



Partnership and Resources Policy Development and Scrutiny Panel

West Lothian Civic Centre
Howden South Road
LIVINGSTON
EH54 6FF

10 June 2021

A meeting of the **Partnership and Resources Policy Development and Scrutiny Panel** of West Lothian Council will be held within the **Webex Virtual Meeting** on **Friday 18 June 2021 at 9:30am**.

For Chief Executive

BUSINESS

1. Apologies for Absence
2. Declarations of Interest - Members should declare any financial and non-financial interests they have in the items of business for consideration at the meeting, identifying the relevant agenda item and the nature of their interest
3. Order of Business, including notice of urgent business and declarations of interest in any urgent business

Public Session

4. Confirm Draft Minutes of Meeting of Partnership and Resources Policy Development and Scrutiny Panel held on Friday 23 April 2021 (herewith)
5. Lothian Valuation Joint Board - report by Chief Executive (herewith)
6. Quarterly Performance Report - Quarter 4 of 2020/21 - report by Depute Chief Executive (herewith)
7. Horizon Scan - joint report by Head of Finance and Property Services and Head of Planning, Economic Development and Regeneration (herewith)
8. Sickness Absence (1 April 2020 to 31 March 2021) - report by Head of

Corporate Services (herewith)

9. Home Office - Protect Duty Consultation - report by Depute Chief Executive (herewith)
10. Finance and Property Services Management Plan 2021/22 - report by Head of Finance and Property Services (herewith)
11. Anti-Fraud and Corruption Policy - report by Head of Finance and Property Services (herewith)
12. Armed Forces Veterans and COSLA - report by Head of Planning, Economic Development and Regeneration (herewith)
13. West Lothian Development Trust Annual Report 2020/21 - report by Head of Planning, Economic Development and Regeneration (herewith)
14. Corporate Strategy Annual Update - Customer Service Strategy 2018/23 - report by Head of Housing, Customer and Building Services (herewith)
15. Corporate Strategy Annual Update - Improvement Strategy 2018/23 - report by Head of Corporate Services (herewith)
16. Corporate Strategy Annual Update - Digital Transformation Strategy 2018/23
17. Corporate Strategy Annual Update - People Strategy 2018/23
18. Corporate Strategy Annual Update - Information Communication Technology (ICT) Strategy - report by Head of Corporate Services (herewith)
19. Corporate Services Management Plan 2021/22 - report by Head of Corporate Services (herewith)
20. Participation Request Annual Report 2020/21 - report by Head of Planning, Economic Development and Regeneration (herewith)
21. Automation, Robotics and the use of Artificial Intelligence - report by Depute Chief Executive (herewith)
22. Housing, Customer and Building Services Management Plan 2021/22 - report by Head of Housing, Customer and Building Services (herewith)
23. Violence against Women in Public Spaces and Places - report by Head of Corporate Services (herewith)
24. Plana Gaidhlig Comhairle Lodainn An Lar/West Lothian Council Gaelic Language Plan - report by Head of Corporate Services (herewith)
25. Workplan (herewith)

DATA LABEL: Public

NOTE **For further information please contact Val Johnston, Tel No.01506 281604 or email val.johnston@westlothian.gov.uk**

CODE OF CONDUCT AND DECLARATIONS OF INTEREST

This form is to help members. It is not a substitute for declaring interests at the meeting.

Members should look at every item and consider if they have an interest. If members have an interest they must consider if they have to declare it. If members declare an interest they must consider if they have to withdraw.

NAME	MEETING	DATE

AGENDA ITEM NO.	FINANCIAL (F) OR NON- FINANCIAL INTEREST (NF)	DETAIL ON THE REASON FOR YOUR DECLARATION (e.g. I am Chairperson of the Association)	REMAIN OR WITHDRAW

The objective test is whether a member of the public, with knowledge of the relevant facts, would reasonably regard the interest as so significant that it is likely to prejudice your discussion or decision making in your role as a councillor.

Other key terminology appears on the reverse.

If you require assistance, please ask as early as possible. Contact Julie Whitelaw, Monitoring Officer, 01506 281626, julie.whitelaw@westlothian.gov.uk, James Millar, Governance Manager, 01506 281695, james.millar@westlothian.gov.uk, Carol Johnston, Chief Solicitor, 01506 281626, carol.johnston@westlothian.gov.uk, Committee Services Team, 01506 281604, 01506 281621 committee.services@westlothian.gov.uk

SUMMARY OF KEY TERMINOLOGY FROM REVISED CODE

The objective test

“...whether a member of the public, with knowledge of the relevant facts, would reasonably regard the interest as so significant that it is likely to prejudice your discussion or decision making in your role as a councillor”

The General Exclusions

- As a council tax payer or rate payer or in relation to the council's public services which are offered to the public generally, as a recipient or non-recipient of those services
- In relation to setting the council tax.
- In relation to matters affecting councillors' remuneration, allowances, expenses, support services and pension.
- As a council house tenant, unless the matter is solely or mainly about your own tenancy, or you are in arrears of rent.

Particular Dispensations

- As a member of an outside body, either appointed by the council or later approved by the council
- Specific dispensation granted by Standards Commission
- Applies to positions on certain other public bodies (IJB, SEStran, City Region Deal)
- Allows participation, usually requires declaration but not always
- Does not apply to quasi-judicial or regulatory business

The Specific Exclusions

- As a member of an outside body, either appointed by the council or later approved by the council
- The position must be registered by you
- Not all outside bodies are covered and you should take advice if you are in any doubt.
- Allows participation, always requires declaration
- Does not apply to quasi-judicial or regulatory business

Categories of “other persons” for financial and non-financial interests of other people

- Spouse, a civil partner or a cohabitee
- Close relative, close friend or close associate
- Employer or a partner in a firm
- A body (or subsidiary or parent of a body) in which you are a remunerated member or director
- Someone from whom you have received a registrable gift or registrable hospitality
- Someone from whom you have received registrable election expenses

MINUTE of MEETING of the PARTNERSHIP AND RESOURCES POLICY DEVELOPMENT AND SCRUTINY PANEL held within WEBEX VIRTUAL MEETING, on 23 APRIL 2021.

Present – Councillors Lawrence Fitzpatrick (Chair), Kirsteen Sullivan, Janet Campbell, David Dodds (substituting for Dave King), Bruce Fairbairn (substituting from Damian Doran-Timson), Chris Horne and George Paul

Apologies – Councillors Damian Doran-Timson and Dave King

In Attendance – Donald Stavert, (Joint Forum of Community Councils Representative)

1. DECLARATIONS OF INTEREST

- 1) Councillor Janet Campbell declared an interest in that she was a NHS employee.
- 2) Agenda Item 5 - Councillor David Dodds declared an interest in that he was previously a council appointed member to the Lothian Joint Valuation Board but would participate in the item of business.

2. MINUTE

The panel approved the Minute of its meeting held on 5 February 2021.

3. LOTHIAN VALUATION JOINT BOARD

The panel considered a report (copies of which had been circulated) by the Chief Executive providing an update on the business and activities of the Lothian Valuation Joint Board.

It was recommended that the panel notes :-

1. The Audited Financial Statements for the year ended 31 March 2020; and
2. The terms of the minutes of the meeting held on 9 November 2020 of the Lothian Valuation Joint Board.

Decision

To note the contents of the report

4. QUARTERLY PERFORMANCE REPORT QUARTER 3 2020/21

The panel considered a report (copies of which had been circulated) by the Depute Chief Executive reporting the current level of performance for all indicators in support of the council's Corporate Plan and were the

responsibility of the Partnership and Resources Policy Development and Scrutiny Panel.

It was recommended that the panel note the performance information and determine if further action or enquiry was necessary for any of the performance indicators in the report.

Decision

To note the content of the report

5. REVISED COMPLAINT HANDLING PROCEDURE

The panel considered a report (copies of which had been circulated) by the Depute Chief Executive providing an update on the council's revised Complaint Handling Procedure.

It was recommended that the panel :-

1. Notes and provides comment on the council's revised Complaint Handling Procedure; and
2. Notes that the revised Complaint Handling Procedure will be referred to the Council Executive for approval

Decision

1. To note the content of the report and the revised Complaints Handling Procedure; and
2. To agree that the report be presented to a future meeting of Council Executive for approval

6. COMMUNITY COUNCILS REVIEW

The panel considered a report (copies of which had been circulated) by the Head of Corporate Services advising of the outcome of the second round of statutory consultation on the council's proposal to adopt a new Scheme of Establishment of Community Councils in West Lothian and to outline the next steps.

The panel was asked :-

1. To note the outcome of the second round of consultation;
2. To endorse the terms of the second draft model scheme; and
3. To note the next round of consultation to be undertaken.

Decision

To note the content of the report

7. COMMUNITY COUNCIL FOUR YEARLY ELECTIONS

The panel considered a report (copies of which had been circulated) by the Head of Corporate Services advising of the arrangements for the four-yearly community council elections due to take place in October 2021.

The panel was asked to note the timetable of the four-yearly community council elections which would take place on 14 October 2021.

In considering the report the panel noted the comments from the Joint Forum of Community Councils representative requesting that in order to increase participation in community councils that the council do all it could to promote the forthcoming elections and support the devolvment of more powers to community councils, sooner rather than later and which would make them more attractive to those considering joining one.

Decision

1. To note the content of the report;
2. To note the undertaking of the Chief Executive that the council would make use of all available resources to promote the forthcoming community council elections and
3. To note that the council had already made its position clear with regards to community councils going forward in responding to the Local Government Review being conducted jointly by the Scottish Government and CoSLA.

8. PUBLIC RECORDS (SCOTLAND) ACT 2011 AND COUNCIL'S RECORDS MANAGEMENT PLAN

The panel considered a report (copies of which had been circulated) by the Head of Corporate Services providing an update on the changes to the Public Records (Scotland) Act 2011 (PRSA) Model Records Management Plan, present a draft of the Council's updated Records Management Plan for consideration by the Panel and advise the panel. Note that the council's updated Records Management Plan will be submitted to the Keeper of the Records of Scotland (the Keeper) for agreement.

It was recommended that the panel note and consider the following recommendations which were intended to be submitted to Council Executive for approval :-

1. Notes the changes made to the Public Records (Scotland) Act 2011 Model Records Management Plan;
2. Considers and provides comments on the draft of the Council's updated Records Management Plan;
3. Notes that the council's updated Records Management Plan will be

submitted to the Scottish Government agent the Keeper of the Records of Scotland (the Keeper) for agreement;

4. Note that the council's updated Records Management Plan will be presented to Council Executive for approval prior to being submitted to agent the Keeper of the Records of Scotland (the Keeper) for agreement.

Decision

1. To note the content of the report; and
2. To agree that the report be presented to a future meeting of Council Executive for approval.

9. EQUALITY MAINSTREAMING AND EQUALITY OUTCOMES - REPORT BY HEAD OF CORPORATE SERVICES (HEREWITH)

The panel considered a report (copies of which had been circulated) by the Head of Corporate Services presenting an update on progress on delivering the Council's Equality Outcomes and Mainstreaming Progress Report 2019- 2021 and to present the draft Equality Outcomes and Mainstreaming Framework 2021 - 2025

It was requested that the panel :-

1. Note the terms of the Council's Equality Outcomes and Mainstreaming Progress Report 2019- 2021 and
2. Consider and provide comment on the draft Equality Outcomes and Mainstreaming Framework 2021 – 2025 which was to be reported to Council Executive for approval.

Decision

1. To note the content of the report; and
2. To agree that the report be presented to a future meeting of Council Executive for approval.

10. THE VENNEL, PROPOSED DEVELOPMENT MARKETING UPDATE

The panel considered a report (copies of which had been circulated) by the Head of Finance and Property Services providing an update on the initial property marking activities carried out at The Vennel, Linlithgow.

It was recommended that the panel :-

1. Notes the outcome of the initial marketing of the site as a development opportunity; and
2. Notes that regular updates will be presented to Partnership and

Resources PDSP at key milestones of the development as it progresses and to Council Executive for decisions as required.

Decision

To note the content of the report

11. WORKPLAN TO 18 JUNE 2021

A copy of the workplan had been circulated for information.

Decision

To note the workplan.

12. PARTNERSHIP AND RESOURCES PDSP TIMETABLE 2021-22

The panel considered a timetable of meetings, of the Panel, for the period August 2021 through to June 2022.

Decision

To note the timetable of meetings for 2021/22

DATA LABEL: PUBLIC



PARTNERSHIP AND RESOURCES POLICY DEVELOPMENT AND SCRUTINY PANEL

LOTHIAN VALUATION JOINT BOARD

REPORT BY CHIEF EXECUTIVE

A. PURPOSE OF REPORT

To update the Partnership and Resources Policy Development and Scrutiny Panel on the business and activities of the Lothian Valuation Joint Board.

B. RECOMMENDATION

It is recommended that the Panel notes:

1. The terms of the minutes of the meeting held on 1 February 2021 of the Lothian Valuation Joint Board.

C. SUMMARY OF IMPLICATIONS

I	Council Values	Focusing on our customers' needs Being honest, open and accountable Working in partnership.
II	Policy and Legal (including Strategic Environmental Assessment, Equality Issues, Health or Risk Assessment)	Council requires the activities of certain outside bodies to be reported to elected members on a regular basis, as part of its Code of Corporate Governance.
III	Implications for Scheme of Delegations to Officers	None
IV	Impact on performance and performance Indicators	None
V	Relevance to Single Outcome Agreement	National outcome 15: Our Public Services are high quality, continually improving, efficient and responsive to local people's needs.
VI	Resources - (Financial, Staffing and Property)	None
VII	Consideration at PDSP	No prior consideration required.
VIII	Consultations	None required.

D. TERMS OF REPORT

At its meeting of 29 June 2010, the Council Executive decided that the activities of certain outside bodies should be reported within the council to ensure all elected members are aware of the business of those bodies and to help to ensure their activities are more effectively scrutinised.

In accordance with that decision, the business of the Lothian Valuation Joint Board was to be reported to this meeting by the production of its minutes and annual report.

Appendix 1 provides the minutes of the Lothian Valuation Joint Board meeting held on 1 February 2021.

E. CONCLUSION

This report ensures that members are kept apprised of the activities of Lothian Valuation Joint Board as part of the council's Code of Corporate Governance.

F. BACKGROUND REFERENCES

West Lothian Council Code of Corporate Governance.

Appendices/Attachments:

Appendix 1 – Minutes of meeting of the Lothian Valuation Joint Board held on 1 February 2021.

Contact Person: Morgan Hewitt, Project Officer

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Graham Hope
Chief Executive
18 June 2021

Lothian Valuation Joint Board

1 February 2021 (reconvened on 15 February 2021)

Meeting held virtually by Teams

Present:

City of Edinburgh Council – Councillors Key (Convener), Doran, Gordon, Gloyer, Rust and Work.

East Lothian Council – Councillors Findlay and Goodfellow.

Midlothian Council – Councillors Russell and Smail (substituting for Councillor Munro).

West Lothian Council – Councillors Dodds (substituting for Councillor King), Doran-Timson and McGuire (Vice-Convener).

1 Adjournment

In terms of Standing Order 5.2, the meeting of Monday 1 February 2021 was adjourned in consultation with the Convener. The meeting was reconvened at 10.00am on Monday 15 February 2021.

2 Minute

Decision

To approve the minute of the Lothian Valuation Joint Board of 9 November 2020 as a correct record.

3 Interim Assessor's Progress Report to the Lothian Valuation Joint Board

A progress report by the Assessor and Electoral Registration Officer (ERO) was presented to the Board. It provided information on the overview of current service delivery, priorities, risks and future direction.

An update was also provided on the activities of the organisation during the Covid-19 pandemic. The majority of staff continued to work from home with a limited number attending the office to work on tasks which could not be done from home, including the upcoming Scottish Parliamentary Election in May 2021.

Decision

To note the report.

(Reference – report by the Interim Assessor and Electoral Registration Officer, submitted)

Lothian Valuation Joint Board
1 February 2021 (reconvened on 15 February 2021)

4 Report on Short Term Lettings/Self Catering Units

The City of Edinburgh Council approved a motion at its meeting on 28 July 2020, following the publication of a report by Andy Wightman MSP on commercial short term lets. The motion included a request for the Board to investigate the finding of the report that three-quarters of the properties identified were not registered for non-domestic rates.

The Interim Assessor and Electoral Registration Officer presented a report which addressed the issues raised for consideration by the Board.

Decision

To note the report.

(References – The City of Edinburgh Council, 28 July 2020, item 9; report by the Interim Assessor and Electoral Registration Officer, submitted)

5 Revenue Budget 2021/22 and Indicative Financial Plan 2022/23 - 2024/25

Information was provided on the revenue budget which had been developed for 2021/22 in line with the Board's Transformation Programme, including a recommendation to approve a 'flat-cash' council requisition for 2021/22. It was noted that a further requisition would be issued to meet the additional costs of Non-Domestic Rates Reform in 2021/22, in line with funding allocated in the Local Government Finance Settlement.

Details were also provided on the indicative financial planning estimates for 2022/23 to 2024/25. These would be subject to ongoing review and development as the Transformation Programme progressed.

Decision

- 1) To approve the proposed core budget for 2021/22 and the issue of 'flat-cash' core budget requisition requests from the Treasurer to constituent councils as detailed at paragraph 4.16 of the report.
- 2) To recommend that funding included in the Local Government Finance Settlement for implementing the recommendations of the Non-Domestic Rates Review be fully passed onto the Board. This may mean a supplementary requisition during 2021/22, dependent on the timing of confirmation of funding.
- 3) To note the indicative financial planning estimates for the period 2022/23 to 2024/25 included at Appendix 1 to the report.

Lothian Valuation Joint Board
1 February 2021 (reconvened on 15 February 2021)

- 4) To note the indicative financial planning estimates for 2022/23 to 2024/25 would be the subject of further updates to the Board during 2021/22 and beyond.

(Reference – report by the Treasurer, submitted)

6 Period 9 Financial Statement 2020/21

The Period 9 Financial Statement for the financial year 2020/21 was submitted.

The projected revenue budget outturn position was summarised to 31 March 2021, based on the position at 31 December 2020. The forecast was for net expenditure to be £141,000 less than budget.

Decision

- 1) To note the projected outturn position for 2020/21.
- 2) To note the final outturn would be reported to the Board, when the Annual Accounts were reported to the Board in June 2021.

(Reference – report by the Treasurer, submitted)

7 Annual Treasury Management Strategy

Approval was sought of the Annual Treasury Management Strategy for 2021/22. The Strategy was attached to the report at Appendix 1.

Decision

To approve the Annual Treasury Management Strategy attached at Appendix 1 to the report.

(Reference – report by the Treasurer, submitted)

8 Future Meeting Arrangements June 2021 to June 2022

The proposed meeting dates for the period from June 2021 to June 2022 were presented for approval.

Decision

- 1) To approve the schedule of meetings as detailed for the period June 2021 to June 2022, subject to revised dates in January and April 2022 to be confirmed.
- 2) To agree that meetings of the Joint Consultative Group would be held on an “on request” basis.

(Reference – report by the Chief Executive and Clerk, submitted.)

Lothian Valuation Joint Board
1 February 2021 (reconvened on 15 February 2021)

9 Review of Procedural Standing Orders

In terms of Standing Order 4.4, the Convener ruled that the following item, notice of which had been given at the start of the meeting, be considered as a matter of urgency to allow the Board to give early consideration to this matter.

A report was presented which set out proposed amendments to the Board's Procedural Standing Orders.

Decision

- 1) To repeal the existing Lothian Valuation Joint Board Procedural Standing Orders, as set out in Appendix 1, such repeal and approval to take effect from 16 February 2021.
- 2) To delegate authority to the Chief Executive and Clerk to take such actions and make such minor adjustments to the documents set out in Appendix 1 as may be necessary to implement the decision of the Board in relation to the report.

(Reference – report by the Chief Executive and Clerk, submitted.)

DATA LABEL: PUBLIC



PARTNERSHIP AND RESOURCES POLICY DEVELOPMENT AND SCRUTINY PANEL

QUARTERLY PERFORMANCE REPORT – QUARTER 4 OF 2020/21

REPORT BY DEPUTE CHIEF EXECUTIVE

A. PURPOSE OF REPORT

The purpose is to report the current level of performance for all indicators that support the council's Corporate Plan and are the responsibility of the Partnership and Resources Policy Development and Scrutiny Panel.

B. RECOMMENDATION

It is recommended that the Panel note the performance information and determine if further action or enquiry is necessary for any of the performance indicators in the report.

C. SUMMARY OF IMPLICATIONS

I Council Values	Focusing on our customers' needs; being honest, open and accountable; making best use of our resources; working in partnership.
II Policy and Legal (including Strategic Environmental Assessment, Equality Issues, Health or Risk Assessment)	In compliance with the Code of Corporate Governance
III Implications for Scheme of Delegations to Officers	None
IV Impact on performance and performance Indicators	Challenges current service performance through the evaluation of performance indicators
V Relevance to Single Outcome Agreement	Indicators support various outcomes in the SOA
VI Resources - (Financial, Staffing and Property)	Met from existing budgets
VII Consideration at PDSP	N/A
VIII Other consultations	None

D. TERMS OF REPORT

D.1 Background





Overseeing and challenging council performance is contained within the remit of every Policy Development and Scrutiny Panel (PDSP). Scrutiny of performance by elected members in PDSPs forms a key part of the council's wider scrutiny and public performance reporting arrangements.

To support this, each PDSP is allocated areas of the Corporate Plan, strategic priorities and key council performance, relevant to the focus areas of the Panel, and receives quarterly and annual performance reports.

D.2 Quarterly Performance Report

The quarterly performance scorecard report for the Partnership and Resources PDSP contains a range of relevant service performance information for scrutiny.

A summary position of the status of the 62 performance indicators in the Partnership and Resources PDSP scorecard is contained in Appendix 1, with a more detailed commentary provided in Appendix 2 of this report. The 62 performance indicators are categorised as follows:

Summary of Performance Indicator status (RAG)	
Status (against target)	Number of PIs
 Green	41
 Amber	3
 Red	13
 Unknown	5

**Note: the Unknown status occurs when a service does not record performance during the period, for example, if the service did not receive any complaints to process.*

The RAG status is against the performance target that has been set by the service in consultation with the relevant stakeholders. In Appendix 2 a trend chart commentary offers an explanation on the current performance levels (against the target) for each indicator. This information will also highlight to the Panel the measures that services will take to improve performance.

D.3 Red Performance Indicators

The current trend for those indicators that are currently at Red status is summarised.

1. P:APS019 6b.5 Percentage of Blue Badges processed within seven working days (quarterly)

Current performance: 71%
Target: 80%

71% of all Blue Badge applications were processed within an average of 7 days, this was below service performance from the previous period (quarter 3 2020/21) of 88% and the target of 80%. On the 1 January 21, a new software system was introduced to administer Blue Badges. It is expected that performance will improve as staff become more familiar with the operating system.

2. P:CSg600 Percentage of Total Capital Programme Spend Delivered in Year by Construction Services

Current performance: 79.3%
Target: 100%

2020/21 spend figures are lower than target as a result of the impact of COVID-19 lockdown restrictions on construction works early in the financial year. It is estimated that the value projects that have been deferred as a result of COVID-19 account for approximately 20% of the potential spend in 2020/21. This follows good performance in 2019/20 where spend exceeded target due to the completion of a large summer works programme circa £5.2million which included some accelerated project delivery.

3. P:CuCS007q Customer and Communities - Percentage of customers who rated the overall quality of service as good or excellent

Current performance: 0%
Target: 99%

The frontline customer offices remained closed to the public due to COVID-19, so the service did not record any satisfaction for the period.

4. P:CuCS026q Percentage of customer enquiries recorded on the Customer Relationship Management system (CRM) which are resolved at the first point of contact

Current performance: 17.3%
Target: 75%

17.3% of customer enquiries were resolved at the first point of contact during this period. It should be noted that the CIS enquiry service remained closed to the public during this quarter, in line with government guidance. The staff were diverted to carry out work for other services, which involved the creation of cases (e.g. arranging smoke alarm installation appointments with council tenants on behalf of Building Services). The creation of a case means the service is passing work or information to an internal service to allow them to conclude the enquiry.

5. P:ITS017a_9b.1c Percentage of Incidents Resolved at First Point of Contact

Current performance: 29.1%
Target: 40%

Performance ranged from 29.1% to 45.5% during this quarter and was heavily influenced by the number of calls and major incidents logged and both planned and unplanned absence in the service.

6. P:LS091 Percentage of Taxi/Private Hire Car Applications Not Granted or Refused within 90 Days

Current performance: 8%
Target: 6%

Since June 2020, performance in this indicator has been adversely affected by delays in testing vehicles caused by the testing centre being closed from late March until late July. The testing centre provides services to City of Edinburgh, the Council and Mid Lothian in respect licencing of vehicles. The testing centre has planned the priority basis upon which vehicles will be inspected, commencing with those existing licensed vehicles which require MOT certificates and progressing to other licence applications, and is

increasing its testing capacity however, having regard to the volume of vehicles to be inspected and continuing COVID-19 pandemic restrictions, it is anticipated that delays will continue to be experienced. Licence holders are informed of likely timescales for examination dates, and determination of applications to support business planning they may require to undertake.

7. P:PMD164 Percentage of rent outstanding for commercial property (Current debt)

Current performance: 7.1%
Target: 4%

The debt level for December 2020 was to 7.12%, exceeding the target of 4%. The trend from the start of the (financial year) saw outstanding rent levels increase each month, until August when they have started to decrease – but remain above target level. The service has established a debt recovery / rent arrears group led by the Corporate Estates Manager and involving other financial services (Revenues and Financial Management) to improve the recovery of debts.

8. P:REV047 Percentage of income collected in the current year from Council Tax

Current performance: 95.26%
Target: 95.9%

In year collection is 0.64% below target. The improved deficit is due to customers paying over 12 months rather than 10. The below target performance can be attributed to the reduction in Water Direct income and the impact of COVID 19.

9. There were 2 services triggering red for the percentage of sickness absence:

- Corporate Procurement (P:CPU017a)
- Property Management and Development (P:PMD111b)

10. There were 3 services with an indicator triggering red for the percentage of complaints upheld / part upheld:

- Customer Services (P:CuCS011q)
- Property Management and Development (P:PMD145)
- Revenues (P:REV123)

D.4 Unknown Performance Indicators

There were 5 performance indicators with an Unknown status that related to the percentage of complaints upheld or partially upheld. This is due to services not receiving complaints within the time period presented and therefore the indicators show blank data.

E. CONCLUSION

The performance scorecard shows that a significant proportion of performance indicators are achieving targeted levels of performance. Where performance is not at the expected level, Appendix 2 of this reports offers details to the Panel of the corrective actions being taken by services to improve performance.

