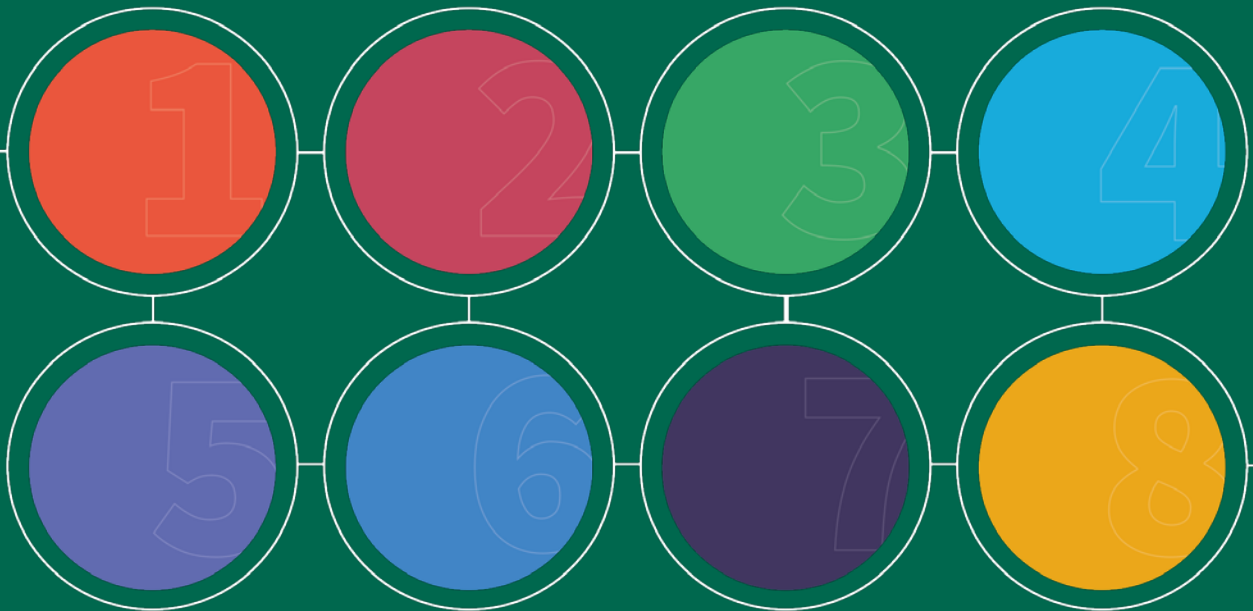


Corporate Services Management Plan 2020/21



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 2020/21

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 2020/21

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 coming 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.

	Page
Human Resources and Support Services	11
Information Technology Services	22
Legal Services	28
Corporate Procurement Unit	34
Performance and Improvement Services	39
Corporate Communications	46
Developing the Management Plan and reporting progress	51
Corporate Services Scorecard 2020/21	53

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, 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)	2019/20 Performance	2020/21 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)	2019/20 Performance	2020/21 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"> ◆ Establish a framework to manage contracts that meets both 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_ Percentage of all influenceable council expenditure covered by contracts	93%	93%
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.	35	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 2020/21.	N/a	New policies and procedures in place

Alignment with Corporate Priorities / Enablers					
Council enabler	Deliverable	Corporate Services key activity / process	Indicator(s)	2019/20 Performance	2020/21 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%	80%
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%	100%

Alignment with Corporate Priorities / Enablers					
Council enabler	Deliverable	Corporate Services key activity / process	Indicator(s)	2019/20 Performance	2020/21 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 (2018/19 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. 	ITS098 Percentage of systems interfaces implemented to support Digital Transformation	20%	30%
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. 	ITS093 Maintain optimum server processing capacity	24%	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. 	ITS096 Percentage of anti-virus, malware, filtering and encryption software deployed Microsoft windows devices	100%	100%



