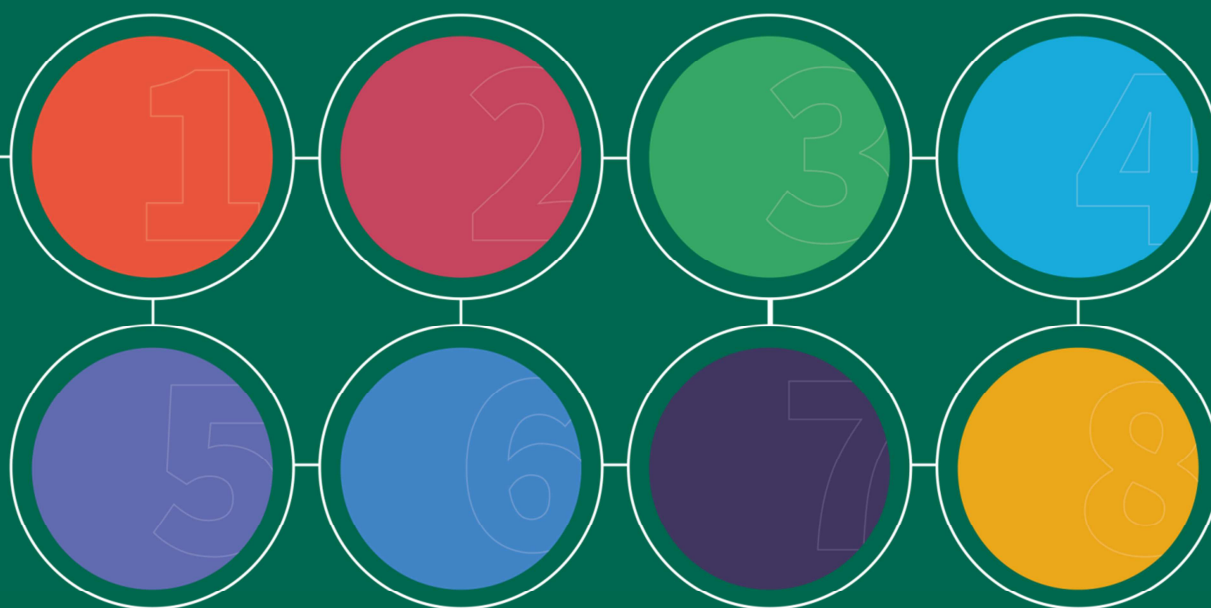


Finance and Property Services Management Plan 2019/20



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

The Management Plan is a key planning document that explains how the service will support the delivery of the council's eight priorities in 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 the thriving local community and, with financial and demographic challenges ahead, will require an effective Finance and Property Services team to support transformation.

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

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



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

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

This management plan fulfils a number of planning and improvement requirements and importantly, it sets out how the service will use its resources to deliver positive outcomes for West

Lothian. It is the result of a detailed process to make sure that council services are well planned and managed.

I hope that it will help our customers, employees and partners to understand how we will transform our services and continue to deliver for West Lothian.



Donald Forrest
Head of Finance and
Property Services

Our services

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

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

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

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

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Supporting the delivery of Council priorities

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

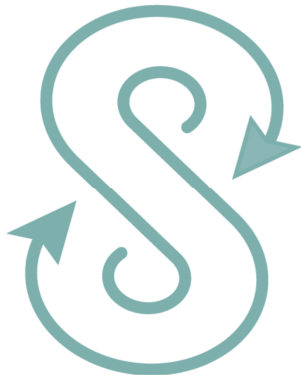
The service will make a meaningful and measurable contribution to the delivery of the Council's Corporate Plan 2018/23. As well as continuing to play a core role in the Revenue Budget, Capital Budget, Asset Management, Anti-Poverty and Audit, Risk and Counter Fraud strategies, the service's key processes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

Alignment with Corporate Priorities / Enablers					
Council priority / enabler	Deliverable	Finance and Property Services key activity / process	Indicator(s)	2018/19 Performance	2019/20 Target
3 Minimising poverty, the cycle of deprivation and promoting equality	(P3.1) Agreeing a comprehensive Anti-Poverty Strategy for 2018 to 2023 and annual action plans, along with Community Planning Partners, that will maximise the impact that can be achieved locally in positively addressing the causes of poverty and in mitigating the impact of poverty.	<ul style="list-style-type: none"> ◆ Create an anti-poverty task force which will include local councillors who will provide a strategic overview. ◆ Create an anti-poverty practitioners network to support the delivery of the annual action plan. 	Anti-Poverty Task Force is convened and meets four times per year	Initial meeting is held by March 2019	Remit of Task Force agreed and dates to meet link with wider reporting requirements
			SOA1301_Percentage of children in poverty in West Lothian	21.9% (17/18 figure)	22%
3 Minimising poverty, the cycle of deprivation and promoting equality	(P3.2) Engaging on an ongoing basis with people experiencing poverty in West Lothian and using the council's platform to raise these experiences with the Scottish and UK governments and other stakeholders.	<ul style="list-style-type: none"> ◆ Create an Experts Through Experience panel consisting of a cross-section of West Lothian residents who have recent, lived experience of being poor. ◆ Work with the Panel on a regular basis to seek their views on activity and proposed projects to alleviate poverty. ◆ Through the proposed Anti-Poverty Practitioners network, canvas and seek information and evidence. 	Number of Experts Through Experience recruited, trained and utilised. Bi-monthly meetings with practitioners network delivered	Experts Through Experience Panel created by March 2019	Panel members meeting on a bi-monthly basis

Alignment with Corporate Priorities / Enablers					
Council priority / enabler	Deliverable	Finance and Property Services key activity / process	Indicator(s)	2018/19 Performance	2019/20 Target
3 Minimising poverty, the cycle of deprivation and promoting equality	(P3.3) Process claims for Housing Benefit and Council Tax Reduction promptly for those on benefits and/or low incomes, mitigating the impact of the introduction of Universal Credit Full Service as much as possible through effective planning and review of processes. Ensure funds available for the Scottish Welfare Fund and Discretionary Housing Payments are utilised in full to support our most vulnerable citizens.	◆ Administration of Housing Benefit and Council Tax Reduction, including appeals and interventions. Administration of Scottish Welfare Fund and Discretionary Housing Payments.	REV 118_Number of days to process new Housing Benefit claims	15 days	15 days
			REV 145_Number of days to process new Council Tax reduction claims	15 days	15 days
			REV108_Scottish Welfare Fund spend against budget	100%	100%
			REV 146_Discretionary Housing Payment spend against budget	100%	100%
Financial planning	(E1.1) Delivery of the four year revenue plan for 2019 to 2023 that will enable the council to deliver the Corporate Plan.	<ul style="list-style-type: none"> ◆ Co-ordinating the financial monitoring of the delivery of the four year revenue plan 2019 to 2023 ◆ Joint working approach with Transformation Team and HR to monitor delivery of 2019/20 savings and overall four year plan ◆ Agree approach and co-ordinate the process to identify further saving proposals to meet remaining shortfall of savings over the period to 2023 	FM18004_Monitoring of Budget Position and Delivery of Budget Savings	100%	100%
			FM18005_Continued Development and Approval of 2019/20 to 2022/23 Financial Plans	100%	100%

