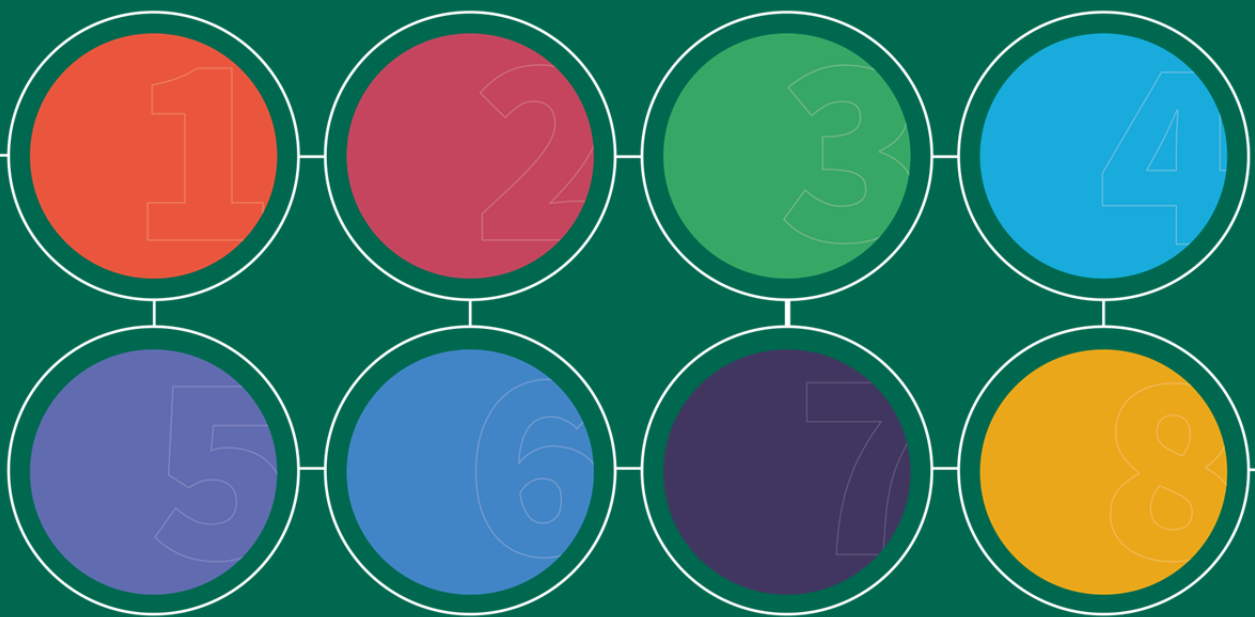


Corporate Services Management Plan 2019/20



An introduction to the Management Plan from the Head of Corporate Services

The Management Plan is a key planning document that will explain how the service will support in the delivery of the council's eight priorities in 2019/20

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 a thriving local community and, with financial and demographic challenges ahead, will require an effective Corporate Services to support in the delivery and transformation our services.

In Corporate Services we provide a wide range of enabling services 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; HR, IT, Legal, Procurement, Performance, Communications and Administration.

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 ensuring effective governance and compliance, Corporate 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 planning 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.



Julie Whitelaw
Head of Service

Our services

The services that we will deliver through collaboration with our partners in 2019/20

Corporate Services provides a range of key enabling services that help the council to operate efficiently, effectively and in compliance with legal requirements and council policy. In the next five years Corporate Services will continue to deliver value adding activities and will also assist in the delivery of the council's transformation programme through:

- ◆ Effective application of workforce planning and organisational change processes;
- ◆ Advice and support on HR, Legal and Procurement processes;
- ◆ Development of ICT policy and technical advice and application of new technology;
- ◆ Redesign and digitisation of business processes.

The key activities of the service are identified in the Management Plan.

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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 progressing the activities in the People, Corporate Procurement, ICT, Improvement and Procurement 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 enabler | Deliverable | Corporate Services key activity / process | Indicator(s) | 2018/19 Performance | 2019/20 Target |
| Corporate Governance and Risk | (E2.1) 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. | <ul style="list-style-type: none"> ◆ Further develop the corporate and service planning model that will support delivery of priority-focused council services. ◆ Implementing and monitoring of the council's Code of Conduct. | <p>Action: development of the Council's Corporate Plan by February 2018.</p> <p>Action: development of service management plans by March 2018.</p> | N/a | Plans delivered by target dates. |
| Corporate Governance and Risk | (E2.2) Continuing to operate and review the political and managerial structures and processes to govern council decision-making; making sure that members and officers work together to achieve a common purpose with clearly defined functions and roles. | <ul style="list-style-type: none"> ◆ Delivery of Committee Administration services. ◆ Support Community Councils set up and elections. ◆ Administration of Liquor licensing scheme. ◆ Legal advice and support in relation to Planning Law Services, Clerking for Development Management Committee and Local Review Body. | Action: Review of council governance and structure to support local engagement and decision making | N/a | Actions delivered |
| Corporate Governance and Risk | (E2.3) Defining a series of local procedures and practices which together create the framework for good corporate governance as described in the CIPFA/SOLACE Framework Corporate Governance in Local Government: A Keystone for Community Governance. | <ul style="list-style-type: none"> ◆ Corporate governance. ◆ Local Government Law Services. ◆ Legal advice and support in relation to property and conveyancing. ◆ Legal advice and support in relation to Social Work Law Services and education. | CP: COR010 Percentage of Compliance Statements Completed and Reported to Audit and Governance Committee | 100% | 100% |

Alignment with Corporate Priorities / Enablers

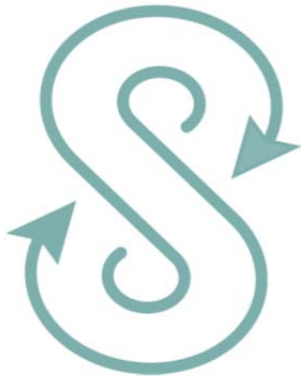
| Council enabler | Deliverable | Corporate Services key activity / process | Indicator(s) | 2018/19 Performance | 2019/20 Target |
|-------------------------------|--|--|---|---------------------|---------------------------------------|
| Corporate Governance and Risk | (E2.5) Engaging the community in the decision making processes of the council, through a range of open and targeted forums. | <ul style="list-style-type: none"> ◆ Delivery of Committee Administration services. ◆ Support Community Councils set up and elections. | Action: The council will continue to review its approach to engagement and improving local democracy. | N/a | Actions delivered |
| Corporate Governance and Risk | (E2.6) Continuing to develop efficient and effective procurement strategies and procedures. | <ul style="list-style-type: none"> ◆ Continue to manage contracts that meet council requirements and procurement regulations. ◆ Identify and deliver efficiency and service improvement opportunities through collaboration with other public sector organisations. ◆ Provide professional advice regarding procurement legislation. | CPU019_9b.1a Percentage of all influencable council expenditure covered by contracts | 93% | 98% |
| Corporate Governance and Risk | (E2.7) Managing health and safety through effective policies and procedures and monitoring activity. | <ul style="list-style-type: none"> ◆ Health and safety policy and procedure development, including corporate reporting. ◆ Provision of corporate health and safety advice, training and systems development. | CP: HRS103 Number of reportable incidents to the Health and Safety Executive and annual 5% target reduction. | 37 | 35 |
| Corporate Governance and Risk | (E2.8) Ensuring that effective policies and procedures are implemented to secure and manage information and that compliance is monitored across the council. | <ul style="list-style-type: none"> ◆ Development of information management policies and procedures. ◆ Support information management in the council through the provision of information and records management services. ◆ Provision of systems support and administration for the key corporate and performance management systems. | Action: review of information management policies and procedures for relevance in 2019/20. | N/a | New policies and procedures in place. |

Alignment with Corporate Priorities / Enablers

| Council enabler | Deliverable | Corporate Services key activity / process | Indicator(s) | 2018/19 Performance | 2019/20 Target |
|-------------------------------|---|---|--|---------------------|----------------|
| Modernisation and Improvement | (E3.4) Planning, managing and developing a skilled, healthy, well informed, highly motivated and diverse workforce to deliver high performing services and change. | <ul style="list-style-type: none"> ◆ HR policy and procedure development and implementation, including corporate reporting. ◆ Provision of recruitment, payroll and employee benefits services. ◆ Employee health and wellbeing, absence management, occupational health advice and support. | Percentage of employees who strongly agree or agree that they get the training, learning and development they need to do their job effectively. | 72% | 78% |
| Modernisation and Improvement | (E3.5) Designing and delivering employee, manager and leadership development activities and programmes that meet the development needs of individuals and the organisation as a whole. | <ul style="list-style-type: none"> ◆ HR policy and procedure development and implementation, including corporate reporting. ◆ Supporting employee relations through effective communication and engagement with recognised trade unions. ◆ Workforce management and development. | P:CORW010 Percentage of Managers who have participated in corporate development programmes and activities | 100% | 100% |
| Modernisation and Improvement | (E3.6) 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. | <ul style="list-style-type: none"> ◆ Equality and Diversity. | Percentage of employees who, in the last 12 months, strongly agree or agree that they have not experienced discrimination a work in relation to sex (gender), gender reassignment, age, religion or belief, disability, sexual orientation, race, pregnancy or maternity | 88% | 98% |