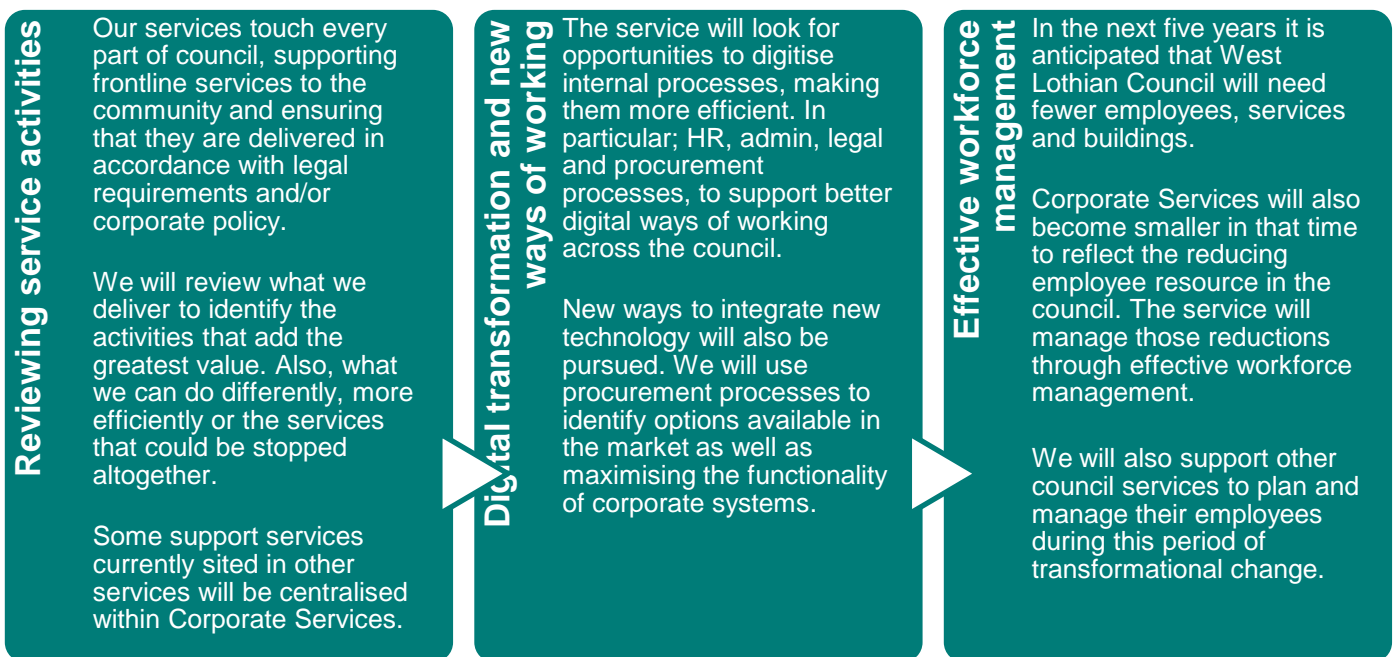
Transforming Your Council

How Corporate Services will transform in the next five years

The council has embarked 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 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 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.