F. BACKGROUND REFERENCES

None

Appendices/Attachments: 2

Appendix 1 – Partnership and Resources PDSP Performance Scorecard Summary Report
Appendix 2 – Partnership and Resources PDSP Performance Scorecard Detailed Report

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Graeme Struthers
Depute Chief Executive

18 June 2021

Data Label: OFFICIAL






APPENDIX 1

PARTNERSHIP & RESOURCES SCORECARD REPORT













Traffic Light **Red**























Status	PI Code & Short Name	Head of Service	Value	Target
	P:APS019_6b.5 Percentage of Blue Badges processed within seven working days (quarterly)	Head of Finance and Property Services	71%	80%
	P:CPU017a_7b.1 Percentage of sickness absence in Corporate Procurement Unit	Head of Corporate Services	4.91%	3.6%
	P:CSg600_9b.1c Percentage of Total Capital Programme Spend Delivered in Year by Construction Services	Head of Finance and Property Services	79.3%	100%
	P:CuCS007q_6a.7 Customer and Communities - Percentage of customers who rated the overall quality of service as good or excellent	Head of Housing, Customer and Building Services	0.0%	99.0%
	P:CuCS011q_6b.4 Customer and Communities - The percentage of complaints received by Customer and Communities Service that were upheld / partially upheld against the total complaints closed in full	Head of Housing, Customer and Building Services	100.0%	60.0%
	P:CuCS026q_9b.1a Percentage of customer enquiries recorded on the Customer Relationship Management system (CRM) which are resolved at the first point of contact	Head of Housing, Customer and Building Services	17.3%	75.0%
	P:ITS017a_9b.1c Percentage of Incidents Resolved at First Point of Contact	Head of Corporate Services	29.1%	40%
	P:LS091_6b.5 Percentage of Taxi/Private Hire Car Applications Not Granted or Refused within 90 Days	Head of Corporate Services	8%	6%
	P:PMD111b_7b.1 Cumulative Percentage Sickness/Absence levels - Property Management & Development	Head of Finance and Property Services	4.86%	1.5%
	P:PMD145_6b.4 The percentage of complaints received by Property Management and Development that were upheld / partially upheld against the total complaints closed in full	Head of Finance and Property Services	100%	33%
	P:PMD164_9b.1c Percentage of rent outstanding for commercial property (Current debt).	Head of Finance and Property Services	7.1%	4%
	P:REV047_9b.1a Percentage of income collected in the current year from Council Tax	Head of Finance and Property Services	95.26%	95.9%
	P:REV123_6b.4 The percentage of complaints received by the Revenues Unit that were upheld or partially upheld	Head of Finance and Property Services	29%	25%








Traffic Light Amber

Status	PI Code & Short Name	Head of Service	Value	Target
	P:CuCS021_7b.1 Customer and Communities - Percentage of Sickness absence	Head of Housing, Customer and Building Services	4.1%	3.6%
	P:IA015_9b.1a Average length of time (in weeks) to issue draft audit reports	Head of Finance and Property Services	11.3	10
	P:REV002_9b Percentage of Non Domestic Rates (Business Rates) received in the year	Head of Finance and Property Services	93.34%	98.48%






Traffic Light Green

Status	PI Code & Short Name	Head of Service	Value	Target
	P:APS017_6b.3 Total number of complaints received by the Anti-Poverty Service	Head of Finance and Property Services	13	20
	P:APS018_6b.4 The percentage of complaints received by the Anti-Poverty Service that were upheld / partially upheld against the total complaints closed in full	Head of Finance and Property Services	31%	50%
	P:APS041_7b.1 Cumulative percentage of sickness absence within the Anti-Poverty Service	Head of Finance and Property Services	2.8%	3.6%
	P:APS060_9b.1a Total quarterly amount the Advice Shop has gained in extra benefits for its customers	Head of Finance and Property Services	£7,766,190	£6,750,000
	P:APS077_9b Housing Benefit monthly new claims	Head of Finance and Property Services	9.44	15
	P:CC014_6b.3 Total number of complaints received per quarter	Head of Corporate Services	0	0
	P:CC016_6b.4 The percentage of complaints by Corporate Communications that were upheld/part upheld per quarter	Head of Corporate Services	0%	0%
	P:CC031_7b.1 Percentage of sickness absence in Corporate Communications	Head of Corporate Services	0%	3.6%
	P:CC081_9b.1a Percentage of new social media followers on the West Lothian Council sites per quarter	Head of Corporate Services	2.7%	2%
	P:CPU019b_9b.1a Percentage of relevant compliant council expenditure per quarter	Head of Corporate Services	96%	92%
	P:CPU047c_6b.3 Total number of complaints received by the Corporate Procurement Unit on a Quarterly basis	Head of Corporate Services	0	0
	P:CSC007mq_6a.7 Customer Service Centre (CSC) Generic - Percentage of customers who rated the overall quality of the service as good or excellent	Head of Housing, Customer and Building Services	99.2%	97.0%

Status	PI Code & Short Name	Head of Service	Value	Target
	P:CSC062m_6b.3 Total Number of Complaints against Customer Service Centre (CSC)	Head of Housing, Customer and Building Services	3	7
	P:CSC063m_6b.4 Percentage of Complaints Upheld and Part Upheld against Customer Service Centre	Head of Housing, Customer and Building Services	33.33%	55%
	P:CSC104q_9b.1a Percentage of Customer Service Centre enquiries resolved at first point of contact	Head of Housing, Customer and Building Services	89%	75%
	P:CSg112_6b.3 Total number of complaints received by Construction Services	Head of Finance and Property Services	0	3
	P:CSg113_6b.4 The percentage of complaints received by Construction Services that were upheld / partially upheld against the total complaints closed in full	Head of Finance and Property Services	0%	50%
	P:CSg301_7b.1 Construction Services - Cumulative Percentage of Sick Days	Head of Finance and Property Services	0.25%	2%
	P:CuCS010q_6b.3 Customer and Communities - Total number of complaints received by Customer and Community services	Head of Housing, Customer and Building Services	1	27
	P:FM001_6b.5 Percentage of Suppliers paid within 30 Days of Receipt	Head of Finance and Property Services	95%	95%
	P:FM037_6b.3 Total number of complaints received by the Financial Management Unit	Head of Finance and Property Services	0	3
	P:FM048_7b.1 Percentage of Sickness Absence in Financial Management Unit - Cumulative	Head of Finance and Property Services	0.68%	2%
	P:HRS104_9b.2 Number of reportable incidents to the Health and Safety Executive per quarter	Head of Corporate Services	8	8
	P:HRS525_7b.1 Percentage of sickness absence in HR Services	Head of Corporate Services	2.67%	3.6%
	P:HRS550_6b.3 Number of complaints received by HR Services	Head of Corporate Services	1	1
	P:IA051_7b.1 Cumulative percentage of sickness absence within the Audit, Risk and Counter Fraud Unit	Head of Finance and Property Services	0.13%	2%
	P:IA066_6b.3 Total number of complaints received by Audit, Risk and Counter Fraud	Head of Finance and Property Services	0	0
	P:ITS007_6a.7 Percentage of IT Services Customers Rating the Overall Quality as Good or Excellent	Head of Corporate Services	98%	98%
	P:ITS011_6b.3 Total number of complaints received by IT Services per quarter	Head of Corporate Services	0	0
	P:ITS012_6b.4 Percentage of complaints received that were upheld/partially upheld	Head of Corporate Services	0%	0%
	P:ITS051_7b.1 Percentage of Sickness Absence in IT Services (cumulative)	Head of Corporate Services	2.74%	3.6%
	P:LS013_6b.3 Total number of complaints received by Legal Services	Head of Corporate Services	1	2
	P:LS031_7b.1 Percentage Sickness Absence Levels in Legal Services	Head of Corporate Services	2.71%	3.6%
	P:PIS011_6b.3 Total number of complaints received by the Performance and Improvement Service per quarter	Head of Corporate Services	0	1

Status	PI Code & Short Name	Head of Service	Value	Target
	P:PIS023_7b.1 Percentage of Sickness Absence in Performance and Improvement Service	Head of Corporate Services	0%	3.6%
	P:PMD144_6b.3 Total number of complaints received by the Property Management and Development	Head of Finance and Property Services	1	4
	P:PMD161_9b.1a Industrial Portfolio - Percentage of Total Units Let	Head of Finance and Property Services	97.59%	90%
	P:PMD163_9b.1a Office Portfolio - Percentage of Office Units Let	Head of Finance and Property Services	91.67%	90%
	P:REV027_6b Percentage of Business Rates and Council Tax correspondence processed within 10 working days of receipt.	Head of Finance and Property Services	96.4%	96.2%
	P:REV048a_7b.1 Monthly Sickness Absence Levels	Head of Finance and Property Services	1.9%	2.5%
	P:REV122_6b.3 Total number of complaints received by the Revenues Unit	Head of Finance and Property Services	21	25

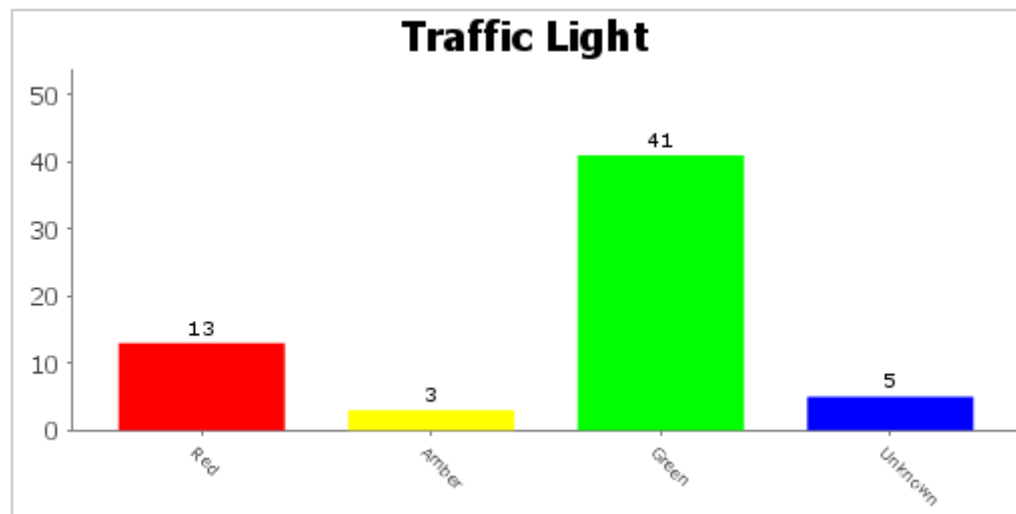
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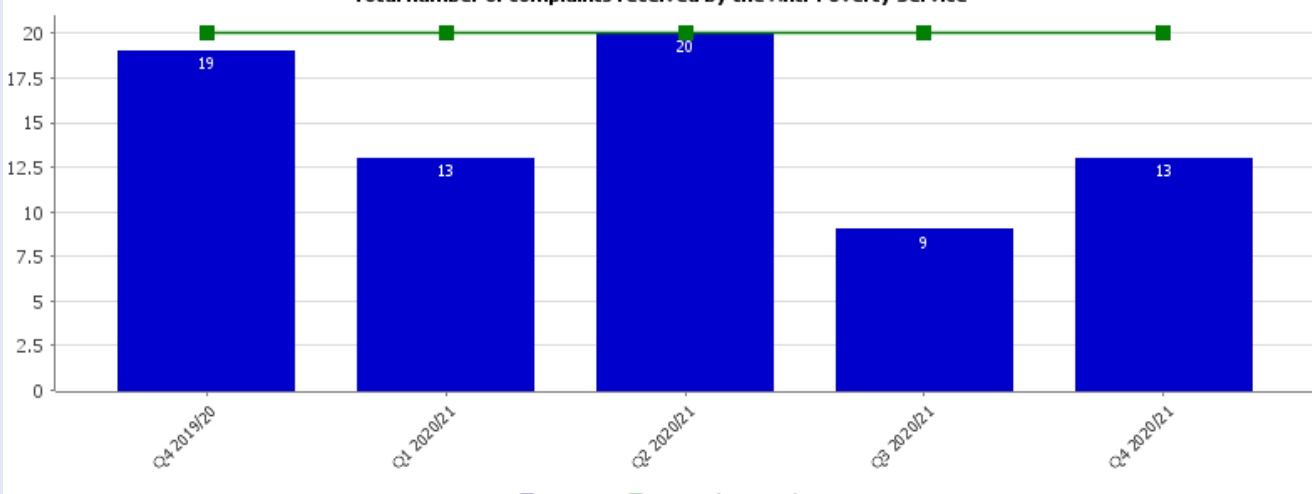

Status	PI Code & Short Name	Head of Service	Value	Target
	P:CPU047d_6b.4 The percentage of complaints received by the Corporate Procurement Unit that were upheld / partially upheld against the total complaints closed in full	Head of Corporate Services	N/A	0%
	P:HRS554_6b.4 Percentage of complaints by HR Services which were upheld/part upheld per quarter	Head of Corporate Services	N/A	25%
	P:IA067_6b.4 The percentage of complaints received by Audit, Risk and Counter Fraud that were upheld or partially upheld against the total complaints closed in full.	Head of Finance and Property Services	N/A	0%
	P:LS014_6b.4 Percentage of all complaints closed quarterly by Legal Services that were upheld / partially upheld	Head of Corporate Services	N/A	0%
	P:PIS013_6b.4 Percentage of all complaints closed by the Performance and Improvement Service that were upheld / partially upheld per quarter	Head of Corporate Services	N/A	25%

APPENDIX 2

PDSP – PARTNERSHIP AND RESOURCES PIS – ALL (DETAIL)

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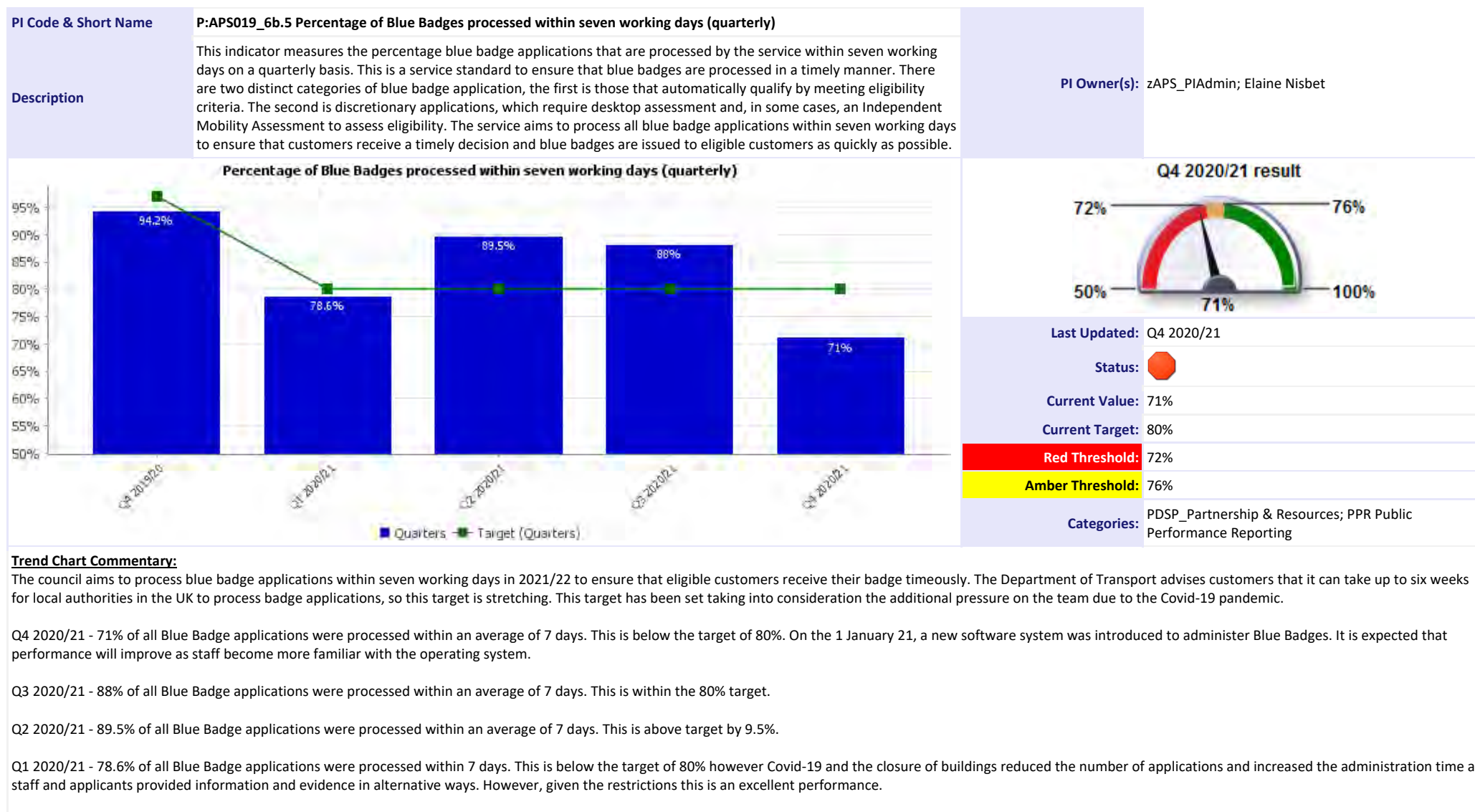


PI Code & Short Name	P:APS017_6b.3 Total number of complaints received by the Anti-Poverty Service																																				
Description	This indicator measures the total number of complaints received by the Anti-Poverty Service. It is the total number of complaints received by the service at stage one (complaints that the council aims to deal with within 5 working days) and those received directly at stage two (more complex complaints that the council aims to deal with within 20 working days). Note: This is to ensure complaints escalated from stage 1 and stage 2 are not double counted.		PI Owner(s): zAPS_PIAAdmin; Elaine Nisbet																																		
	The Anti-Poverty Service investigates and manages all complaints by following corporate guidelines. We closely monitor and analyse complaints to quickly identify any trends. We use complaints to make improvements in our service.																																				
<div><div>Total number of complaints received by the Anti-Poverty Service</div><table><caption>Data for Total number of complaints received by the Anti-Poverty Service</caption><thead><tr><th>Quarter</th><th>Complaints</th><th>Target</th></tr></thead><tbody><tr><td>Q4 2019/20</td><td>19</td><td>20</td></tr><tr><td>Q1 2020/21</td><td>13</td><td>20</td></tr><tr><td>Q2 2020/21</td><td>20</td><td>20</td></tr><tr><td>Q3 2020/21</td><td>9</td><td>20</td></tr><tr><td>Q4 2020/21</td><td>13</td><td>20</td></tr></tbody></table></div>			Quarter	Complaints	Target	Q4 2019/20	19	20	Q1 2020/21	13	20	Q2 2020/21	20	20	Q3 2020/21	9	20	Q4 2020/21	13	20	<div><div>Q4 2020/21 result</div><table><thead><tr><th>Metric</th><th>Value</th></tr></thead><tbody><tr><td>Last Updated:</td><td>Q4 2020/21</td></tr><tr><td>Status:</td><td>✓</td></tr><tr><td>Current Value:</td><td>13</td></tr><tr><td>Current Target:</td><td>20</td></tr><tr><td>Red Threshold:</td><td>22</td></tr><tr><td>Amber Threshold:</td><td>21</td></tr><tr><td>Categories:</td><td>PDSP_Partnership & Resources; PPR Public Performance Reporting</td></tr></tbody></table></div>	Metric	Value	Last Updated:	Q4 2020/21	Status:	✓	Current Value:	13	Current Target:	20	Red Threshold:	22	Amber Threshold:	21	Categories:	PDSP_Partnership & Resources; PPR Public Performance Reporting
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<div><div>Trend Chart Commentary:</div><div>The Anti-Poverty Service investigates and manages all complaints by following corporate procedure. We closely monitor and analyse complaints to identify any trends and to make improvements in our service.</div></div>																																					
<div><div>2020/21</div><div><div>Quarter 4</div><div>- During this period the Anti-Poverty Service received 13 complaints. This is an increase of 4 from the previous quarter. The complaints were relating to claims being processed incorrectly, delay in processing claim, employee attitude and incorrect or conflicting advice. Nine complaints were not upheld and four complaints were upheld during this period. No complaints were escalated to stage 2 and 92% of complaints were managed within the five day target.</div></div><div><div>Quarter 3</div><div>- During this period the Anti-Poverty Service received 9 complaints. This is a decrease of 11 from the previous quarter. The complaints were relating to claims being processed incorrectly, employee attitude, poor communication, standard of service and general waiting time. One complaint around claim processed incorrectly and 8 complaints were not upheld. 88% of the complaints were successfully managed within the stage one five day target.</div></div><div><div>Quarter 2</div><div>- During this period the Anti-Poverty Service received 20 complaints. This is an increase of seven from the previous quarter. The complaints were relating to claims being processed incorrectly, employee attitude, poor communication, standard of service and general waiting time. Two complaints were upheld, one complaint was partly upheld and 17 complaints were not upheld. 84% of the complaints were successfully managed within the stage one five day target.</div></div><div><div>Quarter 1</div><div>- During this period the Anti-Poverty Service received 13 complaints. This is a reduction of six from the previous quarter. The complaints were relating to claims being processed incorrectly, employee attitude, standard of service, incorrect/conflicting advice and discretionary payments decisions. Three complaints were upheld and ten complaints were not upheld. 100% of the complaints were successfully managed within the stage one five day target.</div></div></div>																																					
<div><div>2019/20</div></div>																																					

Quarter 4 - During this period the Anti-Poverty Service received 19 complaints. This is six more than the previous quarter. The complaints were relating to claims being processed incorrectly, employee attitude, standard of service and incorrect/conflicting advice. Five complaints were upheld and fourteen complaints were not upheld. 100% of 15 stage one complaints were successfully managed within the five day target. Four out of the five stage 2 complaints were managed within the 20 day target

Target 2021/22 - Our target will remain at 15 complaints per quarter. We have set our trigger levels to early identify trends.





PI Code & Short Name	P:APS041_7b.1 Cumulative percentage of sickness absence within the Anti-Poverty Service		PI Owner(s): zAPS_PAdmin; Elaine Nisbet																																										
Description	This performance indicator measures the cumulative percentage of sickness absence within the Anti-Poverty Service. For each financial year, we aim to have equal to or less than the council's target of 3.6% sickness absence. The SPI figure provided by HR is used to populate this indicator.																																												
<div><div><div>Cumulative percentage of sickness absence within the Anti-Poverty Service</div><table><caption>Monthly Sickness Absence Data (2020/21)</caption><thead><tr><th>Month</th><th>Percentage</th></tr></thead><tbody><tr><td>April 2020</td><td>2.89%</td></tr><tr><td>May 2020</td><td>2.54%</td></tr><tr><td>June 2020</td><td>2.32%</td></tr><tr><td>July 2020</td><td>2.23%</td></tr><tr><td>August 2020</td><td>2.38%</td></tr><tr><td>September 2020</td><td>2.82%</td></tr><tr><td>October 2020</td><td>2.66%</td></tr><tr><td>November 2020</td><td>2.47%</td></tr><tr><td>December 2020</td><td>2.33%</td></tr><tr><td>January 2021</td><td>2.40%</td></tr><tr><td>February 2021</td><td>2.57%</td></tr><tr><td>March 2021</td><td>2.80%</td></tr></tbody></table></div><div><div>March 2021 result</div><table><thead><tr><th>Category</th><th>Value</th></tr></thead><tbody><tr><td>Last Updated:</td><td>March 2021</td></tr><tr><td>Status:</td><td>✓</td></tr><tr><td>Current Value:</td><td>2.8%</td></tr><tr><td>Current Target:</td><td>3.6%</td></tr><tr><td>Red Threshold:</td><td>4.8%</td></tr><tr><td>Amber Threshold:</td><td>4.31%</td></tr><tr><td>Categories:</td><td>PDSP_Partnership & Resources; PPR Public Performance Reporting</td></tr></tbody></table></div></div>			Month	Percentage	April 2020	2.89%	May 2020	2.54%	June 2020	2.32%	July 2020	2.23%	August 2020	2.38%	September 2020	2.82%	October 2020	2.66%	November 2020	2.47%	December 2020	2.33%	January 2021	2.40%	February 2021	2.57%	March 2021	2.80%	Category	Value	Last Updated:	March 2021	Status:	✓	Current Value:	2.8%	Current Target:	3.6%	Red Threshold:	4.8%	Amber Threshold:	4.31%	Categories:	PDSP_Partnership & Resources; PPR Public Performance Reporting	
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<p>This key performance indicator was introduced for the Anti-Poverty Service which was developed April 2019. Recording of this information commenced in May 2019. Previously, this information was record under the Advice Shop and Revenues and Benefits.</p> <p>2020/21</p> <p>March - The reported figure for March is 2.80% which is a increase from the previous month which was 2.57%. In total there were 91 sick days out of a total 1,886 target days available in March. 60% of absences in March were due to long term sickness. The service continues monitor in line with the council's supporting attendance at work policy.</p> <p>February - The reported figure for February is 2.57% which is a increase from the previous month which was 2.40%. In total there were 78 sick days out of a total 1,697 target days available in February. 58.29% of absences in February were due to long term sickness. The service continues monitor in line with the council's supporting attendance at work policy.</p> <p>January - The reported figure for February is 2.40% which is a increase from the previous month which was 2.33%. In total there were 32 sick days out of a total 1,841 target days available. 57.86% of absences in February were due to long term sickness. The service continues monitor in line with the council's supporting attendance at work policy.</p> <p>December - The reported figure for December is 2.33% which is a slight decrease from the previous month which was 2.47%. In total there were 19 sick days out of a total 1,784 target days available. 66% of the absences were long term and the service continues monitor in line with the council's supporting attendance at work policy.</p> <p>November - The reported figure for November is 2.47% which is a slight decrease from the previous month which was 2.66%. In total there were 19 sick days out of a total 1,784 target days available. 68% of the absences were long term and the service continues monitor in line with the council's supporting attendance at work policy.</p> <p>October - The reported figure for October is 2.66% which is a slight decrease from the previous month which was 2.82%. In total there were 28 sick days out of a total 1,842 target days available. 67% of the absences were long term and the service continues monitor in line with the council's supporting attendance at work policy.</p> <p>September- The reported figure for September is 2.82% which is a slight increase from the previous month which was 2.38%. In total there were 81 sick days out of a total 1,784 target days available. 66% of the absences were long term</p>																																													

and the service continues monitor in line with the council's supporting attendance at work policy.

August - The reported figure for August is 2.38% which is a slight increase from the previous month which was 2.23%. In total there were 53 sick days out of a total 1,842 target days available. 60% of the absences were long term and the service continues monitor in line with the council's supporting attendance at work policy.