Alignment with Corporate Priorities / Enablers

| Council enabler | Deliverable | Corporate Services key activity / process | Indicator(s) | 2018/19 Performance | 2019/20 Target |
|-------------------------------|--|--|---|--|----------------|
| Modernisation and Improvement | (E3.7) Ensuring that each service within the council has 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 the achievement of service aims. | <ul style="list-style-type: none"> ◆ Ongoing development of a comprehensive performance management framework. ◆ Development and implementation of quality frameworks, standards and systems and process improvement activities. ◆ Corporate monitoring and reporting of council performance. | PIS223 Average ranking of West Lothian Council in the Local Government Benchmarking Framework (LGBF) | 1 out of 32 (2017/18 performance – LGBF is published one year in arrears) | 1 |
| Modernisation and Improvement | (E3.8) Investing in IT resources that will support digitisation and modernisation of council services and will assist services to deliver efficiencies. | <ul style="list-style-type: none"> ◆ Supporting technology change for channel shift and digital services. | Percentage of systems interfaces implemented to support Digital Transformation | 50% | 50% |
| Modernisation and Improvement | (E3.9) 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. | <ul style="list-style-type: none"> ◆ Support, maintenance and development of the council's ICT infrastructure assets. ◆ Support, maintenance and development of the council's ICT application/system assets. ◆ Service management and project management and improvement. ◆ Strategic, policy and technical advice in ICT, information and records management including IT security. | ITS110 Maintain optimum server processing capacity | 29% | 75% |
| Modernisation and Improvement | (E3.10) Protecting against the threat of and risks associated with Cyber Security | <ul style="list-style-type: none"> ◆ Strategic, policy and technical advice in ICT, information and records management including IT security. | Percentage of anti-virus, malware, filtering and encryption software deployed Microsoft windows devices | 100% | 100% |



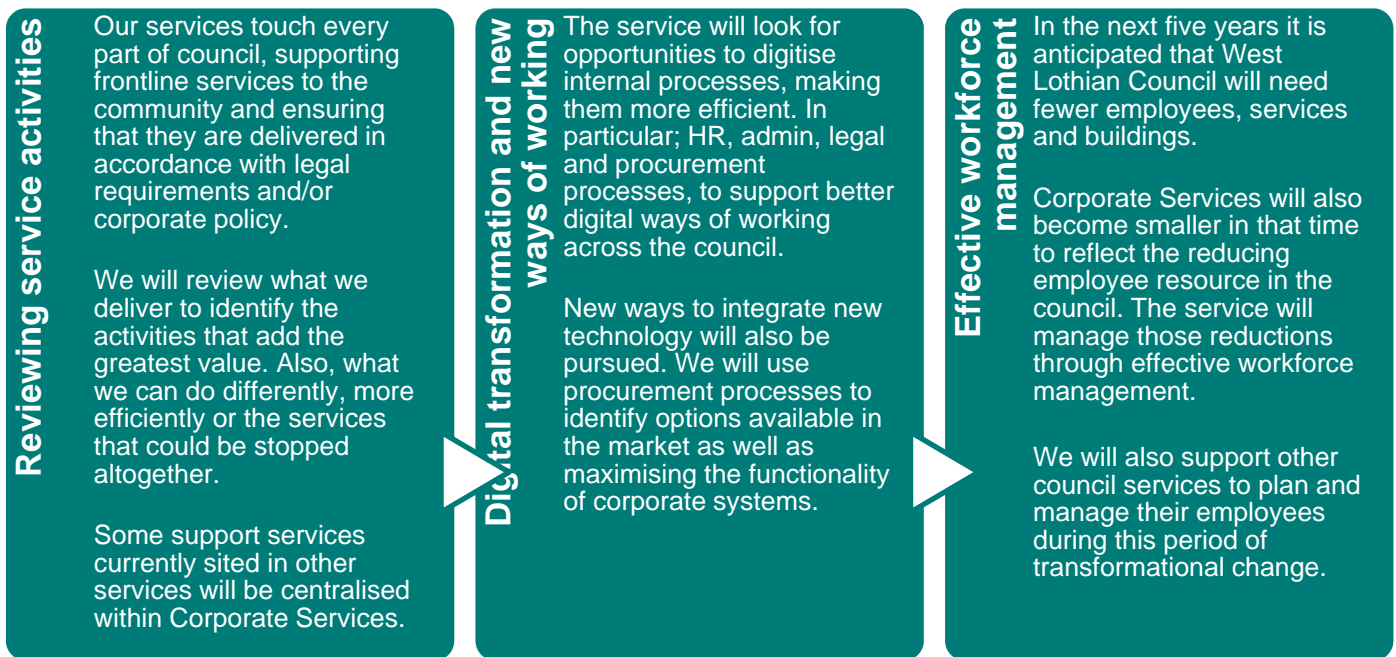
Transforming Your Council

How Corporate 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 an enabling service that supports every part of the organisation and some of our key partners, it is critical that Corporate 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 £3.328 million are being developed to transform the way that we work in Corporate Services.

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



Engagement methods

Throughout the period of this plan, Corporate Services will continue to engage and consult with customers, employees, 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 annual update to the Management Plan.

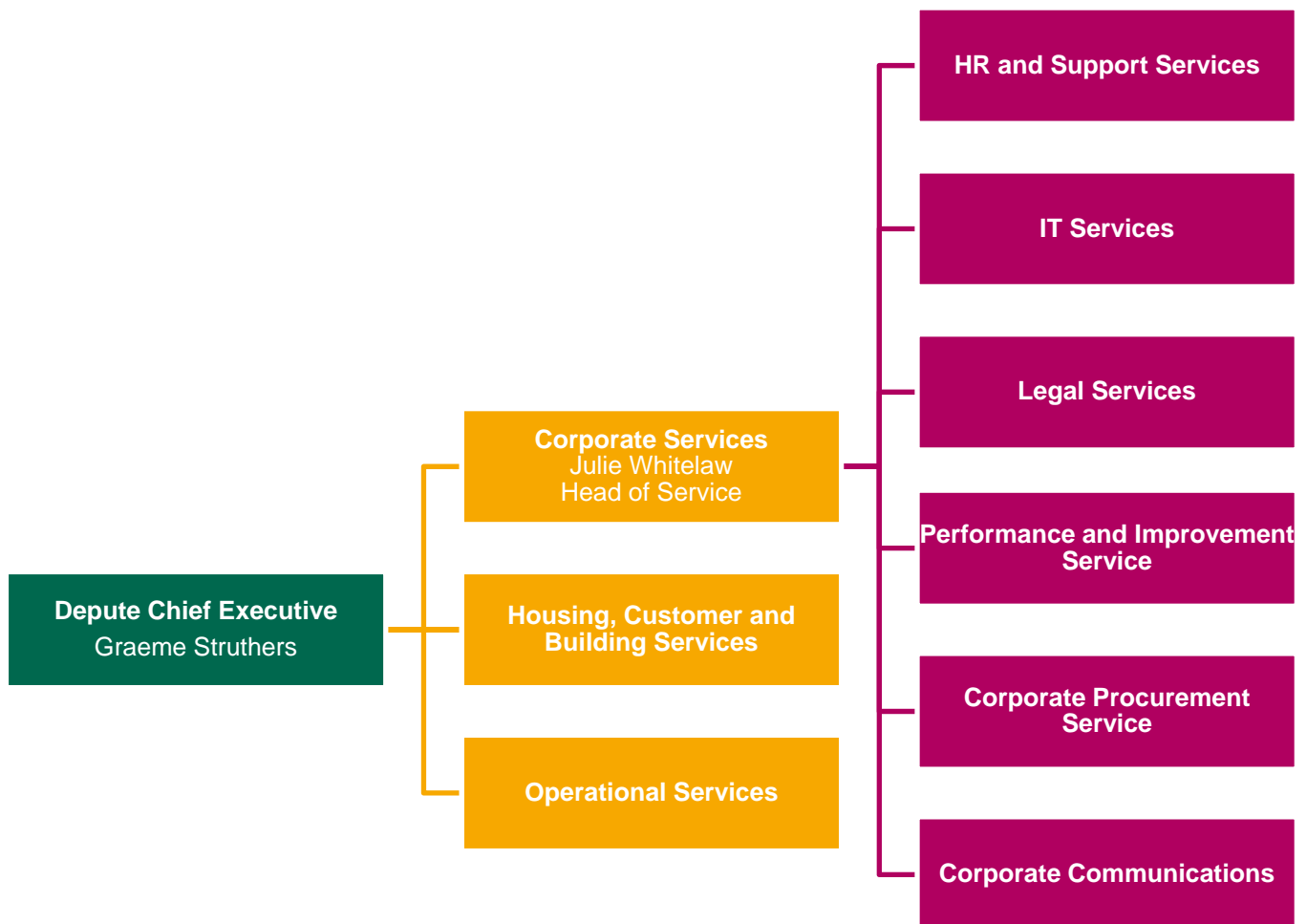
Corporate Services make the following commitments to customers, employees and partners:

- ◆ 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

The Corporate, Operational and Housing Services directorate is focused on the delivery of vital infrastructure services that will make West Lothian a better, more sustainable place to live.

This includes three large service areas delivering a wide array of council activities, such as; environmental and roads services, the frontline customer and community services, social housing services and the council's support services.



Corporate Services comprises of six enabler services – known as West Lothian Assessment Model (WLAM) units, under the direction of the Head of Corporate Services.

