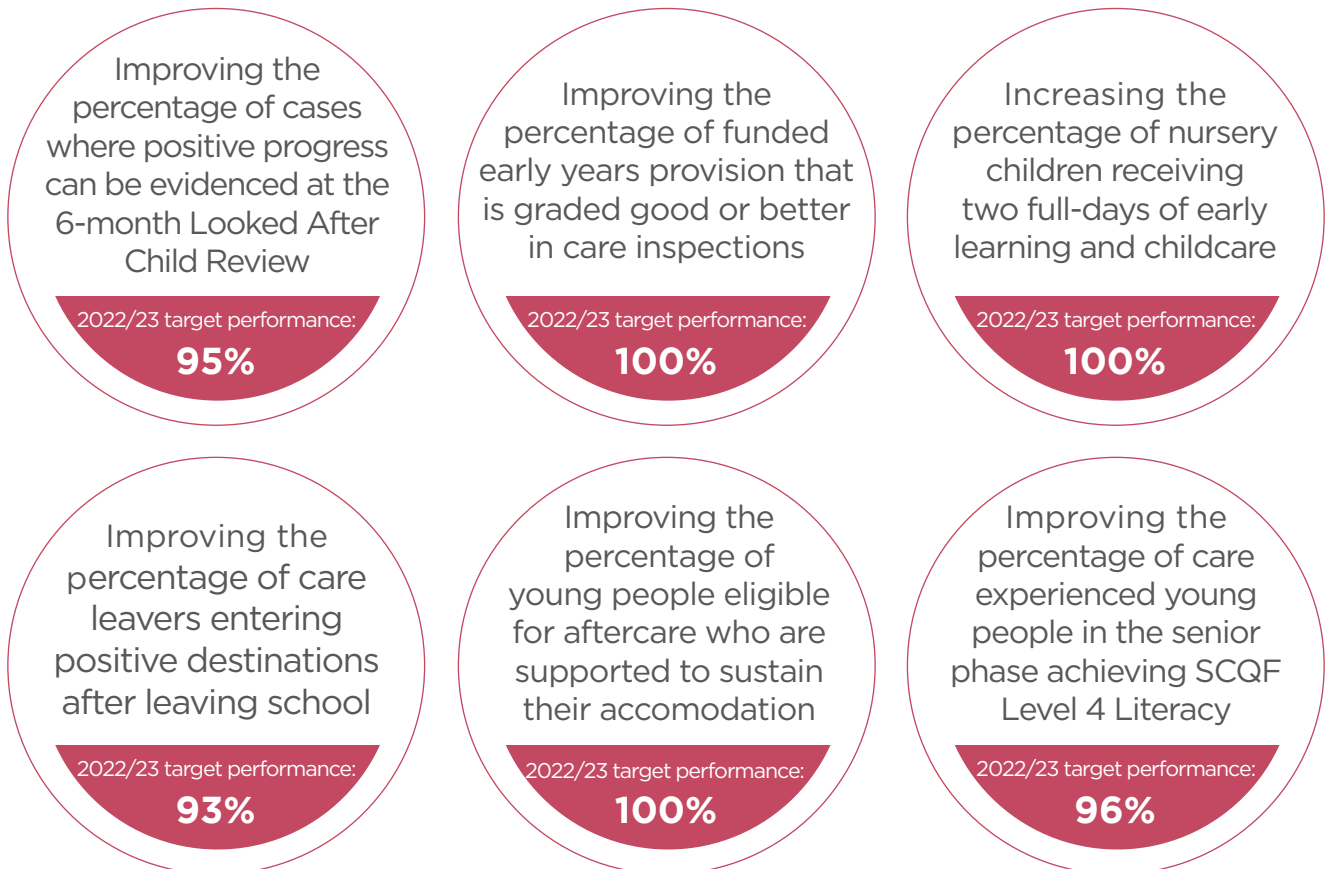
Implementing extended nursery hours, offering children the best possible start in life and a greater level of supported child care for working parents and carers.

Continuing support to pupils who face challenge in their learning as they progress through school through nurture activities including Nurture Groups and Whole School Nurture practice.

Providing support to care experienced children and young people to help achieve positive educational outcomes.

Targeted Outcomes

We have identified the key measures of the success for this priority and will track, monitor and report on our performance in these performance indicators throughout the lifetime of our plan:



Investing in our Community

The council will continue to invest in the services and facilities that help our children and young people to succeed in later life. This will include:

- Investment in the expansion of Early Learning and Childcare for all 3 and 4 years old and eligible 2 year old children. Revenue and capital funding of £739,000 and £1.094m was provided to the council in 2017/18 and a new multi-year funding package is to be announced by Scottish Government covering 2018/19 to 2021/22.
- The council will invest over £15.4 million in the expansion of Early Learning and Childcare facilities.
- A total of £250,000 has been allocated for planned property improvements to our nursery schools across the period of the Corporate Plan

3 MINIMISING POVERTY, THE CYCLE OF DEPRIVATION AND PROMOTING EQUALITY

The council aims to help people living in poverty and deprivation as they have significantly worse life outcomes than those in average households, and this is often determined at a very early age by family circumstances. Individuals do less well at school, are more likely to be unemployed or in poorly paid jobs and will generally have poorer health and shorter lives. The financial cost is significant also, with people having a greater reliance on public services throughout their lives.

In the last Corporate Plan 2012/17, we have been working together with partners to mitigate the human costs of poverty through a range of supports and targeted activities in our communities.

This included helping people to manage their household finances, debts and benefits but also, by investing in the New Build Council Housing programme to create 1,000 new homes for lower income families.



Deliverables

In 2018/23 we will aim to address some of the serious issues that have affected our communities through support, education and multi-agency working through the following key deliverables.



Agreeing a comprehensive Anti-Poverty Strategy and action plan for 2018 to 2023, along with Community Planning Partners, that will maximise the impact that the council can achieve locally in positively addressing the causes of poverty and in mitigating the impact of poverty.



