



Corporate Services Service Improvement Plan

2023/26

Message from the Head of Corporate Services



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(Interim) Head of Service

Corporate Services provide a wide range of enabling services to all areas of the council. Each is designed to efficiently contribute to positive outcomes in the council's corporate priorities through effective models of support, planning, policy and advice in relation to; HR, Health and Safety, IT, Legal, Procurement, Performance, Communications and Council Administration.

As well as ensuring effective governance and compliance, Corporate Services will maintain a clear focus on securing Best Value in the delivery of our services. We will maintain a strong connection with customers through regular engagement and work with them to ensure that they continue to have access to the skills, knowledge, solutions and support they need from Corporate Services to deliver their outcomes.

Our services embarked on a number of change processes over the period 2018/23, which resulted in substantial reductions in our overall operating cost to the organisation. These next three years will again be a period of transformation for our services. We will adopt new ways of working that increase accessibility of our services by increasing our customers' access to effective online digital support and training resources.

This improvement plan 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 continue to be well planned and managed.

I hope that it will help the Corporate Services team and our customers and partners to understand how we will transform our services and continue to deliver for West Lothian.

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I. Our Service

What we do

Corporate Services provides a range of key enabling and professional support services that assist the council to operate efficiently, effectively and in compliance with legal requirements and council policy. The service supports the development and implementation of the council's Corporate Plan and suite of supporting corporate strategies.

Our Customers

Our customers are principally other council services, with exceptions for some processes and schemes that are accessed by external businesses and individuals. The external facing services include procurement, licencing, and individuals who are seeking to join the council through our HR recruitment processes.

As an enabler, we recognise that our customers face an extremely challenging period as they seek to reconcile the high and often increasing demand for public services with financial and resourcing constraints.

We will continue to support our customers to achieve their performance and transformation goals and deliver excellent public services that meet the needs of customers and stakeholders.

Our Way of Working

We will add value in every connection, service and transaction that takes place, helping the council to succeed.

Our Purpose

Corporate Services support the council to deliver its vision of creating a thriving West Lothian, where our communities are a great place to live, work and learn.

We will work collaboratively and use our experience, knowledge and creativity to support the delivery of public services that meet the needs of customers.



2. Corporate Services Overview

Our Services:

Human Resources and Support Services

Budget: £3.809 million
Staff resource: 64.14 FTE

The service supports the council through the provision of advice, guidance and support on all aspects of employee relations, health and safety and organisational change. The service also administers payroll for council employees and partners and provides administrative support to council services and elected members.

Information Technology Services

Budget: £3.884 million
Staff resource: 45.21 FTE

The service provides a wide range of information and communication technology services, support and advice to optimise the use of technology, cyber security and effect digital transformation and improvement across council services.

Legal Services

Budget: £991,820
Staff resource: 26.17 FTE

The service has a key role in the development and implementation of the council's strategic objectives through the provision of professional legal advice and support and representation in Scottish Courts and Tribunals. The service also provides elections advice and support, committee administration and administration of the Council's statutory functions as Licensing Authority and undertakes clerking of the Licensing Board, Licensing Committee and a number of other regulatory and other committees.

Corporate Procurement Unit

Budget: £716,030
Staff resource: 13.60 FTE

The service supports services to secure best value from expenditure; reducing costs and extending operational value through efficient procurement. The service offers a team of procurement professionals, who undertake a wide range of high value and/or complex procurement exercises and provide specialist professional advice and guidance on seeking optimal solutions for our customers. The service promotes the benefits of collaborative procurement to maximise value for our customers, utilising frameworks awarded by Central Purchasing Bodies.

**Performance and
Improvement Services**

Budget: £617,478

Staff resource: 10.44 FTE

The service has a lead role in driving improvement across all council services through programmes of planning and quality improvement and performance management support. The service supports effective utilisation of data and information, providing information governance advice and support and the development of corporate systems.

Corporate Communications

Budget: £391,792

Staff resource: 7.08 FTE

The service is responsible for enhancing and protecting the council's reputation and brand. The service also develops and delivers a wide range of communications channels, designed to promote the council and its services to internal and external customers.