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

Employee Engagement

Corporate Services has a total of 191.4 (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 2019/20 | | | |
|---|---|-----------------------|---|
| Employee Group | Method | Frequency | Responsible Officer |
| All employees | Email | Monthly | Service Manager |
| All employees | One-to-ones | Fortnightly / monthly | 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 Corporate Services CMT update report | Monthly | Service Manager |
| Service management team | Extended Management Team | Quarterly | Head of Service |
| Service management team | Directorate Managers meeting | Quarterly | Depute Chief Executive |

HR and Support Services

Service manager: Lesley Henderson, HR Service Manager

Number of staff: 83.2 (full time equivalents)

Location: Civic Centre

Purpose

HR and Support Services provide a range of advice, services and support to all Council Services. A significant function of the service is to ensure that appropriate employment and people development strategies, policies and procedures are in place to drive and support corporate and service business objectives, modernisation and improvement.

As an enabler, HR and Support Services has a key role in supporting the modernisation and improvement of council services through the actions set out in the People Strategy.

The service also provides a diverse range of administration and support functions to the Corporate Management Team, Elected Members and council services located within the Civic Centre and to a number of council locations out with the Civic Centre. HR and Support Services also administer payroll services on behalf of West Lothian Leisure, West Lothian College and the Improvement Service.

Activities

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

- ◆ Provision of HR policy and systems development, advice and support to managers
- ◆ Provision of payroll and employee benefits to employees and provisions of payroll services to West Lothian Leisure, the Improvement Service and West Lothian College
- ◆ Workforce management and development including the provision of the corporate training programme
- ◆ Employee health and wellbeing, absence management, occupational health advice and support
- ◆ Support the council's equality and diversity agenda including the agreed equality outcomes
- ◆ Health and Safety
- ◆ Support the management of positive employee relations across the council
- ◆ Job evaluation and grading
- ◆ Administrative support for the Corporate Management Team, Elected Members and Civic Centre council services
- ◆ Reception and mailroom services to all Civic Centre partnership organisations

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, the recognised Trade Unions, West Lothian College, Society of Personnel and Development Scotland (SPDS), Chartered Institute of Personnel and Development, HM Revenues & Customers (HMRC), Advisory, Conciliation and Arbitration Service (ACAS), Optima Occupational Health Consultancy, Employee Pension Funds e.g. Lothian Pension Fund (LPF),

Scottish Public Pensions Agency (SPPA), CoSLA and the Chartered Institute of Occupational Health and Safety.

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 2019/20

| Customer Group | Method | Frequency | Responsible Officer | Feedback Method |
|---|-------------------------------|----------------------------|---|--|
| HR Programme Board | Board meeting | Six weekly | HR Service Manager | Report to Heads of Service / contacts |
| Service Management | Service Management meetings | Monthly | HR Manager – Policy and Advice | Attendance at meetings / review of minutes |
| Heads of Service | Interview / discussion | Annual | HR Service Manager | Meeting |
| HR Service Users | Electronic Survey | Annual | Team Leader – Workforce Management | Outcome reported to HR Programme Board |
| HR Service Users | Focus Groups | Annual | Team Leader – Workforce Management | Meetings / outcome reported to HR Programme Board |
| Corporate Working Group on Equalities | Group meeting | Monthly | HR Manager – Policy and Advice | Meetings / minutes-reported to HR Programme Board |
| Corporate Working Group for Learning and Development | Group meeting | Six Weekly | HR Service Manager | Meeting / Minutes-reported to HR Programme Board |
| Employees (minority groups) | Forums | Quarterly | HR Manager – Policy and Advice | Meetings/ Minutes – reported to HR Programme Board |
| Health and Safety | Health and Safety Committee | Quarterly | Health and Safety Manger/Health and Safety Adviser | Attendance at meetings |
| Health and Safety | Service Management meetings | Quarterly | Health and Safety Adviser | Attendance at meetings |
| Health and Safety | Hard copy surveys | Follow completion of audit | Health and Safety Manager/Health and Safety Adviser | Email to respondent |
| Service Users | Electronic survey | Bi-annual | HR Manager - Operations | Pentana, intranet, emails to respondents, hard copy at reception |
| Reception customers | Electronic / hard copy survey | Quarterly | HR Manager - Operations | Intranet, emails to respondents, hard copy at reception |
| Mail Room customers | Electronic / hard copy survey | Quarterly | HR Manager - Operations | Intranet, emails to respondents, hard copy in mail room |
| Revenue benefit processors | Electronic survey | Quarterly | HR Manager - Operations | Email and focus groups |

Activity Budget 2019/20

| HR and Support Services | | | | | | | |
|---|--|---|--|-----------------------|--------------------------------------|---------------------------------|------------------------------|
| Activity Name and Description | Link to Corporate Plan | Performance Indicator and Target 2019/20 | PI Category | Staff Resources (FTE) | Revenue Expenditure Budget 2019/20 £ | Revenue Income Budget 2019/20 £ | Net Revenue Budget 2019/20 £ |
| Payroll, Control and Employee Benefits | To provide a comprehensive, cost effective payroll and benefits service including provision of statutory returns to external bodies | Enabler Service - Modernisation and Improvement | HRS202_Cost of Payroll Service per council employee. Target: £40 | 10.8 | 379,341 | (23,247) | 356,094 |
| | | | HRS206_Percentage of Incorrect Salary Payments. Target: 0.36% | High Level | | | |
| Policy & Systems Development, Advice and Support | To develop council HR policies and systems, providing advice and support on all employee relations aspects. To advise the council on all aspects of job evaluation, pay structures and related equal pay matters, and to provide support and advice on service restructuring including developing workforce capability in line with the People Strategy. To administer and process all recruitment and employment related contractual documentation. | Enabler Service - Modernisation and Improvement | HRS300_Cost of the Policy & Systems Development, Advice and Support per council employee. Target: £173 | 26.7 | 1,413,740 | (83,911) | 1,329,829 |
| | | | HRS217_Percentage of contractual documents issued within 6 weeks of the date that the change to contract takes effect. Target: 100% | High Level | | | |

HR and Support Services

| Activity Name and Description | | Link to Corporate Plan | Performance Indicator and Target 2019/20 | PI Category | Staff Resources (FTE) | Revenue Expenditure Budget 2019/20 £ | Revenue Income Budget 2019/20 £ | Net Revenue Budget 2019/20 £ |
|--|---|---|---|------------------------|-----------------------|---|------------------------------------|---------------------------------|
| Health and Safety | To provide a comprehensive Health and Safety policy and procedural advice and information to managers and employees to enable the council to meet its statutory duties under the Health and Safety at Work Act. | Enabler Service - Modernisation and Improvement | HRS131_Cost of the Health and Safety Service per council employee. Target: £549.72 CP: HRS103 Number of reportable incidents to the Health and Safety Executive and annual 5% target reduction. Target: 35 | High Level WLAM | 3.9 | 236,505 | 0 | 236,505 |
| Absence Management – Occupational health advice and support | To provide advice and support to managers on the application of the council's sickness absence policy as well as professional occupational health advice and support. | Enabler Service - Modernisation and Improvement | HRS301_Cost of the Sickness Absence Management Service per council employee. Target: £45 HRS305_Percentage of employees who come out of monitoring under the Policy on Supporting Attendance at Work in relation to the number of employees who continue to be monitored in the same period. Target: 73% | High Level WLAM | 2.5 | 160,689 | (9,847) | 150,842 |

| HR and Support Services | | | | | | | | |
|--------------------------------|---|---|--|-------------|-----------------------|---|------------------------------------|---------------------------------|
| Activity Name and Description | | Link to Corporate Plan | Performance Indicator and Target 2019/20 | PI Category | Staff Resources (FTE) | Revenue Expenditure Budget 2019/20 £ | Revenue Income Budget 2019/20 £ | Net Revenue Budget 2019/20 £ |
| 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 | 69,728 | 0 | 69,728 |
| Elected Members Support | Provision of Elected Members Support | Enabler Service - Corporate Governance and Risk | HRS700_Cost of Members Services per £1 million of Council net expenditure. Target: £3,500 | High Level | 11.8 | 1,370,024 | 0 | 1,370,024 |
| | | | HRS701_Number of enquiries handled. Target: 4,450 | High Level | | | | |
| Service Support | Provision of management and administrative Support | Enabler Service - Corporate Governance and Risk | Support activities contribute towards the overall performance of the service. Performance is monitored through the indicators for front line activities. | | 0.3 | 45,768 | 0 | 45,768 |
| Total: | | | | | 56.4 | 3,675,795 | (117,005) | 3,558,790 |