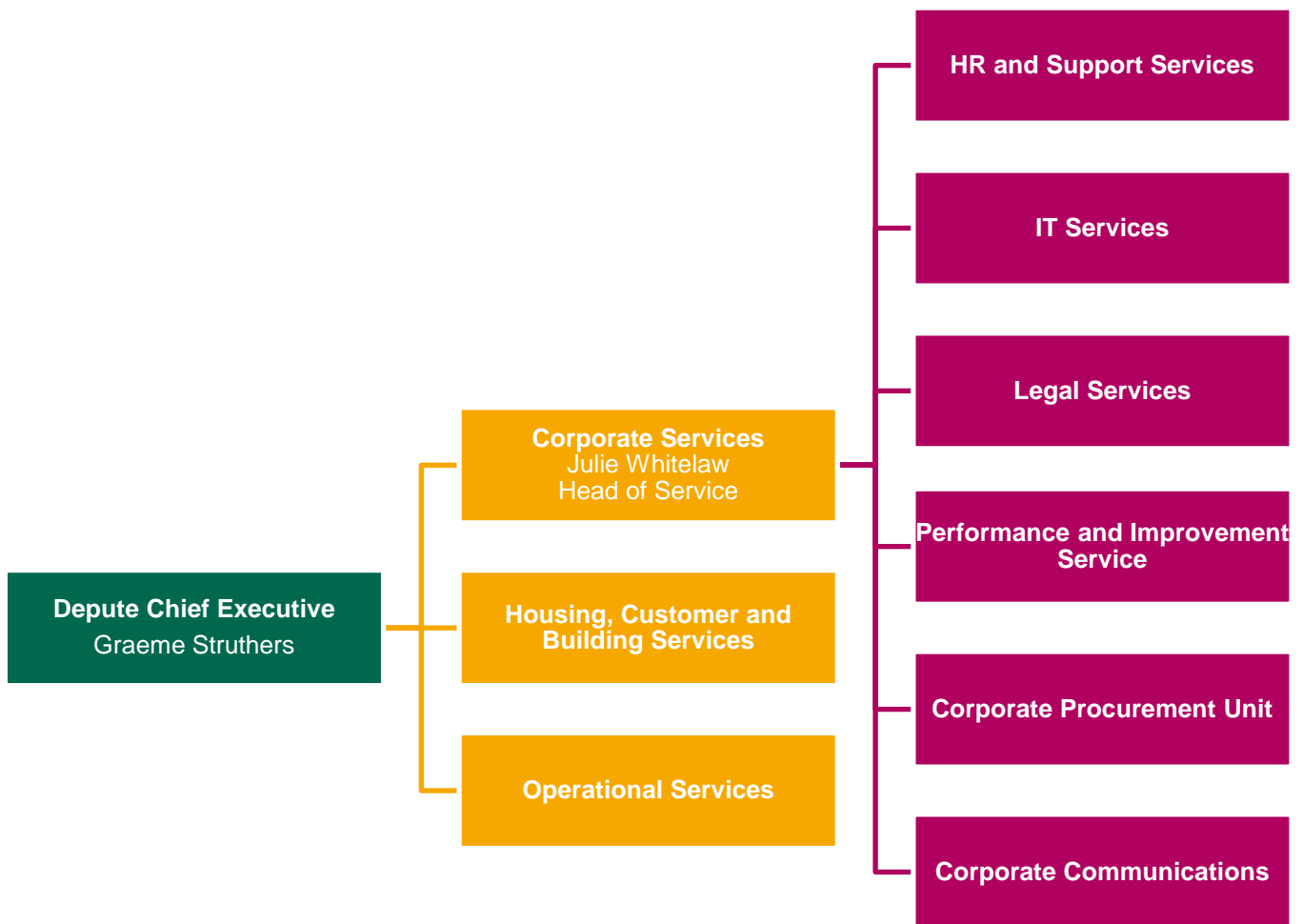
Corporate Services make the following commitments to customers, employees and partners:

- ◆ 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 178.38 (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 2020/21			
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
Employee Sample	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





Risk Management

Risk can be defined as the effect of uncertainty on an organisation's objectives.

The council aims to mitigate risks to its objectives by implementing robust risk management procedures which enable managers to effectively manage their risks.

Significant risks to Corporate Services' objectives are set out in the council's corporate risk register. These risks are regularly monitored by managers and are reviewed on a monthly basis by the service management team to ensure that appropriate and effective control measures are in place.

Corporate Services is currently not managing any risks considered to be high, however does manage and aims to mitigate risks. The highest four risks are:

Service Risks 2020/21			
Risk Title	Risk Description	Current Risk Score	Traffic Light Icon
WLC001b Failure to achieve workforce planning objectives	At this time the council has a budget gap. It may not be possible to fully achieve workforce planning objectives in this current environment unless appropriate measures are identified and agreed to address this potential budget deficit.	8	
WLC014 Cyber-attack resulting in data breach	Ineffective internal measures to detect, deter and repulse cyber attacks, leading to successful penetration of the network. Resulting in data loss, ransom demands, inability to continue to provide essential services, reputational damage.	6	
WLC036 Failure to implement effective policies and procedures for the protection of vulnerable groups	Ineffective internal council policy, or misapplication of internal council policy, leading to individual who should have been excluded under the PVG scheme taking up employment with the council. Resulting in harm to service users.	5	
WLC015 Disconnection from the national PSN network	Noncompliance with Cabinet Office security standards, leading to disconnection from the national Public Services Network (PSN) and a total loss of PSN secure connection for council services, including statutory services. Resulting in an inability to deliver critical council services.	4	