Alignment with Corporate Priorities / Enablers					
Council priority / enabler	Deliverable	Finance and Property Services key activity / process	Indicator(s)	2018/19 Performance	2019/20 Target
Financial planning	(E1.2) Monitoring progress towards delivery of the 2019/20 budget and the detailed three year revenue budget for 2018 to 2021.	<ul style="list-style-type: none"> ◆ Regular financial monitoring of the delivery of the 2019/20 revenue budget and approved savings. ◆ Regular monitoring of 2019/20 budget risk areas and action being taken to manage pressures ◆ Co-ordinating the financial monitoring of progress towards delivery of budget savings for 2019/20 and 2020/21 ◆ Close working in partnership with Heads of Service, Corporate Transformation Team and HR 	<p>FM18001_Revenue Budget Strategy – Development, implementation and ongoing monitoring and reporting of the council’s financial strategy</p> <p>FM18004_Monitoring of Budget Position and Delivery of Budget Savings</p>	100%	100%
Financial planning	(E1.3) Monitoring delivery of 2018/19 capital budget and the overall ten year capital programme within available resources	<ul style="list-style-type: none"> ◆ Co-ordinating the financial monitoring of the 2019/20 capital budget and overall ten year capital programme within available resources ◆ Ongoing development of the ten year capital plan assumptions taking account of funding and expenditure updates 	<p>FM18002_Capital Budget Strategy – Development, implementation and ongoing monitoring and reporting of the council’s capital budgets and investment strategy</p>	100%	100%

Alignment with Corporate Priorities / Enablers					
Council priority / enabler	Deliverable	Finance and Property Services key activity / process	Indicator(s)	2018/19 Performance	2019/20 Target
Financial planning	(E1.4) Developing a corporate asset management strategy that supports effective management of assets.	<ul style="list-style-type: none"> ◆ Delivery of asset management strategy through capital programme delivery ◆ Property Management & Development (PM&D) act as lead for the Council's Corporate Asset Management Strategy (CAMS) that encompasses Property, Roads, Open Space, Information and Communication Technologies (ICT), Fleet and Housing. 	<p>FM18002_Capital Budget Strategy – Development, implementation and ongoing monitoring and reporting of the council's capital budgets and investment strategy</p> <p>Corporate Asset Management Strategy (CAMS) agreed by Council with actions defined by officers. CAMS establishes corporate priorities for all asset categories, these are:</p> <ul style="list-style-type: none"> ◆ Compliance ◆ Condition ◆ Suitability ◆ Sufficiency ◆ Accessibility ◆ Sustainability 	100%	100%
Corporate Governance and Risk	(E2.4) Taking informed and transparent decisions which are subject to effective scrutiny and managing risk.	<ul style="list-style-type: none"> ◆ To enable the council to effectively manage risk, reducing its cost and impact, and ensure the delivery of essential services 	IA021_Percentage of risks subject to annual documented risk assessment in Pentana	95%	100%



Transforming Your Council

How Finance and Property Services will continue to transform over the period 2019/20 to 2022/23

The council is progressing 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 £55.5 million in savings over the period 2019/20 to 2022/23 and will fundamentally change the way that council services are delivered

As a service that supports every part of the organisation and some of our key partners, it is critical that Finance and Property Services is at the forefront of change in the council. We must ensure that, as well as supporting services to transform, that we identify more efficient models of support. Projects designed to deliver budget savings of £3.403 million have been approved to transform the way that we work in Finance and Property Services.

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

Reviewing service activities <i>Our services are a mix of direct provision to customers and support services that touch every part of council ensuring that services are delivered in accordance with legal requirements and/or corporate policy.</i> <i>We will review what we deliver to identify the activities that add the greatest value. Also, what can we do more efficiently or the services that could be stopped altogether.</i>	Digital transformation and new ways of working <i>The service will look for opportunities to digitise internal processes, making them more efficient. In particular financial and compliance processes to support better digital ways of working across the council.</i> <i>New ways to integrate new technology will also be pursued. We will use procurement processes to identify options available in the market as well as maximising the functionality of current systems.</i>	Effective workforce management <i>In the next four years it is anticipated that West Lothian Council will need fewer employees, services and buildings.</i> <i>Finance and Property Services will also rationalise in that time to reflect the reducing resource in the council. The service will manage those reductions through effective workforce management.</i>
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Engagement methods

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

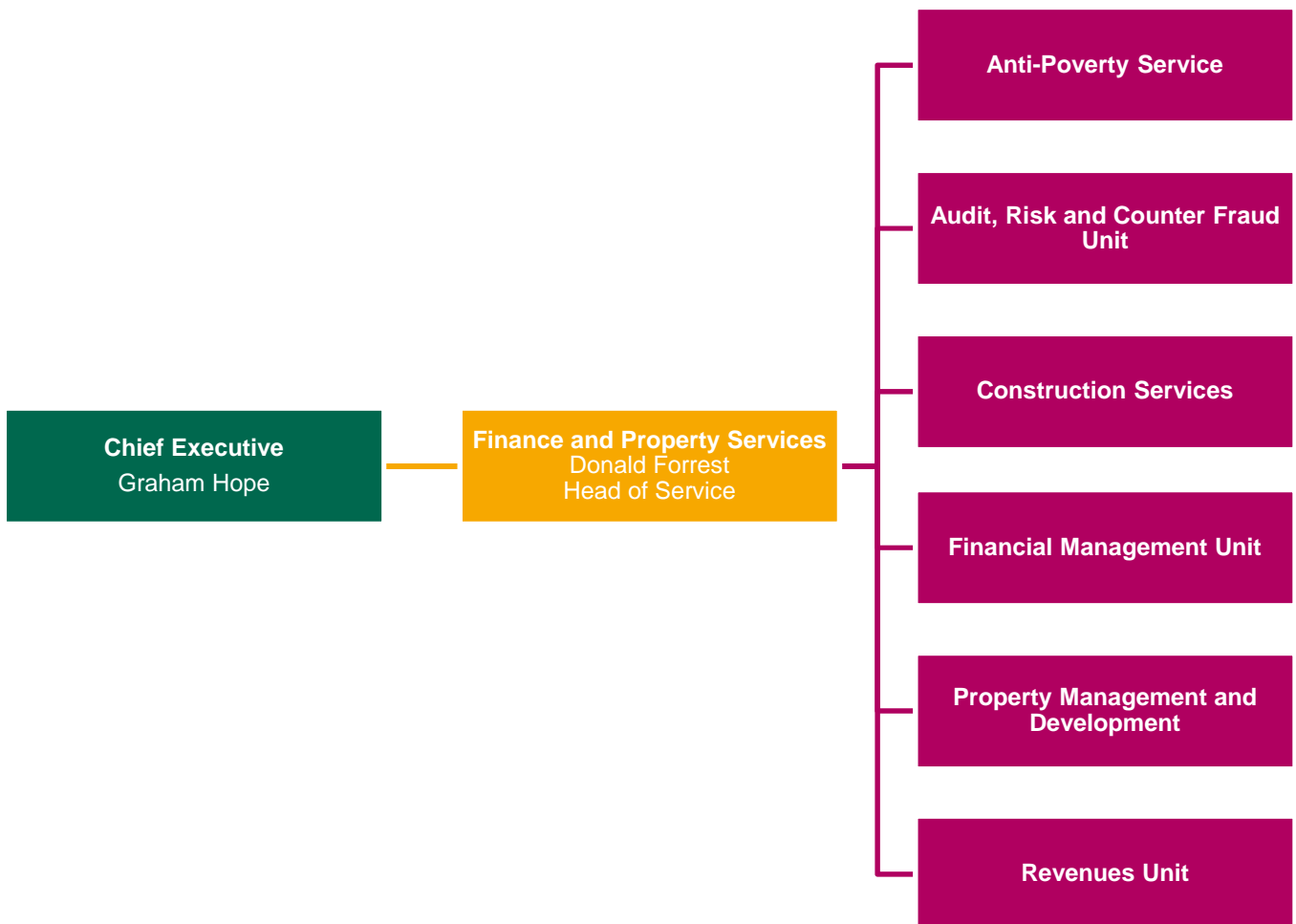
Finance and Property Services make the following commitments to customers, employees and partners:

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

Service Activity

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

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



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

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

Employee Engagement

Finance and Property Services has a total of 244.3 FTE (full time equivalent) employees delivering our services.

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

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

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

Anti-Poverty Service

Service manager:	Elaine Nisbet
Number of staff:	32.2 (full time equivalents)
Locations:	Bathgate Partnership Centre, St David's House and various locations throughout West Lothian

Purpose

The Anti-Poverty Service provides services to help the most vulnerable households in West Lothian. The service contributes to the Council's Corporate Plan priority "Minimising poverty, the cycle of deprivation and promoting equality" by providing comprehensive advice, support and assistance to people in West Lothian who:

- ◆ Are without work or in low paid work
- ◆ Are poor and / or fuel poor
- ◆ Have money / debt issues
- ◆ Have been affected by cancer or other long term conditions
- ◆ Are in crisis
- ◆ Are in receipt of benefits and /or have an entitlement to payments managed by the service
- ◆ Are being assessed for social care services

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

The service is responsible for the administration of Housing Benefit, the Council Tax reduction scheme and the Scottish Welfare Fund. It also has the responsibility of administering and improving the uptake of free school meals, school clothing grant, education maintenance allowance and blue badges. It provides a front line service to recipients of benefits, which includes processing claims, assessing benefits, processing discretionary housing payments as well as other payments to claimants.

All activity across the service is informed and prioritised by the Community Planning Partnership Anti-Poverty Strategy 2018/23. The overall purpose of this strategy is to reduce the inequalities gap and tackle the causes of inequality to ensure that people are not financially excluded and to minimise the impact of poverty on the people of West Lothian.

Activities

The main activities of the service during the period of the Management Plan are:

- ◆ Delivering an anti-poverty action plan in partnership with the Anti-Poverty Practitioners' Network which targets early interventions and contributes to the outcomes of the community planning partnership's anti-poverty strategy

- ◆ Developing an Experts Through Experience panel consisting of a cross-section of West Lothian residents who have recent, lived experience of being poor to seek their views on activity and proposed projects to alleviate poverty
- ◆ Developing and delivering a range of training including e-learning opportunities to upskill staff within council, community planning partners and voluntary organisations to support the outcomes of the anti-poverty strategy
- ◆ Income maximisation support
- ◆ Money, debt and housing advice
- ◆ Fuel advice
- ◆ Housing Benefit
- ◆ Council Tax Reduction Scheme
- ◆ Scottish Welfare Fund
- ◆ Discretionary Housing Payments
- ◆ Facilitation of Blue Badge and National Entitlement card scheme
- ◆ Providing a customer focused service for parent/pupil benefit applications for clothing grants, free school meals and Education Maintenance Allowance
- ◆ Administering the financial assessment and income health checks for those adults being assessed for social care
- ◆ Planning for the continued welfare reforms and changes including the introduction of the Scottish Social Security system
- ◆ Embedding the Macmillan @ West Lothian project in local communities
- ◆ Working with St John's Hospital to deliver financial advice for patients, families and staff
- ◆ Further developing the One-2-One project targeting those who have long term mental health issues to access financial advice and to extend to include lone parents and care leavers
- ◆ Seeking external funding to continue to offer in court representation for those presenting at the doors of court who potentially face eviction
- ◆ Embedding the community development finance initiative into rural communities in collaboration with Falkirk and Fife councils
- ◆ Offering a range of volunteering opportunities to support individuals to gain the skills, knowledge and confidence that will enhance service delivery
- ◆ Exploring the feasibility of the Investor in Volunteering standard

Key Partners

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

Our key partners include; Macmillan Cancer Support as an external funder, Scottish Legal Aid Board as an external funder, European Social Fund projects as a co-provider, West Lothian Anti-Poverty Strategy Task Force and Practitioners Group, West Lothian Advice Network, Department for Work and Pensions, Local Credit Unions: Blackburn, Seafield and District Credit Union and West Lothian Credit Union, Voluntary Sector Gateway West Lothian and Citizens Advice Bureau West Lothian, NHS St Johns, HMP Addiewell, Carers of West Lothian, Registered Social Landlords (RSL), Scottish Government (Education Maintenance Allowance), Transport Scotland and other council services.

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
Anti-Poverty Service customers	Satisfaction survey of 30 customers per week (paper based and electronic surveys)	Weekly	Income Maximisation Manager	Performance indicators
Experts Through Experience	Focus groups on key issues related to the Anti-Poverty Strategy	Regularly	Financial Inclusion Manager	Annual Report/website
Pensioners in receipt of Housing Benefit/Council Tax Reduction	Paper-based and electronic surveys	Monthly	Financial Support Manager	Results posted on internet, council tax booklet and email
RSL/private landlords	Paper-based and electronic surveys	Annually	Benefit Assessment & Development Manager	Results posted on internet, email and RSL & Private Landlord Forums
Scottish Welfare Fund	Telephone	Monthly	Financial Support Manager	Results posted on internet and email
Parents in receipt of Education Maintenance Allowance	Survey relating to services provided	Annually	Financial Support Manager	Public performance reporting
Parents in receipt of free school meals	Survey relating to services provided	Annually	Financial Support Manager	Public performance reporting
Blue Badges	Electronic survey	Annually	Benefit Assessment & Development Manager	Council intranet page and management team meetings