Civic Centre Admin

| Activity Name and Description | | Link to Corporate Plan | Performance Indicator and Target 2019/20 | PI Category | Staff Resources (FTE) | Revenue Expenditure Budget 2019/20 £ | Revenue Income Budget 2019/20 £ | Net Revenue Budget 2019/20 £ |
|-------------------------------|--|---|--|--------------------------|-----------------------|---|------------------------------------|---------------------------------|
| Reception | Reception duties on behalf of West Lothian Council and its Civic Centre Partners | Enabler Service – Modernisation and Improvement | HRS661_Unit cost per customer engagement at Civic Centre reception. Target: £0.33 | High Level | 3.0 | 74,054 | (38,255) | 35,799 |
| Mailroom Services | Management of all incoming and outgoing mail at the Civic Centre on behalf of West Lothian Council and its Partners. Managing an outgoing mail service on behalf of West Lothian College | Enabler Service - Modernisation and Improvement | HRS663_Unit cost of providing an external mail service within the Civic Centre. Target: £0.22 HRS670_Annual percentage of council mail issued using the lowest second class postage rate offered by the mail service providers. Target: 86% | High Level Public | 5.0 | 246,919 | (169,258) | 77,661 |
| Administration Support | To provide a comprehensive administration support service to Heads of Service and all council services within Civic Centre | Enabler Service - Modernisation and Improvement | HRS667_Total cost of Administration Team Service per £1 million of total Council Revenue Expenditure. Target: £1,730 HRS668_Percentage of all administration requests completed within service level agreement. Target: 98.5% | Public High Level | 18.7 | 510,966 | 0 | 510,966 |

| Civic Centre Admin | | | | | | | | |
|-------------------------------|--|---|--|-------------|-----------------------|---|------------------------------------|---------------------------------|
| Activity Name and Description | | Link to Corporate Plan | Performance Indicator and Target 2019/20 | PI Category | Staff Resources (FTE) | Revenue Expenditure Budget 2019/20 £ | Revenue Income Budget 2019/20 £ | Net Revenue Budget 2019/20 £ |
| Service Support | Provision of management and administrative Support | Enabler Service - Corporate Governance and Risk | Support activities contribute towards the overall performance of the service. Performance is monitored through the indicators for front line activities. | | 0.1 | 20,860 | 0 | 20,860 |
| Total: | | | | | 26.8 | 852,799 | (207,513) | 645,286 |

Actions 2019/20

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

| HR and Support Services Actions 2019/20 | | | | | | | |
|--|--|---|---|------------|------------|--------|--|
| Action | Description | Planned Outcome | Owner(s) | Start | End | Status | Update |
| People Strategy | Development, implementation and ongoing monitoring and reporting of the council's corporate strategy. | The council has people to deliver in the priorities and employees are lead, managed and developed effectively. | HR Services Manager | April 2018 | April 2023 | Active | The strategy was approved in June 2018 and is now being implemented. The annual update and strategy scorecard and action plan will be reported P&R PDSP in quarter 1 of 2019/20. |
| Workforce arrangements | Review employee terms and conditions to realise efficiencies in staffing costs. | To ensure strategic management and effective co-ordination of workforce reductions and redeployment. | HR Services Manager | April 2018 | March 2022 | Active | Project scope and plan defined. |
| Learning and development | Review of learning and development across the council to develop new models of support. | Optimisation of resources to support more efficient service delivery and reduction in spend. | HR Services Manager | April 2018 | March 2022 | Active | Project scope and plan defined. |
| HR policies and procedures review | Review, as necessary, HR policies and procedures to ensure that they continue to support agreed council priorities and outcomes. | To ensure the council has a suite of workforce management policies and procedures that support priorities and outcomes. | HR Manager – Policy, Advice and Support | April 2018 | March 2023 | Active | A schedule of review for the period is agreed by the HR Programme Board. |

HR and Support Services Actions 2019/20

| Action | Description | Planned Outcome | Owner(s) | Start | End | Status | Update |
|--|---|---|----------------------------|---------------|----------------|----------|---|
| Replace HR / Payroll System | Undertake a procurement exercise to deliver a replacement HR and Payroll system that will support transformational change in HR services. | The council has an HR and Payroll information system in place that supports improved efficiency and quality in HR decision making; and improves employee and managerial productivity and effectiveness. | HR Manager – Operations | April 2018 | December 2020 | Active | Contract has been awarded to MHR. Project now moved into implementation phase. |
| Improving Attendance at Work | Introduction of revised corporate policy to support attendance at work. | Tangible reduction in corporate sickness absence rates particularly in relation to long-term absence. | HR Services Manager | November 2017 | September 2018 | Complete | Revised policy was implemented with effect from 1 September 2018. |
| The Misuse of Alcohol, Drugs and other Substances | Introduction of a policy to implement a drug and alcohol testing framework. | Ensure the safety of council employees, customers and members of the public. | HR Services Manager | 1 April 2018 | June 2019 | Active | Council Executive approved the policy on 23 April 2019. |
| Digital transformation projects | A programme of activity to ensure that the council is well placed to take advantage of opportunities offered in the digital age. | To deliver improved user-focused digital public services. | Head of Corporate Services | April 2018 | March 2023 | Active | The service continues to support the delivery of digital ambitions. The ICT Strategy and corporate systems are supporting digital processes across the council. |
| Project Support | Support for delivery of strategic transformation programme projects. | Optimisation of resources to support more efficient service delivery and reduction in spend. | Head of Corporate Services | April 2018 | March 2023 | Active | Continue to support Project development and implementation of ongoing projects. |

IT Services

Service manager: Ian Forrest, IT Services Manager

Number of staff: 45.3 (full time equivalents)

Location: Civic Centre

Purpose

IT Services provide a wide range of information and communication technology services, support and advice to all of the council's services.

In order to maximise efficiency and use of technology, the majority of the service is based and delivered centrally within the Civic Centre, Livingston. The service also provides onsite support at schools and office locations where required across all council office properties. IT Services provides services to Civic Centre partners, the Improvement Service and West Lothian College.

As an enabler, IT Services has a key role in supporting the modernisation and improvement of council services through the actions set out in the ICT Strategy and the ten year capital programme.

Activities

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

- ◆ Strategic, policy and technical advice in ICT, information and IT security
- ◆ Service, supplier and project management, performance management and improvement
- ◆ Support, maintenance and development of the council's ICT infrastructure and managing investment in the council's ICT assets
- ◆ Support, maintenance and development of the council's ICT application/system assets
- ◆ Maintaining the ongoing sustainability of the ICT infrastructure and systems to support the use of technology solutions which improve efficiency and effectiveness.

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, Improvement Service, West Lothian College, South Lanarkshire Council and external IT suppliers/providers.

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 2019/20

| Customer Group | Method | Frequency | Responsible Officer | Feedback Method |
|--|-------------------------------|-----------|---|---|
| ICT Programme Board | Board meeting | Annual | IT Services Manager | Annual Consultation report provided to all Heads of Service |
| Information Management Working Group | Meeting | Annual | IT Services Manager | Annual Consultation report provided to all Heads of Service |
| Service Management teams | Meeting | Annual | Service Portfolio and Programme Manager | Annual report to service area Senior Management teams |
| Improvement Service | Meeting | Annual | Service Portfolio and Programme Manager | Annual report to Improvement Service as part of Service Level Agreement |
| Education Service Head of Service for Support Model review | Meeting | Annual | Service Portfolio and Programme Manager | Annual review report on support model to Education Heads of Service |
| Education Service Head of Service and Secondary Head Teachers | Meeting/ electronic survey | Quarterly | Service Portfolio and Programme Manager | Annual review report on support model to Education Heads of Service |
| Service users | Electronic survey | Monthly | IT Services Manager | Pentana reporting and update on intranet |
| Service users | Electronic survey | Monthly | IT Services Manager | Pentana reporting and update on intranet |

Activity Budget 2019/20

| IT Services Activity Budget 2019/20 | | | | | | | | |
|--|---|---|--|-----------------------|---|------------------------------------|---------------------------------|-----------|
| Activity Name and Description | Link to Corporate Plan | Performance Indicator and Target 2019/20 | PI Category | Staff Resources (FTE) | Revenue Expenditure Budget 2019/20 £ | Revenue Income Budget 2019/20 £ | Net Revenue Budget 2019/20 £ | |
| Corporate IT Strategy and Support | Provide strategic support, advice and guidance on the application of IT to the council including the following services: development of strategy, policy, procedures and standards; advice and guidance on licensing and legislation, management of corporate ICT purchasing. | Enabler Service - Modernisation and Improvement | ITS060_Cost of development/ monitoring and management of compliance with Information Management and ICT Strategy Target: £370,175 | High Level | 3.2 | 410,730 | (40,555) | 370,175 |
| | | | ITS061_Percentage of Information Security Incidents Target: 1% | High Level | | | | |
| Service Project Management | Provide advice and guidance on development of service IT strategies and technology developments; project activity and project management; business analysis; communication of IT strategy, policies and standards; project office support. | Enabler Service - Modernisation and Improvement | ITS062_Cost of managing service and IT projects across the council within IT Services Target: £803,306 | High Level | 7.8 | 891,313 | (88,007) | 803,306 |
| | | | ITS063_Percentage of projects completed within budget Target: 85% | Public | | | | |
| Information Systems Development and Support | Provide IT solutions to: applications and interfaces development; adoption of user systems for maintenance and support; | Enabler Service - Modernisation and Improvement | ITS068_Total cost of IT services per £1million of WLC's net budget Target: £10,860 | Public | 13.2 | 1,157,192 | (114,259) | 1,042,933 |

| IT Services Activity Budget 2019/20 | | | | | | | |
|---|--|---|-------------|-----------------------|---|------------------------------------|---------------------------------|
| Activity Name and Description | Link to Corporate Plan | Performance Indicator and Target 2019/20 | PI Category | Staff Resources (FTE) | Revenue Expenditure Budget 2019/20 £ | Revenue Income Budget 2019/20 £ | Net Revenue Budget 2019/20 £ |
| | applications and interfaces support - in house and 3rd party developed systems; web development; small projects management. | ITS063_Percentage of faults resolved at first point of contact Target: 50% | Public | | | | |
| Infrastructure Development and Support | Provide adequate and robust infrastructure services to allow the council to make best use of IT solutions including communications, network and telephony support; technical infrastructure support; server support and desktop support. | Enabler Service - Modernisation and Improvement ITS068_Total cost of IT services per £1million of WLC's net budget Target: £10,860 | Public | 20.3 | 2,326,760 | (288,682) | 2,038,078 |
| | | ITS63_Percentage of faults resolved at first point of contact Target: 50% | Public | | | | |
| Service Support | Provision of management and administrative Support | Enabler Service - Corporate Governance and Risk Support activities contribute towards the overall performance of the service. Performance is monitored through the indicators for front line activities. | | 0.8 | 142,128 | 0 | 142,128 |
| Total: | | | | 45.3 | 4,928,123 | (531,503) | 4,396,620 |