FTE = full time equivalent

3. Operating Context

Corporate Services operates within a large ecosystem and there are a number of factors that the service must consider when planning for the future, ensuring that we maximise opportunities and manage any risks or threats to our services. Key factors that will shape our services in the next three years are set out in detail below.

Corporate Priorities

The council has identified five priorities for the period 2023/24 to 2027/28. These reflect the areas that are the most important for the community and improving the quality of life for all living, working and visiting West Lothian.

The priorities have been set through consultation with our community, staff and partner agencies and identify and address the most pronounced, collective needs of the local area. They will also provide a focus for decision making and resource prioritisation in the next five years, ensuring that we target our efforts towards the issues that matter most to the community.

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



Corporate Services will support achievement in each of the corporate priorities through our enabling support services. Our [Key Objectives](#) explains in greater detail how we will support the council to achieve success in each priority area.

Customer Needs

As a support service, it is critical to the success of the council that Corporate Services has a detailed understanding of customers' current and future needs and preferences. It is known that council services will go through a period of transformation that will change their provision and ways of working in the next three years. Corporate Services must respond appropriately and create and tailor services that will advance transformation and support the continued high performance of council services.

Corporate Services will review our approach to consultation and engagement, ensuring that we focus on collecting data that offers better customer insights to inform change and decision making in the service.

The delivery of demand-responsive professional advice and support is a key objective for the service and we will adapt our business models and increase our use of technology in the next three years in order to continue to meet customers' expectations within the allocated resources.

We will empower our customers to make the informed decisions by providing them with appropriate information (including guidance, web content and advice) and developing self-service solutions. Key actions for the service will include work to increase the quality and accessibility of our online services for customers. The service will review and improve toolkits that provide information and training in; HR, Health and Safety, Procurement, Performance Management, Information Governance and Information Security in order to increase understanding of corporate policies and procedures and compliance levels.

The service will review key processes to improve the customer experience and increase efficiency. This will include a review of selected HR, Procurement and Performance Management processes. A planned review of the system utilised for administering the council's statutory functions as Licensing Authority. This will ensure continued robust approach to management of licensing schemes, and ease of access by applicants, including accessibility and online application and payment arrangements.

Economic and Market factors

Corporate Services will support the development and deployment of effective customer, people, procurement, performance and improvement and information governance strategies and policies which support the council to increase competitive advantage and deliver best value.

In addition to inflationary pressures and increasing costs, Corporate Services are likely to be impacted by a challenging labour market for professional staff. The service will have to adapt our recruitment, staff engagement and retention strategies in order to continue competing for the best people. This will include actively engaging with staff to encourage the development and upskilling of existing employees and seeking opportunities to provide training roles where appropriate.

We will support services to attract and retain the right people, addressing recruitment pressures in key services and supporting a council-wide approach to succession planning and staff development. We will continue to monitor and review procurement procedures to maximise efficiency.

Corporate Services will continue to manage the council's ICT infrastructure and assist in the identification, implementation and maintenance of other technology solutions that will improve performance. An important investment area for the service, technology and technical skills market is also expected to continue to be impacted by increased cost and supply issues. Corporate Services will continue to monitor these market conditions and seek to ensure that the council is well placed to improve our ICT infrastructure and make the right investment decisions.

Technology

The importance of technology to the function of the council has never been greater. It is imperative that the council maximises the use of technology, creating choice for customers in the way that they access and receive services and also, using it to increase productivity.

Corporate Services will have a dual role in supporting the wider digital ambitions of the council through the provision of IT support, solutions and process review functions to other services and also shifting towards more online and automated services as well.

Corporate Services will continue to support the transformation of council services by ensuring that investment in technology is targeted to support the ongoing security and sustainability of the ICT infrastructure and making best use of technology solutions now and in the future.

We will promote and support the expanded use of technologies that automate and improve process performance and conduct a review of systems and information usage across the council to ensure that performance data and information informs decision making and improvements in performance.

In cooperation with our customers, Corporate Services will also ensure that new technologies adopted in the council are compliant with Information Governance and Data Protection regulations and that the council upholds high standards in relation to the security, collection, management and disposal of data.