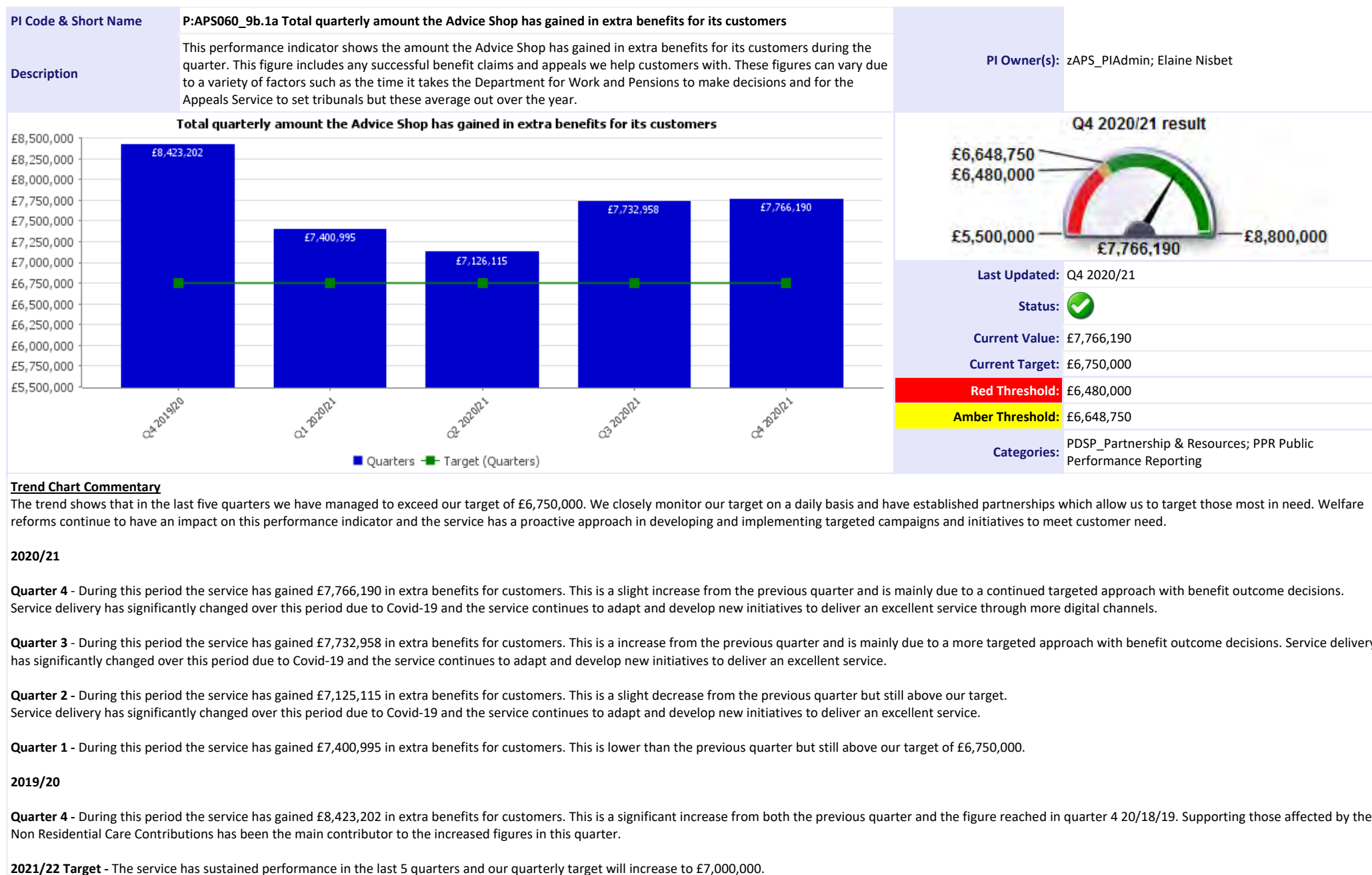
July - The reported figure for July is 2.23% which is a slight decrease from the previous month which was 2.32%.. In total there were 27 sick days out of a total 1,845 target days available. 67% of the absences were long term and the service continues monitor in line with the council's supporting attendance at work policy.

June - The reported figure for June is 2.32% which is a slight decrease from the previous month which was 2.54%.. In total there were 28 sick days out of a total 1,802 target days available. the service continues monitor in line with the council's supporting attendance at work policy.

May - The reported figure for May is 2.54% which is a slight decrease from the previous month which was 2.89%. 72.53% were due to long term absences. In total there were 35 sick days out of a total 1,823 target days available. the service continues monitor in line with the council's supporting attendance at work policy.

April - This performance indicator has changed from red to green. The reported figure for May is 2.89% which is a significant decrease from the previous month which was 7.63%. 78.43% were due to long term absences. In total there were 56 sick days out of a total 1,765 target days available. the service continues monitor in line with the council's supporting attendance at work policy.

Target 2021/22 - Our target will remain at 3.6% in line with the WLC target.



Trend Chart Commentary

The trend shows that in the last five quarters we have managed to exceed our target of £6,750,000. We closely monitor our target on a daily basis and have established partnerships which allow us to target those most in need. Welfare reforms continue to have an impact on this performance indicator and the service has a proactive approach in developing and implementing targeted campaigns and initiatives to meet customer need.

2020/21

Quarter 4 - During this period the service has gained £7,766,190 in extra benefits for customers. This is a slight increase from the previous quarter and is mainly due to a continued targeted approach with benefit outcome decisions. Service delivery has significantly changed over this period due to Covid-19 and the service continues to adapt and develop new initiatives to deliver an excellent service through more digital channels.

Quarter 3 - During this period the service has gained £7,732,958 in extra benefits for customers. This is a increase from the previous quarter and is mainly due to a more targeted approach with benefit outcome decisions. Service delivery has significantly changed over this period due to Covid-19 and the service continues to adapt and develop new initiatives to deliver an excellent service.

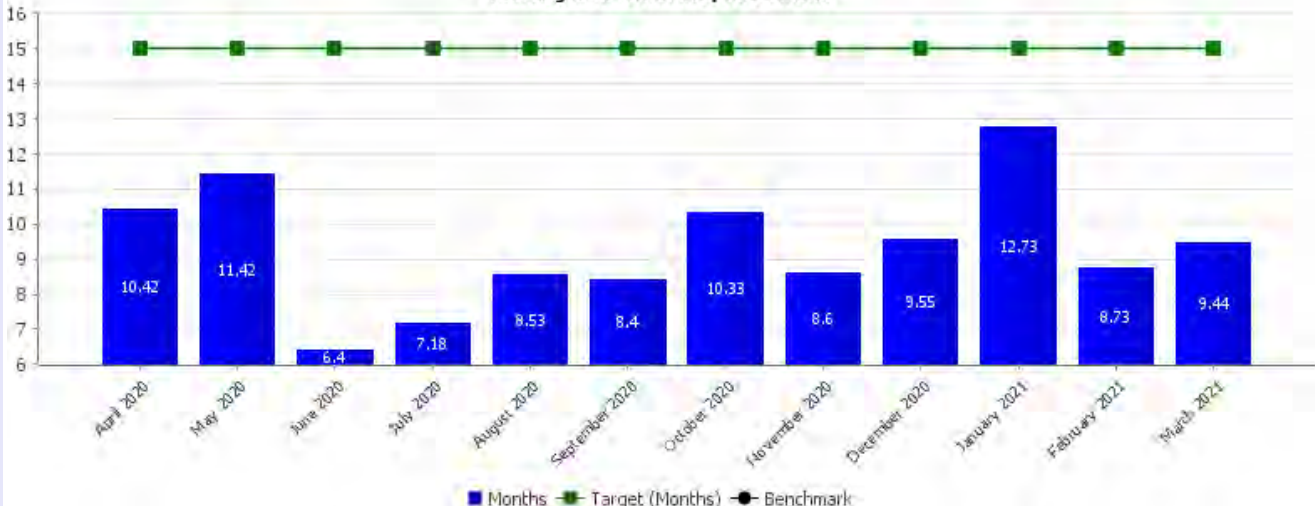

Quarter 2 - During this period the service has gained £7,125,115 in extra benefits for customers. This is a slight decrease from the previous quarter but still above our target. Service delivery has significantly changed over this period due to Covid-19 and the service continues to adapt and develop new initiatives to deliver an excellent service.

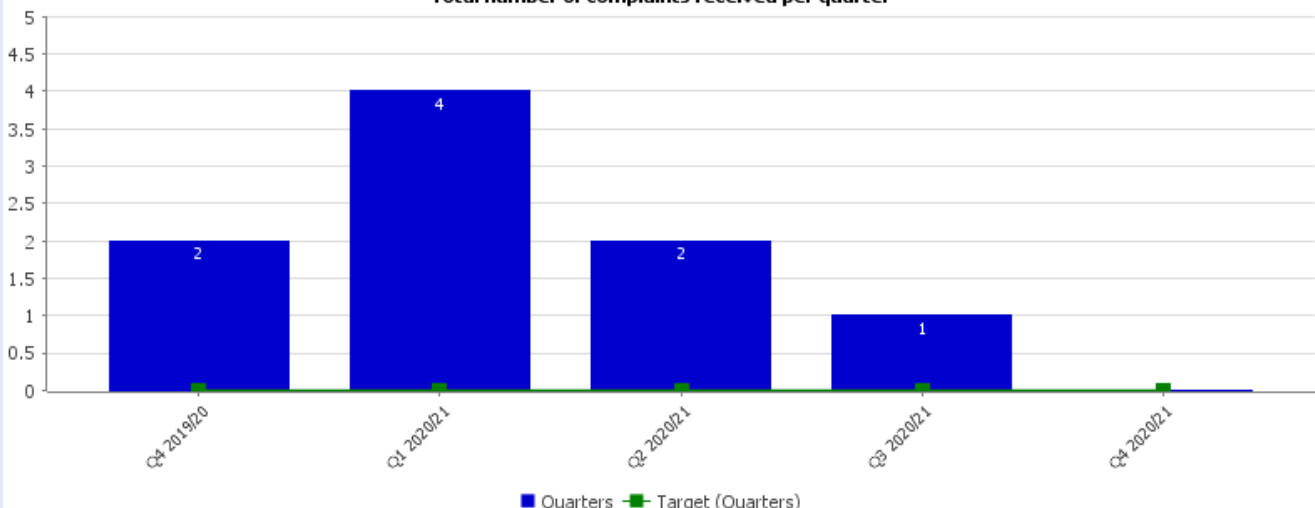

Quarter 1 - During this period the service has gained £7,400,995 in extra benefits for customers. This is lower than the previous quarter but still above our target of £6,750,000.



2019/20

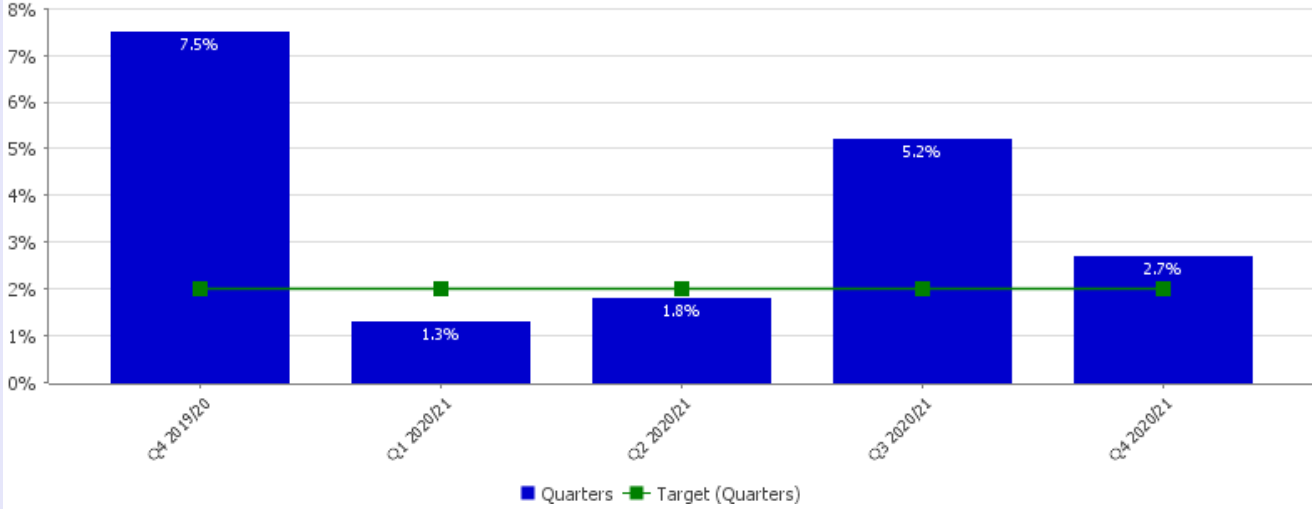
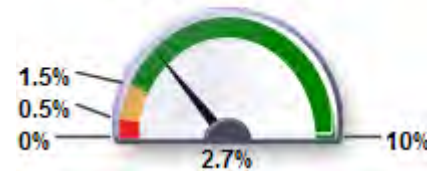
Quarter 4 - During this period the service has gained £8,423,202 in extra benefits for customers. This is a significant increase from both the previous quarter and the figure reached in quarter 4 20/18/19. Supporting those affected by the Non Residential Care Contributions has been the main contributor to the increased figures in this quarter.

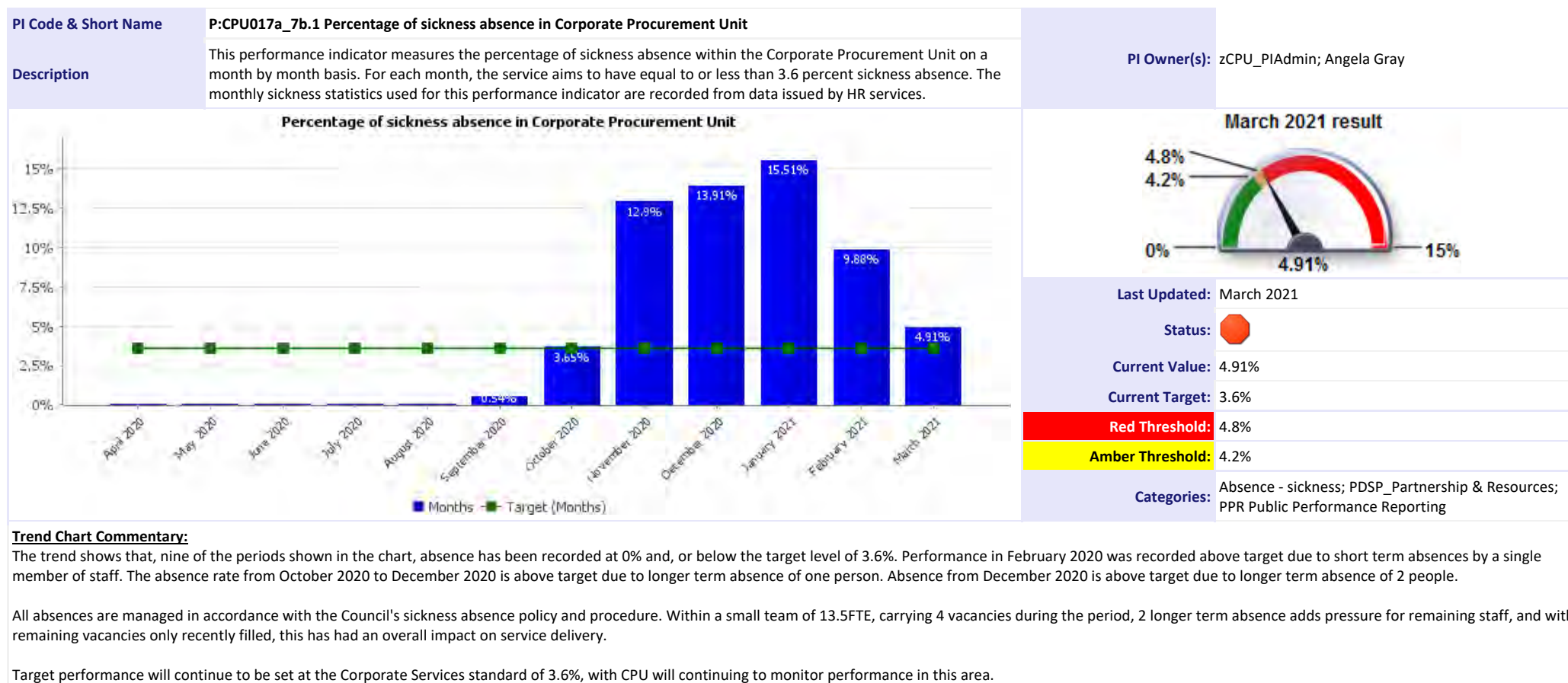
2021/22 Target - The service has sustained performance in the last 5 quarters and our quarterly target will increase to £7,000,000.

PI Code & Short Name	P:APS077_9b Housing Benefit monthly new claims																																																																					
Description	<p>This performance indicator measures the average number of days to process Housing Benefit new claims on a monthly basis. The average number of days is calculated from the date of receipt of the application to the date that a decision is made. Receipt of a claim for Housing Benefit at any designated office will be the starting point at which the count for the processing time begins. The count for the processing time stops the day the decision is made. This data is gathered by the Single Housing Benefit Extract tool which reports to the Department for Work and Pensions on all data entered on the Housing Benefit processing system. This information allows management to monitor ongoing performance and to compare performance against other Local Authorities. The date that the SHBE is run differs from month to month and is set by the DWP, with the performance information being recorded against the month the data is gathered, regardless of the date of collection within the month.</p>	PI Owner(s): zAPS_PIAAdmin; Elaine Nisbet																																																																				
 <table><thead><tr><th>Month</th><th>Months</th><th>Target (Months)</th><th>Benchmark</th></tr></thead><tbody><tr><td>April 2020</td><td>10.42</td><td>14</td><td>15</td></tr><tr><td>May 2020</td><td>11.42</td><td>14</td><td>15</td></tr><tr><td>June 2020</td><td>6.4</td><td>14</td><td>15</td></tr><tr><td>July 2020</td><td>7.18</td><td>14</td><td>15</td></tr><tr><td>August 2020</td><td>8.53</td><td>14</td><td>15</td></tr><tr><td>September 2020</td><td>8.4</td><td>14</td><td>15</td></tr><tr><td>October 2020</td><td>10.33</td><td>14</td><td>15</td></tr><tr><td>November 2020</td><td>8.6</td><td>14</td><td>15</td></tr><tr><td>December 2020</td><td>9.55</td><td>14</td><td>15</td></tr><tr><td>January 2021</td><td>12.73</td><td>14</td><td>15</td></tr><tr><td>February 2021</td><td>8.73</td><td>14</td><td>15</td></tr><tr><td>March 2021</td><td>9.44</td><td>14</td><td>15</td></tr></tbody></table>		Month	Months	Target (Months)	Benchmark	April 2020	10.42	14	15	May 2020	11.42	14	15	June 2020	6.4	14	15	July 2020	7.18	14	15	August 2020	8.53	14	15	September 2020	8.4	14	15	October 2020	10.33	14	15	November 2020	8.6	14	15	December 2020	9.55	14	15	January 2021	12.73	14	15	February 2021	8.73	14	15	March 2021	9.44	14	15	 <table><thead><tr><th>Category</th><th>Value</th></tr></thead><tbody><tr><td>Last Updated:</td><td>March 2021</td></tr><tr><td>Status:</td><td>✓</td></tr><tr><td>Current Value:</td><td>9.44</td></tr><tr><td>Current Target:</td><td>15</td></tr><tr><td>Red Threshold:</td><td>16.5</td></tr><tr><td>Amber Threshold:</td><td>15.3</td></tr><tr><td>Categories:</td><td>PDSP_Partnership & Resources; PPR Public Performance Reporting</td></tr></tbody></table>	Category	Value	Last Updated:	March 2021	Status:	✓	Current Value:	9.44	Current Target:	15	Red Threshold:	16.5	Amber Threshold:	15.3	Categories:	PDSP_Partnership & Resources; PPR Public Performance Reporting
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September 2020	8.4	14	15																																																																			
October 2020	10.33	14	15																																																																			
November 2020	8.6	14	15																																																																			
December 2020	9.55	14	15																																																																			
January 2021	12.73	14	15																																																																			
February 2021	8.73	14	15																																																																			
March 2021	9.44	14	15																																																																			
Category	Value																																																																					
Last Updated:	March 2021																																																																					
Status:	✓																																																																					
Current Value:	9.44																																																																					
Current Target:	15																																																																					
Red Threshold:	16.5																																																																					
Amber Threshold:	15.3																																																																					
Categories:	PDSP_Partnership & Resources; PPR Public Performance Reporting																																																																					
<p>Trend Chart Commentary:</p> <p>The target for 2020/21 has been set at 14 days. The target has been reviewed and set based on last year’s performance and factoring in a number of changes that will impact the Benefit Team over the coming year. The main changes include the additional work load as a result of Covid-19 including Low Income Pandemic payments and the replacement of Risk Based Verification with a revised verification policy.</p>																																																																						
<p>2020/21</p> <p>June 20 - Performance in June was 6.4 days, the reduction in new claims for Council Tax Reduction and the Scottish Welfare Fund has allowed more resource to focus on the processing of new claims.</p> <p>July 20 - Performance maintained with a slight increase to 7.18 days as compared to 6.40 days in June 20.</p> <p>August 20 - Performance has dipped slightly from previous month with claims being processed within 8.53 days. Performance remains well within target.</p> <p>September 20 - Excellent performance maintained with claims being processed within 8.40 days.</p> <p>October 20 - Performance has dipped slightly this month however remains well within target with claims being processed within 10.33 days.</p> <p>November 20 - Performance has improved this month however remains well within target with claims being processed within 8.60 days.</p> <p>December 20 - Performance has dipped slightly this month however remains well within target with claims being processed within 9.55 days.</p> <p>January 21 - Performance has dipped to 12.73 days from 9.55 days in December, but remains within target. The drop in performance is due to an increased demand on the service for Crisis Grants over the festive period and additional leave and public holidays.</p> <p>February 21 - Performance has improved this month however remains well within target with claims being processed within 8.73 days.</p> <p>March 21 - Performance dipped slightly this month with claims being processed within 9.44 days.</p>																																																																						

PI Code & Short Name	P:CC014_6b.3 Total number of complaints received per quarter		PI Owner(s): zCC_PIAdmin; Garry Heron																																		
Description	This performance indicator measures the total number of complaints received quarterly relating to Corporate Communications. Performance is reviewed on a regular basis and reported quarterly to ensure that there is sufficient focus on the quality and standard of customer service. The data for this performance indicator is captured through the Customer Relationship Management (CRM) system, Social Media and Councillor Enquiries. All complaints received are analysed to identify improvements to the quality of the service and the way it is delivered to customers.																																				
<div>Total number of complaints received per quarter</div>  <table><caption>Data for Total number of complaints received per quarter</caption><thead><tr><th>Quarter</th><th>Complaints</th><th>Target</th></tr></thead><tbody><tr><td>Q4 2019/20</td><td>2</td><td>0</td></tr><tr><td>Q1 2020/21</td><td>4</td><td>0</td></tr><tr><td>Q2 2020/21</td><td>2</td><td>0</td></tr><tr><td>Q3 2020/21</td><td>1</td><td>0</td></tr><tr><td>Q4 2020/21</td><td>0</td><td>0</td></tr></tbody></table>			Quarter	Complaints	Target	Q4 2019/20	2	0	Q1 2020/21	4	0	Q2 2020/21	2	0	Q3 2020/21	1	0	Q4 2020/21	0	0	<div>Q4 2020/21 result</div>  <table><thead><tr><th>Category</th><th>Value</th></tr></thead><tbody><tr><td>Last Updated:</td><td>Q4 2020/21</td></tr><tr><td>Status:</td><td>✓</td></tr><tr><td>Current Value:</td><td>0</td></tr><tr><td>Current Target:</td><td>0</td></tr><tr><td>Red Threshold:</td><td>5</td></tr><tr><td>Amber Threshold:</td><td>2</td></tr><tr><td>Categories:</td><td>PDSP_Partnership & Resources; PPR Public Performance Reporting</td></tr></tbody></table>	Category	Value	Last Updated:	Q4 2020/21	Status:	✓	Current Value:	0	Current Target:	0	Red Threshold:	5	Amber Threshold:	2	Categories:	PDSP_Partnership & Resources; PPR Public Performance Reporting
Quarter	Complaints	Target																																			
Q4 2019/20	2	0																																			
Q1 2020/21	4	0																																			
Q2 2020/21	2	0																																			
Q3 2020/21	1	0																																			
Q4 2020/21	0	0																																			
Category	Value																																				
Last Updated:	Q4 2020/21																																				
Status:	✓																																				
Current Value:	0																																				
Current Target:	0																																				
Red Threshold:	5																																				
Amber Threshold:	2																																				
Categories:	PDSP_Partnership & Resources; PPR Public Performance Reporting																																				
<div>Trend Chart Commentary:</div> <p>The service handle complaints made through members of public through social media and councillor enquiries, the service receives a small number of complaints.</p> <div>2020/21</div> <p>Q4 2020/21 - the service received 0 complaints.</p> <p>Q3 2020/21 - the service received 1 complaint - one of the online forms for schools did not refresh and a parent's details were available to view. This was recorded as a data breach. Investigation conducted.</p> <p>Q2 2020/21 - the service received 2 complaints relating to web content not being available.</p> <p>Q1 2020/21 - the service received 4 complaints relating to web content and social media. Both in relation to COVID updates not being made quick enough</p> <div>2019/20</div> <p>Q4 2019/20 - the service received 2 complaints. One relating to the length of time taken to book in and complete graphic design work. The other related to incomplete information on the website. They were investigated and not upheld. The customer had not booked in work in advance leaving no time to fulfil request within timescales. The other related to information that was out with the scope of the council's remit</p> <p>Complaints are handled following corporate procedures and analysed to identify trends.</p> <p>Target: for 2021/22 will remain at 0 per quarter, this is to reflect the small number of complaints the service received in previous quarters. Targets are reviewed annually.</p>																																					