Actions 2019/20

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

| IT Services Actions 2019/20 | | | | | | | |
|--|--|---|----------------------------|------------|------------|--------|--|
| Action | Description | Planned Outcome | Owner(s) | Start | End | Status | Update |
| ICT Strategy | Development, implementation and ongoing monitoring and reporting of the council's corporate strategy. | The council has the ICT infrastructure to succeed in the priorities. | IT Services Manager | April 2018 | April 2023 | Active | The strategy was approved in June 2018 and is now being implemented. The annual update and strategy scorecard and action plan will be reported P&R PDSP in quarter 1 of 2019/20. |
| ICT Asset Efficiency | Review of ICT to develop new models of support and a more efficient infrastructure. | Optimisation of resources to support more efficient service delivery and reduction in spend. | IT Services Manager | April 2018 | March 2021 | Active | Project in delivery phase |
| ICT Capital Programme | Delivery of the ICT programme of projects to enhance or maintain IT networks, systems and applications. | The council has an ICT infrastructure that is suitable and compliant for business requirements. | IT Services Manager | April 2018 | March 2028 | Active | Project In delivery phase |
| Digital Transformation Projects | A programme of activity to ensure that the council is well placed to take advantage of opportunities offered in the digital age. | To deliver improved user-focused digital public services. | Head of Corporate Services | April 2018 | March 2023 | Active | The service continues to support the delivery of digital ambitions. The ICT Strategy and corporate systems are supporting digital processes across the council. |

IT Services Actions 2019/20

| Action | Description | Planned Outcome | Owner(s) | Start | End | Status | Update |
|------------------------|--|--|----------------------------|------------|------------|--------|---|
| Project Support | Support for delivery of strategic transformation programme projects. | Optimisation of resources to support more efficient service delivery and reduction in spend. | Head of Corporate Services | April 2018 | March 2023 | Active | Continue to support Project development and implementation of ongoing projects. |

Legal Services

Service manager: Carol Johnston, Chief Solicitor

Number of Staff: 29.4 (full time equivalents)

Location: Civic Centre

Purpose

As an enabling service, Legal Services provides a range of advice, support and representation to all council services. The service also provides elections support and advice, committee administration and administration of Civic Government/Hire Car Licensing regimes, legal advice and clerking to the Licensing Board, in addition to, Integration Joint Board (IJB) and its Committees, Asset Transfer Committee and Asset Transfer Review Body.

The service has a key role in the development and implementation of the council's strategic objectives, particularly in relation to its transformation programme and project related business. The service manages delivery of all legal services to the council and, in exceptional circumstances, will engage external legal advisors to support delivery of specialist support and advice to the council.

Activities

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

- ◆ Delivery of Committee Administration services
- ◆ Support Community Councils
- ◆ Local Government Law Services
- ◆ Provision of Freedom of Information, Data Protection and GDPR advice and support
- ◆ Support development of HR Policies and provide Employment Law advice and assistance
- ◆ Administer Hire Car and Miscellaneous Licensing schemes
- ◆ Provide legal advice and support relating to Planning Law Services, Clerking for Development Management Committee and Local Review Body
- ◆ Raise, pursue and provide representation in Employment Appeal Tribunal, Sheriff Court and Court of Session Litigations
- ◆ Undertake a full range of Social Work Law Services to support implementation of Social Policy strategic objectives and statutory functions
- ◆ Education Law Services including representation at Additional Support Needs Tribunal, clerking of Placing in Schools Appeals, provision of support and advice in relation to school consultations and to Head Teachers
- ◆ Administration of Liquor licensing scheme and Clerking of Licensing Board
- ◆ Provision of support and advice relative to Procurement and Contract Law matters

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, Scottish Courts Service, Police Scotland, Scottish Childrens Reporters Administration, Licensing Forum, Community Councils, Licensed Trade, Employment Tribunal Services and Civic Centre 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 2019/20

| Customer Group | Method | Frequency | Responsible Officer | Feedback Method |
|---|--|---|---|---|
| Council services | Customer satisfaction survey | On completion of a transaction | Chief Solicitor | Annual consultation report provided to Heads of Service |
| Adoption Panel | Adoption Panel | Monthly | Litigation Manager | Annual report to Adoption Panel Business Meeting |
| Licence holders | Customer Satisfaction Surveys | On completion of licence application process or when licence being issued | Licensing Manager | Annual report published on Council website |
| Licence holders and key stakeholders | Consultation with customer group on proposed amendments to licensing scheme for street traders | As required | Licensing Manager | Annual report published on Council website Report to Environment PDSP and Council Executive |
| Property Services | Meeting with internal customer | As required | Property and Planning Manager | Monthly meetings with senior management |
| Planning Services | Meeting with internal customer | Monthly | Property and Planning Manager | Monthly meetings with senior management |
| Heads of Service | Meeting with internal customer | Monthly and/or <i>ad hoc</i> as required | Chief Solicitor/Legal Services management Team as appropriate | Meeting with Heads of Service as required and/or regular monthly scheduled meetings |
| Placing in Schools Appeals Committee | Customer satisfaction survey | Annually | Chief Solicitor | Annual report published on Council website, annual email to LAC, PDSP Lead Officers and Community Council Secretaries |
| Looked after Children (LAC) and Policy Development Scrutiny Panel (PDSP) Lead Officers | Customer satisfaction survey | Annually | Chief Solicitor | Annual report published on Council website, annual email to LAC, PDSP Lead Officers and Community Council Secretaries |
| Community Council Secretaries | Customer satisfaction survey | Annually | Committee Officer | |

Activity Budget 2019/20

| Legal Services | | | | | | | | |
|-------------------------------|---|---|---|-----------------------|---|------------------------------------|---------------------------------|-----------|
| Activity Name and Description | Link to Corporate Plan | Performance Indicator and Target 2019/20 | PI Category | Staff Resources (FTE) | Revenue Expenditure Budget 2019/20 £ | Revenue Income Budget 2019/20 £ | Net Revenue Budget 2019/20 £ | |
| Legal | To provide legal advice and services to support Council's businesses including conveyancing, litigation, tribunals and inquiries, planning, transportation, social services & education. Provision of advice to Working Groups, Boards and other groups in relation to corporate governance business and other matters. | Enabler Service - Corporate Governance and Risk | LS111_Cost of Legal Services per £1m Budget Expenditure. Target: £2,007 | Public | 17.2 | 903,047 | (253,285) | 649,762 |
| | | | LS058_Percentage of Debt Recovery writs/ summonses lodged within 20 working days of receipt of full instructions. Target: 100% | WLAM | | | | |
| Licensing Board | To provide legal advice, committee clerking and services to support the Licensing Sub-committee, and administration of taxis, private hire car and other Council licensing. Also the administration of the private landlord registration scheme. To review compliance with Licensing Standards and Conditions. To administer liquor licensing and betting/gaming on behalf of the licensing board. To carry out statutory Licensing Standards Officer function in terms of the Licensing (Scotland) Act 2005. | Enabler Service - Corporate Governance and Risk | LS111_Cost of Legal Services per £1m Budget Expenditure Target: £2,007 | Public | 7.0 | 384,201 | (569,213) | (185,012) |
| | | | LS053_Percentage of Taxi/Private Hire Car Drivers Licences Suspended. Target: 1% | WLAM | | | | |

| Legal Services | | | | | | | |
|--|--|---|-------------|-----------------------|---|------------------------------------|---------------------------------|
| Activity Name and Description | Link to Corporate Plan | Performance Indicator and Target 2019/20 | PI Category | Staff Resources (FTE) | Revenue Expenditure Budget 2019/20 £ | Revenue Income Budget 2019/20 £ | Net Revenue Budget 2019/20 £ |
| To administer the council's decision making process and provide administration services | To provide a comprehensive committee administration service to meetings (Approximately 1 Council, 2 Council Executive Committees, 12 committees, 9 PDSP's, 9 LAC's, 2 Joint Consultative Groups and 7 other bodies), including Placing in Schools Appeals Committee. The provision of Community Council's scheme to service 38 Community Council areas, plus West Lothian Association of Community Councils. | Enabler Service - Corporate Governance and Risk | Public | 5 | 390,134 | 0 | 390,134 |
| | | | Public | | | | |
| Service Support | Provision of management and administrative Support. | Enabler Service - Corporate Governance and Risk | | 0.2 | 28,559 | 0 | 28,559 |
| Total: | | | | 29.4 | 1,705,941 | (822,498) | 883,443 |

Actions 2019/20

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

Legal Services Actions 2019/20

| Action | Description | Planned Outcome | Owner(s) | Start | End | Status | Update |
|--|---|--|----------------------------|----------------|---------------|---------|---|
| Online Licensing Applications and Payments | Implementation of new licensing system module. | Optimisation of processes to support more efficient service delivery. | Legal Services Manager | September 2018 | December 2019 | Active | First Phase implemented, Project ongoing with further planned roll out following testing during 2019/20. |
| Digital transformation projects | A programme of activity to ensure that the council is well placed to take advanced of opportunities offered in the digital age. | To deliver improved user-focused digital public services. | Head of Corporate Services | April 2018 | March 2023 | Active | The service continues to support the delivery of digital ambitions. The ICT Strategy and corporate systems are supporting digital processes across the council. |
| Project Support | Support for delivery of strategic transformation programme projects. | Optimisation of resources to support more efficient service delivery and reduction in spend. | Head of Corporate Services | April 2018 | March 2023 | Active | Continue to support Project development and implementation of ongoing projects. |
| Review of support for Regulatory Committees | Review current support arrangements/identify training requirements | Continued efficient and effective delivery of support for regulatory business | Legal Services Manager | May 2019 | August 2019 | Planned | Planned review of current arrangements and training requirements |

Performance and Improvement Services

Service manager: Rebecca Kelly, Performance and Improvement Manager

Number of staff: 12.9 (full time equivalents)

Locations: Civic Centre and Kirkton Service Centre

Purpose

The Performance and Improvement Service has a lead role in driving modernisation and improvement in the council through coordinated programmes of planning, quality and project management. It is also responsible for building a corporate approach to performance and the administration and support of critical business systems, including the council's customer relationship management, electronic content management and performance management systems.