Process claims for Housing Benefit and Council Tax Reduction promptly for those on benefits and/or low incomes and ensure funds available for the Scottish Welfare Fund and Discretionary Housing Payments are utilised in full to support our most vulnerable citizens.

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.



Increasing the supply of affordable housing through the New Build Council Housing Programme and working with Housing Association partners. By facilitating an increase of 3,000 affordable homes over a 10 year period to 2022, we will provide greater choice in communities where people want to live.

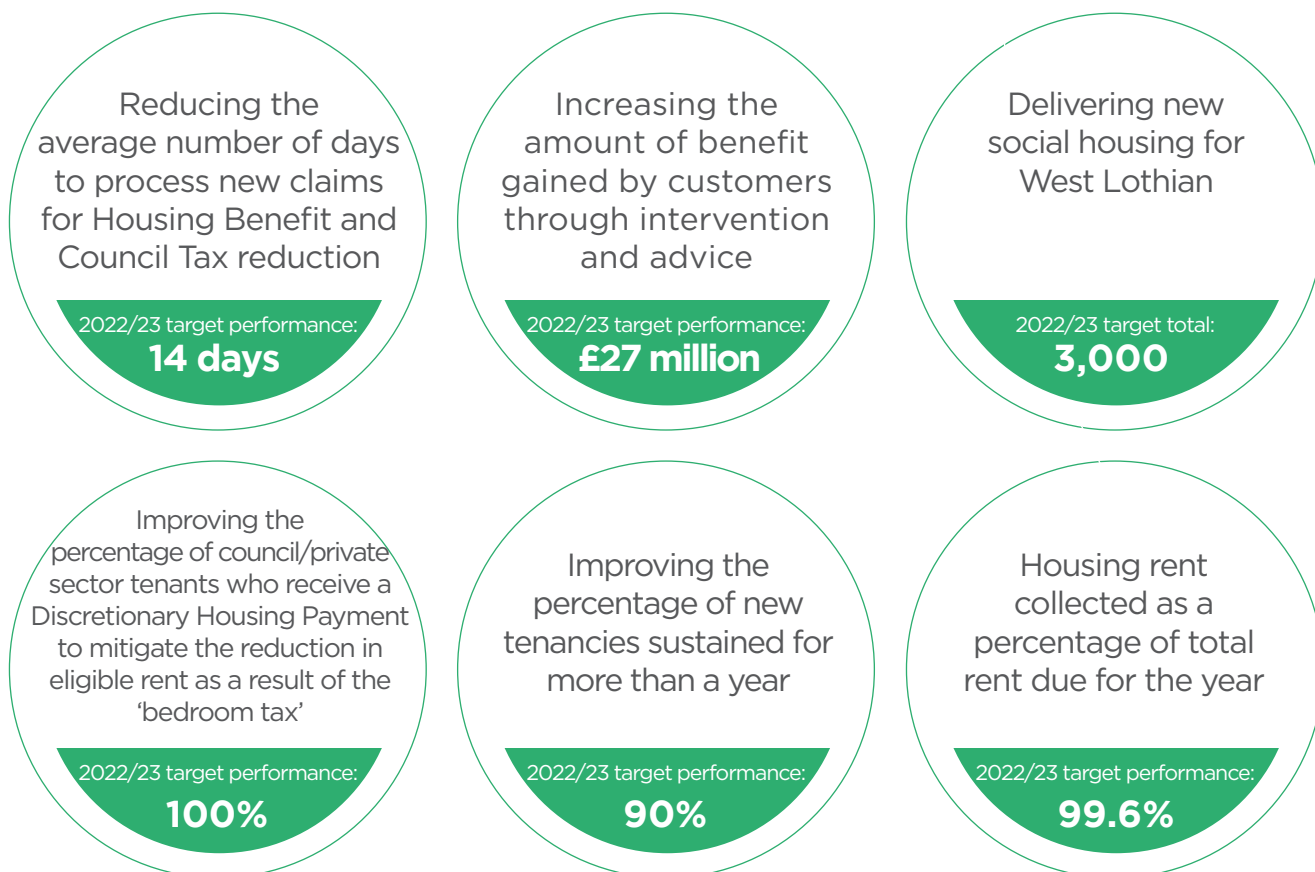


Providing clothing grants, free school meals, and Education Maintenance Allowance to parents and carers who qualify, and promoting these benefits and grants through all schools.

Providing a route out of poverty through work and continuing to support those further from the labour market to progress towards work.

Targeted Outcomes

We have identified the key measures of the success for this priority and will track, monitor and report on our performance in these performance indicators throughout the lifetime of our plan:



Investing in our Community

The council will continue to invest in providing the services that address or mitigate deprivation in our community. Improving and expanding council housing will be a high priority for the council and will be funded from the Housing Revenue Account – which is protected income generated from council house rents – and will include:

- The Housing Revenue Account will have a £49.1million budget in 2018/19, enabling high quality and responsive housing services to be maintained for tenants. Resources will be directed towards efficient management of the council's housing stock and tenancies, with targeted resources for tenant participation. Future budgets will be based on rent levels (set locally) and the collection of rents.
- The Housing Revenue Account will also support investment in our existing housing stock, and the creation of new homes.

The council has a £154.8 million planned Housing Capital investment over the five year period 2018/19 -2022/23.

- This will include the completion of the 1,000 House new build programme, and creation of further 250 new build houses, as well as expansion of the housing supply through open market acquisition, with a total investment of £79.232 million.
- Also, £75.645 million will be invested in existing stock, to maintain Scottish Housing Quality Standards and to achieve compliance with the Energy Efficiency Standard for Social Housing by the end of 2020.
- The council will also invest £4 million in single person homelessness accommodation during the period.