PI Code & Short Name	P:CC031_7b.1 Percentage of sickness absence in Corporate Communications																																																								
Description	This performance indicator measures, as a percentage, the total level of sickness absence in the Corporate Communications team in Corporate Services. The data is provided by the council’s Human Resource Services on a monthly basis and is tracked and monitored to ensure absence is managed appropriately in the service and any corresponding impact on performance is understood and managed.	PI Owner(s): zCC_PIAAdmin; Garry Heron																																																							
<div><p>Percentage of sickness absence in Corporate Communications</p><table><caption>Monthly Absence Data (Estimated from Chart)</caption><thead><tr><th>Month</th><th>Actual Absence (%)</th><th>Target (%)</th></tr></thead><tbody><tr><td>April 2020</td><td>0.0</td><td>3.6</td></tr><tr><td>May 2020</td><td>0.0</td><td>3.6</td></tr><tr><td>June 2020</td><td>0.0</td><td>3.6</td></tr><tr><td>July 2020</td><td>0.7</td><td>3.6</td></tr><tr><td>August 2020</td><td>0.0</td><td>3.6</td></tr><tr><td>September 2020</td><td>0.0</td><td>3.6</td></tr><tr><td>October 2020</td><td>0.0</td><td>3.6</td></tr><tr><td>November 2020</td><td>0.0</td><td>3.6</td></tr><tr><td>December 2020</td><td>0.0</td><td>3.6</td></tr><tr><td>January 2021</td><td>0.0</td><td>3.6</td></tr><tr><td>February 2021</td><td>0.0</td><td>3.6</td></tr><tr><td>March 2021</td><td>0.0</td><td>3.6</td></tr></tbody></table></div>		Month	Actual Absence (%)	Target (%)	April 2020	0.0	3.6	May 2020	0.0	3.6	June 2020	0.0	3.6	July 2020	0.7	3.6	August 2020	0.0	3.6	September 2020	0.0	3.6	October 2020	0.0	3.6	November 2020	0.0	3.6	December 2020	0.0	3.6	January 2021	0.0	3.6	February 2021	0.0	3.6	March 2021	0.0	3.6	<div><p>March 2021 result</p><table><tr><th>Metric</th><th>Value</th></tr><tr><td>Last Updated:</td><td>March 2021</td></tr><tr><td>Status:</td><td>✓</td></tr><tr><td>Current Value:</td><td>0%</td></tr><tr><td>Current Target:</td><td>3.6%</td></tr><tr><td>Red Threshold:</td><td>3.85%</td></tr><tr><td>Amber Threshold:</td><td>3.74%</td></tr><tr><td>Categories:</td><td>Absence - sickness; PDSP_Partnership & Resources; PPR Public Performance Reporting</td></tr></table></div>	Metric	Value	Last Updated:	March 2021	Status:	✓	Current Value:	0%	Current Target:	3.6%	Red Threshold:	3.85%	Amber Threshold:	3.74%	Categories:	Absence - sickness; PDSP_Partnership & Resources; PPR Public Performance Reporting
Month	Actual Absence (%)	Target (%)																																																							
April 2020	0.0	3.6																																																							
May 2020	0.0	3.6																																																							
June 2020	0.0	3.6																																																							
July 2020	0.7	3.6																																																							
August 2020	0.0	3.6																																																							
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February 2021	0.0	3.6																																																							
March 2021	0.0	3.6																																																							
Metric	Value																																																								
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Status:	✓																																																								
Current Value:	0%																																																								
Current Target:	3.6%																																																								
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Amber Threshold:	3.74%																																																								
Categories:	Absence - sickness; PDSP_Partnership & Resources; PPR Public Performance Reporting																																																								
<p>Trend Chart Commentary:</p> <p>The trend highlights that absence has been below the council target for the entire reporting period. Due to the small size of the team a single absence can have an impact on absence levels.</p> <p>Since March 2020 to March 2021 there has been no absences with the exception of 1 absence in July 2020.</p> <p>Absence is monitored and addressed in line with the council's Sickness Absence Management Policy and Procedures.</p> <p>The corporate target is 3.6%.</p>																																																									

PI Code & Short Name	P:CC081_9b.1a Percentage of new social media followers on the West Lothian Council sites per quarter																																		
Description	<p>This Performance indicator measures the percentage increase or decrease of Facebook, Twitter and Instagram followers on the main council sites. The data is obtained from the social media platforms and is calculated by comparing the change in numbers and calculating what the percentage change.</p> <p>This indicator allows the corporate communications team to monitor and measure the usage of key social media channels allowing us to evaluate staffing resources and determine the appropriate content required to attract new service users to this communications channel.</p>		PI Owner(s): zCC_PIAAdmin; Garry Heron																																
<p>Percentage of new social media followers on the West Lothian Council sites per quarter</p>  <table><thead><tr><th>Quarter</th><th>Percentage of new social media followers</th><th>Target (Quarters)</th></tr></thead><tbody><tr><td>Q4 2019/20</td><td>7.5%</td><td>2%</td></tr><tr><td>Q1 2020/21</td><td>1.3%</td><td>2%</td></tr><tr><td>Q2 2020/21</td><td>1.8%</td><td>2%</td></tr><tr><td>Q3 2020/21</td><td>5.2%</td><td>2%</td></tr><tr><td>Q4 2020/21</td><td>2.7%</td><td>2%</td></tr></tbody></table>			Quarter	Percentage of new social media followers	Target (Quarters)	Q4 2019/20	7.5%	2%	Q1 2020/21	1.3%	2%	Q2 2020/21	1.8%	2%	Q3 2020/21	5.2%	2%	Q4 2020/21	2.7%	2%	<p>Q4 2020/21 result</p>  <table><tbody><tr><td>Last Updated:</td><td>Q4 2020/21</td></tr><tr><td>Status:</td><td>✓</td></tr><tr><td>Current Value:</td><td>2.7%</td></tr><tr><td>Current Target:</td><td>2%</td></tr><tr><td>Red Threshold:</td><td>0.5%</td></tr><tr><td>Amber Threshold:</td><td>1.5%</td></tr><tr><td>Categories:</td><td>PDSP_Partnership & Resources; PPR Public Performance Reporting</td></tr></tbody></table>	Last Updated:	Q4 2020/21	Status:	✓	Current Value:	2.7%	Current Target:	2%	Red Threshold:	0.5%	Amber Threshold:	1.5%	Categories:	PDSP_Partnership & Resources; PPR Public Performance Reporting
Quarter	Percentage of new social media followers	Target (Quarters)																																	
Q4 2019/20	7.5%	2%																																	
Q1 2020/21	1.3%	2%																																	
Q2 2020/21	1.8%	2%																																	
Q3 2020/21	5.2%	2%																																	
Q4 2020/21	2.7%	2%																																	
Last Updated:	Q4 2020/21																																		
Status:	✓																																		
Current Value:	2.7%																																		
Current Target:	2%																																		
Red Threshold:	0.5%																																		
Amber Threshold:	1.5%																																		
Categories:	PDSP_Partnership & Resources; PPR Public Performance Reporting																																		
<p>Trend Chart Commentary:</p> <p>The quarterly chart for number of social media likes generally shows a steady increase of around 1% to 3% for most period. This reflects the growing numbers of residents using social media and choosing to follow our channels. Growth has slowed to a steady increase through 2020/21 as the majority of local residents with social media now follow at least one of our channels.</p> <p>Q1 and Q2 2020/21 saw steady growth just below target, before Q3 has a substantial jump above target of over 5%. We believe this was due to strong public interest in the COVID related updates provided by us at the time. Q4 showed an above target, which could be attributed to changing the metric used to follows rather than followers, after Facebook changed the way they report each statistic.</p> <p>Q4 2019/20 saw a significant rise of 7.5% as we included our eight locality Facebook pages into our figures for the first time, now the pages are established. Part of the reason can be attributed to the Coronavirus updates which attracted a large number of views in terms of reach.</p> <p>The target will remain at 2% for future quarters as we aim to continue to grow our audience of local residents and ensure they are kept informed regarding important council and community news.</p>																																			

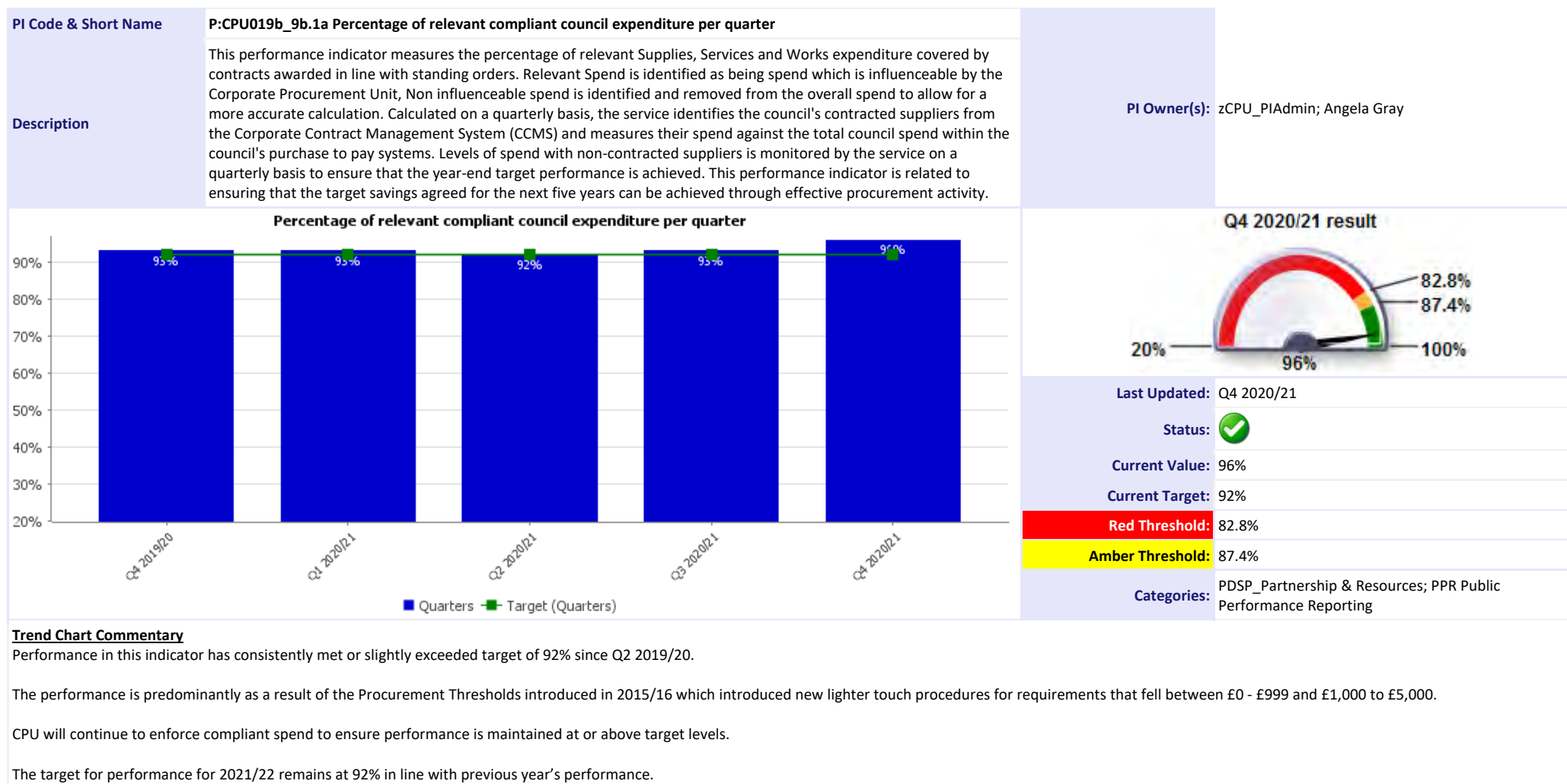


Trend Chart Commentary:

The trend shows that, nine of the periods shown in the chart, absence has been recorded at 0% and, or below the target level of 3.6%. Performance in February 2020 was recorded above target due to short term absences by a single member of staff. The absence rate from October 2020 to December 2020 is above target due to longer term absence of one person. Absence from December 2020 is above target due to longer term absence of 2 people.

All absences are managed in accordance with the Council's sickness absence policy and procedure. Within a small team of 13.5FTE, carrying 4 vacancies during the period, 2 longer term absence adds pressure for remaining staff, and with remaining vacancies only recently filled, this has had an overall impact on service delivery.

Target performance will continue to be set at the Corporate Services standard of 3.6%, with CPU will continuing to monitor performance in this area.



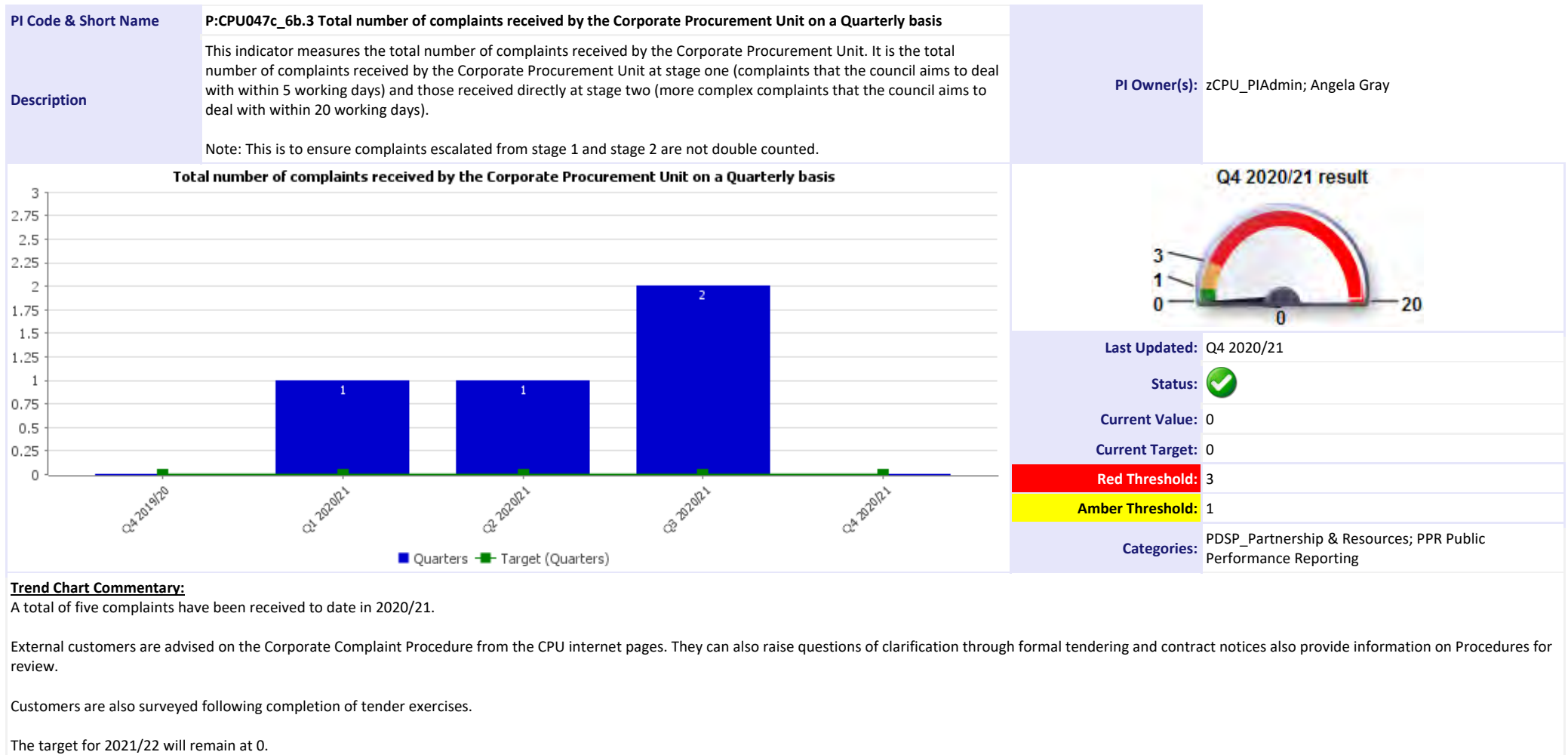
Trend Chart Commentary

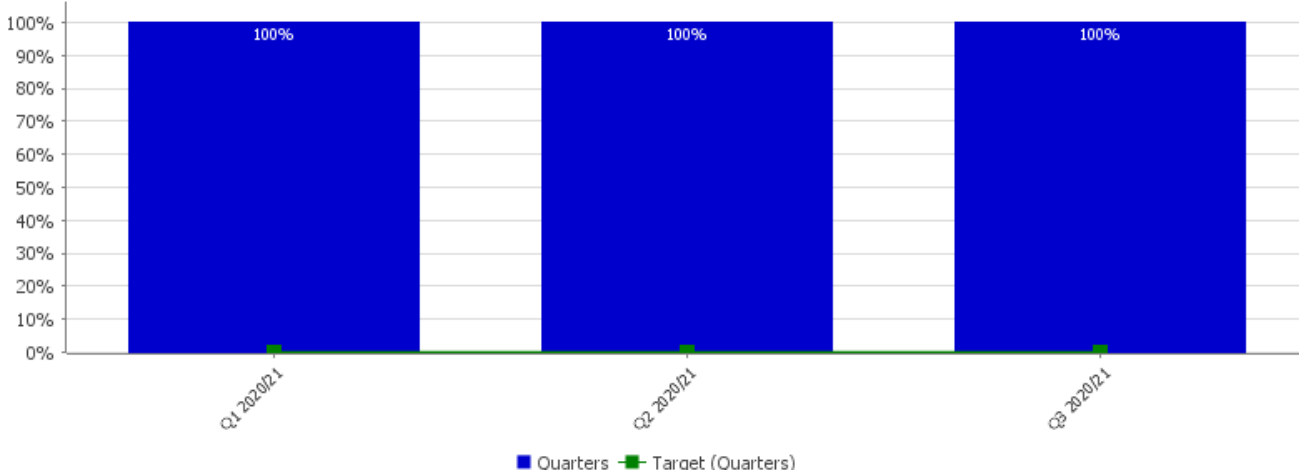
Performance in this indicator has consistently met or slightly exceeded target of 92% since Q2 2019/20.

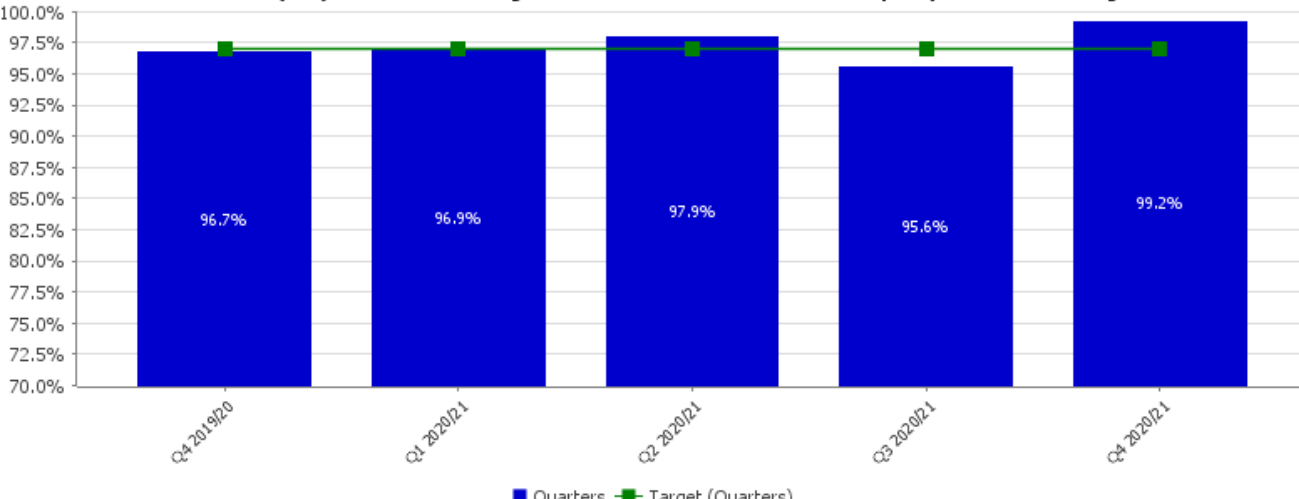
The performance is predominantly as a result of the Procurement Thresholds introduced in 2015/16 which introduced new lighter touch procedures for requirements that fell between £0 - £999 and £1,000 to £5,000.

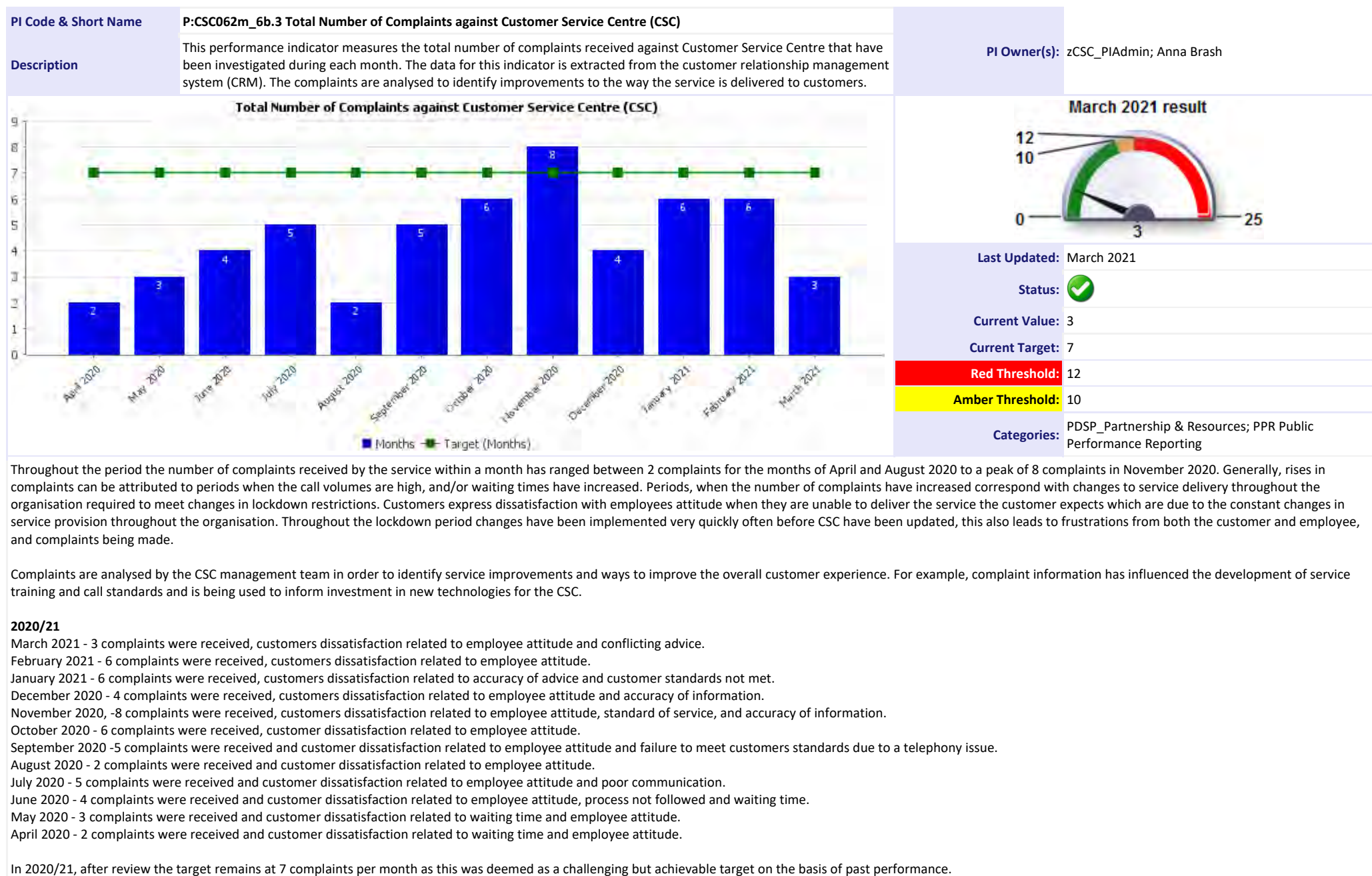
CPU will continue to enforce compliant spend to ensure performance is maintained at or above target levels.

The target for performance for 2021/22 remains at 92% in line with previous year's performance.



PI Code & Short Name	P:CPU047d_6b.4 The percentage of complaints received by the Corporate Procurement Unit that were upheld / partially upheld against the total complaints closed in full	PI Owner(s): zCPU_PIAAdmin; Angela Gray												
Description	This indicator measures the total number of complaints received by the Corporate Procurement Unit which were upheld or partially upheld, as a percentage of all complaints received. It is the total number of complaints received by the Corporate Procurement Unit at stage one (complaints that the council aims to deal with within 5 working days) and those received directly at stage two (more complex complaints that the council aims to deal with within 20 working days).													
The percentage of complaints received by the Corporate Procurement Unit that were upheld / partially upheld against the total complaints closed in full		Q4 2020/21 result N/A												
 <table><caption>Chart Data</caption><thead><tr><th>Quarter</th><th>Quarters (%)</th><th>Target (Quarters) (%)</th></tr></thead><tbody><tr><td>Q1 2020/21</td><td>100%</td><td>0%</td></tr><tr><td>Q2 2020/21</td><td>100%</td><td>0%</td></tr><tr><td>Q3 2020/21</td><td>100%</td><td>0%</td></tr></tbody></table>		Quarter	Quarters (%)	Target (Quarters) (%)	Q1 2020/21	100%	0%	Q2 2020/21	100%	0%	Q3 2020/21	100%	0%	Last Updated: Q4 2020/21
		Quarter	Quarters (%)	Target (Quarters) (%)										
		Q1 2020/21	100%	0%										
		Q2 2020/21	100%	0%										
		Q3 2020/21	100%	0%										
Status: ?														
Current Value: N/A														
Current Target: 0%														
Red Threshold: 10%														
Amber Threshold: 5%														
		Categories: PDSP_Partnership & Resources; PPR Public Performance Reporting												
Trend Chart Commentary: A total of five complaints have been received to date in 2020/21.														
External customers are advised on the Corporate Complaints Procedure from the CPU internet pages. They can also raise questions of clarification through formal tendering and contract notices also provide information on Procedures for review.														
In lieu of Internal customer complaints procedure, customers are surveyed following completion of tender exercises.														
The target for 2020/21 has been set at 0 in line with previous year's performance.														