As an enabler, the service has a key role in supporting the modernisation and improvement of council services through the actions set out in the Improvement Strategy.

The service also supports effective information management in the council through the archives and records services.

Activities

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

- ◆ Ongoing development of a comprehensive performance management framework
- ◆ Provision of project management support
- ◆ Development and implementation of quality frameworks, standards and systems
- ◆ Provision of process improvement activities
- ◆ Provision of systems support and administration for the customer relationship management, electronic content management system and performance management systems
- ◆ Facilitation of Blue Badge/NEC entitlement schemes
- ◆ Corporate monitoring and reporting of council performance, customer complaints and print
- ◆ Support information management in the council through the provision of the archives and records management service
- ◆ Provide an archives service to preserve and manage the historical records of West Lothian Council and the wider community

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, Improvement Service, Audit Scotland, Quality Scotland, Investors in People Scotland, Transport Scotland, Young Scot, Archivists of Scottish Local Authorities Working Group (ASLAWG), Lothian Archives Network.

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 2019/20

| Customer Group | Method | Frequency | Responsible Officer | Feedback Method |
|--|-------------------|-------------|------------------------------|--|
| Performance and Improvement Service Council Service Users | Electronic survey | Annually | Improvement Manager | Council intranet page and management team meetings |
| Customers (council services) of Performance and Systems | Electronic survey | Bi-annually | Project and Systems Manager | Council intranet page and management team meetings |
| Customers (council services) of Archives and Records | Electronic survey | Annually | Archives and Records Manager | Council intranet page and IMWG |
| Citizen Led Inspectors and Inspected services | Electronic survey | Annually | Business Improvement Officer | Council intranet page and website |
| Performance and Improvement Service Council service users | Electronic survey | Annually | Improvement Manager | Council intranet page and management team meetings |

Activity Budget 2019/20

| Performance and Improvement Services | | | | | | | | |
|--------------------------------------|---|---|--|-----------------------|---|------------------------------------|---------------------------------|---------|
| Activity Name and Description | Link to Corporate Plan | Performance Indicator and Target 2019/20 | PI Category | Staff Resources (FTE) | Revenue Expenditure Budget 2019/20 £ | Revenue Income Budget 2019/20 £ | Net Revenue Budget 2019/20 £ | |
| Quality and Performance | Develop, implement and facilitate quality, performance and best value processes and systems across council services and the corporate entity. | Enabler Service - Modernisation and Improvement | PIS024_Cost of Performance and Improvement Service per £1m Budget Expenditure Target: £1,404.41 | Public | 2.2 | 117,013 | 0 | 117,013 |
| | | | PIS223_Average ranking of West Lothian Council in the Local Government Benchmark Framework (LGBF) Target: 1 | Public | | | | |
| Project Management | To provide professional change management to the corporate change programme. | Enabler Service - Modernisation and Improvement | PIS024_Cost of Performance and Improvement Service per £1m Budget Expenditure Target: £1,404.41 | Public | 2.0 | 132,857 | 0 | 132,857 |
| | | | PIS104_Total number of business improvement service/thematic reviews completed Target:10 | High Level | | | | |
| Process Improvement | To promote process improvement activity and the move to new ways of working across the Council. | Enabler Service - Modernisation and Improvement | PIS024_Cost of Performance and Improvement Service per £1m Budget Expenditure Target: £1,404.41 | Public | 2.1 | 110,917 | 0 | 110,917 |

| Performance and Improvement Services | | | | | | | | |
|--------------------------------------|---|---|---|-----------------------|---|------------------------------------|---------------------------------|---------|
| Activity Name and Description | Link to Corporate Plan | Performance Indicator and Target 2019/20 | PI Category | Staff Resources (FTE) | Revenue Expenditure Budget 2019/20 £ | Revenue Income Budget 2019/20 £ | Net Revenue Budget 2019/20 £ | |
| | | PIS103_Total number of business improvement activities completed Target: 5 | WLAM | | | | | |
| Performance and Systems | Council services are supported to deliver by ensuring systems are efficient, effective and joined up. | Enabler Service – Modernisation and Improvement | PIS521_Cost of Lagan system support and maintenance per user Target: £33.50 | WLAM | 2.1 | 224,272 | 0 | 224,272 |
| | | | PIS545_Percentage of employees that have a Customer Relationship Management (CRM) user account Target: 15.5% | High Level | | | | |
| Entitlement - Blue Badge/NEC | Entitlement schemes are supported and administered efficiently and effectively. | Enabler Service - Corporate Governance and Risk | PIS501_Percentage of Blue Badge reviews successfully upheld Target: 47% | WLAM | 0.9 | 53,377 | (60,000) | (6,623) |
| | | | PIS504_Percentage of Blue Badge applications processed within five working days Target: 94% | WLAM | | | | |
| Print | Provision of print, scanning and copying facilities across the council estate. | Enabler Service - Corporate Governance and Risk | PIS303_Average cost per employee of mono prints Target: £21.00 | WLAM | 2.0 | 159,000 | 0 | 159,000 |
| | | | PIS301_Total number of mono prints Target: 30,000,000 | WLAM | | | | |

| Performance and Improvement Services | | | | | | | | |
|---|--|---|--|-------------|-----------------------|--------------------------------------|---------------------------------|------------------------------|
| Activity Name and Description | | Link to Corporate Plan | Performance Indicator and Target 2019/20 | PI Category | Staff Resources (FTE) | Revenue Expenditure Budget 2019/20 £ | Revenue Income Budget 2019/20 £ | Net Revenue Budget 2019/20 £ |
| Archives and records management | Provision of an archival and records management service. | Enabler Service - Corporate Governance and Risk | PIS705_Number of destruction notices outstanding Target: 40 | WLAM | 1.5 | 56,518 | (6,408) | 50,110 |
| | | | PIS703_Number of records added to Archives and Records Management system Target: 1,500 | WLAM | | | | |
| Service Support | Provision of management and administrative Support. | Enabler Service - Corporate Governance and Risk | Support activities contribute towards the overall performance of the service. Performance is monitored through the indicators for front line activities. | | 0.1 | 26,309 | 0 | 26,309 |
| Total: | | | | | 12.9 | 880,263 | (66,408) | 813,855 |

Actions 2019/20

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

| Performance and Improvement Services Actions 2019/20 | | | | | | | |
|---|---|--|---------------------|------------|------------|--------|--|
| Action | Description | Planned Outcome | Owner(s) | Start | End | Status | Update |
| Improvement Strategy | Development, implementation and ongoing monitoring and reporting of the council's corporate strategy. | The council has a strong culture of high performance and capacity to deliver in the priorities. | Improvement Manager | April 2018 | April 2023 | Active | The strategy was approved in June 2018 and is now being implemented. The annual update and strategy scorecard and action plan will be reported P&R PDSP in quarter 1 of 2019/20. |
| Administration support | Review of administrative functions across the council to develop new models of support. | Optimisation of resources to support more efficient service delivery and reduction in spend. | Improvement Manager | April 2018 | March 2023 | Active | Project in delivery phase. Review of admin processes is complete and work is ongoing to increase efficiency. |
| Performance and assurance | Review of performance and information functions across the council to develop new models of support. | Optimisation of resources to support more efficient service delivery and reduction in spend. | Improvement Manager | April 2018 | March 2023 | Active | Project in delivery phase. First review of the corporate support is complete. |
| Maintaining corporate accreditation | Managing rolling programmes of external assessment in Investors in People, Investors in Young People and Customer Service Excellence. | Developing corporate improvement plans to enhance council performance Retaining the council's recognition in the accreditation. | Improvement Manager | April 2019 | March 2020 | Active | Programme of activity agreed with the respective assessment bodies for 2019/20. |

Performance and Improvement Services Actions 2019/20

| Action | Description | Planned Outcome | Owner(s) | Start | End | Status | Update |
|--|---|--|----------------------------|------------|------------|--------|---|
| Digital transformation projects | A programme of activity to ensure that the council is well placed to take advanced of opportunities offered in the digital age. | To deliver improved user-focused digital public services. | Head of Corporate Services | April 2018 | March 2023 | Active | The service continues to support the delivery of digital ambitions. The ICT Strategy and corporate systems are supporting digital processes across the council. |
| Project Support | Support for delivery of strategic transformation programme projects. | Optimisation of resources to support more efficient service delivery and reduction in spend. | Head of Corporate Services | April 2018 | March 2023 | Active | Continue to support Project development and implementation of ongoing projects. |

Corporate Procurement Unit

Service manager: Angela Salmons, Corporate Procurement Manager

Number of staff: 12.5 (full time equivalents)

Locations: Civic Centre

Purpose

The Corporate Procurement Service is an enabler service which reduces costs and extends operational value through the efficient procurement of goods and services and works on behalf of council services ensuring Best Value is obtained. The service also promotes sustainability through procurement contracts, encompassing a wide range of socio-economic benefits for the local community. The service promotes the accessibility of its business opportunities to Small Medium Enterprises (SMEs), local suppliers, supported businesses and social enterprises through open, fair and transparent procurement processes and the use of efficient electronic procurement tools.