Legislation and Regulation

As public service providers, the council must ensure that we plan and deliver our services appropriately to meet statutory duties and comply with the relevant regulatory frameworks. Corporate Services has a key role in ensuring that services receive appropriate advice and guidance in relation to these matters. The Service also acts as a council-wide lead for the development of corporate arrangements for a number of areas of legislation and compliance including employment law, health and safety, information governance, data protection, and procurement

Corporate Services will ensure early identification of new and changing legislation in order to support services in reviewing impact on policies, procedures and practice. We will also support services with the management and internal control processes that are required to ensure risks to the council associated with legislation and regulation are effectively identified, assessed and managed.

Climate Change and Sustainability

The council is committed to supporting the transition to net zero emissions in Scotland and the decarbonisation of the public sector – for the benefit of the environment, people and our economy. There is also a need for the council to adapt and build resilience to manage the impact of climate change alongside any actions to reduce emissions.

Corporate Services will continue to implement the sustainable procurement duty which requires us to think about how we can improve the social, environmental and economic wellbeing of the West Lothian area, with a particular focus on reducing inequality. Services will be supported to understand and implement the duty through the provision of training and awareness raising.

In supporting the deployment of the new suite of corporate strategies Corporate Services will seek to ensure that, where possible, green options are reviewed when sourcing new technology and digital services and looking for ways with which to maximise and extend the lifecycle of assets.

As a service, we will also seek to ensure that the activities, processes and procedures we are responsible for are deployed in a way that helps to reduce the council's carbon footprint. This will include supporting other services to reduce their print and mail through intelligence and targets.

4. Key Objectives

Corporate Services will support every service in the council to meet their outcomes and obligations through the provision of high-quality, timely advice and efficient systems of governance. It will also be a key resource for services seeking to improve and transform, building capabilities, skills and knowledge in key management areas.

The service is organised around three objectives, that we will work to advance in the next three years. Corporate Services will monitor our success in each objective with appropriate performance indicators and targets set to encourage performance improvement.

Objective 1

To deliver appropriate advice, support and solutions to council services in the functional areas of responsibility to support council services

Across the functions of Corporate Services, we will strive to provide a high quality and professional support that is tailored to the needs of our customers.

HR Services and Health and Safety activities will include:

- ▾ Delivery of HR policy advice and support to managers;
- ▾ Delivery of Health and Safety policy and advice and support to managers.

IT Services activities will include:

- ▾ Delivery of ICT and IT security guidance and technical advice.

Legal Services activities will include:

- ▾ Delivery of Local Government Law Services; Committee Administration and Licensing services;
- ▾ Delivery of Legal advice and support in relation to; Planning Law Services, Social Work Law Services, Education Law Services, Procurement and Contract Law;
- ▾ Representation in Employment Appeal Tribunal, Sheriff Court and Court of Session Litigations and other Tribunal settings.

Corporate Procurement activities include:

- ▾ Delivery of professional advice on procurement legislation, regulation and best practice.

Performance and Improvement Services activities will include:

- ▾ Delivery of advice, training and support in relation to performance management, improvement and information governance in the council.

Corporate Communication activities will include:

- Delivering media support services for the council;
- Delivering effective channels to allow customers to access council information;
- Delivering a corporate design function for both online and print publications and ensure a consistent approach to the council’s branding;
- Delivery of a fully functional and enabling web platform for customers.

Performance will be monitored in this objective through:

Key Output	Key Indicator	Target
HR Services will provide effective, quality support which meets the needs of our customers	Percentage of HR customers who rated the overall quality of the service as good or excellent	92%
Health and Safety will provide effective, quality support which meets the needs of our customers	Percentage of Health and Safety customers who rated the overall quality of the service as good or excellent	92%
Legal Services will provide effective, quality support which meets the needs of our customers	Percentage of Legal Services customers who rated the overall quality of the service as good or excellent Percentage of Licensing customers who rated the overall quality of the service as good or excellent	100%
IT Services will provide effective, quality support which meets the needs of our customers	Percentage of IT Services customers who rated the overall quality of the service as good or excellent	98%
Performance and Improvement Services will provide effective, quality support which meets the needs of our customers	Percentage of Performance and Improvement customers who rated the overall quality of the service as good or excellent	98%
Corporate Procurement Service will provide effective, quality support which meets the needs of our customers	Percentage of Corporate Procurement customers who rated the overall quality of the service as good or excellent	100%
Corporate Communications Service will provide effective, quality support which meets the needs of our customers	Percentage of Corporate Communications customers who rated the overall quality of the service as good or excellent	100%