PI Code & Short Name	P:CSC007mq_6a.7 Customer Service Centre (CSC) Generic - Percentage of customers who rated the overall quality of the service as good or excellent	PI Owner(s): zCSC_PIAAdmin; Anna Brash																												
Description	This performance indicator measures the percentage of customers who rated the overall quality of service as 'good' or 'excellent'. This information is gathered through using our monthly survey and a number of customers are randomly selected. The target is reviewed annually. The data from surveys is analysed to identify service improvements.																													
<div>Customer Service Centre (CSC) Generic - Percentage of customers who rated the overall quality of the service as good or excellent</div>  <table><caption>Customer Service Centre (CSC) Generic - Percentage of customers who rated the overall quality of the service as good or excellent</caption><thead><tr><th>Quarter</th><th>Percentage</th></tr></thead><tbody><tr><td>Q4 2019/20</td><td>96.7%</td></tr><tr><td>Q1 2020/21</td><td>96.9%</td></tr><tr><td>Q2 2020/21</td><td>97.9%</td></tr><tr><td>Q3 2020/21</td><td>95.6%</td></tr><tr><td>Q4 2020/21</td><td>99.2%</td></tr></tbody></table>		Quarter	Percentage	Q4 2019/20	96.7%	Q1 2020/21	96.9%	Q2 2020/21	97.9%	Q3 2020/21	95.6%	Q4 2020/21	99.2%	<div>Cumulative result for Q4 2020/21 as of April 2021</div>  <table><thead><tr><th>Metric</th><th>Value</th></tr></thead><tbody><tr><td>Last Updated:</td><td>Q4 2020/21</td></tr><tr><td>Status:</td><td>✓</td></tr><tr><td>Current Value:</td><td>99.2%</td></tr><tr><td>Current Target:</td><td>97.0%</td></tr><tr><td>Red Threshold:</td><td>87.0%</td></tr><tr><td>Amber Threshold:</td><td>92.0%</td></tr><tr><td>Categories:</td><td>PDSP_Partnership & Resources; PPR Public Performance Reporting</td></tr></tbody></table>	Metric	Value	Last Updated:	Q4 2020/21	Status:	✓	Current Value:	99.2%	Current Target:	97.0%	Red Threshold:	87.0%	Amber Threshold:	92.0%	Categories:	PDSP_Partnership & Resources; PPR Public Performance Reporting
Quarter	Percentage																													
Q4 2019/20	96.7%																													
Q1 2020/21	96.9%																													
Q2 2020/21	97.9%																													
Q3 2020/21	95.6%																													
Q4 2020/21	99.2%																													
Metric	Value																													
Last Updated:	Q4 2020/21																													
Status:	✓																													
Current Value:	99.2%																													
Current Target:	97.0%																													
Red Threshold:	87.0%																													
Amber Threshold:	92.0%																													
Categories:	PDSP_Partnership & Resources; PPR Public Performance Reporting																													
<p>For the period shown performance has fluctuated between a high of 99.3% in Quarter 4 2020/21 and a low of 95.6 in Quarter 3 2020/21. These fluctuations in the overall performance are largely influenced by a number of factors, such as the staffing resourcing levels in the CSC, length of time that customers are waiting to have calls answered, changes and disruption in service delivery throughout the organisation, but many surveys are returned with little or no comment on the cause of customers level of satisfaction. We encourage the CSC team to promote and request customer feedback whenever appropriate to do so, which enables CSC to improve service delivery and customer satisfaction.</p>																														
2020/21																														
<p>Quarter 4 - 99.3% based on 505 customers rating the overall performance as excellent or good from 4,708 surveys completed. This is an increase in performance from Quarter 3 2020/21.</p>																														
<p>Quarter 3 - 95.6% based on 325 customers rating the overall performance as excellent or good from 3,268 surveys completed. This is a decrease in performance from Quarter 2 2020/21. There is no clear reason from customer comments for the changes in their perception of the overall service delivery during this period and average call waiting times for calls to be answered have improved and reduced during this quarter.</p>																														
<p>Quarter 2 - 97.9% based on 466 customers rating the overall performance as excellent or good from 3979 surveys completed. Increased levels of planned and unplanned absence during this holiday period as well as a number of vacant positions resulted in longer wait times for calls to be answered, this trend continued, Generally, surveys are returned with little comment on the cause of dissatisfaction, however we do review this in line with other measures, for example calls answered/abandoned and number of calls offered to the service.</p>																														
<p>Quarter 1 - 97.5% based on 465 customers rating the overall performance as excellent or good from 3207 surveys completed. This is an increase in performance from Quarter 4 2019/20 due to a decrease in calls being offered or answered from the COVID-19 situation. The overall quality is rated higher as call waiting times are less.</p>																														
2019/20																														
<p>Quarter 4 - 96.7% based on 244 customers rating the overall performance as excellent or good from 2152 surveys completed. This is a slight increase in performance to Quarter 3 2019/20 results. There is no clear reason from customer comments for the changes in their perception of the overall service quality delivered.</p>																														
<p>In 2020/21 - following a review of this target it has remained at 97% as this is deemed to be an achievable target based on the previous 12 months performance.</p>																														



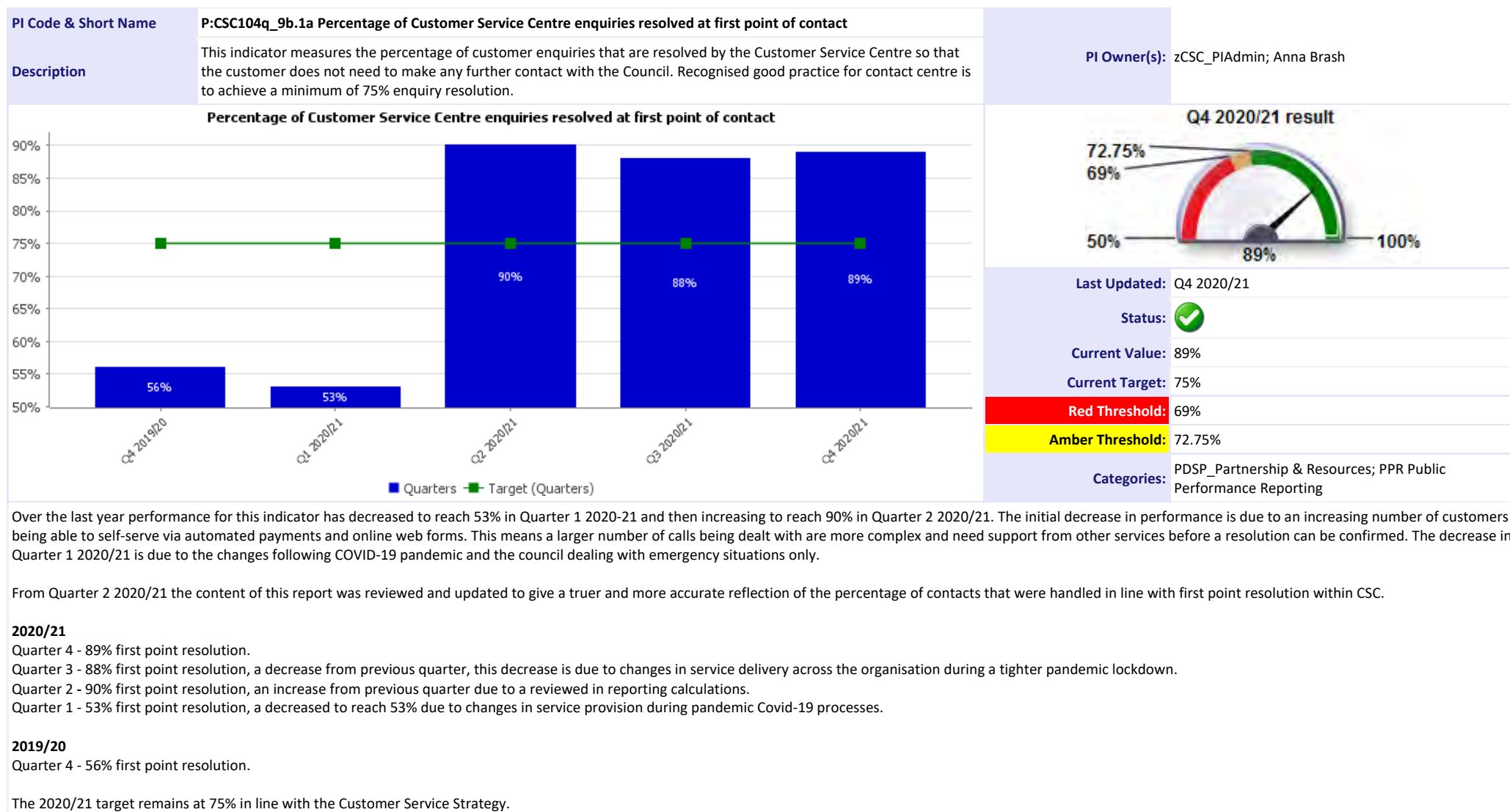
PI Code & Short Name	P:CSC063m_6b.4 Percentage of Complaints Upheld and Part Upheld against Customer Service Centre		
Description	This performance indicator measures the overall percentage of Customer Service Centre complaints that have been investigated and upheld or part upheld during each month. For each month the total number of complaints responded to within relevant time-scale is divided by total number of stage 1 complaints received to determine a percentage. The data for this indicator is extracted from the customer relationship management system (CRM). The complaints are analysed to identify improvements to the way the service is delivered to customers.		PI Owner(s): zCSC_PIAAdmin; Anna Brash
<div><div><div>Percentage of Complaints Upheld and Part Upheld against Customer Service Centre</div><div></div></div></div>			<div><div><div>March 2021 result</div><div></div></div></div>
			Last Updated: March 2021
			Status:
			Current Value: 33.33%
			Current Target: 55%
			Red Threshold: 65%
			Amber Threshold: 60%
			Categories: PDSP_Partnership & Resources; PPR Public Performance Reporting
Throughout the period the number of complaints upheld or part upheld by the service within a month has ranged between 0% in both April and May 2020 and peaked at 80% in February 2021.			
The peaks in upheld / part upheld complaints can coincide with periods when the service is receiving higher call volumes, which can lead to longer wait time. The CSC uses complaint categorisations to analyse trends in customer dissatisfaction and identify opportunities to improve the standard of service received by customers. Complaints in relation to employee attitude or communication for example, are addressed by the relevant line manager through call evaluations using call recording technology, the CSC trainer may then be required to deliver additional training for individuals and teams or performance management processes, as appropriate. Volumes of calls decreased significantly from April 2020 until July 2020 due to process changes relating to Covid-19 pandemic, calls offered to the service increased between July and October 2020 as lockdown measures eased and service delivery throughout the organisation started to return to pre COVID levels. In November 2020 the number of calls offered decreased as stricter lockdown measures were reintroduced and some service delivery was again reduced, there was an increase in the number of complaints logged during this period. Customers express dissatisfaction with employees' attitude when they are unable to deliver the service the customer expects which are due to the constant changes in service provision throughout the organisation.			
Throughout the lockdown period changes have been implemented very quickly often before CSC have been updated, this also leads to frustrations from both the customer and employee, and complaints being made.			
2020/21			
March 2021- 3 complaints received with; 1 upheld; and 2 escalated to stage 2 was not upheld.			
February 2021 - 5 complaints received with; 3 upheld; 1 part upheld; 1 not upheld and 1 escalated to stage 2 was not upheld.			
January 2021 - 5 complaints received with; 1 upheld and 4 part upheld.			
December 2020 - 8 complaints received with 2 upheld, 2 part upheld and 4 not upheld.			
November 2020- 8 complaints received with 3 upheld and 5 not upheld.			
October 2020- 6 complaints received with 3 part upheld, 1 upheld and 2 not upheld.			
September 2020- 5 complaints received with 2 upheld, 2 not upheld and 1 part upheld.			
August 2020- 2 complaints received with 1 upheld and 1 not upheld.			
July 2020- 5 complaints received with 2 upheld, 2 not upheld and 1 escalated to stage 2 which was not upheld.			

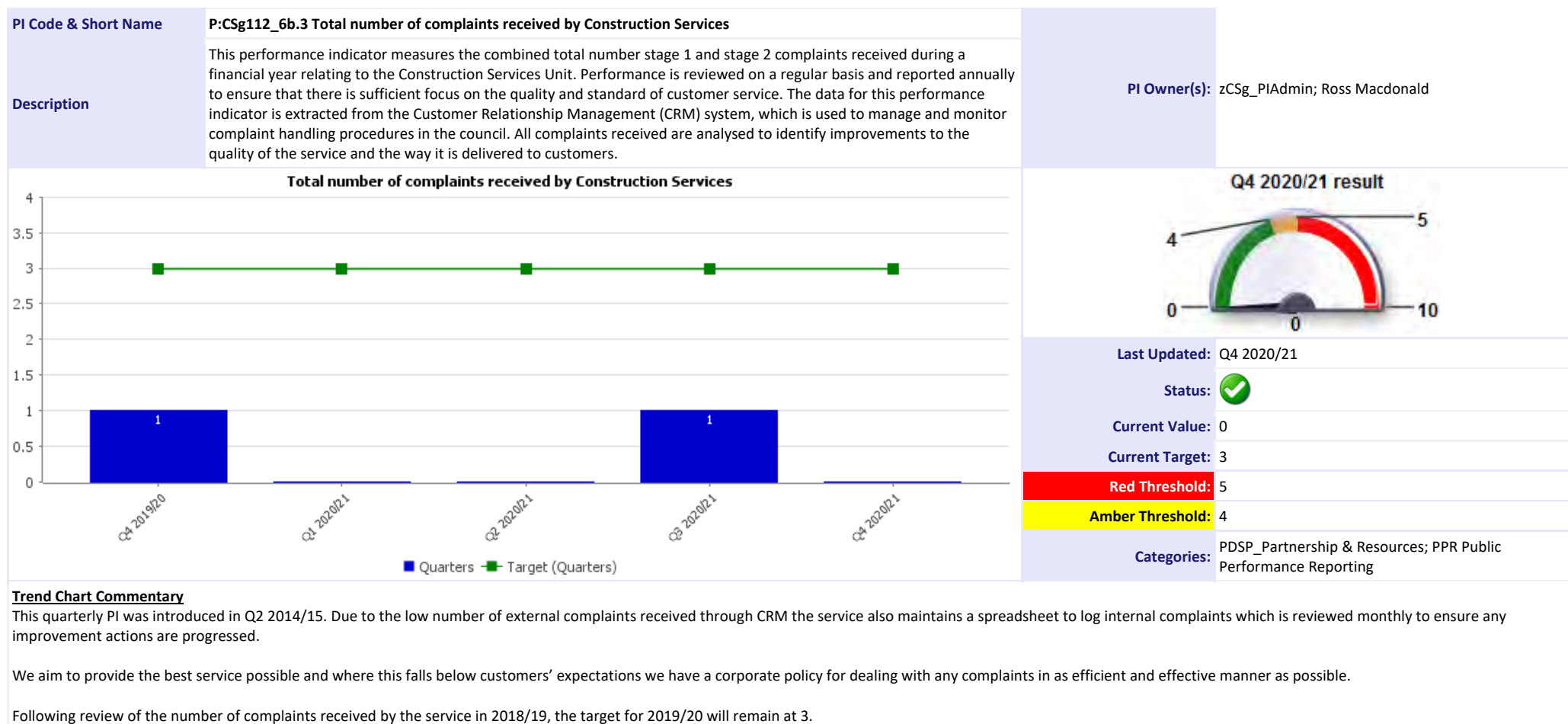
June 2020 - 4 complaints received with 1 upheld, 2 not upheld and 1 escalated to stage 2 which was not upheld.

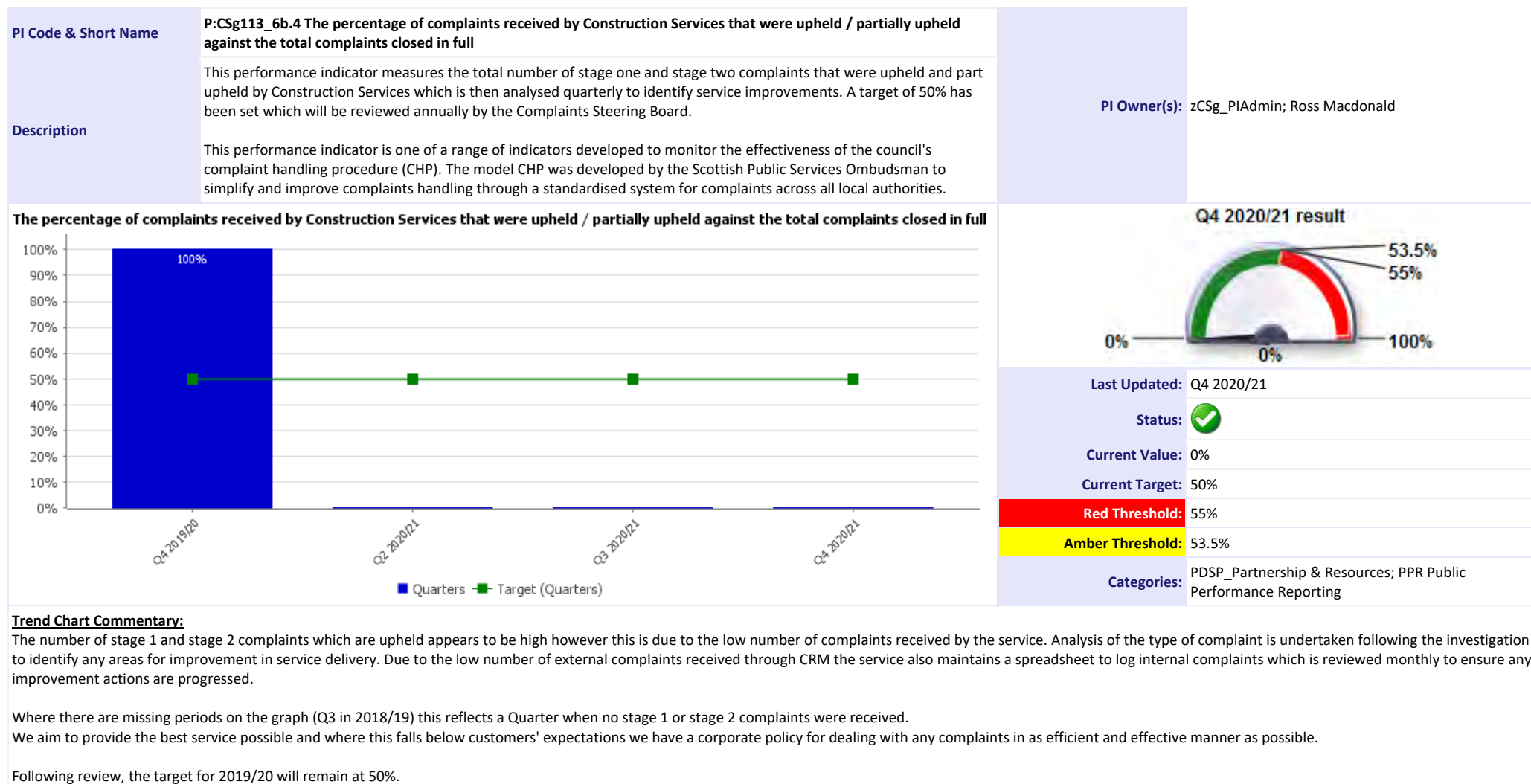
May 2020 - 3 complaints received with all not upheld.

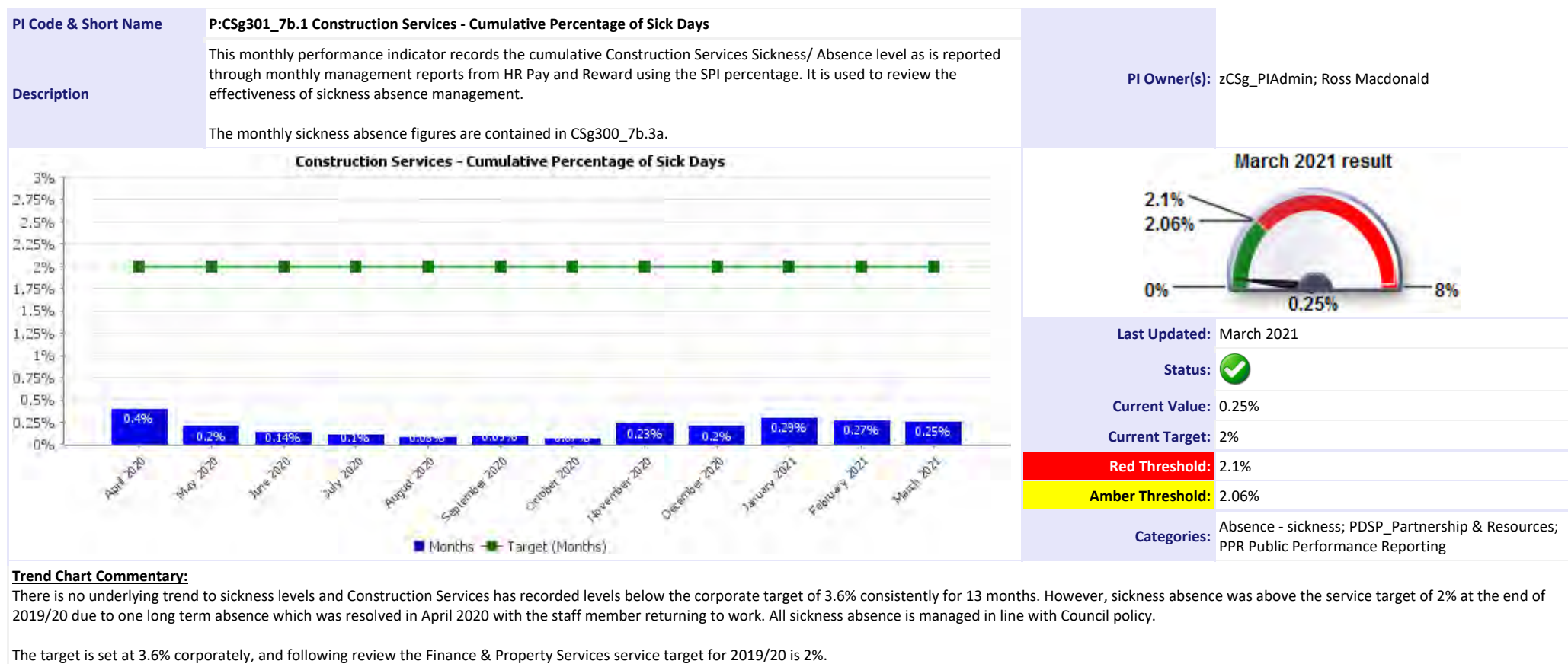
April 2020 - 2 complaints received with all not upheld.

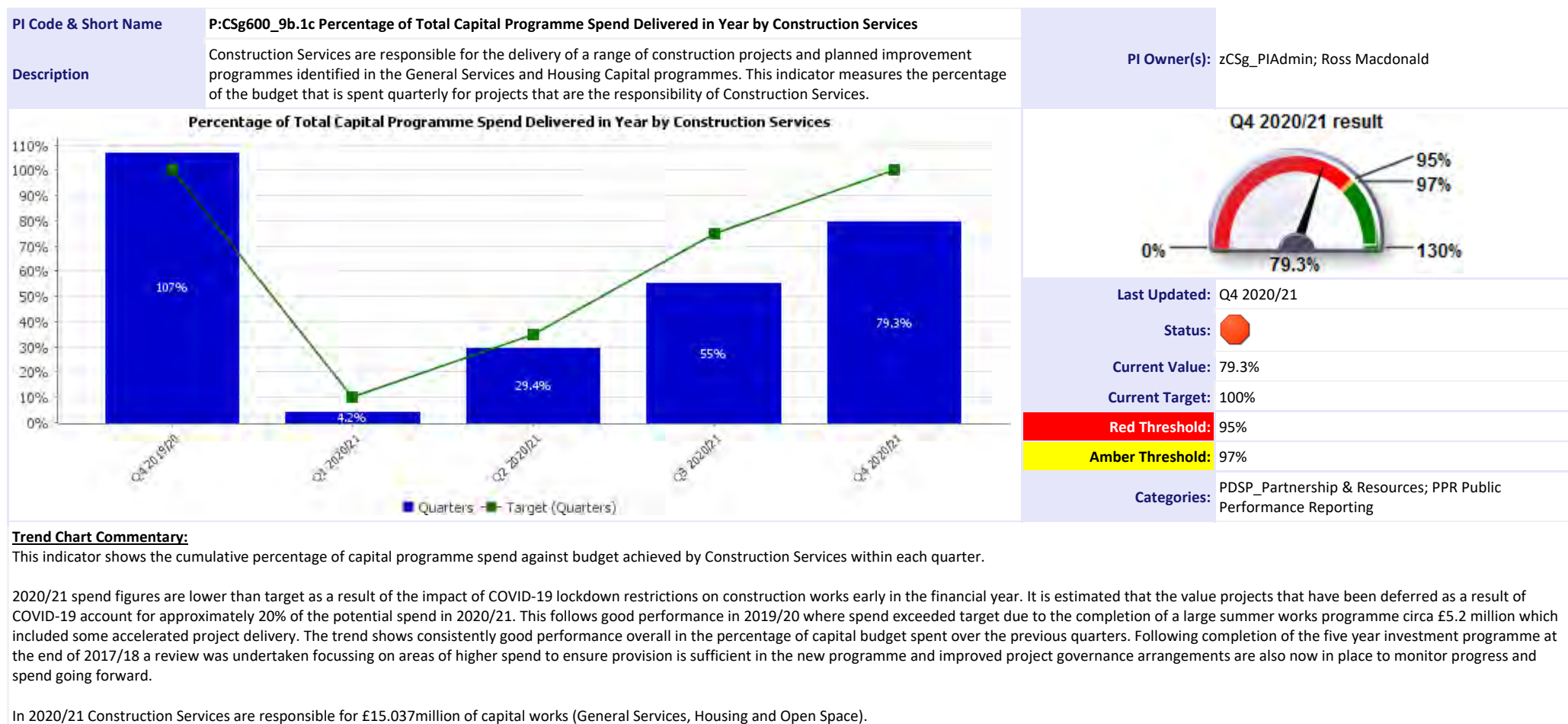
Target: remains at 55% in 2020/21 after a review of the performance in the previous year. This is a challenging target and it will be reviewed as part of annual management planning and performance review.