To ensure maximum benefit is obtained from council spend, collaboration with other local authorities and the use of appropriate third party framework agreements are utilised to meet procurement objectives.

Providing a corporate focus, direction and vision for all procurement activities and in line with the revenue budget strategy, the Corporate Procurement Unit will focus on effective procurement to deliver targeted financial efficiencies, support service improvements and secure a range of socio-economic benefits in 2019/20.

Activities

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

- ◆ Provide timely and efficient access to goods and services, to meet the operational requirements of Services
- ◆ Promote sustainable procurement in contract development
- ◆ Identify cashable savings targets for contracts and measure their delivery
- ◆ Identify and deliver appropriate efficiency and service improvement opportunities, including demand management through close liaison with Services and collaboration with other public sector organisations
- ◆ Further extend our capabilities to deliver advanced procurement techniques to add tangible value and manage compliance with the Public Contracts (Scotland) Regulations 2015
- ◆ Provide professional advice on procurement best practice
- ◆ Promote participation and improve accessibility to our business opportunities to the widest range of suppliers, including SMEs, supported businesses and social enterprises

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, Scottish Procurement, Scotland Excel, other local authorities, NHS Lothian, Other Central Purchasing Bodies.

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 2019/20

| Customer Group | Method | Frequency | Responsible Officer | Feedback Method |
|--|-------------------|--|-------------------------------|---|
| Internal Customers | Electronic survey | One per tender issued after contract award | Procurement Specialist | Results with 'You Said: We Did' posted on intranet and internet |
| | Electronic Survey | Head of Service and Senior Officers | Corporate Procurement Manager | Results with "You said we did" posted on intranet and internet |
| Suppliers / Potential Suppliers | Electronic survey | Annually | Corporate Procurement Manager | Results with 'You Said: We Did' posted on intranet and internet |

Activity Budget 2019/20

| Corporate Procurement Service | | | | | | | | |
|---|--|---|--|-----------------------|---|------------------------------------|---------------------------------|---------|
| Activity Name and Description | Link to Corporate Plan | Performance Indicator and Target 2019/20 | PI Category | Staff Resources (FTE) | Revenue Expenditure Budget 2019/20 £ | Revenue Income Budget 2019/20 £ | Net Revenue Budget 2019/20 £ | |
| Strategic Procurement | Progress the Journey towards to ensure the section average score is obtain within the Procurement Commercial Improvement Programme, increasing Procurement Performance through the Delivery Better Outcomes Project. | Enabler Service - Corporate Governance and Risk | CPU018_Cost of the Corporate Procurement Unit per £1 million of West Lothian Council's net expenditure Target: £1,788 | High Level | 1.4 | 84,800 | 0 | 84,800 |
| | | | CPU021_Procurement Commercial Improvement Programme score assigned to West Lothian Council Target: 63% | Public | | | | |
| Contract provision and collaborative procurement | To establish and manage contracts that meet council requirements. Participate fully in collaborative contracts. | Enabler Service - Corporate Governance and Risk | CPU018_Cost of the Corporate Procurement Unit per £1 million of West Lothian Council's net expenditure Target: £1,788 | High Level | 9.5 | 580,275 | (402,713) | 177,562 |
| | | | CPU019_Percentage of all council expenditure covered by contracts Target: 94% | Public | | | | |
| Sustainable procurement | Structure contracts to allow local suppliers, Small to Medium Enterprises and the third sector an equal opportunity to gain business and apply | Enabler Service - Corporate Governance and Risk | CPU018_Cost of the Corporate Procurement Unit per £1 million of West Lothian Council's net expenditure Target: £1,788 | High Level | 1.0 | 56,558 | 0 | 56,558 |

| Corporate Procurement Service | | | | | | | | |
|--|------------------------|---|---|-----------------------|---|------------------------------------|---------------------------------|----------------|
| Activity Name and Description | Link to Corporate Plan | Performance Indicator and Target 2019/20 | PI Category | Staff Resources (FTE) | Revenue Expenditure Budget 2019/20 £ | Revenue Income Budget 2019/20 £ | Net Revenue Budget 2019/20 £ | |
| | | consideration of the principles of sustainable development in all contracts. Contracts to incorporate Community Benefits where appropriate. | CPU021_Procurement Commercial Improvement Programme score assigned to West Lothian Council. Target: 63% | Public | | | | |
| Corporate Procurement Development | | To carry out contract and supplier management of the top high risk contracts in line with on the contract and supplier management strategy. | Enabler Service - Corporate Governance and Risk CPU018_Cost of the Corporate Procurement Unit per £1 million of West Lothian Council's net expenditure. Target: £1,788 | High Level | 0.5 | 39,583 | 0 | 39,583 |
| Service Support | | Provision of management and administrative Support. | Enabler Service - Corporate Governance and Risk CPU007a_Percentage of Internal Customers who rated the overall quality of the service provided by the Corporate Procurement Unit as good or excellent. Target: 90% | High Level | 0.1 | 12,015 | 0 | 12,015 |
| Total: | | | | | 12.5 | 773,231 | (402,713) | 370,518 |

Actions 2019/20

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

| Corporate Procurement Actions 2019/20 | | | | | | | |
|--|---|--|-------------------------------|------------|------------|--------|---|
| Action | Description | Planned Outcome | Owner(s) | Start | End | Status | Update |
| Procurement | Review of Procurement organisation design and remit to develop new models of support. | Optimisation of resources to support more efficient service delivery and reduction in spend. | Corporate Procurement Manager | April 2018 | March 2020 | Active | Project scope and plan defined. |
| Procurement Strategy | Development, implementation and ongoing monitoring and reporting of the council's strategy. | The council delivers effective and compliant procurement process. | Corporate Procurement Manager | April 2018 | March 2019 | Active | The Corporate Procurement Strategy 2019/23 was approved by Council Executive on 26 February 2019. . |
| Digital transformation projects | A programme of activity to ensure that the council is well placed to take advanced of opportunities offered in the digital age. | To deliver improved user-focused digital public services. | Head of Corporate Services | April 2018 | March 2023 | Active | The service continues to support the delivery of digital ambitions. The ICT Strategy and corporate systems are supporting digital processes across the council. |
| Project Support | Support for delivery of strategic transformation programme projects. | Optimisation of resources to support more efficient service delivery and reduction in spend. | Head of Corporate Services | April 2018 | March 2023 | Active | Continue to support Project development and implementation of ongoing projects. |

Corporate Communications

Service manager: Garry Heron, Corporate Communications Manager

Number of staff: 8.1 (full time equivalents)

Locations: Civic Centre

Purpose

Corporate Communications aims to enhance and protect the council's reputation through providing integrated corporate communications. The team is responsible for developing and delivering a wide range of communications, designed to promote the council and its services to communities and the wider public. The team works closely with the council's community planning partners to provide communications advice and support.

Corporate Communications has developed both the council's Branding Guidelines, Social Media Guidelines and the West Lothian Way Communications Guidelines to ensure a consistent approach is taken to all forms of communications. The team also play a leading role in supporting the delivery of online services via the council's website.

Activities

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

- ◆ Provision of a 24/7 media support service for the council
- ◆ Enhance the council's online communications channels
- ◆ Provision of a corporate design function for both online and print publications and ensure a consistent approach to the council's branding
- ◆ Provision of internal communications support to services
- ◆ Provision of a fully functional and enabling web platform

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, West Lothian College, West Lothian Integration Joint Board, West Lothian Leisure, Police Scotland and GOSS (council website provider).