4 IMPROVING THE QUALITY OF LIFE FOR OLDER PEOPLE

The council aims to improve the quality of life for older people by offering care and support that helps them to live well and have greater control, choice and independence. We want to enhance continuity of care, allowing older people to live with support in their community and reduce the number of admissions to hospital or long-term care. In the last Corporate Plan 2012/17, the council worked with our partners in health, the voluntary sector and our community to achieve positive outcomes for older people.

The growth in population of older people in West Lothian is greater than most of Scotland and the council will focus on improving outcomes, individual experience and establishing a long-term and sustainable service in line with growth and eligible need. The West Lothian Frail Elderly Programme was established to identify where there is potential to implement efficiency and effectiveness across the whole-system model of care for the frail elderly population, ensuring that people do not stay in hospital longer than necessary and have appropriate supports in place to enable them to live at home or in an appropriate community setting.



Deliverables

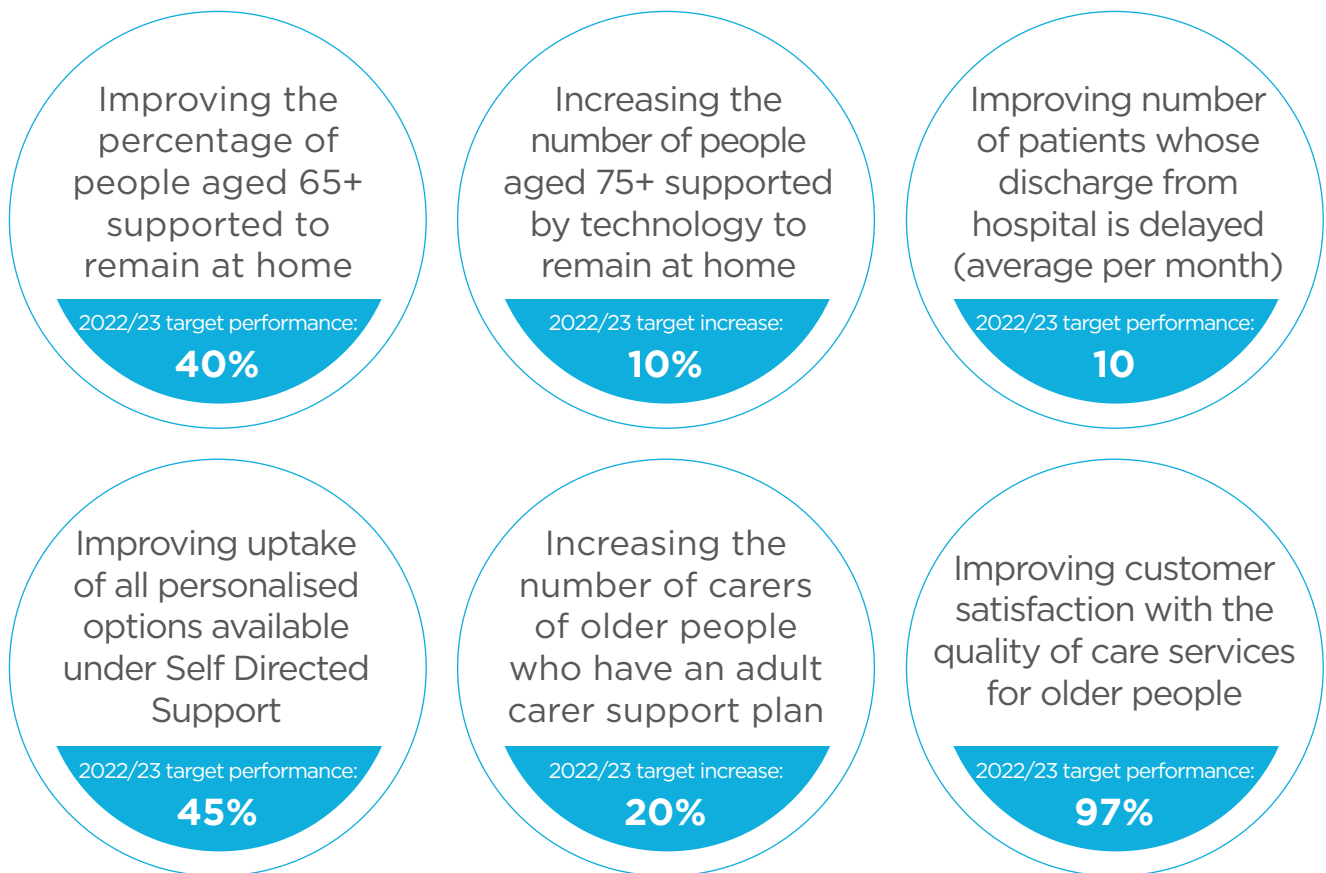
In 2018/23 we will aim to maximise independence and the well being of older people, supporting them to live longer in their own homes through the following key deliverables:



- As part of the delivery of the Integration Joint Board Commissioning Plan for Older People, the council will focus on:
- Improving dementia care, with particular emphasis on improving post-diagnostic support;
 - Expanding use of technology-enabled care to support older people and carers of older people;
 - Supporting older people to live at home or in a homely setting for longer;
 - Ensuring specialist mental health provision for the over 65's;
 - Ensuring support needs of carers are met, particularly carers of those with dementia;
 - Developing single points of information for all older peoples' service provision.

Targeted Outcomes

We have identified the key measures of the success for this priority and will track, monitor and report on our performance in these performance indicators throughout the lifetime of our plan:



Investing in our Community

The council will continue to invest in improving care and support services to older people, this will include:

- The council will invest a total of £600,000 during the period of the Corporate Plan in improvements to the communal areas in residential care facilities for older people.
- A total of £500,000 has been allocated for planned property improvements in residential care facilities for older people.
- Investment of £469,000 will be made in the next five years in ICT to support older people to live longer independently at home, including telecare investment.
- Ongoing programme of renewal of kitchens and bathrooms in council Sheltered Housing and Housing with Care facilities.
- Continued investment to support Older People of £42 million per annum by 2022/23.