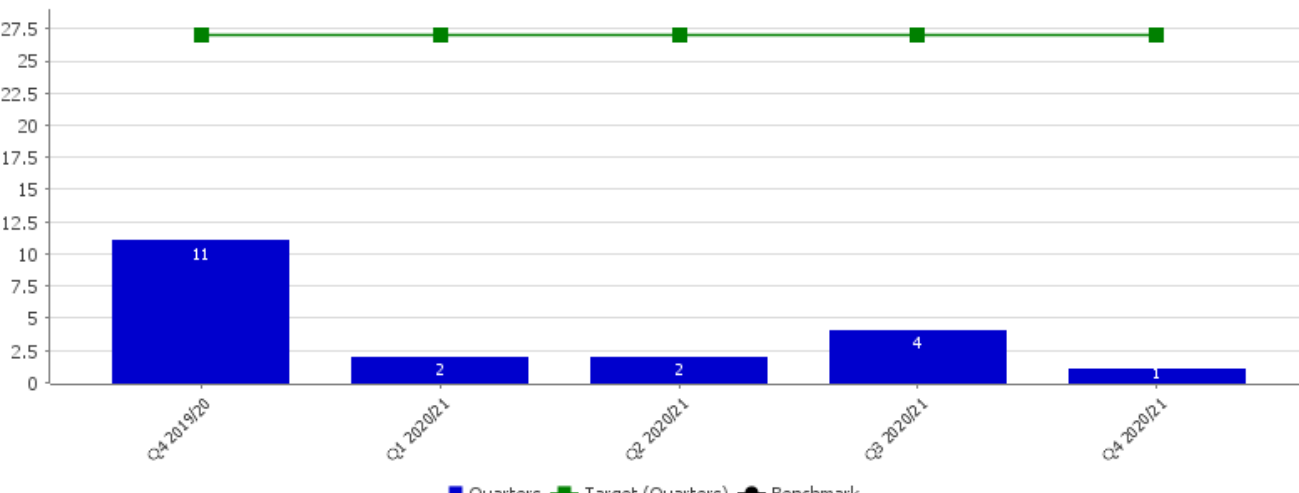



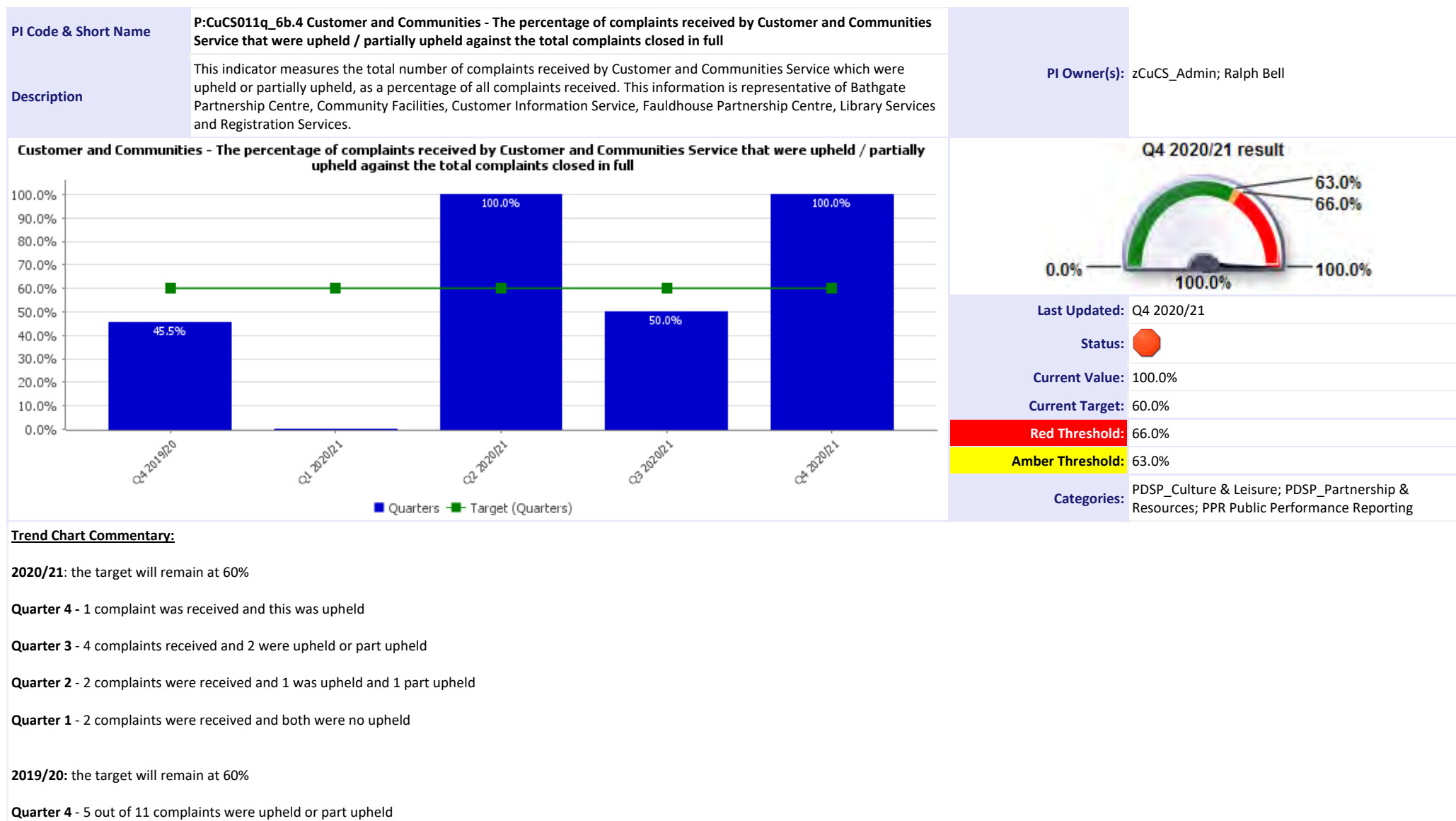


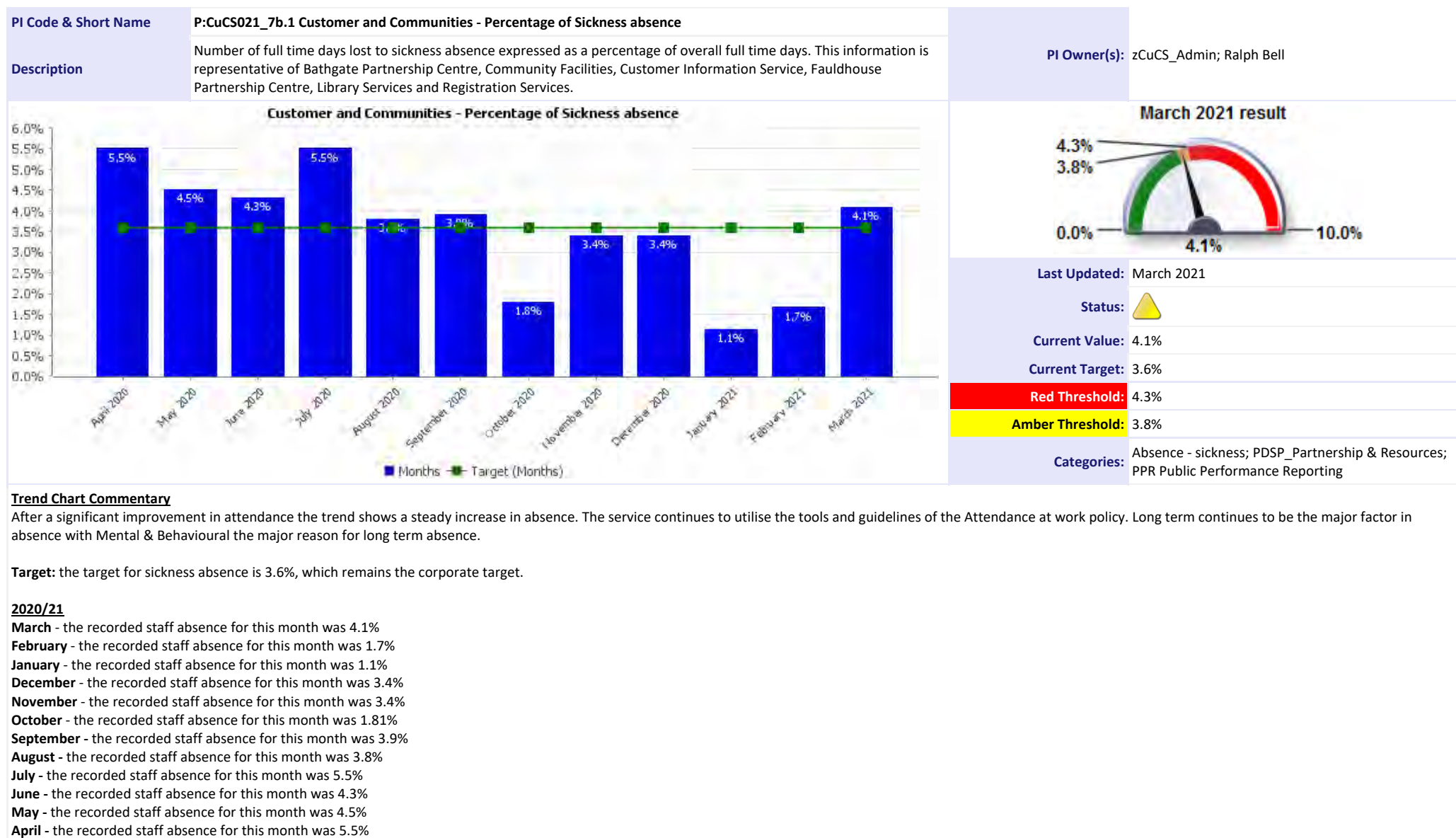






PI Code & Short Name	P:CuCS010q_6b.3 Customer and Communities - Total number of complaints received by Customer and Community services	PI Owner(s): zCuCS_Admin; Rochelle Downie														
Description	<p>This indicator measures the total number of complaints received by the Customer and Community services. It is the total number of complaints received by the Customer and Community services at stage one (complaints that the council aims to deal with within 5 working days) and those received directly at stage two (more complex complaints that the council aims to deal with within 20 working days).</p> <p>Note: This is to ensure complaints escalated from stage 1 and stage 2 are not double counted.</p>															
<div><p>Customer and Communities - Total number of complaints received by Customer and Community services</p><table><caption>Complaints by Quarter</caption><thead><tr><th>Quarter</th><th>Complaints</th></tr></thead><tbody><tr><td>Q4 2019/20</td><td>11</td></tr><tr><td>Q1 2020/21</td><td>2</td></tr><tr><td>Q2 2020/21</td><td>2</td></tr><tr><td>Q3 2020/21</td><td>4</td></tr><tr><td>Q4 2020/21</td><td>1</td></tr></tbody></table><p>■ Quarters ■ Target (Quarters) ● Benchmark</p></div>			Quarter	Complaints	Q4 2019/20	11	Q1 2020/21	2	Q2 2020/21	2	Q3 2020/21	4	Q4 2020/21	1		
Quarter	Complaints															
Q4 2019/20	11															
Q1 2020/21	2															
Q2 2020/21	2															
Q3 2020/21	4															
Q4 2020/21	1															
<p>Trend Chart Commentary:</p> <p>Overall the number of complaints compared to the number of customers dealt with is very small. Due to the make-up of the service it is challenging to find external benchmarking partners and so the service compares complaint performance with the Customer Service Centre.</p> <p>2020/21: The target will be 27</p> <p>Quarter 4 - 1 complaint was received during this quarter, this is significantly lower than normal due to the COVID 19 pandemic</p> <p>Quarter 3 - 4 complaints were received during this quarter. 1 due to standard of service and 3 due to employee attitude</p> <p>Quarter 2 - 2 complaints were received during this quarter, this is significantly lower than normal due to the COVID 19 pandemic and services not operating at full capacity</p> <p>Quarter 1 - 2 complaints were received during this quarter, this is significantly lower than normal due to the COVID 19 pandemic</p> <p>2019/20: The target will be 27</p> <p>Quarter 4 - 11 complaints were received, 1 for Bathgate Partnership Centre, 4 for Community Facilities, 4 for Customer Information Services, 1 Fauldhouse Partnership Centre and 1 for Library Services</p>		<p>Q4 2020/21 result</p>  <table><tr><td>Last Updated:</td><td>Q4 2020/21</td></tr><tr><td>Status:</td><td>✓</td></tr><tr><td>Current Value:</td><td>1</td></tr><tr><td>Current Target:</td><td>27</td></tr><tr><td>Red Threshold:</td><td>32.4</td></tr><tr><td>Amber Threshold:</td><td>28.35</td></tr><tr><td>Categories:</td><td>PDSP_Partnership & Resources; PPR Public Performance Reporting</td></tr></table>	Last Updated:	Q4 2020/21	Status:	✓	Current Value:	1	Current Target:	27	Red Threshold:	32.4	Amber Threshold:	28.35	Categories:	PDSP_Partnership & Resources; PPR Public Performance Reporting
Last Updated:	Q4 2020/21															
Status:	✓															
Current Value:	1															
Current Target:	27															
Red Threshold:	32.4															
Amber Threshold:	28.35															
Categories:	PDSP_Partnership & Resources; PPR Public Performance Reporting															





Trend Chart Commentary

After a significant improvement in attendance the trend shows a steady increase in absence. The service continues to utilise the tools and guidelines of the Attendance at work policy. Long term continues to be the major factor in absence with Mental & Behavioural the major reason for long term absence.

Target: the target for sickness absence is 3.6%, which remains the corporate target.

2020/21

March - the recorded staff absence for this month was 4.1%

February - the recorded staff absence for this month was 1.7%

January - the recorded staff absence for this month was 1.1%

December - the recorded staff absence for this month was 3.4%

November - the recorded staff absence for this month was 3.4%

October - the recorded staff absence for this month was 1.81%

September - the recorded staff absence for this month was 3.9%

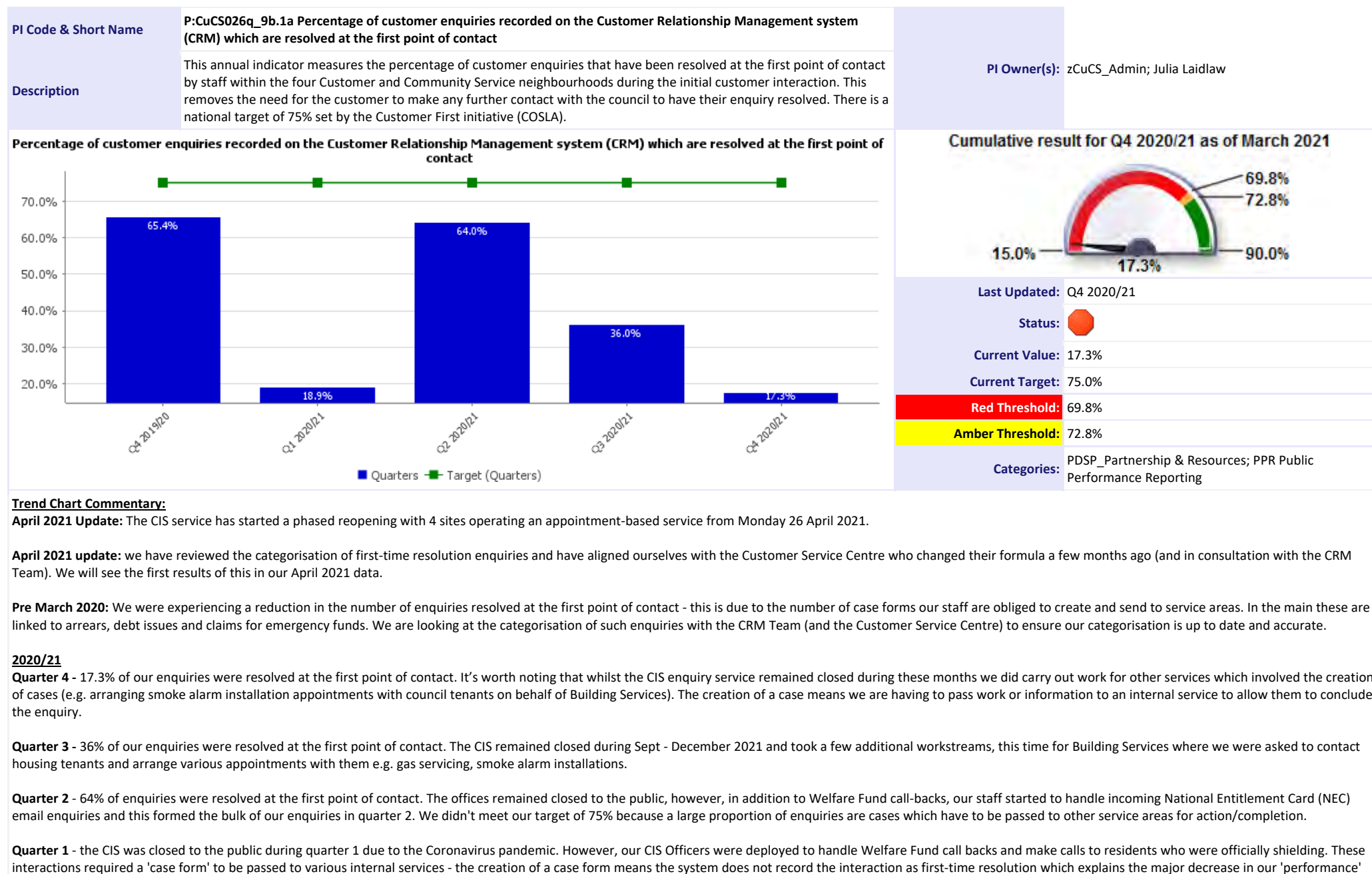
August - the recorded staff absence for this month was 3.8%

July - the recorded staff absence for this month was 5.5%

June - the recorded staff absence for this month was 4.3%

May - the recorded staff absence for this month was 4.5%

April - the recorded staff absence for this month was 5.5%

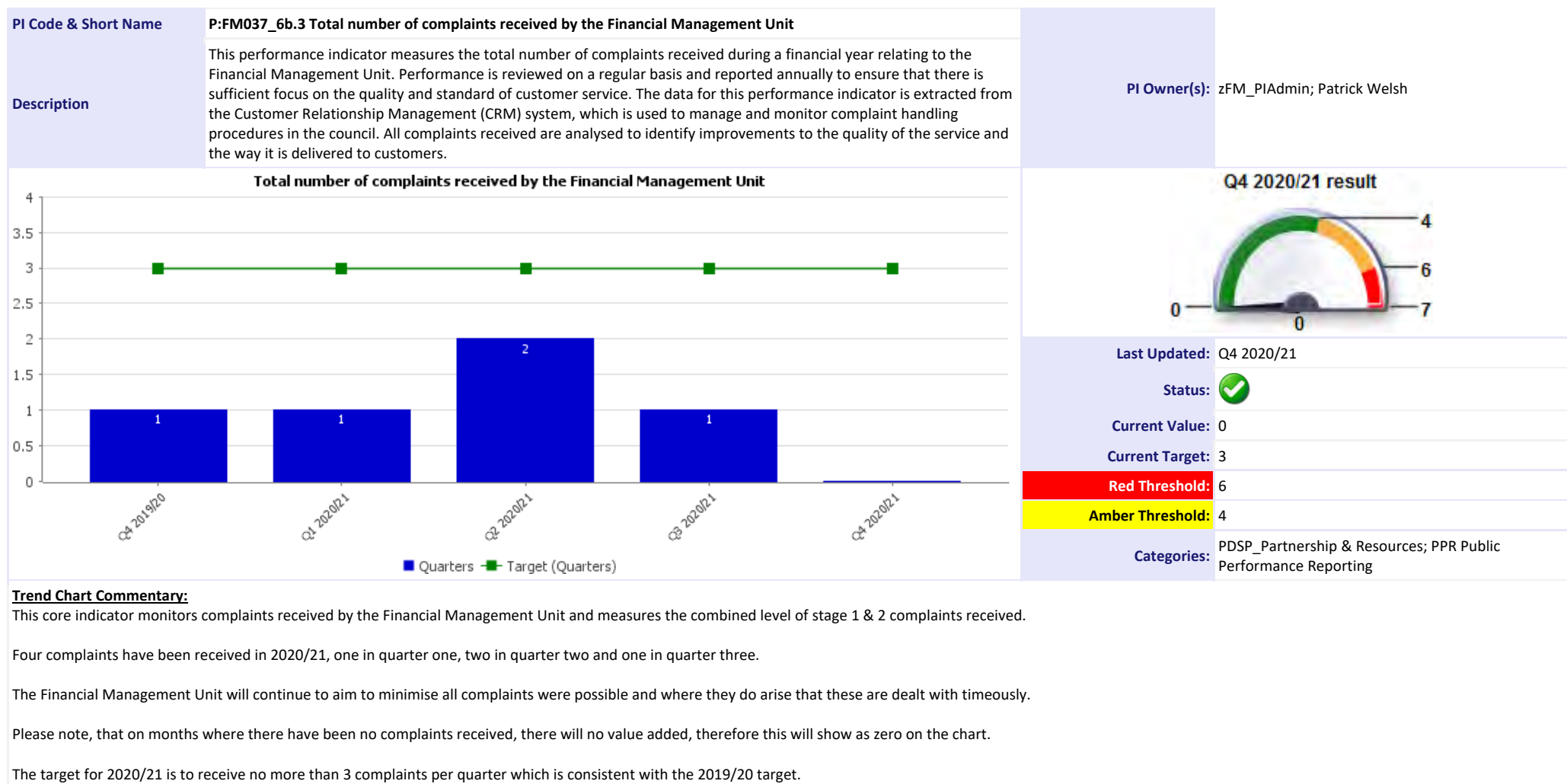


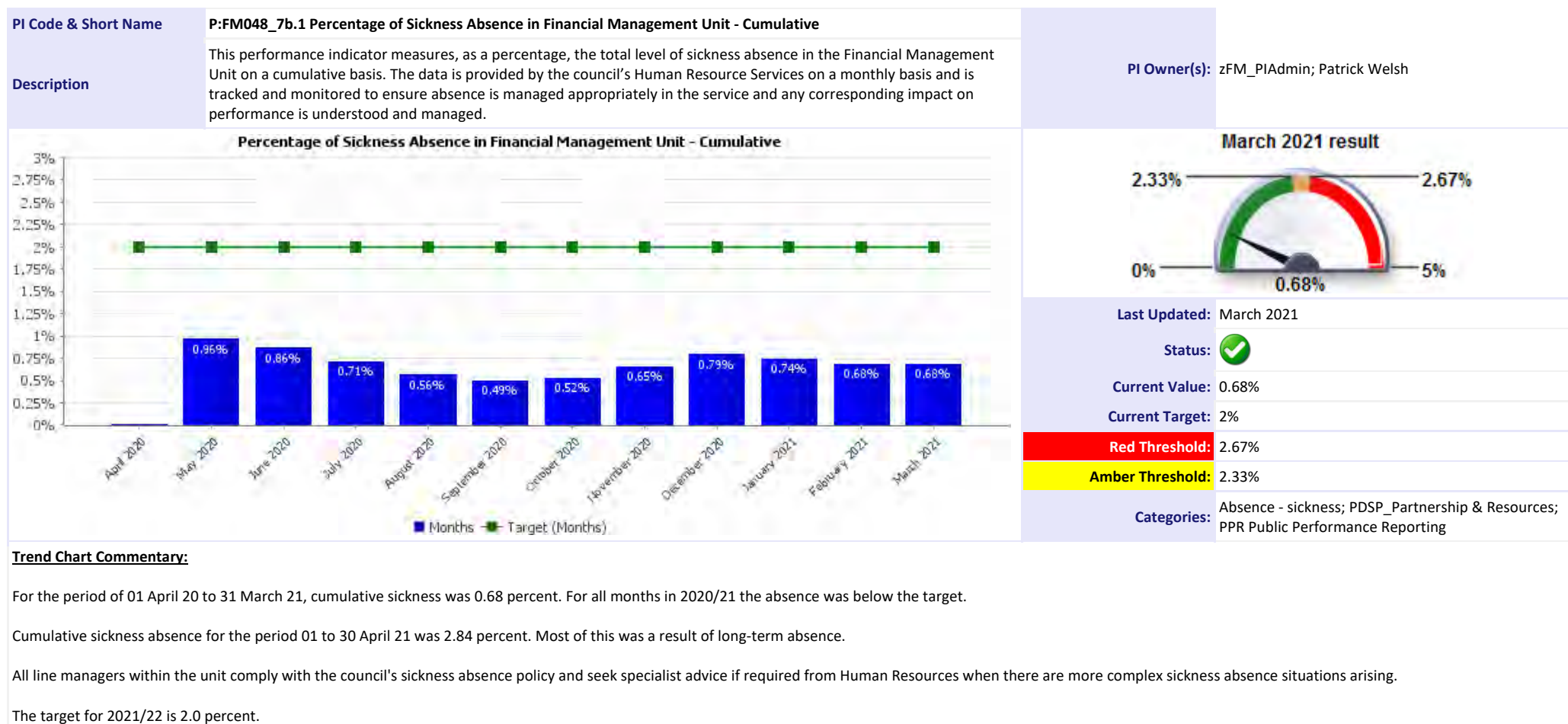
during this period.

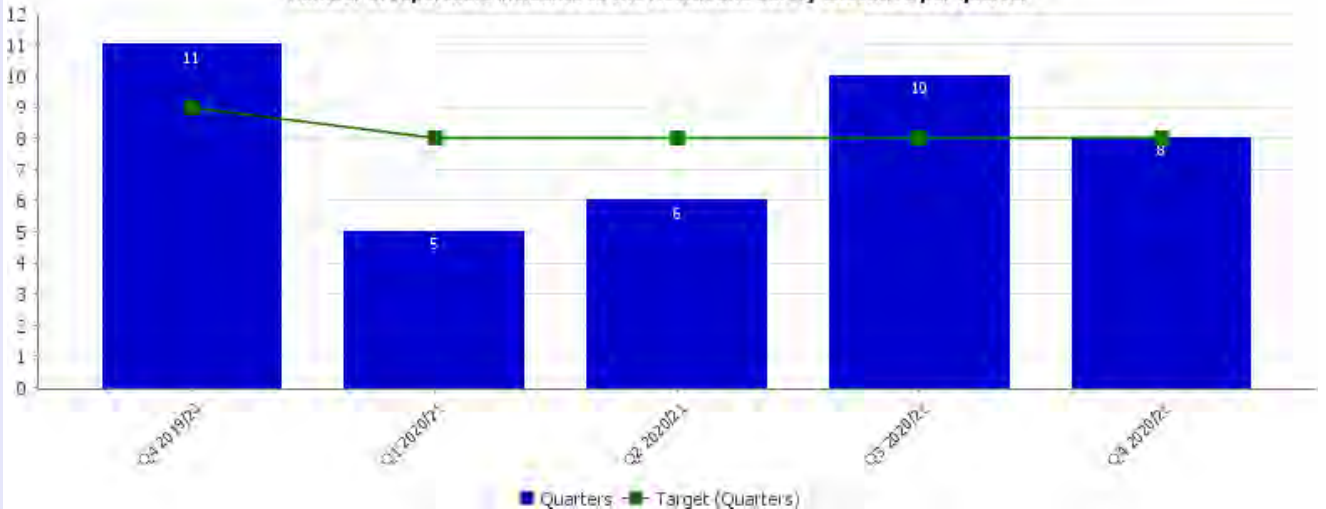

2019/20

Quarter 4 - 10,463 of a total of 16,010 enquiries were resolved at the first point of contact. This equates to 65.4% this is a reduction of 2.3% on the previous quarter.