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 2019/20

| Customer Group | Method | Frequency | Responsible Officer | Feedback Method |
|--|--------------------|-----------|----------------------------------|---|
| Internal service users | Electronic survey | Annually | Corporate Communications Manager | Council intranet page and management team meetings |
| Heads of Service and senior officers | Electronic survey | Annually | Corporate Communications Manager | Council intranet page and management team meetings |
| Local media | Electronic survey | Annually | Corporate Communications Manager | Council intranet page and management team meetings |
| Bulletin readers/ West Lothian residents | Survey in Bulletin | Annually | Corporate Communications Manager | Publish results electronically and hard copy/ council intranet page and management team meetings |
| West Lothian residents using council's social media | Electronic survey | Annually | Corporate Communications Manager | Publish results online and promote on social media channels, intranet page and management team meetings |

Activity Budget 2019/20

| Corporate Communications | | | | | | | | |
|---|--|---|---|-------------|-----------------------|---|------------------------------------|---------------------------------|
| Activity Name and Description | | Link to Corporate Plan | Performance Indicator and Target 2019/20 | PI Category | Staff Resources (FTE) | Revenue Expenditure Budget 2019/20 £ | Revenue Income Budget 2019/20 £ | Net Revenue Budget 2019/20 £ |
| Media relations and reputation management | To protect and enhance the reputation of the council via proactive news articles and secure balanced and fair reporting of all news stories relating to the council. Support elected members and officers on media campaigns and working with the media. | Enabler Service - Corporate Governance and Risk | CC041_Press releases issued Target: 60 | WLAM | 3.2 | 188,358 | (25,495) | 162,863 |
| | | | CC043_Percentage of news stories in local media that are positive Target: 92% | WLAM | | | | |
| Publications | To provide information for the public, elected members and staff relating to council services and service provision, in appropriate formats. | Enabler Service - Corporate Governance and Risk | CC062_Unit cost of Bulletin per household Target: £0.15 | PUBLIC | 1.5 | 71,307 | (21,120) | 50,187 |
| | | | CC064_Number of articles in Bulletin/Inside News promoting equality or diversity Target: 9 | WLAM | | | | |
| Online communications including social media | Promote council, community planning partners and other local news using a variety of online communications channels. | Enabler Service - Corporate Governance and Risk | CC082_Percentage of new Facebook likes/Twitter followers Target: 10% | WLAM | 1.3 | 67,271 | 0 | 67,271 |
| | | | CC088_Total number of website visits: Target: 2,400,000 | WLAM | | | | |

| Corporate Communications | | | | | | | | |
|--|---|---|--|-------------|-----------------------|--------------------------------------|---------------------------------|------------------------------|
| Activity Name and Description | | Link to Corporate Plan | Performance Indicator and Target 2019/20 | PI Category | Staff Resources (FTE) | Revenue Expenditure Budget 2019/20 £ | Revenue Income Budget 2019/20 £ | Net Revenue Budget 2019/20 £ |
| Creative services, including graphic design, branding and photography | Council services are supported by promoting visual impact and clarity to their services in an appropriate format. Enhance the council's corporate identity by ensuring the council's branding is used when appropriate. | Enabler Service - Modernisation and Improvement | CC055_Percentage of creative design jobs delivered in house Target: 0% | WLAM | 2.0 | 181,630 | (24,585) | 157,045 |
| | | | CC051_Number of creative design jobs completed Target: 9 | WLAM | | | | |
| Service Support | Provision of management and administrative Support. | Enabler Service - Corporate Governance and Risk | Support activities contribute towards the overall performance of the service. Performance is monitored through the indicators for front line activities. | | 0.1 | 14,611 | 0 | 14,611 |
| Total: | | | | | 8.1 | 523,177 | (71,200) | 451,977 |

Actions 2019/20

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

| Corporate Communications Actions 2019/20 | | | | | | | |
|---|---|--|---------------------------------|------------|------------|--------|---|
| Action | Description | Planned Outcome | Owner(s) | Start | End | Status | Update |
| Communications and Engagement | Support for delivery of communications around transformation programme projects and all council related business. | Information is communicated effectively to stakeholders | Corporate Communication Manager | April 2019 | March 2020 | Active | A number of projects and programmes of work are ongoing assisting in the council's digital transformation. |
| Digital transformation projects | A programme of activity to ensure that the council is well placed to take advanced of opportunities offered in the digital age. | To deliver improved user-focused digital public services. | Head of Corporate Services | April 2018 | March 2023 | Active | The service continues to support the delivery of digital ambitions. The ICT Strategy and corporate systems are supporting digital processes across the council. |
| Project Support | Support for delivery of strategic transformation programme projects. | Optimisation of resources to support more efficient service delivery and reduction in spend. | Head of Corporate Services | April 2018 | March 2023 | Active | Continue to support Project development and implementation of ongoing projects. |

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 the delivery of council services in the next four years.

Context

The next four 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, 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 Corporate Services during the period. The more prominent include; national agreements for employee conditions of services, Scottish and UK legislation changes and the implications of the Brexit vote on European legislation.

Planning Process

The Management Plan was developed by the Corporate 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 Corporate Services will be responsible for achieving or contributing to;
- ◆ Supporting the delivery of the council's transformation programme and Digital Transformation strategy
- ◆ Supporting the delivery of the corporate strategies, including the three that are the direct responsibility of the service for developing and monitoring implementation in the council; the People Strategy, ICT Strategy and Improvement Strategy. The service is also responsible for the development and delivery of the council's Procurement Strategy.

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




| | | |
|------------------------------------|--|-----------------------|
| Corporate Plan | The Corporate Plan was approved by West Lothian Council, setting out the key priorities for all council services for the period 2018/19 to 2022/23. | February 2018 |
| Corporate Services Planning | The service management team develop the plan taking account of a range of factors, business requirements and customer needs. | January to March 2019 |
| Executive Management Team approval | The council's executive management team (EMT) will 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 2019 |
| 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. | April to June 2019 |
| Management Plan launch | The service cascades the plan to Corporate Services employees to ensure that they understand the key priorities and challenges ahead and how they will contribute to successful outcomes. | April to June 2019 |
| 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. | July 2019 |
| Management Plan updates | The Management Plan progress is reviewed by the appropriate PDSP each year | April to June |













Continuous Improvement













Corporate Services will continue to play a key role in the development and support of high quality customer services. Corporate 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.

- ◆ IT Services (May 2019), Legal Services (November 2019) will undertake a West Lothian Assessment Model Assessment in 2019/20;
- ◆ Services will continue to implement and evaluate both employee and customer satisfaction surveys to learn and change as a result of feedback;
- ◆ Services will continue to analyse service complaints (from both external and internal customers) to understand key strengths and weaknesses within business processes and implement improvement measures, as required;
- ◆ Implementing a corporate programme of Citizen Led Inspections (CLIs) to enable customers to review services and recommend improvements.

Corporate Services Scorecard

The service will report on the following key measures of the success throughout the lifetime of our plan (short term trend arrows: 2018/19 performance exceeded the target =  / 2018/19 performance met the target =  / 2018/19 performance was below the target = ):

| Indicators | | | | | |
|---|---|---------------------|----------------|---|----------------|
| WLAM unit / service | PI Code and Short Name | 2018/19 Performance | 2018/19 Target | Performance against Target | 2019/20 Target |
| Human Resources and Support Services | P:HRS516_Percentage of internal customers who rated the overall quality of service delivery by Human Resources service as good or excellent | 88% | 93% |  | 93% |
| | HRS550_Total number of complaints received by HR Services | 4 | 4 |  | 4 |
| | P:HRS500_Unit cost of Human Resource Service in relation to the total number of council employees | £304.17 | £290.00 |  | £290.00 |
| | HRS310_Percentage of Stage 3 appeals upheld or partly upheld | 13% | 10% |  | 10% |
| IT Services | ITS067_Annual Percentage of IT Customers Rating the Overall Quality of the service as good or excellent | 97% | 98% |  | 98% |
| | ITS070d_Total number of complaints received by IT Services | 0 | 0 |  | 0 |
| | P:ITS068_Total cost of IT service per £1 million of West Lothian Council's net budget | £10,659 | £10,860.00 |  | £10,860.00 |
| | CP:ITS066_Annual Percentage of IT Faults resolved at the first point of contact | 47% | 50% |  | 50% |
| Legal Services | LS021_Percentage of Legal Services customers who rated the overall quality of the service as good or excellent | 97% | 100% |  | 100% |
| | LS087_Total number of complaints received by Legal Services | 1 | 2 |  | 2 |
| | P:LS111_Cost of Legal Services per £1m Budget Expenditure | £2,051.78 | £2,051.78 |  | £2,007 |
| | LS116_Percentage of Debt Recovery writs/summonses lodged within 20 working days of receipt of full instructions | 100% | 100% |  | 100% |

| Indicators | | | | | |
|--|---|---------------------|----------------|---|----------------|
| WLAM unit / service | PI Code and Short Name | 2018/19 Performance | 2018/19 Target | Performance against Target | 2019/20 Target |
| Performance and Improvement Service | PIS007_ Percentage of Performance and Improvement Service customers who rated the overall quality of the service as good or excellent | 97% | 100% |  | 98% |
| | PIS010_ Total number of complaints received by the Performance and Improvement Service | 7 | 4 |  | 2 |
| | P:PIS024_ Cost of Performance and Improvement Service per £1m of Council Budget Expenditure | £1,396.42 | £1,396.42 |  | £1,404.41 |
| | PIS223_ Average ranking of West Lothian Council in the Local Government Benchmarking Framework (LGBF) | 1 | 1 |  | 1 |
| Corporate Procurement | CPU007_ Percentage of Internal customers who rated the overall quality of the service provided by the Corporate Procurement Unit as good or excellent | 100% | 100% |  | 90% |
| | CPU047_ Total number of complaints received by the Corporate Procurement Unit | 0 | 0 |  | 0 |
| | P:CPU018_ Cost of the Corporate Procurement Service per £1 million of West Lothian Council's net revenue expenditure. | £1,585.00 | £1,788.00 |  | £1,788.00 |
| | P:CPU019_ Percentage of relevant compliant council expenditure | 93% | 94% |  | 92% |
| Corporate Communications | CC007_ Percentage of Corporate Communications customers who rated their overall satisfaction/quality with our service as good or excellent | 96% | 100% |  | 100% |
| | CC013_ Total number of complaints received | 3 | 0 |  | 0 |
| | CC090_ Cost of Corporate Communications per £1million of council's net expenditure | £1,112.67 | £1,112.67 |  | £1061.26 |
| | CP:CC084_ Percentage of customers achieving end-to-end transactions on the website | 13.5% | 10% |  | 10% |

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

Corporate Services Management Plan 2019/20

April 2019

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