5 IMPROVING THE EMPLOYMENT POSITION IN WEST LOTHIAN

The council aims to support the growth of a vibrant business sector, built around a highly motivated and skilled workforce. Improving the employment position will positively impact on the quality of life and the overall wellbeing of residents in West Lothian. Our community needs a strong local economy to flourish as it supports the success of other priorities, particularly in improving attainment and health outcomes, and addressing poverty.

In the last Corporate Plan 2012/17, the council focused on maximising employment opportunities with a particular focus on helping young people enter the job market.



Deliverables

In 2018/23 we will continue to support local businesses to start-up and grow and encourage investment in West Lothian through collaboration with national partners across the following key deliverables:

Supporting businesses through building an entrepreneurial culture, supporting business start-ups and early stage company growth to increase the overall stock of businesses.



Supporting investment through collaboration with national and local agencies and other partners, including through the City Region Deal, to develop new approaches to improving enterprise and increasing jobs. This will include, where appropriate, support for social enterprise but the overall approach and the level of funding available may be influenced by the outcome of Brexit negotiations.

Maximising the potential of West Lothian's town centres and visitor attractions through targeted investment and partnership working to increase the range of employment opportunities available, including the promotion of Fairtrade.

Targeting regeneration interventions on communities with the greatest need including areas suffering disadvantage, rural areas and isolated communities, whilst attracting investment and promoting sustainable growth in those areas. Funding interventions focused on those projects most closely linked to agreed corporate priorities and which can demonstrate greatest impact on addressing disadvantage.



Promoting access to employment by ensuring young people have an opportunity to progress into a positive destination on leaving school.

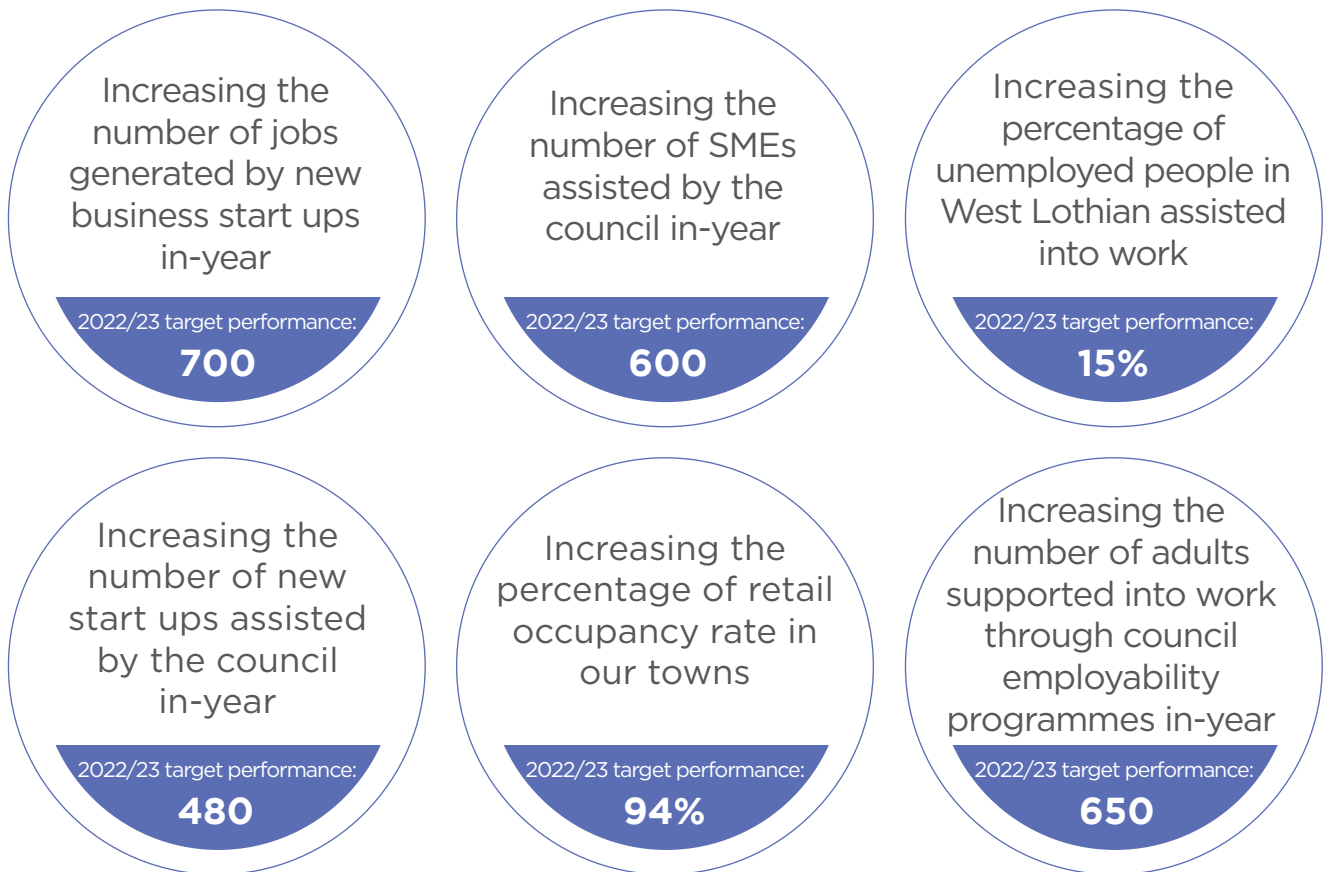


Specific programmes will be dependent on the availability of funding but will be focused on the continuation of current initiatives, including modern apprenticeships and the West Lothian Job Fund.



Targeted Outcomes

We have identified the key measures of the success for this priority and will track, monitor and report on our performance in these performance indicators throughout the lifetime of our plan:



Investing in our Community

The council will continue to invest in the local economy, helping it to grow through Economic Development, investment and assistance for local business and by improving the skills base of the local area. This will include:

- The council will provide approximately £300,000 of revenue funding in 2018/19 to improve the employment position through a range of economic development and employability activities. Future budgets will be impacted by access to external funding opportunities.
- A budget of £1.3 million for voluntary organisation grant payments to external organisations will support joint working with third sector partners to deliver our priorities, including employment.