Objective 2

To manage and review key council policies, procedures, processes and solutions to ensure that they continue to meet legislative and governance requirements and/or business needs

Across the functions of Corporate Services, we will work with council services to develop our policies and procedures in response to the business needs.

HR Services and Health and Safety activities will include:

- ▼ Review and development of key HR and Health and Safety policies and procedures;
- ▼ Payroll and employee benefits to employees and provision of payroll services to West Lothian Leisure, the Improvement Service and West Lothian College;
- ▼ Delivery of central administration support to council service;
- ▼ Delivery of the Elected Members support service.

IT Services activities will include:

- ▼ Support, maintenance and development of the council's ICT infrastructure and managing investment in the council's ICT assets;
- ▼ Management of ICT service suppliers and delivery of the council's project management programme for ICT investment and upgrades.

Legal Services activities will include:

- ▼ Delivery of council decision making processes and Committee Administration Services;
- ▼ Review and development of the council's information governance framework;
- ▼ Administration of the councils statutory functions as Licensing Authority.

Corporate Procurement activities will include:

- ▼ Ensure contractual arrangements are in place to make sure that supplier risk is minimised;
- ▼ Development of procedures and processes that will ensure the timely and efficient access to goods and services, to meet the operational requirements of services.

Performance and Improvement Service activities will include:

- ▼ Development and deployment of the council's performance management framework and the corporate quality improvement programme;
- ▼ Provision of and system development and support for the customer relationship management system, electronic content management system and performance management systems;
- ▼ Provision of the information governance support, the records management service and corporate coordination of the Information Management Working Group.

Corporate Communications activities will include:

- Enhancement of the council’s online communications channels;
- Provision of a fully functional and enabling web platform;
- Provision of media management on behalf of council services;
- Provision of information about council services and community issues via the council’s social media platforms.

Performance will be monitored in this objective through:

Output	Indicator	Target
People policies support the effective operation of the council	Percentage of HR policies and related guidance notes reviewed within a 5-year period	100%
Payroll will be accurate and processed timeously	Percentage of incorrect salary payments due to HR errors	<1%
ICT network will be available to support business needs	Annual percentage of availability of the IT data network	100%
Procurement compliance	Percentage of relevant compliant council procurement	100%
Decisions taken at council Committees are accurately recorded and comply with Standing Orders	Percentage of Committee action notes issued by Committee Services within 2 working days of meeting	100%
The council fulfils its statutory functions as Licensing Authority	Percentage of Hire Car Drivers Applications Determined within 60 Days	70%
Referrals SICO which are upheld or partly upheld	Number of referrals to Scottish Information Commissioner Office (SICO) upheld or partially upheld	0
WLC will have appropriate performance management arrangements	Percentage of performance reporting meeting the corporate standards (12 evaluation factors)	93%
Corporate Comms / social and web engagement	Percentage of web users who rated their experience of the web as good or excellent	65%

Objective 3

To develop relevant strategies that will improve the culture, compliance and performance of Council services

Corporate Services has a pivotal role in supporting improved performance in the council and also supporting change in other services.

HR Services and Health and Safety activities will include:

- ▶ Support the development and deployment of workforce management and development including the provision of the corporate training programme;
- ▶ Development of corporate Health and Safety plans and programmes of improvement that will improve compliance;
- ▶ Identify opportunities for improved health and safety performance improvement through data collection, analysis and reporting;
- ▶ Develop and support the council's equality and diversity agenda including the agreed equality outcomes.

IT Services activities will include:

- ▶ Identification of ICT solutions, new technologies and innovations that will support improved service performance;
- ▶ Identification and management of risks to the council's ICT infrastructure;
- ▶ Develop and support the council's cyber incident response position and contingency planning.