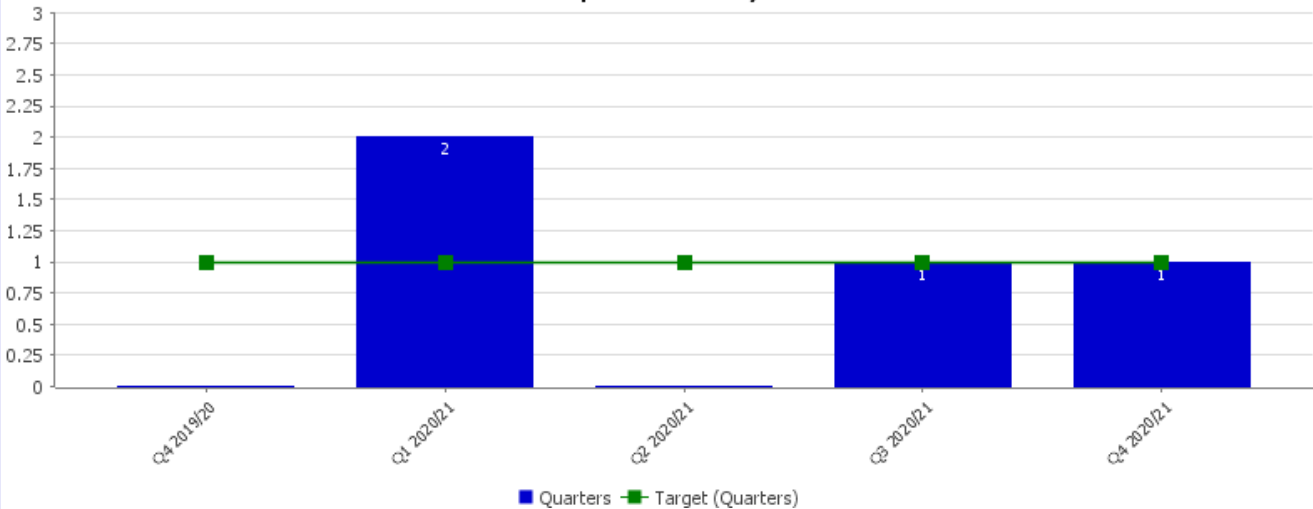


PI Code & Short Name	P:FM001_6b.5 Percentage of Suppliers paid within 30 Days of Receipt																																								
Description	<p>This indicator measures the percentage of correctly presented invoices from suppliers paid within 30 calendar days of receipt. Thirty calendar days reflects the normal credit term period in accordance with the Late Payments of Commercial Debts (Interests) Act 1998. West Lothian Council recognises the importance in paying invoices in a timely manner. The target used is set internally by the Head of Finance and Property and ensures challenging targets year on year which are always higher than the Scottish average. Note that this performance indicator monitors the performance on a monthly basis and the cumulative figure for the year is included in the Local Government Benchmarking Framework (Indicator CORP8).</p> <p>The payment of invoices is a key activity for Finance and Property Services, ensuring that the council's suppliers are paid on a timely basis.</p> <p>Note that the performance indicator records the cumulative performance for the year to date, commencing April.</p>	PI Owner(s): zFM_PIAAdmin; Patrick Welsh																																							
	<div><div><div>Percentage of Suppliers paid within 30 Days of Receipt</div></div><div><p>■ Months ■ Target (Months)</p><table><thead><tr><th>Month</th><th>Percentage</th></tr></thead><tbody><tr><td>April 2020</td><td>92.8%</td></tr><tr><td>May 2020</td><td>94.2%</td></tr><tr><td>June 2020</td><td>95.1%</td></tr><tr><td>July 2020</td><td>95.1%</td></tr><tr><td>August 2020</td><td>94.8%</td></tr><tr><td>September 2020</td><td>95.1%</td></tr><tr><td>October 2020</td><td>95.1%</td></tr><tr><td>November 2020</td><td>95.1%</td></tr><tr><td>December 2020</td><td>95.8%</td></tr><tr><td>January 2021</td><td>95.1%</td></tr><tr><td>February 2021</td><td>95.1%</td></tr><tr><td>March 2021</td><td>95%</td></tr></tbody></table></div></div>	Month	Percentage	April 2020	92.8%	May 2020	94.2%	June 2020	95.1%	July 2020	95.1%	August 2020	94.8%	September 2020	95.1%	October 2020	95.1%	November 2020	95.1%	December 2020	95.8%	January 2021	95.1%	February 2021	95.1%	March 2021	95%	<div><div><div>March 2021 result</div></div><div><table><tbody><tr><td>Last Updated:</td><td>March 2021</td></tr><tr><td>Status:</td><td>✓</td></tr><tr><td>Current Value:</td><td>95%</td></tr><tr><td>Current Target:</td><td>95%</td></tr><tr><td>Red Threshold:</td><td>90.25%</td></tr><tr><td>Amber Threshold:</td><td>95%</td></tr><tr><td>Categories:</td><td>PDSP_Partnership & Resources; PPR Public Performance Reporting</td></tr></tbody></table></div></div>	Last Updated:	March 2021	Status:	✓	Current Value:	95%	Current Target:	95%	Red Threshold:	90.25%	Amber Threshold:	95%	Categories:
Month	Percentage																																								
April 2020	92.8%																																								
May 2020	94.2%																																								
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Red Threshold:	90.25%																																								
Amber Threshold:	95%																																								
Categories:	PDSP_Partnership & Resources; PPR Public Performance Reporting																																								
<div><div><div>Trend Chart Commentary:</div><p>Performance to March 2021 was 95 percent which is in line with performance target.</p><p>For 2020/21 the method of measuring the performance indicator target for percentage of suppliers paid within 30 days of receipt has changed. This is to reflect the Improvement Service Local Government Benchmarking Framework guidance which states that purchase card transactions can no longer be included in the calculation. As a result of this change the performance target for the year has been reviewed and has been set at 95%. The target in 2019/20 inclusive of purchase card payments was 96% and this reduction reflects the impact of purchase card payments that can no longer be counted.</p><p>The Financial Management Unit works closely with services to improve invoice processing time and regular reports are issued to services on performance.</p><p>The council participates in a benchmarking exercise with the other local authorities in Scotland via the Local Government Benchmarking Framework. The average performance in Scotland was 91.7% for 2019/20. West Lothian Council was ranked 10th out of 32 Scottish Local Authorities for this indicator. Services will continue to be supported in 20/21 to ensure that the strong performance is maintained.</p></div></div>																																									

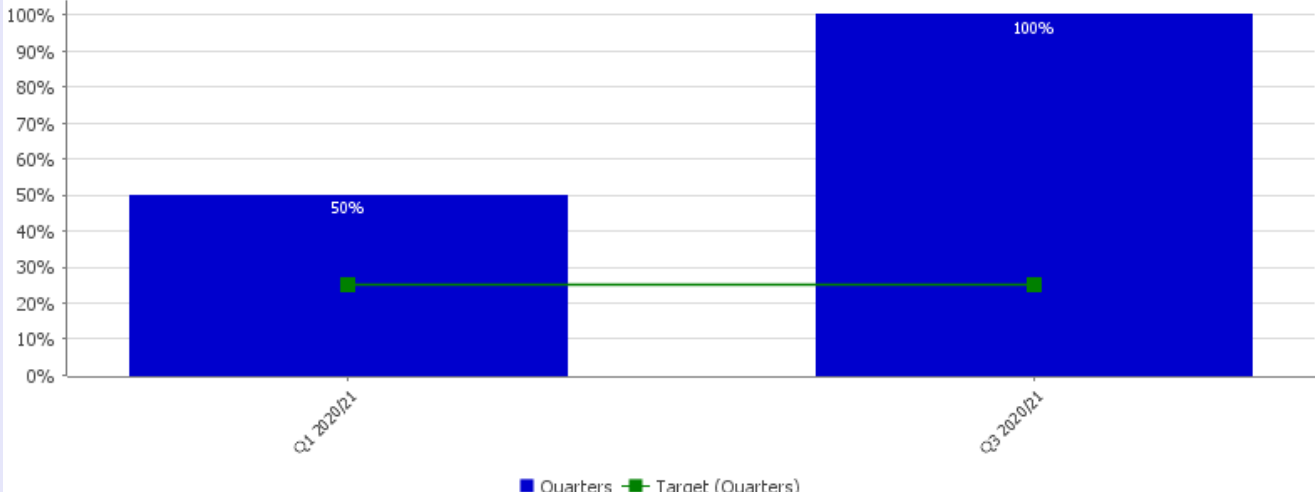




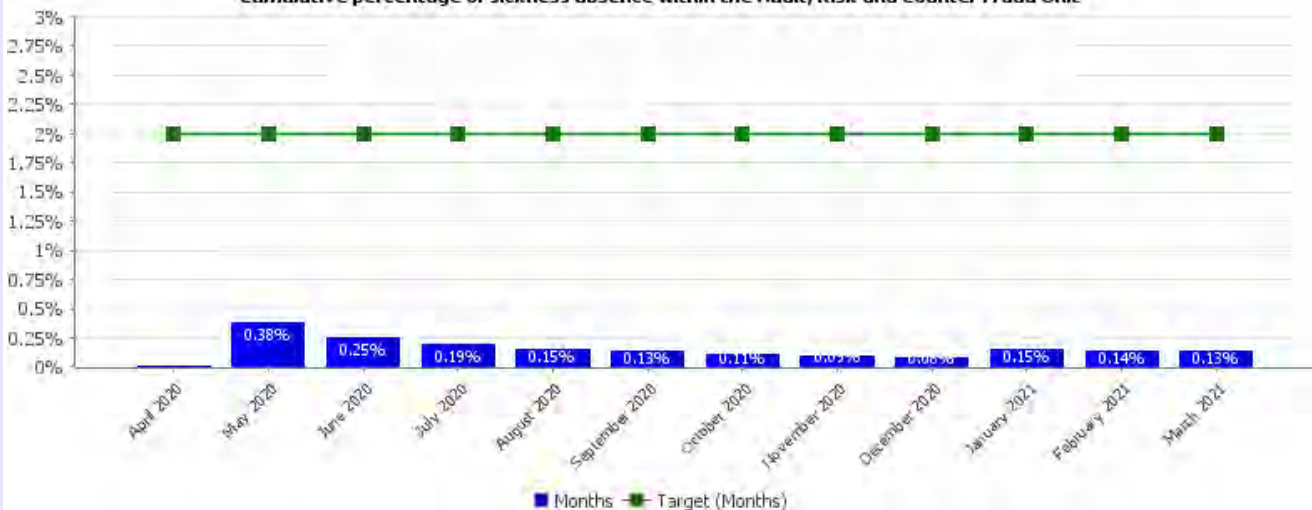
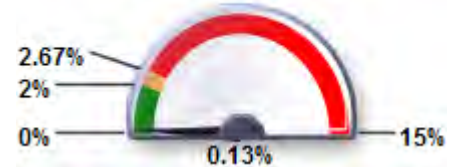
PI Code & Short Name	P:HRS104_9b.2 Number of reportable incidents to the Health and Safety Executive per quarter																																		
Description	This performance indicator measures the total number of reportable incidents to the Health and Safety Executive on a quarterly basis. Reportable incidents are occurrences which must be reported to the Health and Safety Executive under the legislative requirements of the Reporting of Injuries, Disease and Dangerous Occurrences Regulations 2013. When an incident meets the criteria outlined in the regulations, a formal notification report must be submitted by the authority to the Health and Safety Executive within timescales stipulated in the regulations.		PI Owner(s): zHRS_PIAdmin; Kim Hardie																																
<div><div><div>Number of reportable incidents to the Health and Safety Executive per quarter</div><table><thead><tr><th>Quarter</th><th>Quarters</th><th>Target (Quarters)</th></tr></thead><tbody><tr><td>Q4 2019/20</td><td>11</td><td>8</td></tr><tr><td>Q1 2020/21</td><td>5</td><td>8</td></tr><tr><td>Q2 2020/21</td><td>6</td><td>8</td></tr><tr><td>Q3 2020/21</td><td>10</td><td>8</td></tr><tr><td>Q4 2020/21</td><td>8</td><td>8</td></tr></tbody></table></div><div><div>Q4 2020/21 result</div><table><tbody><tr><td>Last Updated:</td><td>Q4 2020/21</td></tr><tr><td>Status:</td><td>✓</td></tr><tr><td>Current Value:</td><td>8</td></tr><tr><td>Current Target:</td><td>8</td></tr><tr><td>Red Threshold:</td><td>8.96</td></tr><tr><td>Amber Threshold:</td><td>8.48</td></tr><tr><td>Categories:</td><td>PDSP_Partnership & Resources; PPR Public Performance Reporting</td></tr></tbody></table></div></div>			Quarter	Quarters	Target (Quarters)	Q4 2019/20	11	8	Q1 2020/21	5	8	Q2 2020/21	6	8	Q3 2020/21	10	8	Q4 2020/21	8	8	Last Updated:	Q4 2020/21	Status:	✓	Current Value:	8	Current Target:	8	Red Threshold:	8.96	Amber Threshold:	8.48	Categories:	PDSP_Partnership & Resources; PPR Public Performance Reporting	
Quarter	Quarters	Target (Quarters)																																	
Q4 2019/20	11	8																																	
Q1 2020/21	5	8																																	
Q2 2020/21	6	8																																	
Q3 2020/21	10	8																																	
Q4 2020/21	8	8																																	
Last Updated:	Q4 2020/21																																		
Status:	✓																																		
Current Value:	8																																		
Current Target:	8																																		
Red Threshold:	8.96																																		
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Categories:	PDSP_Partnership & Resources; PPR Public Performance Reporting																																		
<p>Trend Chart Commentary:</p> <p>Reportable incidents are occurrences which must be reported to the Health and Safety Executive under the legislative requirements of the Reporting of Injuries, Disease and Dangerous Occurrences Regulations 2013. When an incident meets the criteria outlined in the regulations, a formal notification report must be submitted by the authority to the Health and Safety Executive within timescales stipulated in the regulations. This records the total number of reportable incidents to the Health and Safety Executive.</p> <p>Although the indicator is reported in quarters there is nothing that would warrant comparing one to quarter against another and the annual target better reflects the aimed reduction in RIDDOR reportable incidents.</p> <p>Each incident recorded in the online safety management system should be investigated. Where specific criteria are met as outlined in the Incident Investigation Guidance the investigation is completed by a Health and Safety adviser. The investigation aims to identify the immediate, underlying and root causes of an incident and to ensure that corrective and preventative measures are implemented to prevent a recurrence of a similar type of incident as far as reasonably practicable.</p> <p>All RIDDOR reportable incidents are escalated to each responsible Head of Service and to the Corporate Management team on a monthly basis for consideration.</p> <p>Overall Incident statistics are monitored examined to establish potential trends and identify required actions to be incorporated into service annual health and safety action plans and corporate health and safety work plan for 2019/20.</p> <p>The aim is to decrease the number of reportable incidents by a further five percent annually.</p>																																			

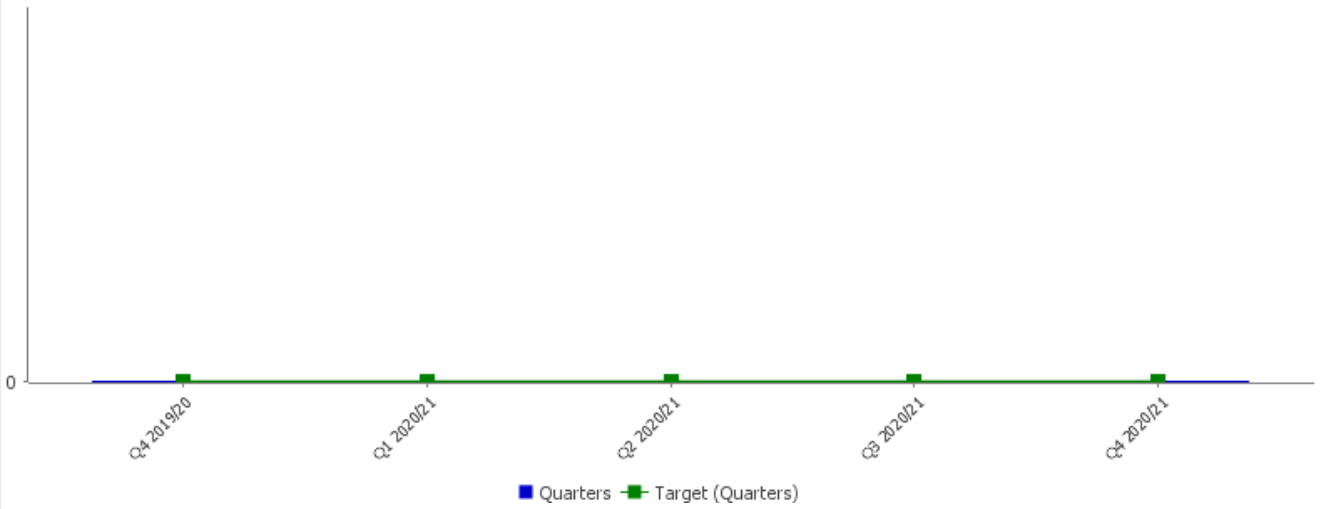


PI Code & Short Name	P:HRS525_7b.1 Percentage of sickness absence in HR Services																																					
Description	This measure records the Human Resources Shared Services Sickness/ Absence level as is reported through monthly management reports from HR Services using the standard performance indicator percentage. It is used to review the effectiveness of sickness absence management.	PI Owner(s): zHRS_PIAAdmin; Lesley Henderson																																				
<div><div><div>Percentage of sickness absence in HR Services</div><table><caption>Percentage of sickness absence in HR Services (Monthly Data)</caption><thead><tr><th>Month</th><th>Percentage</th></tr></thead><tbody><tr><td>April 2020</td><td>1.05%</td></tr><tr><td>May 2020</td><td>1.7%</td></tr><tr><td>June 2020</td><td>1.34%</td></tr><tr><td>July 2020</td><td>2.33%</td></tr><tr><td>August 2020</td><td>1.14%</td></tr><tr><td>September 2020</td><td>2.77%</td></tr><tr><td>October 2020</td><td>2.44%</td></tr><tr><td>November 2020</td><td>5.33%</td></tr><tr><td>December 2020</td><td>3.56%</td></tr><tr><td>January 2021</td><td>5.08%</td></tr><tr><td>February 2021</td><td>3.87%</td></tr><tr><td>March 2021</td><td>2.67%</td></tr></tbody></table></div><div><div>March 2021 result</div><table><caption>March 2021 Result Summary</caption><thead><tr><th>Value</th><th>Threshold</th></tr></thead><tbody><tr><td>Current Value</td><td>2.67%</td></tr><tr><td>Current Target</td><td>3.6%</td></tr><tr><td>Red Threshold</td><td>3.96%</td></tr><tr><td>Amber Threshold</td><td>3.78%</td></tr></tbody></table></div></div>		Month	Percentage	April 2020	1.05%	May 2020	1.7%	June 2020	1.34%	July 2020	2.33%	August 2020	1.14%	September 2020	2.77%	October 2020	2.44%	November 2020	5.33%	December 2020	3.56%	January 2021	5.08%	February 2021	3.87%	March 2021	2.67%	Value	Threshold	Current Value	2.67%	Current Target	3.6%	Red Threshold	3.96%	Amber Threshold	3.78%	<div><div>Last Updated:</div><div>March 2021</div></div> <div><div>Status:</div><div></div></div> <div><div>Current Value:</div><div>2.67%</div></div> <div><div>Current Target:</div><div>3.6%</div></div> <div><div>Red Threshold:</div><div>3.96%</div></div> <div><div>Amber Threshold:</div><div>3.78%</div></div> <div><div>Categories:</div><div>Absence - sickness; PDSP_Partnership & Resources; PPR Public Performance Reporting</div></div>
Month	Percentage																																					
April 2020	1.05%																																					
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Value	Threshold																																					
Current Value	2.67%																																					
Current Target	3.6%																																					
Red Threshold	3.96%																																					
Amber Threshold	3.78%																																					
<div><div><div>Trend Chart Commentary:</div><div>Performance has fluctuated over the reporting period with rates of between 0.83% and 5.33%. Performance variation has been as a result of employees being off and then returning from periods of long-term absence. Aside from November 2020 and January 2021 increase, since the HR team moved to homeworking in March 2020 absence rates have been consistently below the target of 3.6%.</div><div>Absence rates for March 2021 has decreased to 1.54% as a result of decrease in short term absences recorded that month.</div><div>All cases of absence are actively managed in accordance with the requirements of the council's Policy & Procedures for Supporting Attendance at Work.</div><div>As absence rates have fluctuated over the reporting period, the target remains at the council target of 3.6%.</div></div></div>																																						


PI Code & Short Name	P:HRS550_6b.3 Number of complaints received by HR Services																			
Description	<p>This indicator measures the total number of complaints received by HR Services. It is the total number of complaints received by HR Services at stage one (complaints that the council aims to deal with within 5 working days) and those received directly at stage two (more complex complaints that the council aims to deal with within 20 working days).</p> <p>Note: This is to ensure complaints escalated from stage 1 and stage 2 are not double counted.</p>	PI Owner(s): zHRS_PIAdmin; Lesley Henderson																		
<p>Number of complaints received by HR Services</p>  <table border="1"> <caption>Data for Number of complaints received by HR Services</caption> <thead> <tr> <th>Quarter</th> <th>Quarters (Actual)</th> <th>Target (Quarters)</th> </tr> </thead> <tbody> <tr> <td>Q4 2019/20</td> <td>0</td> <td>1</td> </tr> <tr> <td>Q1 2020/21</td> <td>2</td> <td>1</td> </tr> <tr> <td>Q2 2020/21</td> <td>0</td> <td>1</td> </tr> <tr> <td>Q3 2020/21</td> <td>1</td> <td>1</td> </tr> <tr> <td>Q4 2020/21</td> <td>1</td> <td>1</td> </tr> </tbody> </table>		Quarter	Quarters (Actual)	Target (Quarters)	Q4 2019/20	0	1	Q1 2020/21	2	1	Q2 2020/21	0	1	Q3 2020/21	1	1	Q4 2020/21	1	1	<p>Q4 2020/21 result</p>  <p>Last Updated: Q4 2020/21</p> <p>Status: </p> <p>Current Value: 1</p> <p>Current Target: 1</p> <p>Red Threshold: 3</p> <p>Amber Threshold: 2</p> <p>Categories: PDSP_Partnership & Resources; PPR Public Performance Reporting</p>
Quarter	Quarters (Actual)	Target (Quarters)																		
Q4 2019/20	0	1																		
Q1 2020/21	2	1																		
Q2 2020/21	0	1																		
Q3 2020/21	1	1																		
Q4 2020/21	1	1																		
<p>Trend Chart Commentary:</p> <p>Complaints into HR and Support Services are low with performance being at or better than target in all but one Quarter of the reporting period.</p> <p>In Quarter 4 of 2020/21 there was 1 complaint received which was not upheld.</p> <p>In Quarter 3 of 2020/21 there was 1 complaint received which was part upheld.</p> <p>In Quarter 2 of 2020/21 there were no complaints received.</p> <p>In Quarter 1 of 2020/21 there were 2 complaints received; 1 was upheld in part and 1 was not upheld.</p> <p>In Quarter 4 of 2019/20 there were no complaints received.</p> <p>Most complaints received relate to either a failing in service deliver or misapplication of council HR policy and practice. All complaints trigger reviews of process to reduce the likelihood of similar service failure in the future.</p> <p>The complaints target of 1 per quarter is based on the average number received over the reporting period.</p>																				

PI Code & Short Name	P:HRS554_6b.4 Percentage of complaints by HR Services which were upheld/part upheld per quarter	PI Owner(s): zHRS_PIAAdmin; Lesley Henderson								
Description	This performance indicator measures the overall percentage of closed complaints received by HR Services that have been upheld or part upheld during each quarter. In each period, the total number of upheld and partially upheld complaints is divided by the total number of complaints closed to determine the overall percentage. The data for this performance indicator is extracted from the Customer Relationship Management (CRM) system, which is used to manage and monitor complaint handling procedures in the council. All complaints received are analysed to identify improvements to the quality of the service and the way it is delivered to customers.									
<div>Percentage of complaints by HR Services which were upheld/part upheld per quarter</div>  <table><thead><tr><th>Quarter</th><th>Percentage</th></tr></thead><tbody><tr><td>Q1 2020/21</td><td>50%</td></tr><tr><td>Q3 2020/21</td><td>100%</td></tr><tr><td>Target (Quarters)</td><td>25%</td></tr></tbody></table>		Quarter	Percentage	Q1 2020/21	50%	Q3 2020/21	100%	Target (Quarters)	25%	<div>Q4 2020/21 result</div> <div>N/A</div> <div>Last Updated: Q4 2020/21</div> <div>Status: ?</div> <div>Current Value: N/A</div> <div>Current Target: 25%</div> <div>Red Threshold: 27.5%</div> <div>Amber Threshold: 26.25%</div> <div>Categories: PDSP_Partnership & Resources; PPR Public Performance Reporting</div>
Quarter	Percentage									
Q1 2020/21	50%									
Q3 2020/21	100%									
Target (Quarters)	25%									
<div>Trend Chart Commentary:</div> <div>As a result of the low complaint numbers, an upheld complaint has a significant impact on the percentage of upheld complaints.</div> <div>2020/21</div> <div>Quarter 4 - the service received 1 complaint which was not upheld</div> <div>Quarter 3 - the service received 1 complaint which was partly upheld.</div> <div>Quarter 2 - the service did not receive any complaints.</div> <div>Quarter 1 - the service received 2 complaints, 1 of which was upheld.</div> <div>2019/20</div> <div>Quarter 4 - the service did not receive any complaints.</div> <div>Complaints received normally relate to the misapplication of a council policy, failure in administrative process or delays in processing timescales. All complaints trigger reviews of process to reduce the likelihood of similar service failure in the future.</div> <div>Target: the service has always received low numbers of complaints which results in large fluctuations in the performance of this indicator, making target setting more challenging. Annually the service targets a total of 4 complaints or less and expects that around one quarter of those complaints will be upheld or partly upheld, therefore a target of 25 percent is applied throughout the year.</div>										