6 DELIVERING POSITIVE OUTCOMES ON HEALTH

The council aims to address serious health inequalities, which links low income with a range of social and health issues including life expectancy.

NHS Lothian and West Lothian Council have a long history of working in partnership to meet the health and social care needs of West Lothian. The Health and Social Care Partnership will continue this tradition by working in partnership to deliver more accessible, integrated and high quality services which are planned jointly and are community focused. The main challenges to improving health in West Lothian are the ageing population, health inequalities, the continuing shift in the pattern of disease towards long term conditions and growing numbers of people with multiple conditions and complex needs. An ageing population in the county is also having an impact on the demand for health and social care.

The West Lothian Integration Joint Board Strategic Plan 2016 to 2026 focusses on addressing these issues through collaborative working and delivery of co-ordinated services to achieve positive health outcomes.



Deliverables

In 2018/23 we will aim to enable independence and social inclusion for service users and their carers by helping them take control of their own care and support provision through the following key deliverables.

The development of more targeted care at home, the use of assistive technology and provision of reablement will positively contribute to improved outcomes for people.



Through the delivery of the Integration Joint Board Strategic Plan, increase well-being and reduce health inequalities across all communities in West Lothian. Locality planning will provide a key mechanism for strong local, clinical, professional and community leadership.

Improving our approach to integrated models for mental health services for children, young people and adults recognising the importance of mental health and wellbeing on people achieving positive outcomes.



Improving support to carers over the next five years through improved identification of carers, assessment, information and advice, health and well-being, carer support, participation and partnership.

Delivering effective and integrated equipment and technology solutions to promote independence, support the ongoing shift in the balance of care, reduce and prevent hospital admissions and facilitate speedier hospital discharge.



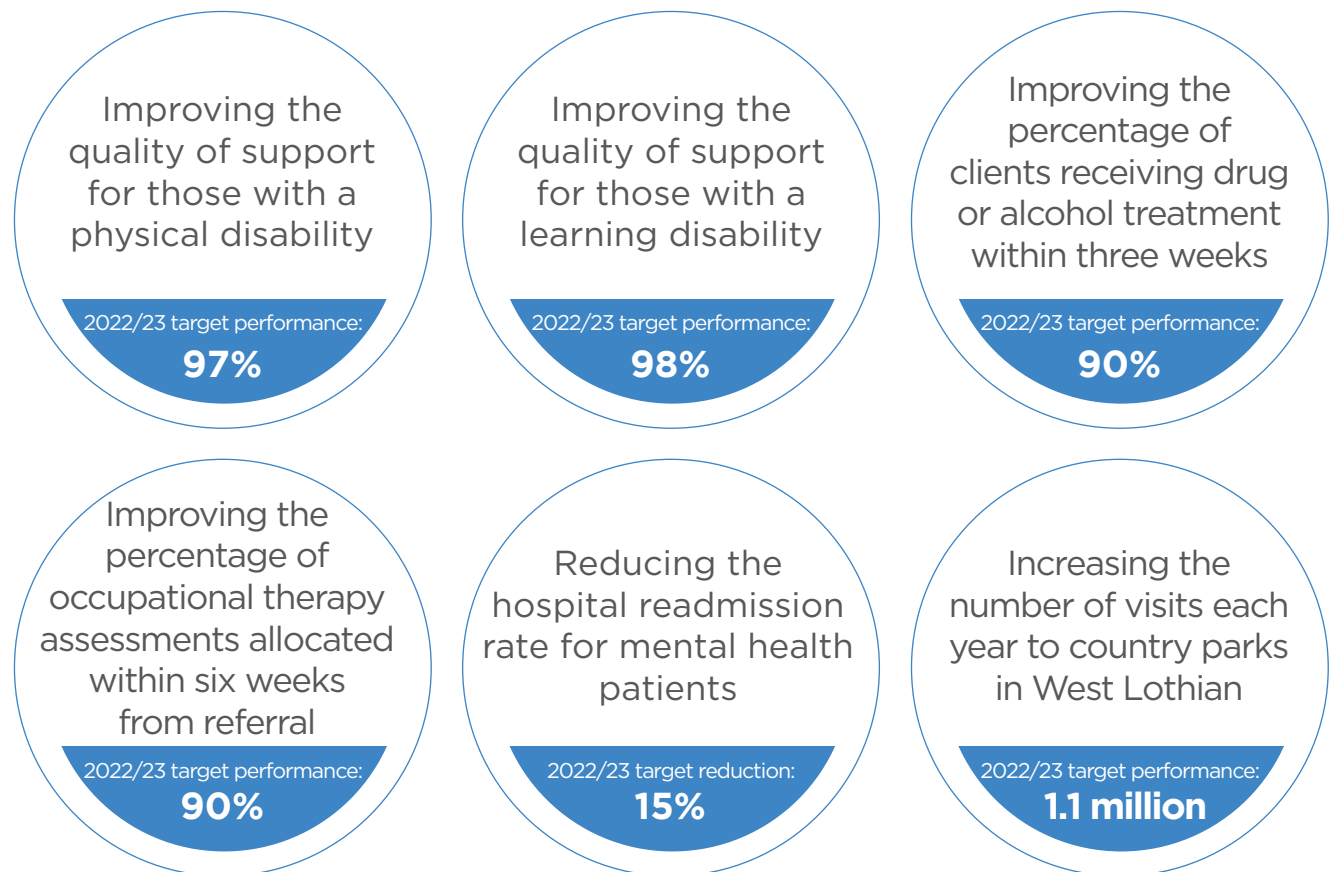
Promoting positive health and wellbeing to all, including through the provision of leisure facilities and well maintained open spaces.



Improving the health and well-being of service users through rehabilitation and reablement, which will, in turn, have a positive impact on carers.