Legal Services activities will include:

- ▶ Supporting the identification and implementation of new and changed legislative requirements;
- ▶ Supporting the identification and implementation of information governance compliance requirements.

Corporate Procurement activities will include:

- ▶ Ensure that economic, social and environmental factors are considered in all regulated procurement activity and that sustainable procurement decisions are documented within contract strategy development;
- ▶ Develop appropriate procurement efficiency improvement opportunities, including strategic procurement management through close liaison with services and collaboration with other public sector organisations.

Performance and Improvement Service activities will include:

- ▶ Develop and implement quality frameworks, standards and systems to support continuous improvement in the council, including internal scrutiny processes that will ensure good governance and accountability in relation to performance of council services;

- ▾ Identify opportunities for performance improvement through data collection, analysis and reporting;
- ▾ Identify opportunities to improve process performance through process review and the application of technologies and automation;
- ▾ Work with services to improve information governance compliance and the effective management and utilisation of data and information in the council.

Corporate Communications activities will include:

- ▾ Develop and implement internal communications support to services;
- ▾ Develop and implement communication strategies that will enhance the reputation of the council and increase the reach of council communications.

Performance will be monitored in this objective through:

Output	Indicator	Target
Our staff are managed and supported effectively	Percentage of managers who participated in mandatory corporate development programmes and activities	100%
The council effectively manages Health and Safety	Number of reportable incidents per annum to the Health and Safety Executive	5% reduction
The council continues to make progress against the Procurement & Commercial Improvement Programme (PCIP)	Procurement and Commercial Improvement Programme (PCIP) score assigned to West Lothian Council	70%
Council services are improving	Average score in the WLAM process	630
Information governance understanding and compliance is improving	Percentage of staff who have completed the mandatory records management training	100%
	Percentage of staff who have completed the mandatory data protection training	100%
Increasing the reach of council communications	Percentage of new social media followers on the West Lothian Council sites per quarter	1%

5. Delivering Our Services

Corporate Services always aims to provide the highest possible quality of service to our customers. We have used the principles of Connect – Empower – Deliver to develop clear commitments to our customers about the way we will work with them and for them:

Connect



- We will be connected to the business of the council and the services we support by working collaboratively with our colleagues and our customers
- We will tailor our services to provide effective support and advice for our customers
- We will build productive relationships with our customers through regular two-way engagement
- We will communicate with clarity, providing concise information to our customers in a way that they will understand

Empower



- We will empower our customers by offering self-service solutions
- We will encourage teamwork and collaborative working across all of Corporate Services to add value for our customers
- We will empower our people and customers to make the right decisions by providing them with information to help them identify and manage opportunities and risks
- We will seek feedback from our customers and adapt service delivery where appropriate

Deliver



- We will continue to prioritise the delivery of services that meet the needs of our customers
- We will strive to continuously improve the quality of our services by learning from and sharing best practice
- We will encourage and support our customers and our colleagues to achieve their goals
- We will ensure our employees are equipped to deliver outstanding customer service


6. Risk Management

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 have responsibility to oversee risks on behalf of the council and ensure there are effective controls in place to that manage and aim to mitigate risks. The six highest risks are:

Risk Title	Risk Description	Current Risk Score	Traffic Light Icon
WLC014 Cyber-attack	Failure of internal measures to detect, deter and repulse cyber-attacks, leading to successful penetration of the network. Resulting in any of data loss unauthorised public disclosure of information, and the inability to continue to provide essential services.	10	
WLC014 Failure of information governance	Corporate information governance policies and procedures are not up to date, or are not effectively deployed, for example due to lack of corporate procedures, advice, support, monitoring or training. This risk is relevant to information security, records management and data protection. Leading to an information security breach (loss of data), non-compliance with the terms of the General Data Protection Regulation (GDPR), or non-compliance with records management legislation. Resulting in disruption to services, significant financial penalties (up to €20million levied by the Information Commissioner’s Office) and reputational damage.	9	
WLC034 Failure to recruit appropriately qualified personnel in sufficient numbers	Inadequate workforce planning, or inability to pay market rates, or shortage of skills in population, leading to failure to recruit appropriately qualified personnel in sufficient numbers. Results in an inability to effectively deliver key services with consequent adverse impact on key council objectives.	9	