Activity Budget 2019/20

Anti-Poverty Service – 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 £
Income maximisation	Promote social inclusion by maximising income and improving the standard of living of individuals, families and households who are living in poverty.	3 Minimising poverty, the cycle of deprivation and promoting equality	ADS043 Unit cost per Anti-Poverty Service engaged customer - Target £45	Public	20.5	840,971	(223,379)	617,592
			ADS061 Total quarterly amount the Anti-Poverty Service has gained for its customers Target £7million per quarter	Public				
Energy advice	Promote social inclusion by reducing fuel poverty	3 Minimising poverty, the cycle of deprivation and promoting equality	ADS043 Unit cost per Anti-Poverty Service engaged customer - Target £45	Public	4.9	223,886	0	223,886
			ADS068 Total value of energy advice savings - Target £250,000 per annum - Q1 £75,000, Q2 £50,000, Q3 £50,000, Q4 £75,000	High Level				
Money and housing advice	Promote social inclusion by maximising income and improving the standard of living of individuals, families and households who are living in poverty, and prevent homelessness in West Lothian.	3 Minimising poverty, the cycle of deprivation and promoting equality	ADS043 Unit cost per Anti-Poverty Service engaged customer - Target £45	Public	6.7	289,652	0	289,652

Anti-Poverty Service – 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 £
		ADS066 Anti-Poverty Service Money Advice - Customer debt managed through money advice intervention - Target £2 million per quarter	High Level				
		ADS081- Housing advice - number of evictions prevented - Target 100 per quarter	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	0.1	44,777	0	44,777
Total:				32.2	1,399,286	(223,379)	1,175,907

Actions 2019/20

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

Anti-Poverty Service Actions 2019/20							
Action	Description	Planned Outcome	Owner(s)	Start	End	Status	Update
Refreshed Anti-Poverty Strategy	Implementation and ongoing monitoring and reporting of the CPP strategy.	An effective strategy that will ensure council and community planning partners work collaboratively that will maximise the impact that the council and partners can achieve locally in positively addressing the causes of poverty and in mitigating the impact of poverty.	Anti-Poverty Manager	April 2019	March 2020	Active	A strategic action plan and scorecard have been agreed and an annual action plan will be developed to support achievement of outcomes.
Affordable Credit Project	Implementation and monitoring of the project in partnership with Fife and Falkirk Councils	Improving access of marginalised groups to obtain credit and embedded money advice to increase financial inclusion	Anti-Poverty Manager	April 2019	March 2020	Active	First year targets have been met and work underway on second year plan. Reports to the Anti-Poverty Task-Force and annual report to the CPP Board.
Non Residential Contributions Policy	Development, implementation and ongoing monitoring of objectives of the policy	Improving understanding of the policy and ensuring those eligible for care are able to contribute to the cost by providing a means tested financial assessment along with a financial health check to increase uptake of entitlement.	Anti-Poverty Manager	April 2019	March 2020	Active	All customers receiving non-residential care will receive a financial assessment by end of June 2019.

Anti-Poverty Service Actions 2019/20							
Action	Description	Planned Outcome	Owner(s)	Start	End	Status	Update
Blue Badges/National Entitlement Card	Entitlement schemes are supported and administered efficiently and effectively	Improve automation of entitlement schemes to make it easier to apply	Anti-Poverty Manager	April 2019	March 2020	Active	Work started to transfer activity to the new anti-poverty service
Free School Meals/Clothing Grants and Education Maintenance Allowance	Development and implementation of a simplified system to apply for benefit	Increase the uptake of free school meals, clothing grants and educational maintenance allowance	Anti-Poverty Manager	April 2019	March 2020	Active	Work started to transfer activity to the new anti-poverty service
Volunteering	Map existing and potential volunteering opportunities and draft volunteering policy	Improve the number of people choosing to volunteer with the council and to gain the Investor in Volunteering Standard within the Advice Shop	Anti-Poverty Manager	April 2019	March 2020	Active	Work has started on gathering evidence to submit an application to IIV for January 2020

Audit, Risk and Counter Fraud Unit

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

Number of staff: 7.2 (full time equivalents)

Location: Civic Centre

Purpose

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

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

Activities

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

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

Key Partners

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

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

Customer Participation

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

Customer Consultation Schedule 2019/20

Customer Group	Method	Frequency	Responsible Officer	Feedback Method
Audit Committee	Electronic Survey	Annually	Audit, Risk and Counter Fraud Manager	Consultation results reported to the Committee.
Governance and Risk Committee	Electronic Survey	Annually	Governance Manager	Consultation results reported to the Committee.
Audit Committee, Senior Managers	Consultation on annual audit plan	Annually	Audit, Risk and Counter Fraud Manager	Annual audit plan is approved by the Audit Committee. The finalised plan is reported to the Governance and Risk Board and placed on the intranet.
Audit / investigation point of contact	Electronic survey	On completion of audit / investigation	Audit, Risk and Counter Fraud Manager	Questionnaire results published on intranet
Senior Managers	Electronic survey	Annually	Senior Auditor	Questionnaire results published on intranet

Activity Budget 2019/20

Audit, Risk and Counter Fraud Unit 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 £
Risk Based Audits	To review and report on the adequacy of controls in relation to the council's key risks.	Enabler service – Corporate Governance and Risk	IA012 Cost of internal audit cost per £1 million of West Lothian Council's net expenditure Target £500	Public	3.0	153,631	(4,784)	148,847
			IA014 Percentage of risk based audits in the annual audit plan completed for the year - Target 100%	Public				
Corporate Counter Fraud	To prevent, detect and investigate fraud committed against the council.	Enabler service – Corporate Governance and Risk	IA041 Cost of counter fraud cost per £1 million of West Lothian Council's net expenditure Target £420	High Level	3.0	153,667	0	153,667
			IA040 Average length of time (in weeks) to issue draft fraud reports Target 16 weeks	Public				
Risk Advice and Business Continuity Management co-ordination	To enable the council to effectively manage risk, reducing its cost and impact, and ensure the delivery of essential services	Enabler service – Corporate Governance and Risk	IA023 Cost of risk management and business continuity cost per £1 million of West Lothian Council's net expenditure Target £180	High Level	1.0	51,234	0	51,234

Audit, Risk and Counter Fraud Unit 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 £
		IA021 Percentage of risks subject to annual documented risk assessment in Pentana Target 100%	Public				
Service support	Provision of management and administrative Support	Enabler Service - Corporate Governance and Risk		0.2	2,232	(30)	2,202
Total:				7.2	360,765	(4,814)	355,951