HR and Support Services

Service manager: Lesley Henderson, HR Service Manager

Number of staff: 72.31 (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 & Customs (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 2020/21				
Customer Group	Method	Frequency	Responsible Officer	Feedback Method
HR Programme Board	Board meeting	Quarterly	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 Advisor	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 2020/21

HR and Support Services							
Activity Name and Description	Link to Corporate Plan	Performance Indicator and Target 2020/21	PI Category	Staff Resources (FTE)	Revenue Expenditure Budget 2020/21 £	Revenue Income Budget 2020/21 £	Net Revenue Budget 2020/21 £
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: £47	9.3	364,258	(23,247)	341,012
			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: £210	22.9	1,314,827	(83,911)	1,230,916
			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 2020/21	PI Category	Staff Resources (FTE)	Revenue Expenditure Budget 2020/21 £	Revenue Income Budget 2020/21 £	Net Revenue Budget 2020/21 £
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	High Level	3.4	290,381	0	290,381
			CP: HRS103 Number of reportable incidents to the Health and Safety Executive and annual 5% target reduction. Target: 35	WLAM				
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	High Level	2.2	154,300	(9,847)	144,453
			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%	WLAM				

HR and Support Services								
Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2020/21	PI Category	Staff Resources (FTE)	Revenue Expenditure Budget 2020/21 £	Revenue Income Budget 2020/21 £	Net Revenue Budget 2020/21 £
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	74,882	0	74,882
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	1,411,130	0	1,411,130
			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	52,656	0	52,656
Total:					50.2	3,662,435	(117,005)	3,545,430

Civic Centre Admin

Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2020/21	PI Category	Staff Resources (FTE)	Revenue Expenditure Budget 2020/21 £	Revenue Income Budget 2020/21 £	Net Revenue Budget 2020/21 £
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	2.47	57,880	(38,255)	19,626
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: £0.32 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	4.12	219,964	(169,258)	50,707
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: 99%	Public High Level	15.42	399,374	0	399,374

Civic Centre Admin								
Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2020/21	PI Category	Staff Resources (FTE)	Revenue Expenditure Budget 2020/21 £	Revenue Income Budget 2020/21 £	Net Revenue Budget 2020/21 £
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.		0.10	17,527	0	17,527
Total:					22.11	694,746	(207,512)	487,234

Actions 2020/21

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

HR and Support Services Actions 2020/21							
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 2020/21.
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.
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.

HR and Support Services Actions 2020/21

Action	Description	Planned Outcome	Owner(s)	Start	End	Status	Update
Improving Attendance at Work	Review as necessary arrangements to improve employee well-being and maximise attendance at work.	A healthy and productive workforce and reduction in days lost to sickness absence.	HR Services Manager	April 2019	March 2023	Active	A revised policy was implemented with effect from 1 September 2018. The service continues to review arrangements and supports in place to improve employee well-being and reduce absence rates across the council.
Drug and Alcohol Policy	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	April 2018	June 2020	Active	Policy framework which introduced random drug testing for employees occupying posts designated as safety critical was approved by Council Executive 23 April 2019. Discussions on the scope of posts that fall in the safety critical category are ongoing.
Develop and implement a new Capability Framework to support employee performance.	Develop and implement a new framework for dealing with recurring cases of unsatisfactory employee performance.	Individuals receive structured and clear feedback on required levels of performance improvement.	HR and Support Services Manager	August 2019	March 2020	Complete	Following consultation with the relevant Trade Unions, the Supporting Performance Framework was approved by Council Executive 25 February 2020.