Risk Title	Risk Description	Current Risk Score	Traffic Light Icon
CPU001 Failure to manage the procurement plan	<p>Corporate Procurement Unit and service area staff resources are insufficient to deal with the volume of sourcing activity, which may result in the failure to deliver the procurement plan and/or may require contracts to be extended rather than tendered which may impact on ability to achieve best value. These resource issues may be exacerbated by internal factors such as staff absence and vacancies as well as external factors, for example major policy changes at government level, changes in economic/market conditions, suppliers / contractors may fail to deliver goods / provide contracted services either as a result of failure of the supply chain or going out of business. Factors may lead to additional work for CPU in letting replacement contracts, and resulting in operational delays, external challenge or litigation, or failure to deliver best value. Where resource is not available in CPU there would be an impact on delivery of the workplan with resource unavailable to deliver activity.</p>	9	
WLC033 Failure of services to provide information to Human Resources on time	<p>Lack of awareness of payroll deadlines by services, or ineffective processes within services, leading to failure by services to supply information to Human Resources on time. Resulting in employees not being paid or being paid an incorrect amount.</p>	9	
WLC002 Breaches of procurement rules	<p>Errors or omissions by council staff resulting in a failure to comply with procurement rules. Resulting in contract set aside, loss of service, liquidated damages or fines. This risk covers supplies, services and works contracts. This risk is owned by the Corporate Procurement Unit but ultimately the risk is applicable to the whole council.</p>	9	

7. Performance and Transformation– Actions

Corporate Services will undertake a number of actions in support of the council’s Corporate Plan, Budget Strategy and other council strategies. We will focus on actions that will improve the customer experience, increase the efficiency and effectiveness of services and advance or use of technologies that will increase choice and/or reduce costs.

Key This action should have the following intended impact:



Improve services for customers





Improve performance and/or process efficiency

















Reduce the cost of delivering our services




















Increase the use of technology








Action	Description	Planned Outcome	Responsible Officer	Start	End	Links
Development of the People Strategy and supporting deployment of the 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 managed and developed effectively.	Head of Corporate Services	April 2023	March 2028	Objective 3 
Development of the Customer Strategy and supporting deployment of the strategy	Development, implementation and ongoing monitoring and reporting of the council’s corporate strategy – in co-operation with Housing Customer and Building Services.	The council has a culture of outstanding customer service in the council, with a drive to improve the quality of customer experience and overall standard of service.	Head of Corporate Services	April 2023	March 2028	Objective 3 

Action	Description	Planned Outcome	Responsible Officer	Start	End	Links
Development of the Transformation and Performance Strategy and supporting deployment of the strategy	Development, implementation and ongoing monitoring and reporting of the council's corporate strategy.	The council supports the delivery of effective and efficient services and transforms for the future.	Head of Corporate Services	April 2023	March 2028	Objective 3  
Development of the Corporate Procurement Strategy and supporting the deployment of the strategy	Development, implementation and ongoing monitoring and reporting of the council's strategy.	The council has appropriate corporate arrangements in place to ensure that procurement activity is compliant with the regulations.	Head of Corporate Services	April 2023	March 2028	Objective 3  
Supporting the council's Transformation Programme of the council	Aiding the delivery of strategic transformation programme projects through professional advice and direct support.	Optimisation of resources to support more efficient service delivery and reduction in spend.	Head of Corporate Services	April 2023	March 2026	Objectives 1, 2 and 3  
Redesign of Corporate Services	Consult with our customers to develop a revised model of service delivery that supports organisational outcomes and delivers efficiency targets.	Revised operating model that effectively supports delivery of outcomes.	Head of Corporate Services	April 2023	March 2026	Objectives 1 and 2  