Actions 2019/20

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

Audit, Risk and Counter Fraud Actions 2019/20							
Action	Description	Planned Outcome	Owner(s)	Start	End	Status	Update
Risk Management Strategy	Implementation and ongoing monitoring and reporting of the council's corporate strategy.	An effective strategy that will ensure the council has a strong culture of high performance and capacity to deliver in the priorities.	Audit, Risk and Counter Fraud Manager	April 2019	March 2020	Active	Progress on the strategy will be reported during the year to the Partnership and Resources PDSP and Governance and Risk Committee.
Audit and Counter Fraud Strategy	Implementation and ongoing monitoring and reporting of the council's corporate strategy.	An effective strategy that will ensure the council has a strong culture of high performance and capacity to deliver in the priorities.	Audit, Risk and Counter Fraud Manager	April 2019	March 2020	Active	Progress on the strategy will be reported during the year to the Partnership and Resources PDSP and Audit Committee.
Counter Fraud	Roll out of counter fraud e-learning tool to selected services.	Effective counter fraud arrangements in place within services including Increased awareness by services of fraud prevention measures.	Audit, Risk and Counter Fraud Manager	April 2019	March 2020	Active	Roll out will commence in 2019/20.
Counter Fraud	Attend all service management teams to brief on counter fraud outcomes.	Effective counter fraud arrangements in place within services including Increased awareness by services of fraud prevention measures.	Audit, Risk and Counter Fraud Manager	April 2019	March 2020	Active	All service management teams will be visited during 2019/20.

Construction Services

Service manager: Marjory Mackie, Construction and Design Manager
Number of staff: 40.9 (full time equivalents)
Location: Civic Centre

Purpose

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

The Projects Team provides project management, design solutions, quantity surveying, contract procurement and on-site inspection and monitoring of live projects plus expert professional advice on construction projects.

The Maintenance and Asbestos Teams ensure the operational availability of all operational properties owned by the council, including statutory and legislative compliance relating to the Fire Scotland Act 2005 and the Control of Asbestos Regulations.

The Planned Improvements and Services Team delivers the council's planned improvement investment programmes and minor project works, and also ensures operational availability of all non-housing properties owned or managed by the council, as well as statutory and legislative compliance relating to Legionella, gas safety and electrical installations. The team also manages the programme of condition surveys, bogus caller investigations, and provides building defect diagnosis and reports.

Key challenges in 2019/20 will include continuing to deliver the current range and level of services to ensure effective maintenance of the council's operational properties in accordance with asset management strategies at a time of challenging fiscal constraints and service and corporate transformation.

Activities

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

- ◆ Delivery of the capital programme of investment, including planned improvements, statutory compliance, property, housing and open space projects
- ◆ Annual delivery of over 350 individual projects with a total annual average expenditure of £30 million.
- ◆ Ensuring operational availability of council premises through effective management of revenue maintenance budgets and implementing IT systems in support of this
- ◆ Continued intensive management of statutory property compliance across council property
- ◆ Provision of construction feasibility, option appraisal, cost and maintenance information that supports business case development and future investment decisions
- ◆ Work on a number of modernisation and efficiencies projects

Key Partners

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

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

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

Activity Budget 2019/20

Construction 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 £
Property Capital Investment Programme - Property Capital Projects To deliver General Services (Property) major construction and Planned Improvement projects using in-house resources and external consultants.	Enabler service – Financial Planning	CSg601 Percentage of Total Capital Programme Spend Delivered in Year by Construction Services. - Target 100%	Public	20.6	1,284,408	(1,284,408)	0
		CSg651 Percentage of projects delivered on time (GS property) - Target 92%	High Level				
Open Space Capital Investment Programme - Open Space Capital Projects To deliver General Services (Open Space) major construction projects using in-house resources and external consultants.	Enabler service – Financial Planning	CSg601 Percentage of Total Capital Programme Spend Delivered in Year by Construction Services. - Target 100%	Public	0.5	31,109	(31,109)	0
		CSg652 Percentage of projects delivered on time (GS Open Space) - Target 92%	High Level				
Housing Capital Investment Programme - Housing Capital Projects To deliver Housing funded major construction projects using in-house resources and external consultants.	Enabler service – Financial Planning	CSg601 Percentage of Total Capital Programme Spend Delivered in Year by Construction Services. - Target 100%	Public	4.0	249,385	(249,385)	0
		CSg653 Percentage of projects delivered on time (Housing) - Target 95%	High Level				

Construction 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 £	
Maintenance and compliance of the council's operational and non-operational property stock	To manage and coordinate all repairs, cyclical maintenance and property inspections of the council's operational and non-operational properties. To manage and coordinate all tests, inspections, risk assessments and related information required to meet with property and health and safety legislation.	Enabler service – Financial Planning	P:CSg803 Maintenance Services cost as a percentage of net Revenue Expenditure (Corporate Property) - Target 10% CSg409 Percentage of Operational Properties with an Asbestos Register - Target 100% CSg430 Percentage of Properties with a Fire Safety Risk Assessment (FSRA) updated within the last five years - Target 100%	Public High Level High Level	15.8	985,045	(985,045)	0
Total:				40.9	2,549,947	(2,549,947)	0	

Actions 2019/20

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

Construction Services Actions 2019/20							
Action	Description	Planned Outcome	Owner(s)	Start	End	Status	Update
IT System Implementation	Implement Asset Management IT software system.	To enable asset management of non-housing council buildings and streamline maintenance and compliance processes.	Construction and Design Manager	April 2019	March 2020	Active	Roll-out and training of implemented system across the council
Development, implementation, management, monitoring and delivery of property projects	Management of projects & investment in support of the Property Capital Programme of investment, the West Lothian Local Housing Strategy, the Early Learning and Childcare expansion and the Transformation Programme	Success delivery of investment programme with improved council assets and accommodation which meets the needs of service users and supports efficiencies in service delivery.	Construction and Design Manager	April 2019	March 2020	Active	Detailed project briefs established with management and monitoring arrangements in place.
Development, implementation, management and monitoring the programme of statutory compliance across the operational property estate	An effective plan and programme that ensures public, staff and users able to access and use council facilities safely and in full compliance with property related legislation, including (but not restricted to) management of asbestos, fire safety, gas safety, electrical safety and legionella.	Operational properties remain open and safe for use at all times.	Construction and Design Manager	April 2019	March 2020	Active	Detailed programmes in place and reviews of policies in support of programmes (Asbestos, Fire Safety, Legionella) ongoing.

Financial Management Unit

- Manager:** Patrick Welsh, Corporate Finance Manager
Number of Staff: 36.6 (full time equivalents)
Locations: Civic Centre

Purpose

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

In 2019/20 a key aim of FMU is to continue to support and enable council services to deliver the agreed revenue and capital plans for 2019/20 within approved budgets.

In addition, FMU will coordinate the financial delivery of a priority based four year revenue budget plan for 2019/2020 to 2022/23, which sets out how the council's Corporate Plan priorities will be delivered against the backdrop of an extremely challenging financial climate, which will generate considerable pressure around balancing budgets within expenditure demands and funding constraints.