HR and Support Services Actions 2020/21

Action	Description	Planned Outcome	Owner(s)	Start	End	Status	Update
Develop and implement a succession planning framework.	Develop a new framework for identifying and developing our leaders of the future.	Ensure the council continues to operate effectively when people leave the organisations who occupy key leadership posts.	HR and Support Services Manager	November 2019	June 2020	Active	A draft framework has been prepared and will require to be tested for effectiveness on a sample of posts identified in workforce plans as challenging to recruit to.
Develop and implement a new Recognition Framework.	Develop and implement a new framework to ensure individual and team achievements are celebrated and publicised.	Employee contribution and achievement is recognised.	HR and Support Services Manager	April 2019	June 2020	Active	An employee survey was issued seeking views to inform revisions to the Employee Engagement Framework. Focus groups have also taken place to explore the survey responses in more detail. Analysis of this information will support expansion of the Engagement Framework to include Recognition.
Review and update equality monitoring data question set. Revise and implement	Equality Monitoring Data questions covering all protected characteristics across all services to ensure consistent approach to analysing the data	Ensure legislative compliance and improve the data we hold about our service users and employees to ensure our services are tailored to meet their needs.	Head of Corporate Services	April 2020	March 2021	Planned	

HR and Support Services Actions 2020/21

Action	Description	Planned Outcome	Owner(s)	Start	End	Status	Update
Undertake an equality monitoring survey.	Conduct an employee equality monitoring survey to build a comprehensive profile of the workforce profile	Ensure legislative compliance and improve the data we hold about our employees	Head of Corporate Services	April 2020	March 2021	Planned	
Replace system for workstation assessment and training	Undertake a procurement exercise to deliver a replacement system that will support ongoing compliance with the Display screen Equipment Regulations.	Ensure provision will allow appropriate training for staff and capture all relevant information relating to use of display screen equipment.	Health and Safety Manager	April 2020	March 2021	Planned	
Review and audit accident investigation within services	Conduct an audit to review compliance with incident investigation procedure and quality of investigations in Sphera.	Ensure compliance with regulatory requirements in relation to the recoding and investigation incidents in the workplace.	Health and Safety Manager	April 2020	March 2021	Planned	
Health and Safety Policy and Procedures	Review, as necessary, Health and Safety policies and procedures to ensure that they continue to support legislative requirements and business outcomes.	Ensure legislative compliance and continually improve safety culture of the organisation	Health and Safety Manager	April 2020	March 2021	Active	Schedule of review agreed at Governance and Risk Board.
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.

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 2020/21				
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 2020/21

IT Services Activity Budget 2020/21								
Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2020/21	PI Category	Staff Resources (FTE)	Revenue Expenditure Budget 2020/21 £	Revenue Income Budget 2020/21 £	Net Revenue Budget 2020/21 £
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	ITS070_Cost of development/ monitoring and management of compliance with Information Management and ICT Strategy Target: £370,175	High Level	3.25	362,501	(30,579)	331,922
			ITS083_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	ITS071_Cost of managing service and IT projects across the council within IT Services Target: £803,306	High Level	7.75	786,652	(66,358)	720,294
			ITS084_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	ITS072_Total cost of IT services per £1million of WLC's net budget Target: £10,860	Public	13.25	1,021,311	(86,153)	935,157

IT Services Activity Budget 2020/21							
Activity Name and Description	Link to Corporate Plan	Performance Indicator and Target 2020/21	PI Category	Staff Resources (FTE)	Revenue Expenditure Budget 2020/21 £	Revenue Income Budget 2020/21 £	Net Revenue Budget 2020/21 £
	applications and interfaces support - in house and 3rd party developed systems; web development; small projects management.	ITS079_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.	ITS072_Total cost of IT services per £1million of WLC's net budget Target: £10,860	Public	20.25	1,939,380	(255,922)	1,683,458
		ITS63_Percentage of faults resolved at first point of contact Target: 50%	Public				
Service Support	Provision of management and administrative Support	Support activities contribute towards the overall performance of the service. Performance is monitored through the indicators for front line activities.		0.8	136,977	0	136,977
Total:				45.3	4,246,820	(439,012)	3,807,808

Actions 2020/21

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

IT Services Actions 2020/21							
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 2020/21.
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 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 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.

IT Services Actions 2020/21

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	Upgrades completed in 2019/20 which promote and allow for continued transformation work included Objective, CRM, Active Directory Federated Service, Windows 10, Digitalisation of documents. In 2020/21 work will continue to support Project development and implementation of ongoing projects, including the following systems, replacement of HR and Payroll system, replacement of Social Care Case Management system, design refresh and expansion of public access WiFi provision and expanding the functionality of the IPT system to enable collaboration.