Targeted Outcomes

We have identified the key measures of the success for this priority and will track, monitor and report on our performance in these performance indicators throughout the lifetime of our plan:



Investing in our Community

The council will continue to invest in providing services that will reduce health inequalities in society. This will include:

- The council will invest a total of £2 million during the period of the Corporate Plan in planned improvements and reconfiguration of Ability Centres in West Lothian, enhancing facilities for service users.
- Continued investment to support adults with disabilities of £29 million per annum by 2022/23.
- Planned improvements totalling over £2 million for open spaces in West Lothian and £1.096 million for childrens' play areas.
- Investment of £809,000 in multi use gym areas, kick pitches and skateparks maintenance and £479,000 to maintain synthetic turf pitches.
- During the period the council will continue support West Lothian Leisure to manage and deliver culture and leisure provision across West Lothian in partnership with the council. The council's annual contribution to the management of West Lothian Leisure is anticipated to be £1.6m by 2022/23.

7 REDUCING CRIME AND IMPROVING COMMUNITY SAFETY

transforming
yourcouncil

The council aims to help people to feel safe in their homes and on the streets of West Lothian, secure in the knowledge that they are living in strong and inclusive communities. We believe that community safety has a significant impact on the wellbeing of our residents and their quality of life.

In the last Corporate Plan 2012/17, the council tackled antisocial behaviour through a range of preventative and diversionary activities through our Community Safety Unit partnership with Police Scotland.


We also worked effectively with our partners to reduce reoffending and ensure that people are risk were protected.



Deliverables

In 2018/23 we will aim to work with our partners in the police, fire and justice services to improve community safety through the following key deliverables:

Through the Community Safety Unit (CSU), sharing intelligence and daily multi agency tasking, to allow smarter and earlier interventions, thereby preventing crimes and escalation of incidents within the communities. Dependent on future planning in terms of transformation and police plan review.

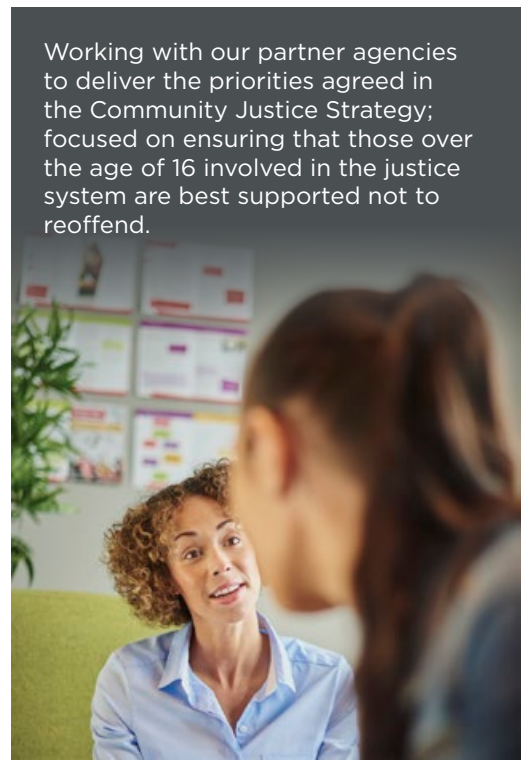


Reducing the casualty rates from fires and road traffic collisions by continuing to work in partnership Fire and Rescue Services and Police Scotland through enforcement, engineering, education and effective early interventions.

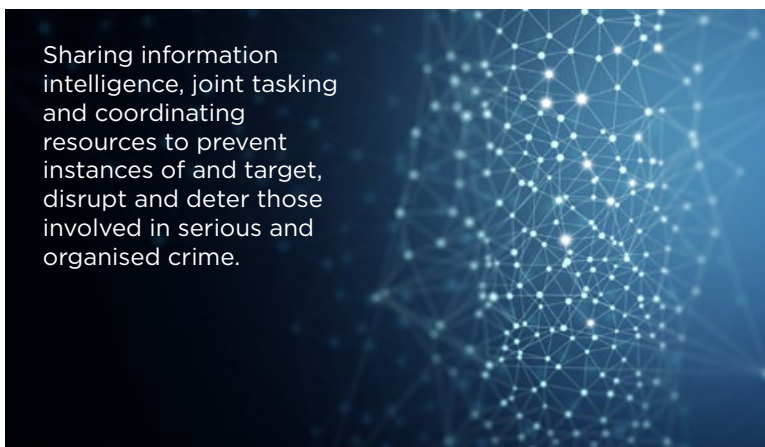
Reducing antisocial behaviour and hate crime within our communities and ensuring that violence within our communities is not tolerated through a range of targeted preventative, diversionary and educational interventions.

Protecting those in our community who are most at risk by providing effective interventions across the four main strands of public protection; Child Protection, Adult Support and Protection, Violence against Women and Girls and Multi-Agency Public Protection Arrangements (MAPPA).

Working with our partner agencies to deliver the priorities agreed in the Community Justice Strategy; focused on ensuring that those over the age of 16 involved in the justice system are best supported not to reoffend.