Activities

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

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

Key Partners

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

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

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
Head of Service	Engagement meetings	Annually	Corporate Finance Manager	Action Note of meetings
Budget Holders	Budget meetings	Quarterly	Accountant	Action Note of Meetings
All customer groupings (internal and external)	Electronic survey	Annually	Group Accountant	Results posted on Intranet

Activity Budget 2019/20

Financial Management Unit 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 £	
Budget Strategy and Planning	Preparation of annual and medium term revenue and capital budgets and strategies.	Enabler service – Financial Planning	FM021 Cost of providing a financial management function per £1 million of council revenue budget - Target £3.00	High Level	6.3	409,409	(76,666)	332,743
			CP:FM003 Annual revenue budget approval within set deadlines - Target 100%	WLAM				
Annual Budget Management and Monitoring	Manage and Monitor the annual Capital and Revenue budgets including provision of financial advice, VAT management, Grant Claims and completion of Statistical Returns.	Enabler service – Financial Planning	FM021 Cost of providing a financial management function per £1 million of council revenue budget - Target £3.00	High Level	13.9	9,3,430	(169,189)	734,241
			FM014 Budget monitoring - compliance with timescales for formal reporting - Target 100%	WLAM				
Final Accounts	Preparation of Final Accounts with the aim of securing an unqualified audit certificate.	Enabler service – Corporate Governance and Risk	FM021 Cost of providing a financial management function per £1 million of council revenue budget - Target £3.00	High Level	3.4	221,000	(41,384)	179,616

Financial Management Unit 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 £
Treasury Management	Operate an effective Treasury Management Strategy for Loans and Borrowing and Cash Management function.	Enabler service – Financial Planning	FMU006 Final Accounts - unqualified audit certificate and reporting within agreed deadlines - Target 100%	High Level	1.2	78,028	(14,611)	63,417
			FM097: Average cost of servicing loans fund advances in year, interest & expenses - Target 4.5%	High Level				
Systems support and records management	Maintain and manage the Financial Ledger and Financial Records.	Enabler service – Corporate Governance and Risk	FMU070 Treasury Management - investment rate of return 0.85%	High Level	3.2	207,916	(38,934)	168,982
			FM021 Cost of providing a financial management function per £1 million of council revenue budget - Target £3.00	High Level				
Purchase to Pay	To provide a comprehensive, cost effective accounts payable service.	Enabler service – Financial Planning	NEW: Financial ledger and records maintained in accordance with agreed policies and procedures - Target 100%	WLAM	6.0	389,978	(73,012)	316,966
			CP:FM022 Purchase to pay cost per invoice - Target £1.23	High Level				

Financial Management Unit 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 £
			CP: sspi07 The number of invoices paid within 30 calendar days of receipt as a percentage of all invoices paid - Target 96%	High Level				
Insurance Fund Management	To manage the cost of insurance risk.	Enabler service – Financial Planning	FM080 Total cost of providing the Council's insurance service per £1 million of council revenue budget - Target £9,000	WLAM	2.2	143,209	(26,817)	116,392
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	25,930	(4,856)	21,074
Total:					36.6	2,378,900	(445,469)	1,933,431

Actions 2019/20

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

Financial Management Unit Actions 2019/20							
Action	Description	Planned Outcome	Owner(s)	Start	End	Status	Update
Revenue Budget Strategy	Development, implementation and ongoing monitoring and reporting of the council's revenue budget strategy.	An effective strategy and monitoring process that provides assurance through regular and timely reporting on the financial delivery of the council's approved revenue budget plans within available resources.	Head of Service	April 2019	March 2020	Active	Monitoring of delivery arrangements for 2019/20 budget and update on progress towards delivery of 2019/20 to 2020/21 savings
Capital Budget Strategy	Development, implementation and ongoing monitoring and reporting of the council's capital budget strategy.	An effective strategy and monitoring process to provide assurance through regular and timely reporting on the delivery of the council's approved capital budget plans within available resources.	Head of Service	April 2019	March 2020	Active	Monitoring of delivery of 2019/20 Capital programme
Health and Social Care Finance	Development of integrated financial management and planning taking account of Audit Scotland and Ministerial Strategic Group recommendations	Effective joint working arrangements in place across council, NHS Lothian and IJB to aid integrated financial planning for Health and Social care services	Corporate Finance Manager / IJB S95 Officer	April 2019	March 2020	Active	Progress on financial management and planning will be reported as part of updates to relevant Council and IJB meetings.

Property Management and Development

Manager: Paul Ketrick, Estates Manager

Number of Staff: 29.3 (full time equivalents)

Locations: Civic Centre and various Partnership Centres

Purpose

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

Key challenges in 2019/20 include continuing to deliver the current range and level of services to ensure effective and efficient management of the council's property assets in accordance with the various property asset management strategies, plans, programmes and projects at a time of challenging fiscal constraints and both service and corporate transformation.

Activities

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

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

Key Partners

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

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

Activity Budget 2019/20

Property Management and Development 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 £	
Strategic Property Asset Management	The efficient and effective management of the council's operational properties.	Enabler service – Financial Planning	PMD151 Cost of providing the service – Target £6.64 per head of population (Cost per £1 million of expenditure £36,000)	WLAM	2.7	153,518	0	153,518
			CP:sspi08a Percentage of Operational Properties in Satisfactory Condition - Target 99.4%	Public				
Disposal of surplus land and property	Delivering a programme of property disposals to support the Council's capital investment programme.	Enabler service – Financial Planning	PMD151 Cost of providing the service – Target £6.64 per head of population (Cost per £1 million of expenditure £36,000)	WLAM	2.6	72,612	(904)	71,708
			PMD168 Capital receipt income against target – Target 95%	WLAM				
Management of the Tenanted Non Residential Property Portfolio	The efficient and effective management of the council's commercial portfolio to maximise income and to maintain long term performance.	Enabler service – Financial Planning	PMD151 Cost of providing the service – Target £6.64 per head of population (Cost per £1 million of expenditure £36,000)	WLAM	4.3	933,917	(4,711,895)	(3,777,978)
			P:PMD074 Commercial Property, percentage of rent outstanding (Current debt) - Target 4%	Public				

Property Management and Development 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 £	
Professional services	Including: Valuation for capital accounting purposes; maintenance of property records; granting property rights; provision of expert advice; development of land and buildings for economic development purposes and provision of advice to migrant and growing businesses.	Enabler service – Financial Planning	PMD127 PM&D percentage of customers rating the service as good or excellent - Target 94.6%	WLAM	3.0	81,848	(1,043)	80,805
			PMD169 Asset valuations input to the property system within agreed timescales - Target 100%	WLAM				
Energy management and climate change	Ensuring effective energy and water management in corporate non-domestic properties through energy efficiency measures. Developing potential projects, analyse consumption trends and setting targets.	Enabler service – Financial Planning	PMD191 Carbon emissions from energy used in buildings (Annually) - Target 24,672 tonnes	WLAM	2.0	452,383	0	452,383
			PMD196 Percentage completion of Energy Performance Certificates in operational buildings where required - Target 99%	WLAM				
Management of the council's corporate partnership properties and PPP schools	Providing an efficient and effective facilities management function in the council's principal office buildings, Partnership Centres and PPP schools.	Enabler service – Financial Planning	PMD133_6a.7 - Customer Satisfaction - Council Officers - Target 90%	WLAM	14.0	4,796,898	(2,623,551)	2,173,347
			SCORPASSET02 - Percentage of Operational Properties in Satisfactory Condition - Target 99%	Public				