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 the council's committees, Asset Transfer Committee and Asset Transfer Review Committee.

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 Council Policies and procedures
- ◆ Provision of HR and 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 2020/21				
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 2020/21

Legal Services							
Activity Name and Description	Link to Corporate Plan	Performance Indicator and Target 2020/21	PI Category	Staff Resources (FTE)	Revenue Expenditure Budget 2020/21 £	Revenue Income Budget 2020/21 £	Net Revenue Budget 2020/21 £
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: £2,585	Public	17.2	928,557	(253,285)	675,272
		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: £2,585	Public	7.0	396,203	(577,213)	(181,010)
		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 2020/21	PI Category	Staff Resources (FTE)	Revenue Expenditure Budget 2020/21 £	Revenue Income Budget 2020/21 £	Net Revenue Budget 2020/21 £
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	LS111_Cost of Legal Services per £1m Budget Expenditure. Target: £2,585	Public	5.0	367,485	0	367,485
			LS072_Target Percentage of committee action notes issued within target. Target: 100%	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.		0.2	32,156	0	32,156
Total:					29.4	1,724,401	(830,498)	893,903

Actions 2020/21

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

Legal Services Actions 2020/21							
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 2020	Active	First Phase implemented, Project ongoing with further planned roll out following testing during 2020/21. A number of challenges have been identified and consideration is also being given to other opportunities to optimise processes and improve customer experience through alternative digital transformation and modernisation options.
Community Council Scheme Review	Review of Scheme of Administration of Community Councils.	Ensure Scheme is reviewed to meet Community Council requirements.	Legal Services Manager	January 2020	December 2020	Active	Council approval was given in January 2020 to commence initial work to support review of scheme.
Administration of Council Decision Making Process and Administrative Support	Review of Committee Processes and System.	Optimisation of processes to support more efficient service delivery.	Legal Services Manager	April 2020	April 2022	Planned	Opportunity to review processes and electronic systems to achieve digital transformation and related efficiencies identified. Initial discussion with Digital Transformation Team. Planned discussion seeking approval of project to be undertaken.

Legal Services Actions 2020/21							
Action	Description	Planned Outcome	Owner(s)	Start	End	Status	Update
Review of support for Regulatory Committees	Review of technical advice provided to Regulatory Committees.	Ensure robust decision making.	Legal Services Manager	April 2020	September 2020	Planned	Initial discussion with Legal Services Managers regarding current level of support provided by professional employees engaged in provision of technical advice.
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 Gray, Corporate Procurement Manager

Number of staff: 12.48 (full time equivalents)

Locations: Civic Centre

Purpose

The Corporate Procurement Unit 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 financial efficiencies, support service improvements and secure a range of socio-economic benefits in 2020/21.

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 2020/21

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 2020/21

Corporate Procurement Service								
Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2020/21	PI Category	Staff Resources (FTE)	Revenue Expenditure Budget 2020/21 £	Revenue Income Budget 2020/21 £	Net Revenue Budget 2020/21 £
Strategic Procurement	Progress the procurement journey 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	1.40	86,688	0	86,688
			CPU021_Procurement Commercial Improvement Programme score assigned to West Lothian Council Target: 63%	Public				
Contract provision and collaborative procurement	To establish 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	9.48	588,236	(387,514)	200,722
			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	1.00	61,964	0	61,964

Corporate Procurement Service								
Activity Name and Description	Link to Corporate Plan	Performance Indicator and Target 2020/21	PI Category	Staff Resources (FTE)	Revenue Expenditure Budget 2020/21 £	Revenue Income Budget 2020/21 £	Net Revenue Budget 2020/21 £	
		CPU021_Procurement Commercial Improvement Programme score assigned to West Lothian Council. Target: 63%	Public					
Corporate Procurement Development	To establish a contract and supplier management framework that considers 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	0.50	30,944	0	30,944
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	0.10	14,192	0	14,192
Total:				12.48	782,024	(387,514)	394,510	

Actions 2020/21

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

Corporate Procurement Actions 2020/21							
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 2020	March 2021	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 2020	March 2021	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 2020	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 2020	March 2023	Active	Continue to support Project development and implementation of ongoing projects., including digitisation of procurement processes, Annual Procurement Report publication, development of a Sustainable Procurement Action Plan and Council wide Sustainable Procurement training.