Action	Description	Planned Outcome	Responsible Officer	Start	End	Links
Corporate Services Customer Service project	Development of a new approach to customer experience and tailoring service provision to meet customer needs.	Building a stronger, more effective relationship with customers and improving services through collection and analysis and understanding of customer needs.	Head of Corporate Services	April 2023	March 2025	Objectives 1, 2 and 3  
Improve automation and efficiency of processes	Review of key corporate and support processes to improve efficiency and convenience for customers. Identifying and implementing automation and technologies to improve process performance and reduce costs.	Reduced costs and improved processing times.	Corporate Services Management Team	April 2023	March 2028	Objectives 1, 2 and 3  
Develop customer self-service opportunities	The service will review and update the online resources, policy and guidance documentation that is available to support; HR, procurement, health and safety, performance management and information governance.	Improved staff understanding of legal and policy requirements in the specified areas. Increased compliance levels (with legal and policy requirements).	HR Services Manager CPU Manager Health and Safety Manager Improvement Manager	April 2023	March 2028	Objectives 1, 2 and 3  

Action	Description	Planned Outcome	Responsible Officer	Start	End	Links
Review of Licensing System	Review of existing licensing scheme to improve efficiency and convenience for customers, identifying opportunities to implement automation and technologies to improve process performance.	Improved customer accessibility.	Chief Solicitor/Head of Corporate Services	April 2023	March 2024	Objective 2    
Support delivery of Councils new build programme and purchase of Open Market Acquisition Scheme properties	Support delivery of the new build programme and Open Market Acquisition Scheme properties seeking to secure increased numbers of affordable housing.	Support reduction in homelessness and improve existing tenant accessibility to housing.	Chief Solicitor	April 2023	March 2028	Objective 1  
Support delivery of Capital Programme	Support delivery of the council's capital programme.	Legal advice and support is provided that will help enable the effective management of council's assets.	Chief Solicitor	April 2023	March 2028	Objective 1  
Review of the Supporting Attendance Policy	Review of the Council policy and supporting procedures to ensure that they remain fit for purpose.	A new and updated policy is developed and implemented that provides a greater level of support for staff and managers. Improved attendance at work across the council.	HR Services Manager	April 2023	March 2024	Objective 2   

Action	Description	Planned Outcome	Responsible Officer	Start	End	Links
Review of recognition and engagement arrangements	A council-wide review of the approach to staff recognition and engagement, resulting in recommendations for a new approach that will help increase staff satisfaction.	A new approach to recognition and engagement is developed. Improved staff satisfaction levels with engagement and recognition.	HR Services Manager Corporate Communications Manager	April 2023	March 2024	Objective 2  
Review of the Appraisal and Development Review process	Review of the corporate arrangements for staff appraisal. Utilising feedback and good practice examples to create a revised process that better meets staff and business needs.	A new approach to staff appraisal is developed. Improved staff satisfaction levels with performance and development.	HR Services Manager	April 2023	March 2024	Objective 2  
Maintaining corporate Customer Service Excellence accreditation	The council maintains corporate accreditation in Customer Service Excellence, providing external security and validation of service provision and identifying opportunities for improvement.	The council's focus on providing high quality customer service is scrutinised and externally challenged by a subject expert. Improvement recommendations are implemented and customer experience improves.	Improvement Manager	April 2023	March 2028	Objective 3  

Action	Description	Planned Outcome	Responsible Officer	Start	End	Links
Review of Health and Safety performance monitoring	A review of health and safety performance monitoring is undertaken to ensure that key information is accessible to services and will assist in providing targeted Health and Safety advice and support.	Performance and risks in relation to health and safety across the council is managed. The data is used to inform the information and support provided by the corporate H&S team.	Health and Safety Manager	April 2023	March 2024	Objective 3  
Occupational Health Contract	This action will include the identification of the business requirements for a new corporate contract, procurement process and rollout of replacement contract.	New supply in place with contract monitoring to ensure it meets business needs.	HR Services Manager	October 2023	May 2024	Objective 2   
Replacement of the council-wide Multi-Functional Devices	This action will include the identification of the business requirements for a new corporate contract, procurement process and rollout of replacement contract.	New supply in place with contract monitoring to ensure it meets business needs.	Improvement Manager	April 2023	March 2024	Objective 2  
ICT Hardware replacement	The management and replacement of the council's ICT hardware.	New supply in place with contract monitoring to ensure it meets business needs.	IT Services Manager	April 2023	March 2028	Objective 2 