Property Management and Development 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 £
Management of the council's corporate properties	The efficient and effective management of the council's operational properties.	PMD151 Cost of providing the service – Target £6.64 per head of population (Cost per £1 million of expenditure £36,000)	WLAM	0.6	16,696,124	(626,586)	16,069,538
		CP:sspi08a - Percentage of Operational Properties in Satisfactory Condition - Target 99.4%	Public				
Service support	Provision of management and administrative Support.	Enabler service – Corporate Governance and Risk		0.1	14,860	(2)	14,856
Total:				29.3	23,202,160	(7,963,981)	15,238,177

Actions 2019/20

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

Property Management and Development Actions 2019/20							
Action	Description	Planned Outcome	Owner(s)	Start	End	Status	Update
Corporate Asset Management Strategy	Implementation and ongoing monitoring and reporting of the actions contained in the council's corporate asset management strategy.	Effective delivery of the strategy including a framework of performance measures for the management of all council assets.	Corporate Estates Manager	April 2019	March 2020	Active	Monitoring of actions and performance indicators in the Corporate Asset Management Strategy.
Delivery of Capital Programme	Management of Property Capital Programme	Ongoing management, monitoring and reporting of Property Capital Programme and investments within it.	Corporate Estates Manager	April 2019	March 2020	Active	Detailed management and monitoring arrangements in place.
Property Asset Management Plan	Implementation, management, monitoring and reporting of the council's property asset management plan and its activities.	An effective plan that delivers the actions and activities to ensure the effective and efficient management of the council's property assets.	Corporate Estates Manager	April 2019	March 2020	Active	Monitoring of actions and performance indicators.
Learning Estate Management Plan	Development, implementation, management, monitoring and reporting of the council's learning estate management plan and its activities.	An effective plan that establishes the actions and activities to ensure the effective and efficient management of the council's learning estate.	Corporate Estates Manager	April 2019	June 2019	Active	The draft plan will proceed to Education PDSP and Education Executive by Autumn 2019 for approval.

Property Management and Development Actions 2019/20

Action	Description	Planned Outcome	Owner(s)	Start	End	Status	Update
Learning Estate Investment Programmes	Strategic Management and Governance of major learning estate investments including Additional Support Needs, Early Years Expansion and Planned Improvements.	Effective and efficient development, implementation, monitoring and reporting of significant learning estate investment programmes to ensure value for money, delivery timescales and budget parameters are achieved.	Corporate Estates Manager	April 2019	Mar 2020	Active	Investment programmes will be reported to the Council Executive and Education Executive as appropriate.
Schools for the Future Programme and Project	Lead development of funding business cases, implementation, construction, management and commissioning of learning estate projects part funded through Scottish Government Programme.	Securing of additional investment in Learning Estate from Scottish Government and successful implementation and management of projects.	Corporate Estates Manager	April 2019	Mar 2020	Active	Initial feasibilities undertaken and business cases developed. Awaiting guidance from Scottish Government on programme application process and criteria
Education Capacity Projects	Project Management of multiple education capacity projects associated with population expansion and core development areas	Successful development, management and reporting of multiple projects relating to education capacity	Corporate Estates Manager	April 2019	Mar 2020	Active	Development principles approved. Various governance and project consultations and approval to commence during 2019/20. Project business cases finalisation being progressed.
Climate Change Strategy and Carbon Management Plan Review	Climate Change Strategy and Carbon Management Plan require mid-term review and recalibration (as appropriate)	Review and amendments (where appropriate) to Climate Change Strategy and Carbon Management Plan	Corporate Estates Manager	April 2019	Oct 2020	Planned	Review will proceed to Environment PDSP in Autumn 2019 (third quarter 2019).

Revenues Unit

Manager: Scott Reid, Revenues Manager

Number of Staff: 98.1 (full time equivalents)

Locations: St David House

Purpose

The Revenues Unit is responsible for council tax and business rates billing, administration and collection, providing a direct front line service to all households and businesses in West Lothian.

The unit is also responsible for the collection of miscellaneous income, collection of housing benefit overpayments and underpinning the council's holistic approach to dealing with customers who are in debt through the work of the corporate debt team. The service manages income received through multiple payment channels in excess of £450 million annually.

During 2019/20 the unit will look to maximise income to the council whilst minimising the costs of collection. The unit will continue to modernise and transform service provision, with customer communication and consultation playing a key part in its modernisation activity. The unit will work across services to develop effective strategies in relation to the corporate debt approach. The unit will work closely with stakeholders and partners to plan and prepare for the ongoing impact of welfare reform.

Activities

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

- ◆ Council Tax
- ◆ Non-Domestic Rates
- ◆ Service Accounts
- ◆ Corporate Debt
- ◆ Income Management

Key Partners

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

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

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 taxpayers	Paper-based and electronic surveys	Daily	Revenues Manager	Results posted on internet, Council Tax booklet and email
Business ratepayers	Electronic survey	Monthly	Revenues Manager	Results posted on internet, Business Rates booklet and email
Council services	Electronic survey	Annually	Revenues Manager	Results posted on internet and email
Customers with multiple debts	Telephone	Monthly	Revenues Manager	Results posted on internet and email
Revenues system users	Electronic survey	Daily	Revenues Manager	Incident Tool – software system issues and email

Activity Budget 2019/20

Revenues Unit 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 £
Council Tax	Billing, collection and administration of Council Tax and Water Service Charges.	Enabler service – Financial Planning	SCorp04 - Cost of collecting Council Tax per dwelling - Target £5.40.	Public	19.0	799,212	0	799,212
			SCorp07 - percentage of income due from Council Tax for the year that was received by the end of the year - Target 96.4%	Public				
Corporate Debt	Collection of multiple debts due to the council, and Housing Benefit overpayments.	Enabler service – Financial Planning	REV149 – Customer income and/or debt reduction generated per pound of staff costs for Corporate Debt Team activity - Target £10.00	WLAM	11.8	496,557	(137,853)	358,704
			REV009 - Cumulative value of Housing Benefit Overpayment recovered - Target £1 million	WLAM				
Non-Domestic Rates	Billing, collection and administration of Non Domestic Rates.	Enabler service – Financial Planning	REV014 - Business Rates cost per property - Target £2.00	WLAM	2.0	85,004	(224,408)	(139,404)
			REV002 - Percentage of Business Rates received in the year - Target 97.7%	WLAM				