Performance and Improvement Services

Service manager: Rebecca Kelly, Performance and Improvement Manager

Number of staff: 11.79 (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
- ◆ 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 2020/21				
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 2020/21

Performance and Improvement Services								
Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2020/21	PI Category	Staff Resources (FTE)	Revenue Expenditure Budget 2020/21 £	Revenue Income Budget 2020/21 £	Net Revenue Budget 2020/21 £
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: £1,248.54	Public	1.72	105,517	0	105,517
			PIS223_Average ranking of West Lothian Council in the Local Government Benchmark Framework (LGBF) Target: 1	Public				
Data Management	To provide effective support for the collection, management and utilisation of council information.	Enabler Service - Corporate Governance and Risk	PIS024_Cost of Performance and Improvement Service per £1m Budget Expenditure Target: £1,248.54	Public	1.93	119,099	0	119,099
			PIS560_9b.1cThe percentage of corporate staff actively using the Electronic Content Management (ECM) system by year Target: 85%	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: £1,248.54	Public	1.63	100,294	0	100,294

Performance and Improvement Services

Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2020/21	PI Category	Staff Resources (FTE)	Revenue Expenditure Budget 2020/21 £	Revenue Income Budget 2020/21 £	Net Revenue Budget 2020/21 £
			PIS103_Total number of business improvement activities completed Target: 9	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: £32.50	WLAM	3.21	197,453	0	197,453
			PIS545_Percentage of employees that have a Customer Relationship Management (CRM) user account Target: 15.5%	High Level				
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: £3.67	WLAM	1.83	159,000	(500)	158,500
			PIS301_Total number of mono prints Target: 27,235,043	WLAM				
Archives and records management	Provision of an archival and records management service.	Enabler Service - Corporate Governance and Risk	PIS706_Percentage of boxes requiring processing which were fully processed in the period. Target: 75%	WLAM	1.37	56,427	(6,408)	50,019

Performance and Improvement Services								
Activity Name and Description	Link to Corporate Plan	Performance Indicator and Target 2020/21	PI Category	Staff Resources (FTE)	Revenue Expenditure Budget 2020/21 £	Revenue Income Budget 2020/21 £	Net Revenue Budget 2020/21 £	
Service Support	Provision of management and administrative Support.	Enabler Service - Corporate Governance and Risk	PIS707_Cost of the Archives and Records Service per £1m Budget Expenditure. Target: £128.19 Support activities contribute towards the overall performance of the service. Performance is monitored through the indicators for front line activities.	WLAM	0.10	27,273	0	27,273
Total:				11.79	765,062	(6,908)	758,154	

Actions 2020/21

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

Performance and Improvement Services Actions 2020/21							
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 2020/21.
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 corporate admin team is complete and new model will be in place in 2020/21.
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. An interim support model to be put in place during 2020/21, with a view to redesigning corporate processes during the year.

Performance and Improvement Services Actions 2020/21

Action	Description	Planned Outcome	Owner(s)	Start	End	Status	Update
Maintaining corporate accreditation	Managing rolling programme of external assessment 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 assessment body for 2020/21.
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 Performance Management	An independent review of the corporate approach to performance management	Improved arrangements to managing and reporting corporate performance.	Depute Chief Executive – Corporate, Housing and Operational Services	Mach 2020	August 2020	Active	Review scoping is complete and activity will commence in April.

Corporate Communications

Service manager: Garry Heron, Corporate Communications Manager

Number of staff: 7.1 (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 to keep the public informed about council services and changes to services.