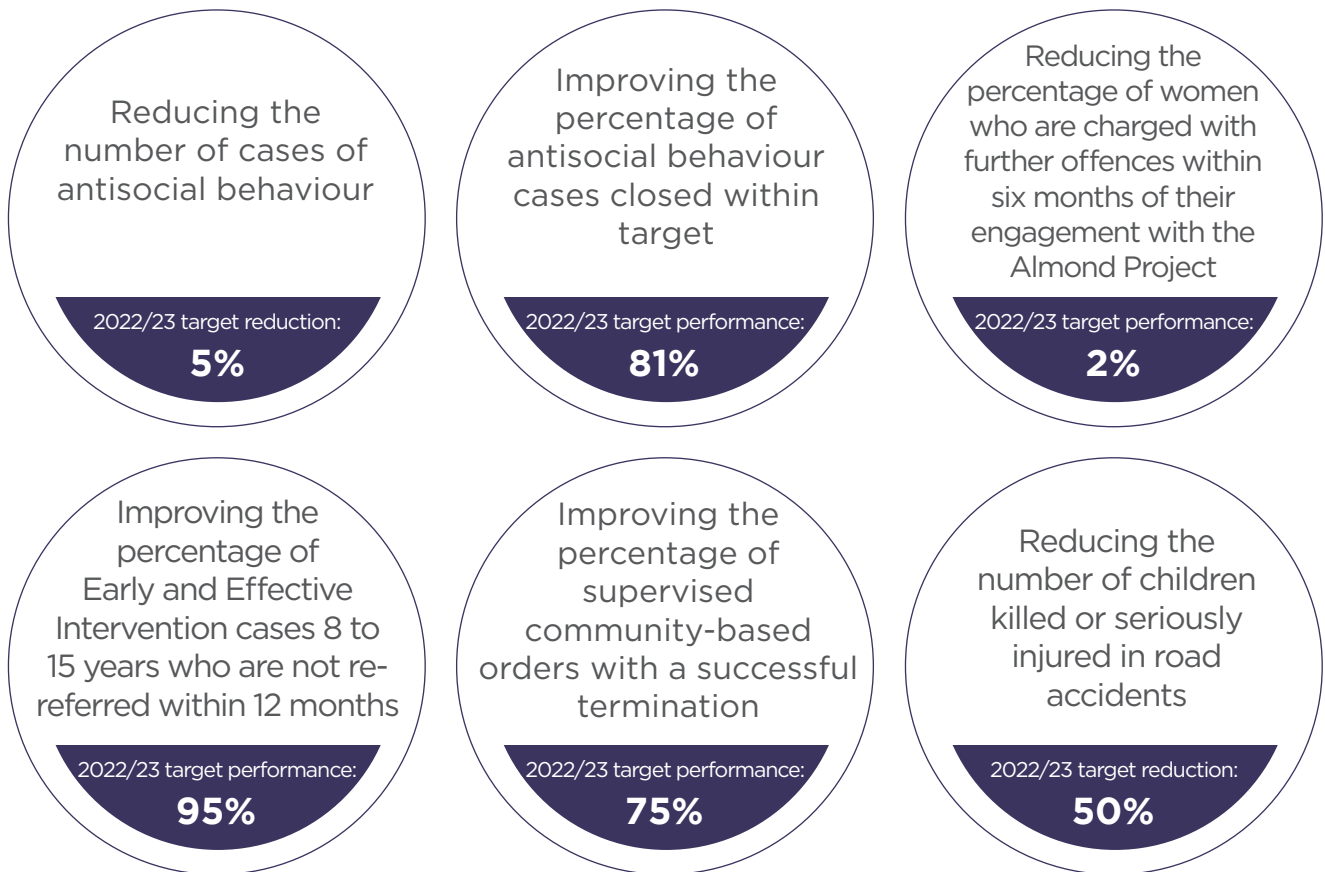


Sharing information intelligence, joint tasking and coordinating resources to prevent instances of and target, disrupt and deter those involved in serious and organised crime.



Targeted Outcomes

We have identified the key measures of the success for this priority and will track, monitor and report on our performance in these performance indicators throughout the lifetime of our plan:



Investing in our Community

The council will continue to invest in improvement programmes that will make our roads and streets safer.

- The council will invest a total of £1 million in Road Casualty Reduction Schemes during the period of the Corporate Plan, improving road safety in West Lothian.
- A total of £1.275 million has been allocated for planned improvements to achieve safer cycling, walking and safer streets for West Lothian residents and visitors to the area.

8 PROTECTING THE BUILT AND NATURAL ENVIRONMENT

The council aims to develop a strong, inclusive and sustainable West Lothian. We want to build communities and services that are well-designed and protect the built and natural environment for current residents and future generations.

In the last Corporate Plan 2012/17, we continued to improve the quality of council housing available to current and new tenants and supported development of public and private housing in the area.

We continued to maintain the main roads network in West Lothian to the highest standard in Scotland and increased the overall waste recycling rate to it's highest level.

We successfully introduced a partnership model which improved access to frontline services and became critical hubs for the community and increased the number of digital council services that are available to the public.



Deliverables

In 2018/23 we will focus on ensuring that we have the infrastructure to succeed – that there is access to council services, schools, housing, roads and transportation networks for people, families and business to continue to grow and achieve through the following key deliverables.

Supporting the sustainable residential and commercial development of the local area through the council's 10 year West Lothian Development Plan and emerging linkages with the City Region Deal. This will involve continuation of the co-ordinated, creative and flexible approach to funding, lobbying, negotiation and policy development that is proving to be successful in the core development areas.



Helping people to access housing appropriate to their needs by supporting them to sustain their accommodation. Repairing, maintaining, improving energy efficiency to meet national standards and building social housing.



Working with private landlords through the Private Sector Leasing Scheme to ensure that housing need can be met in a planned manner and that we maximise the supply of affordable housing.

Maintaining our roads network to support and sustain economic and population growth in the local area. Engaging with the community and commercial operators to deliver a cost effective public transport network and active travel options.

Protecting the environment through a range of regulatory and enforcement activities that will protect the health, wellbeing and safety of local people.

Providing high quality customer services and community facilities that are accessible and tailored to meet the needs and preferences of customers.



Continue to maintain and protect the local environment for residents, visitors and future generations by maintaining public spaces, gardens and provision of country parks and encouraging community to play a more active role in looking after their local environment.



Continuing to work with our community schools and businesses to reduce littering in our towns and villages and increasing cleanliness through street cleansing.



Improving waste recycling rates across West Lothian by implementing the Scottish Government's Zero Waste Strategy.

Targeted Outcomes

We have identified the key measures of the success for this priority and will track, monitor and report on our performance in these performance indicators throughout the lifetime of our plan:



Investing in our Community

The council will continue to invest in improving our protecting and enhancing our local environment and the services to the community.