Revenues Unit 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 £
Service Accounts	Collection of the council's service accounts.	Enabler service – Financial Planning	REV016 - Cost of collection for service accounts - Target £6.00	WLAM	2.0	84,357	0	84,357
			REV083 - Outstanding service account debt over 12 months - Target £260,000	WLAM				
Housing Benefit and Council Tax Reduction	Administration of Housing Benefit and Council Tax Reduction including appeals, interventions and administration of Discretionary Housing Payments.	3 Minimising poverty, the cycle of deprivation and promoting equality	REV114 - Gross administration cost per Housing Benefit case - Target £24.00	WLAM	35.9	3,909,038	(2,689,643)	1,219,395
			REV118 - Average number of days to process new housing benefit claims - Target 13 days.	Public				
Scottish Welfare Fund	Administration of Community Care Grants and Crisis Grants.	3 Minimising poverty, the cycle of deprivation and promoting equality	REV107 - Cost of Scottish Welfare Fund per application received - Target £27.00	WLAM	7.0	1,317,891	(224,408)	1,093,483
			REV108 - Percentage of spend against available budget - Target 100%.	WLAM				

Revenues Unit 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 £
Business Systems	Provision of a business systems function, including identification of financial error, compliance checks, process development, income management and administration of rent accounting system	Enabler Service - Financial Planning	REV148 - Cost of Business Systems team per £1 million of payments processed - £700.00. REV125 - Percentage of self-service payment transactions received through the income management system - 35%	WLAM	13.5	586,260	(68,567)	499,693
Service support	Provision of management and administrative Support.	Enabler service – Corporate Governance and Risk	REV111 - Cost of Business Support per £1 million of income generated - £80.00. REV089 - Percentage of benefits and collections mail indexed within 1 day of receipt - Target 98%.	WLAM	6.9	289,882	0	289,882
Total:					98.1	7,550,201	(3,344,879)	4,205,322

Actions 2019/20

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

Revenues Unit Actions 2019/20							
Action	Description	Planned Outcome	Owner(s)	Start	End	Status	Update
Service Redesign, Integration & Modernisation projects	Develop integrated customer online forms for Council Tax changes that automatically update the back office system.	Customers are able to update their own Council Tax account details.	Revenues Manager	April 2019	March 2020	Active	Integrated online forms identified for development.
Service Redesign, Integration & Modernisation projects	Procure an income management and cash receipting system.	Implementation of an income management and cash receipting system that provides improved customer experience and efficiencies in payment processing.	Revenues Manager	April 2019	March 2020	Active	Invitation to tender documentation being finalised.

Developing the Management Plan and reporting progress

The Management Plan was developed to support the delivery of the Council's Corporate Plan and to take account of a range of factors that are likely to impact on the delivery of council services in the next 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, the Community Plan and in the council's Corporate Plan and together these strategic plans determine the work of the council's services.

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

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

Influences

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

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

Planning Process

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

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

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




Corporate Plan	The Corporate Plan is approved by West Lothian Council, setting out the key priorities for all council services for the period 2018/19 to 2022/23.	13 February 2018
Finance and Property Services Planning	The service management team develop the plan taking account of a range of factors, business requirements and customer needs.	February to March 2019
Executive Management Team approval	The council's executive management team (EMT) review all service management plans to ensure they are sufficiently focused on corporate priorities. The EMT will also review the plans annually, scrutinising performance and progress in the stated outcomes and actions.	22 March 2019
PDSP consultation	The Management Plan is taken to the Partnership and Resources Policy Development and Scrutiny Panel(s) for consultation, providing Panel members the opportunity to shape planning and resource allocation.	7 June 2019
Management Plan launch	The service cascades the plan to Finance and Property Service employees to ensure that they understand the key priorities and challenges ahead and how they will contribute to successful outcomes.	June 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.	30 June 2019
Management Plan updates	The Management Plan progress is reviewed by the Partnership and Resources PDSP each year	April to June













Continuous Improvement

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

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

Finance and Property Services Scorecard

The service will report on the following key measures of the success throughout the lifetime of our plan (short term trend arrows: 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
Anti-Poverty Service	FEADS500_ Percentage of customers who rated the overall quality of the service as good or excellent	99.6%	99%		99%
	FEADS011_6b.3 Total number of complaints received by the Anti-Poverty Service	15	16		16
	FEADS502_Amount of customer income gained per £1 of staff cost	£45.94	£45		£45
	FEADS503_Total annual amount the Anti-Poverty Service has gained in extra benefits for its customers	£27,358,018	£27,500,000		£28,000,000
Audit, Risk and Counter Fraud Unit	IA008_Percentage of customers who rated the overall quality of the service provided by internal audit as good or excellent	100%	100%		100%
	IA066_Total number of complaints received by Audit, Risk and Counter Fraud	0	0		0
	P:IA012_Cost of internal audit per £1 million of West Lothian Council's net expenditure	£505.00	£460		£500.00
	P:IA014_Percentage of audits in the annual audit plan completed for the year	100%	100%		100%
Construction Services	CSg100_Percentage of customers who rated the overall quality of the service as good or excellent	89%	90%		94%
	CSg112_Total number of complaints received by Construction Service	8	12		10
	P:CSg803_Maintenance Services cost as a percentage of net Revenue Expenditure (Corporate Property)	8.5%	10.3%		9.5%
	P:CSg601_Percentage of Total Capital Programme Spend Delivered in Year by Construction Services	100%	100%		100%

Indicators					
WLAM unit / service	PI Code and Short Name	2018/19 Performance	2018/19 Target	Performance against Target	2019/20 Target
Financial Management Unit	FM082 Percentage of customers who rated the overall quality of the service as good or excellent.	98%	98%	➔	98%
	FM037 Number of complaints received by the Financial Management Unit	0	3	⬆️	3
	FM021 Total/unit cost of providing the service per £1 million of council revenue budget	£2,770	£3,000	⬆️	£3,000
	CP-FM091 Budget Strategy & Planning – Compliance with Timescales for Reporting	100%	100%	➔	100%
Property Management and Development	P:PMD127_Percentage of Customers rating the service as good or excellent	94.6%	92%	⬆️	94%
	PMD144_Total number of complaints received by the Property Management and Development	12	12	➔	12
	Cost of providing service per £m of council revenue budget expenditure.	£35,311	£36,000	⬆️	£36,000
	(formerly PMD151_Cost of providing the Service per head of population)	£6.64	£6.00	⬆️	£6.25
	P:PMD164_Percentage of rent outstanding for commercial property	3.86%	4%	⬆️	4%
Revenues	P:REV042_Percentage of respondents who rated the overall quality of service delivered by the Revenues Unit as good or excellent.	89.3%	90%	⬆️	91%
	REV122_Total number of complaints received by Revenues Unit	107	88	⬆️	100
	SCorp04_Cost of Council Tax collection per dwelling	£5.30	£5.30	➔	£5.40
	SCorp07_Percentage of Income due from Council Tax Received by the End of the Year	96.4%	96.3%	⬆️	96.4%

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

Finance and Property Services Management Plan 2019/20

June 2019

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