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
- ◆ Manage the publication of several corporate publications

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 Integration Joint Board, the West Lothian Community Planning Partnership 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 2020/21

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 2020/21

Corporate Communications								
Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2020/21	PI Category	Staff Resources (FTE)	Revenue Expenditure Budget 2020/21 £	Revenue Income Budget 2020/21 £	Net Revenue Budget 2020/21 £
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: 50	WLAM	2.8	178,585	(25,495)	153,089
			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: £0.12	PUBLIC	1.3	67,607	(21,120)	46,487
			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: 8%	WLAM	1.1	63,780	0	63,780
			CC088_9b.6_Total number of website visits: Target: 2,500,000	WLAM				

Corporate Communications								
Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2020/21	PI Category	Staff Resources (FTE)	Revenue Expenditure Budget 2020/21 £	Revenue Income Budget 2020/21 £	Net Revenue Budget 2020/21 £
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	CC051_ Number of creative design jobs completed Target: 10	WLAM	1.8	172,207	(24,585)	147,622
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	15,336	0	15,336
Total:					7.1	497,515	(71,200)	426,315

Actions 2020/21

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

Corporate Communications Actions 2020/21							
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 2018	March 2021	Active	A number of projects and programmes of work are ongoing assisting in the council's delivery of services
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.
Gaelic Language Plan	The council has a duty to implement a Gaelic Language Plan in line with national guidance	An agreed Gaelic Language Plan is introduced in 2020 allowing the council to meet its statutory obligations	Head of Corporate Services	April 2019	March 2021	Active	The Board currently has the draft plan for comment and approval
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 2020	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 three 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 UK exit and conclusion of negotiations by December 2020.

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 2019/20 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 2020
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 2020
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 2020
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 2020
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 2020












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.

- ◆ Performance and Improvement Service will undertake a West Lothian Assessment Model Assessment in 2020/21;
- ◆ 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.

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: 2019/20 performance exceeded the target =  / 2019/20 performance met the target =  / 2019/20 performance was below the target = 

Indicators					
WLAM unit / service	PI Code and Short Name	2019/20 Performance	2019/20 Target	Performance against Target	2020/21 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	91%	92%		92%
	HRS550_Total number of complaints received by HR Services	3	4		4
	P:HRS500_Unit cost of Human Resource Service in relation to the total number of council employees	£325.76	£290.00		£305
	HRS310_Percentage of Stage 3 appeals upheld or partly upheld	**	10%		**
IT Services	ITS008_Annual Percentage of IT Customers Rating the Overall Quality of the service as good or excellent	96%	98%		98%
	ITS010d_ Total number of complaints received by IT Services	0	0		0
	P:ITS072_Total cost of IT service per £1 million of West Lothian Council's net budget	£10,659.48	£10,860.00		£9,983.65
	CP:ITS085_Annual Percentage of IT Faults resolved at the first point of contact	43%	50%		50%
Legal Services	LS021_ Percentage of Legal Services customers who rated the overall quality of the service as good or excellent	94%	100%		100%
	LS087_ Total number of complaints received by Legal Services	0	2		1
	P:LS111_Cost of Legal Services per £1m Budget Expenditure	£2,585	£2,585		**
	LS116_ Percentage of Debt Recovery writs/summons lodged within 20 working days of receipt of full instructions	100%	100%		100%

Indicators					
WLAM unit / service	PI Code and Short Name	2019/20 Performance	2019/20 Target	Performance against Target	2020/21 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	100%	98%	↑	98%
	PIS010_ Total number of complaints received by the Performance and Improvement Service	2	2	▬	2
	P:PIS024_ Cost of Performance and Improvement Service per £1m of Council Budget Expenditure	£1,404.41	£1,404.41	▬	£1,400.00
	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%	90%	↑	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	£1,788	↑	£1,788
	P:CPU019_ Percentage of relevant compliant council expenditure	93%	92%	↑	93%
Corporate Communications	CC007_ Percentage of Corporate Communications customers who rated their overall satisfaction/quality with our service as good or excellent	95%	100%	↓	100%
	CC013_ Total number of complaints received	3	0	↓	0
	CC090_ Cost of Corporate Communications per £1million of council's net expenditure	£1061.26	£1,061.26	▬	**
	CP:CC084_ Percentage of customers achieving end-to-end transactions on the website	17%	15%	↑	18%

*Performance is for 2018/19 – benchmarking data is reported one year in arrears.

**Performance or target not yet available

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 2020/21

April 2020

For more information:

Email address: Julie.Whitelaw@westlothian.gov.uk

Telephone number: **01506 281626**

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