- During the period of the Corporate Plan, the council will allocate approximately £11m each year to fund domestic waste collection and disposal services
- Around £9.6 million in funding will be allocated annually to deliver maintenance activities across the roads network in West Lothian and undertake flood prevention activities.
- Capital investment in roads and footpaths totalling £10.512 million and £7.527 million in bridges maintenance has been planned for the period.
- West Lothian's built and natural environment will be protected with around £5.6 million budgeted each year for Open Spaces, street cleaning, cemeteries and country parks, with £219,000 capital investment for country parks.
- It is anticipated that services provided by Environmental Health and Trading Standards will account for around £1.3 million of the council's annual expenditure during the period.
- The net annual budget to support planning and development in the area is expected to be approximately £2.1million. This includes £348,000 of council funding and income generated from building warrants and planning services.

transforming your council

A programme of transformation will change the way that council services are delivered in the years ahead. We aim to reduce spending by reviewing service provision and reducing or stopping the activities that do not support our eight priorities.

Workstreams and council-wide projects

New technology provides the council with an opportunity to deliver services in more effective ways and the council will seek to maximise new ways of working and different models of service delivery in a wide-reaching change programme, Transforming Your Council. This will be managed through identified projects across 7 workstreams.

Modernising services and managing our workforce

making council services more efficient, accessible and cost effective. Services with a limited contribution to the council's eight priorities may be reduced, and some services may no longer be provided, or provided in different ways. This will result in changes to how staff work.

Modernising social care

this will focus on projects that change the way we deliver social care services. These alter behaviours and factors that can have a detrimental impact on lives at an early stage, and/or deal with issues before they reach a crisis stage.

Managing our relationship with customers

this will focus on projects that improve the quality and accessibility of customer services in the council, resulting in more cost effective customer contact.

Working with partners to deliver outcomes

this will focus on projects that enhance partnership working and enable the council to deliver more effective, flexible and affordable services.

Reviewing income and concessions

this will focus on a review of council discretionary charging, benchmarking costs with Scottish averages to raise additional income to pay for priority services.

Managing our assets and reducing energy

this will focus on projects that ensure that the council continues to have efficient and effectively managed assets to support service delivery.

Environment

new standards and delivery models that will ensure we continue to protect the built and natural environment in West Lothian more cost effectively.

Equality Impact Assessment

West Lothian Council has continued to make significant progress towards mainstreaming equality impact assessment within our organisational processes and structures.

An equality relevance assessment was conducted on the Corporate Plan at draft stage.

This process did not recommend a full assessment due to the strategic nature of the plan, however in order to ensure that relevant and proportionate assessment is conducted on the activities to implement the priorities set out within the Plan, the relevance assessment recommended that the various underpinning work streams are subject to equality impact assessment.

These assessments will be conducted by council officers at the appropriate stage for each individual work stream prior to implementation.

The council is committed to tackling discrimination, advancing equality of opportunity and promoting good relations both within our workforce and the wider community. Mainstreaming equality is the process by which we will work towards achieving this as an organisation.

Our equality outcomes, published in April 2017 in line with legislative requirement, outline an evidence-based approach to tackling the most significant and persistent inequalities in society. As well as a review of local and national data and evidence, extensive involvement with representatives of the community and the council's workforce took place to identify the outcomes most relevant to West Lothian Council and the services we provide. While, for legislative compliance purposes, these outcomes are distinct from the priorities outlined within this Plan, the council recognises that achieving our equality outcomes will add direct value to everything that we do as an organisation.

Appendix: more information and references

Corporate strategies

Nine corporate strategies will support the delivery of this plan and the Transforming Your Council programme. These are published on the council's website and progress and achievement in the strategy outcomes will be subject to annual review by the appropriate Policy Development and Scrutiny Panel.

Strategies: Customer Service Strategy, People Strategy, Attainment Strategy, Digital Transformation Strategy, Improvement Strategy, ICT Strategy, Asset Management Strategy, Risk Management Strategy, Audit and Counter Fraud Strategy.

Management plans

Plans developed by each council service annually, to set out the key activities and outcomes that services will work to achieve in the year and the required resources. These are published on the council's website.

Plans: Education Services, Planning, Economic Development and Regeneration Services, Corporate Services, Housing, Customer and Building Services, Operational Services, Social Policy, Finance and Property Services.

For more information: www.westlothian.gov.uk/article/4072/Management-Plans-and-Corporate-Strategies

West Lothian Community Planning Partnership

West Lothian Council: www.westlothian.gov.uk

NHS Lothian: www.nhslothian.scot.nhs.uk

Integration Joint Board: <http://www.westlothianchcp.org.uk/hsci>

Police Scotland: www.lbp.police.uk

Scottish Fire and Rescue Service: www.lothian.fire-uk.org

Voluntary Sector Gateway West Lothian: www.voluntarysectorgateway.org

West Lothian College: www.west-lothian.ac.uk

Scotland's Rural College (Oatridge Campus): www.sruc.ac.uk/info/120391/oatridge_campus

Scottish Enterprise: www.scottish-enterprise.com

West Lothian Chamber of Commerce: www.wlchamber.com

Scottish Water: www.scottishwater.co.uk

JobCentreplus: www.dwp.gov.uk/about-dwp/customer-delivery/jobcentre-plus

West Lothian Leisure: www.westlothianleisure.com

West Lothian Youth Congress

Skills Development Scotland: www.skillsdevelopmentscotland.co.uk

SESTRAN: www.sestran.gov.uk

Scottish Natural Heritage: <https://www.nature.scot/>

Scottish Environment Protection Agency: <https://www.sepa.org.uk/>

Historic Environment Scotland: <https://www.historicenvironment.scot/>

VisitScotland: <https://www.visitscotland.com/>

Scottish Sports Council (SportScotland): <https://sportscotland.org.uk/>

For more information on the CPP: <https://www.westlothian.gov.uk/communityplanning>



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