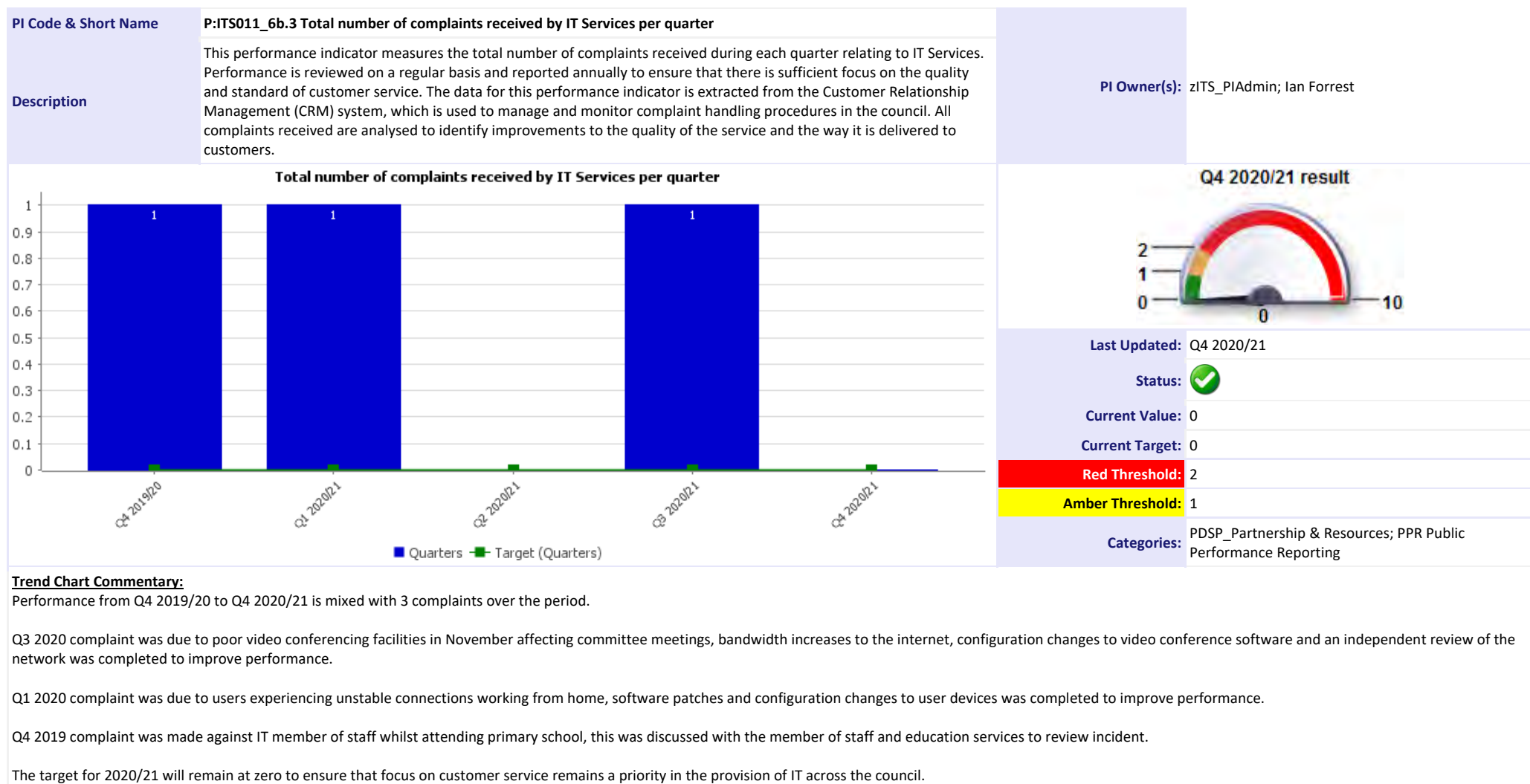
PI Code & Short Name	P:IA015_9b.1a Average length of time (in weeks) to issue draft audit reports	PI Owner(s): zIA_PIAAdmin; Kenneth Ribbons																										
Description	This performance indicator is part of the performance scorecard for the council's Internal Audit and Counter Fraud Strategy 2018/23 and will contribute to outcome 1 "the deployment of an internal audit service which provides assurance on the council's risk management, control and governance processes, and adds value to the council's operations". This indicator measures the average length of time in weeks to issue draft audit reports. The date of issue of the draft audit report is subtracted from the date that the audit commenced to show the number of weeks taken. The date of commencement is agreed with our customers and we aim to complete all risk based audit work within 10 weeks of this date. This indicator is reported on quarterly and a 12 month average is calculated to the end of each quarter. The objective of our 10 week target is to ensure that audit reports are issued timeously so that they are current and meaningful to both the service area and any related stakeholders.																											
<div>Average length of time (in weeks) to issue draft audit reports</div>  <table><caption>Quarterly Data for Average length of time (in weeks) to issue draft audit reports</caption><thead><tr><th>Quarter</th><th>Average Length (Weeks)</th></tr></thead><tbody><tr><td>Q4 2019/20</td><td>8.3</td></tr><tr><td>Q1 2020/21</td><td>8.7</td></tr><tr><td>Q2 2020/21</td><td>8.7</td></tr><tr><td>Q3 2020/21</td><td>9.3</td></tr><tr><td>Q4 2020/21</td><td>11.3</td></tr></tbody></table> <p>■ Quarters ■ Target (Quarters)</p>		Quarter	Average Length (Weeks)	Q4 2019/20	8.3	Q1 2020/21	8.7	Q2 2020/21	8.7	Q3 2020/21	9.3	Q4 2020/21	11.3	<div>Q4 2020/21 result</div>  <table><tr><td>Last Updated:</td><td>Q4 2020/21</td></tr><tr><td>Status:</td><td></td></tr><tr><td>Current Value:</td><td>11.3</td></tr><tr><td>Current Target:</td><td>10</td></tr><tr><td>Red Threshold:</td><td>12</td></tr><tr><td>Amber Threshold:</td><td>10</td></tr><tr><td>Categories:</td><td>PDSP_Partnership & Resources; PPR Public Performance Reporting</td></tr></table>	Last Updated:	Q4 2020/21	Status:		Current Value:	11.3	Current Target:	10	Red Threshold:	12	Amber Threshold:	10	Categories:	PDSP_Partnership & Resources; PPR Public Performance Reporting
Quarter	Average Length (Weeks)																											
Q4 2019/20	8.3																											
Q1 2020/21	8.7																											
Q2 2020/21	8.7																											
Q3 2020/21	9.3																											
Q4 2020/21	11.3																											
Last Updated:	Q4 2020/21																											
Status:																												
Current Value:	11.3																											
Current Target:	10																											
Red Threshold:	12																											
Amber Threshold:	10																											
Categories:	PDSP_Partnership & Resources; PPR Public Performance Reporting																											
<div>Trend Chart Commentary:</div> <p>The target for this performance indicator is to achieve 10 weeks and is in line with the council's Internal Audit and Counter Fraud Strategy.</p> <p>Performance to quarter four 2020/21 was 11.2 weeks, and was above target. The Covid-19 pandemic, changes to our working practices and the work practices of our customers, including other pressures and priorities on their time, have impacted on these increased timescales, and it is anticipated that performance will remain above the target for the coming year. It is also noted that the 2020/21 annual audit plan was not completed and fewer audits were completed during the year, refer to indicator IA014.</p> <p>Performance to quarter four 2019/20 was 8.3 weeks, and was therefore above the target of 10 weeks. This performance is due to a number of audits being turned around quickly through good levels of engagement with, and buy-in from customers.</p> <p>The 10 week target and the appropriateness of the timescales achieved is substantiated by reference to Indicator IA001: Percentage of customers who rated internal audit's timeliness as good or excellent, for which high performance is also reported and shows that customers are satisfied with the timescales being achieved.</p> <p>The average length of time to issue draft audit reports can fluctuate as a result of factors such as the complexity of individual audits, the time taken for the customer to provide audit information and respond to queries, and the level of reactive work which may be given priority over routine audits.</p> <p>The number of draft audit reports issued for each rolling 12 month period reported was: 2019/20 - Q4 (26), and 2021/22 Q1 (26), Q2 (22), Q3 (23), Q4 (18).</p> <p>Having considered the audits included in the 2020/21 audit plan the 10 week target continues to be appropriate and will remain in place for 2021/22.</p>																												

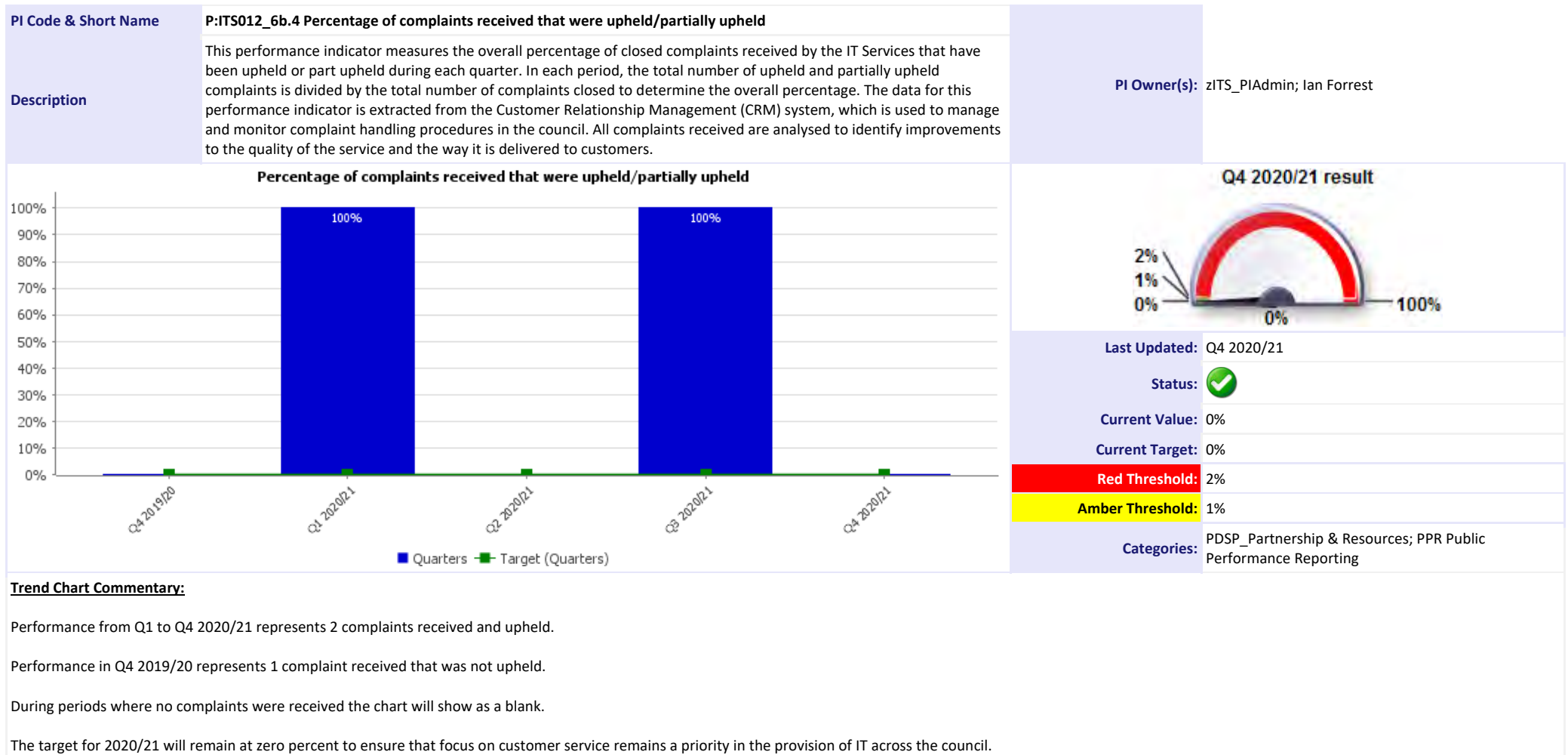
PI Code & Short Name	P:IA051_7b.1 Cumulative percentage of sickness absence within the Audit, Risk and Counter Fraud Unit																																									
Description	This performance indicator measures the cumulative percentage of sickness absence within the Audit, Risk and Counter Fraud Unit for the financial year to date. For each financial year, we aim to have less than 2 percent sickness absence. The sickness absence percentage figure provided by HR Services is used to populate this indicator.	PI Owner(s): zIA_PAdmin; Kenneth Ribbons																																								
<div>Cumulative percentage of sickness absence within the Audit, Risk and Counter Fraud Unit</div>  <table><caption>Monthly Sickness Absence Data (2020/21)</caption><thead><tr><th>Month</th><th>Percentage</th></tr></thead><tbody><tr><td>April 2020</td><td>0.00%</td></tr><tr><td>May 2020</td><td>0.38%</td></tr><tr><td>June 2020</td><td>0.25%</td></tr><tr><td>July 2020</td><td>0.19%</td></tr><tr><td>August 2020</td><td>0.15%</td></tr><tr><td>September 2020</td><td>0.13%</td></tr><tr><td>October 2020</td><td>0.11%</td></tr><tr><td>November 2020</td><td>0.09%</td></tr><tr><td>December 2020</td><td>0.08%</td></tr><tr><td>January 2021</td><td>0.15%</td></tr><tr><td>February 2021</td><td>0.14%</td></tr><tr><td>March 2021</td><td>0.13%</td></tr></tbody></table>		Month	Percentage	April 2020	0.00%	May 2020	0.38%	June 2020	0.25%	July 2020	0.19%	August 2020	0.15%	September 2020	0.13%	October 2020	0.11%	November 2020	0.09%	December 2020	0.08%	January 2021	0.15%	February 2021	0.14%	March 2021	0.13%	<div>March 2021 result</div>  <table><thead><tr><th>Metric</th><th>Value</th></tr></thead><tbody><tr><td>Last Updated:</td><td>March 2021</td></tr><tr><td>Status:</td><td>✓</td></tr><tr><td>Current Value:</td><td>0.13%</td></tr><tr><td>Current Target:</td><td>2%</td></tr><tr><td>Red Threshold:</td><td>2.67%</td></tr><tr><td>Amber Threshold:</td><td>2%</td></tr></tbody></table> <div>Categories: Absence - sickness; PDSP_Partnership & Resources; PPR Public Performance Reporting</div>	Metric	Value	Last Updated:	March 2021	Status:	✓	Current Value:	0.13%	Current Target:	2%	Red Threshold:	2.67%	Amber Threshold:	2%
Month	Percentage																																									
April 2020	0.00%																																									
May 2020	0.38%																																									
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Current Value:	0.13%																																									
Current Target:	2%																																									
Red Threshold:	2.67%																																									
Amber Threshold:	2%																																									
<div>Trend Chart Commentary</div> <p>Performance for 2020/21 was 0.13 percent (2 days) which is well below the 2% target.</p> <p>Performance for 2019/20 was 1.96 (31 days) percent which is slightly better than the target of 2%, and performance to March 2019 was 1.65 percent (25 days) which was slightly above the target at that time of 1.5%.</p> <p>The target for 2021/22 remains at 2.0%.</p>																																										

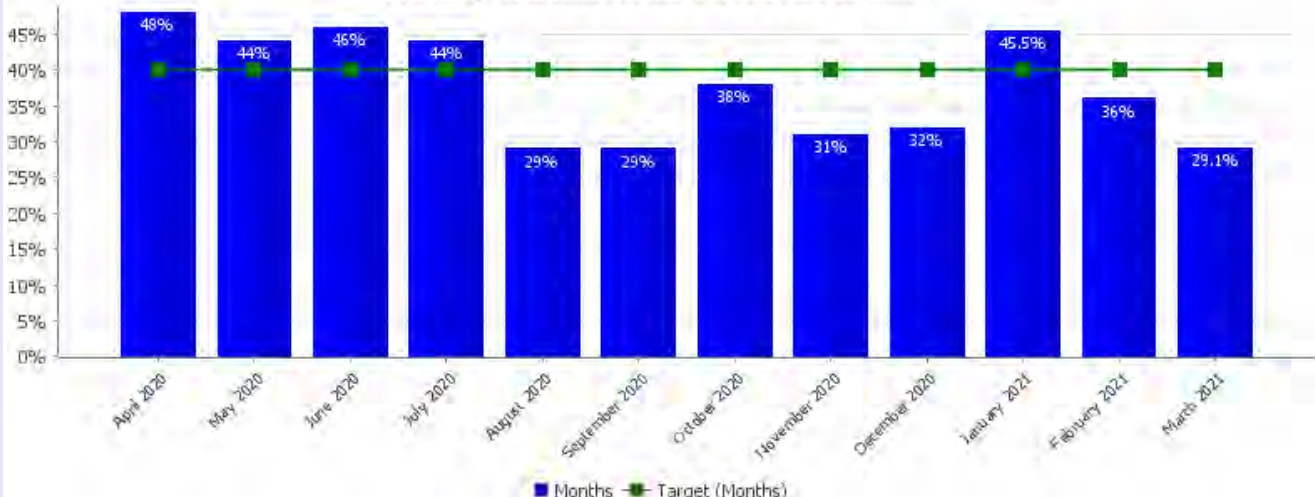


PI Code & Short Name	P:IA066_6b.3 Total number of complaints received by Audit, Risk and Counter Fraud	
Description	<p>This performance indicator measures the combined level of stage 1 and stage 2 complaints received by the service.</p> <p>The data for this performance indicator is extracted from the Customer Relationship Management (CRM) system, which is used to manage and monitor complaint handling procedures in the council. All complaints received are analysed to identify improvements to the quality of the service and the way it is delivered to customers.</p>	PI Owner(s): zIA_PAdmin; Kenneth Ribbons
<p>Total number of complaints received by Audit, Risk and Counter Fraud</p>  <p>■ Quarters ■ Target (Quarters)</p>		<p>Q4 2020/21 result</p>  <p>Last Updated: Q4 2020/21</p> <p>Status: </p> <p>Current Value: 0</p> <p>Current Target: 0</p> <p>Red Threshold: 8</p> <p>Amber Threshold: 4</p> <p>Categories: PDSP_Partnership & Resources; PPR Public Performance Reporting</p>
<p>Trend Chart Commentary:</p> <p>The service has had no complaints in 2020/21, 2019/20, 2018/19 or 2017/18.</p> <p>Target per quarter is set at 0 complaints.</p>		

PI Code & Short Name	P:IA067_6b.4 The percentage of complaints received by Audit, Risk and Counter Fraud that were upheld or partially upheld against the total complaints closed in full.	PI Owner(s): zIA_PAdmin; Kenneth Ribbons
Description	<p>This Performance Indicator measures service failure of the combined level of stage 1 and stage 2 complaints shown as a percentage of complaints upheld or partially upheld against the total number of complaints received.</p> <p>The data for this performance indicator is extracted from the Customer Relationship Management (CRM) system, which is used to manage and monitor complaint handling procedures in the council. All complaints received are analysed to identify improvements to the quality of the service and the way it is delivered to customers.</p>	
<p>The percentage of complaints received by Audit, Risk and Counter Fraud that were upheld or partially upheld against the total complaints closed in full.</p>  <p>■ Quarters ■ Target (Quarters)</p>		Q4 2020/21 result N/A
		Last Updated: Q4 2020/21
		Status: ?
		Current Value: N/A
		Current Target: 0%
		Red Threshold: 0%
		Amber Threshold: 0%
Categories: PDSP_Partnership & Resources; PPR Public Performance Reporting		
<p>Trend Chart Commentary:</p> <p>The number of complaints received by Audit, Risk and Counter Fraud has been historically low. No complaints were received in 2020/21, 2019/20, 2018/19 or 2017/18.</p> <p>A service wide complaint improvement action report is prepared on a quarterly basis and is reported to both the Head of Finance and Property Services and the Complaints Steering Board.</p> <p>The target for 2021/22 will remain as 0.</p>		

PI Code & Short Name	P:ITS007_6a.7 Percentage of IT Services Customers Rating the Overall Quality as Good or Excellent		PI Owner(s): zITS_PIAAdmin; Ian Forrest																																																							
Description	<p>This performance indicator measures the percentage of customers that rated the overall quality of the service as good or excellent. Collected as part of our monthly survey, customers are asked to rate the quality of the service provided as excellent, good, adequate, poor, very poor or not applicable. The results are analysed to identify improvements to the way the service is delivered to customers.</p> <p>This survey is directed to all customers that have had work completed either as an Incident (fault) or a Service Request (enhancement) by IT Services within the last full month. Data is available from the 18th of each month.</p>																																																									
<div><p>Percentage of IT Services Customers Rating the Overall Quality as Good or Excellent</p><table><thead><tr><th>Month</th><th>Performance (%)</th><th>Target (%)</th></tr></thead><tbody><tr><td>April 2020</td><td>98%</td><td>98%</td></tr><tr><td>May 2020</td><td>99%</td><td>98%</td></tr><tr><td>June 2020</td><td>98%</td><td>98%</td></tr><tr><td>July 2020</td><td>98%</td><td>98%</td></tr><tr><td>August 2020</td><td>98%</td><td>98%</td></tr><tr><td>September 2020</td><td>96%</td><td>98%</td></tr><tr><td>October 2020</td><td>96%</td><td>98%</td></tr><tr><td>November 2020</td><td>96%</td><td>98%</td></tr><tr><td>December 2020</td><td>97%</td><td>98%</td></tr><tr><td>January 2021</td><td>93%</td><td>98%</td></tr><tr><td>February 2021</td><td>98%</td><td>98%</td></tr><tr><td>March 2021</td><td>98%</td><td>98%</td></tr></tbody></table></div>		Month	Performance (%)	Target (%)	April 2020	98%	98%	May 2020	99%	98%	June 2020	98%	98%	July 2020	98%	98%	August 2020	98%	98%	September 2020	96%	98%	October 2020	96%	98%	November 2020	96%	98%	December 2020	97%	98%	January 2021	93%	98%	February 2021	98%	98%	March 2021	98%	98%	<div><p>March 2021 result</p><table><thead><tr><th>Category</th><th>Value</th></tr></thead><tbody><tr><td>Last Updated:</td><td>March 2021</td></tr><tr><td>Status:</td><td>✓</td></tr><tr><td>Current Value:</td><td>98%</td></tr><tr><td>Current Target:</td><td>98%</td></tr><tr><td>Red Threshold:</td><td>91%</td></tr><tr><td>Amber Threshold:</td><td>94%</td></tr><tr><td>Categories:</td><td>PDSP_Partnership & Resources; PPR Public Performance Reporting</td></tr></tbody></table></div>		Category	Value	Last Updated:	March 2021	Status:	✓	Current Value:	98%	Current Target:	98%	Red Threshold:	91%	Amber Threshold:	94%	Categories:	PDSP_Partnership & Resources; PPR Public Performance Reporting
Month	Performance (%)	Target (%)																																																								
April 2020	98%	98%																																																								
May 2020	99%	98%																																																								
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Amber Threshold:	94%																																																									
Categories:	PDSP_Partnership & Resources; PPR Public Performance Reporting																																																									
<p>Trend Chart Commentary: Performance from April 2020 to April 2021 demonstrates that performance regularly meets or falls just below target of 98%. Performance ranges from 93% to 99%.</p> <p>Performance is continuously monitored by team leaders and managers, who review customer feedback and identify and address the areas where customers are dissatisfied and discuss with them their concerns with relevant themes discussed at team meetings and directed with staff at one to ones to improve service.</p> <p>February, March and April 2021 demonstrate an improvement in performance. This improvement is contributed to by the ITSD migration to the new Contact Centre Telephony Solution.</p> <p>April to August 2020 the trend displays positive performance which is due to a more focus resource to respond to incidents and service requests as project work declined during the initial stages of lockdown and over the summer period. Drops in performance are a result of customers responding to the survey question rating the overall quality as average, poor or very poor and are mainly due to calls being closed but not properly resolved, calls not being resolved within SLA and lack of feedback on call progress.</p> <p>Slight performance dips in September, October and November December 2021 and January 2021 are due to an increase in service requests logged relating to mobile devices, education calls now coming to 1st line, resource availability relating to BAU and project work, and the level of planned and unplanned absences within IT Services. To improve this performance the service has introduced (Nov. 20) an additional fixed term post within the service desk to address more schools calls as part of a test pilot for introducing a 1st line service to the Education Desktop Support Model and staff resource availability for BAU has increased slightly after the resourcing review for Q4.</p> <p>These processes and procedures have ensured that the customer feedback relating to the Quality of Service received has only once fell just below the amber threshold during the rolling 13 months.</p> <p>The target for 2019/20 was 98% to reflect previous year’s performance and encourage improvement. The target for 2020/21 remains at 98%.</p>																																																										





PI Code & Short Name		P:ITS017a_9b.1c Percentage of Incidents Resolved at First Point of Contact	
Description		This performance indicator measures the overall percentage of IT incidents (faults) resolved within at the first point of contact with the customer in a monthly period. The data for this indicator is extracted from the IT Services work tracking system.	
		The IT Service Centre may be unable to complete a resolution to an incident (fault) where the issue is beyond their technical capability/complexity or is a major incident that requires advanced technical skills.	
			
<p>Trend Chart Commentary:</p> <p>Performance from April 2020 to April 2021 demonstrates an inconsistent period of target achievement with the IT Service Desk achieving or exceeding target on 5 occasions in the rolling 13 month period.</p> <p>Performance ranged from 29% to 48% and is heavily influenced per month by the number of calls logged, major Incidents logged, planned and unplanned absence and the fact that all Education calls logged before October 2020 went straight to 2nd line as IT services did not offer a 1st line fix to the education desktop support model.</p> <p>The decrease in performance can be attributed to a continued trend of first line fixes currently being carried out at 2nd line due to ongoing Covid-19 restrictions and IT Service Desk staff not being in the Civic Centre to complete the fixes. Decrease from last months figure can also be attributed to have 3 major incidents during the months of April 2021.</p> <p>There are many mobile device calls and laptop/desktop pc calls that IT Service Desk would previously first line resolve before Covid-19. But currently do not have the ability to resolve these calls so these are passed straight over to 2nd line. This performance is likely to continue to be an issue due to the high volume of mobile, laptop and desktop devices having to come to Civic Centre for repair.</p> <p>Performance in March 2021 achieved 29.1% (335 of 1150 incidents were first line resolved) demonstrating a 6.7% decrease on January 2021 performance and failed to meet target by 10.9%.</p> <p>The decrease in performance can be attributed to a continued trend of first line fixes currently being carried out at 2nd line due to ongoing Covid-19 restrictions and IT Service Desk staff not being in the Civic Centre to complete the fixes. There are many mobile device calls and laptop/desktop pc calls that IT Service Desk would previously first line resolve before Covid-19. But currently do not have the ability to resolve these calls so these are passed straight over to 2nd line.</p> <p>February 2021 decrease in performance can be attributed to the high number of calls for mobile devices going directly to 2nd line staff due to COVID restrictions. These types of calls would normally pre-COVID be handled by the IT Service Desk at 1st line level.</p> <p>Januaries 2021's increase in performance can be related to the increased availability of Service Desk staff as they returned from their planned absence and public holidays.</p>		PI Owner(s): zITS_PAdmin; Ian Forrest	
		Last Updated: March 2021	
		Status: 	
		Current Value: 29.1%	
		Current Target: 40%	
Red Threshold: 32%			
Amber Threshold: 36%			
Categories: PDSP_Partnership & Resources; PPR Public Performance Reporting			

December 2020's poor performance was contributed to by the high levels of planned absence within the Service Desk team and the high volume of mobile phone devices being handed in for repair that they are having to assign straight to 2nd line due to the Service Desk team working from home.

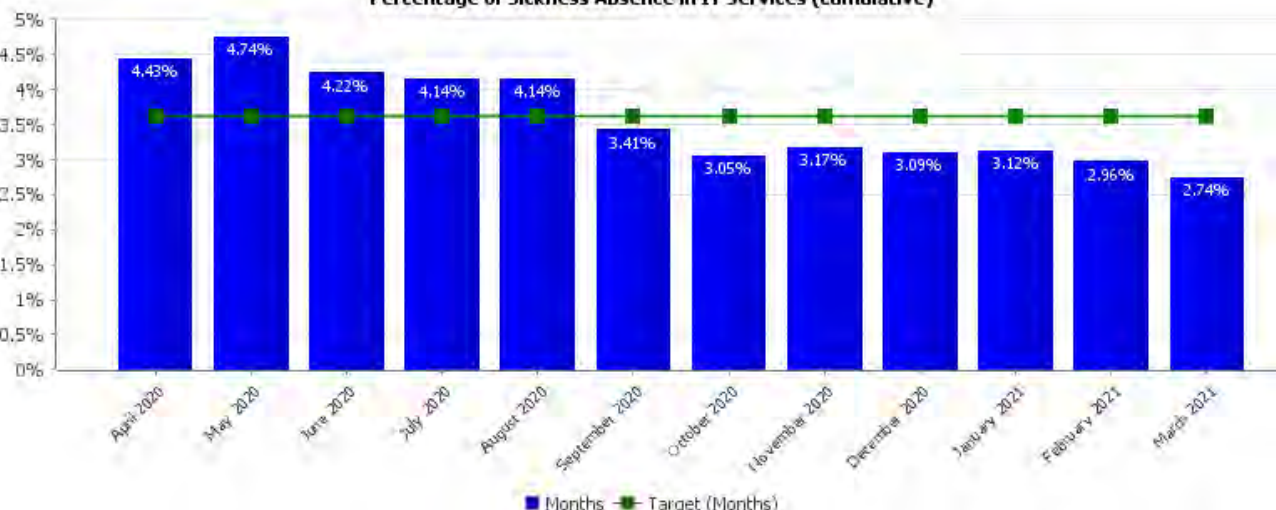

Poor performance in November was a direct result of an increase in call numbers and assigning calls over to 2nd line to investigate as they either did not have the knowledge to resolve or did not have the time to resolve at first point of contact. This was especially true of Education calls which were new to them. In an effort to improve performance the Service Desk in conjunction with the IT Engineers continue to update the supportworks knowledge base with "how to do" documentation to improve the Service Desks technical knowledge and the Service Desk Team Leader is looking to adjust the staff rotas to improve availability on the phones.

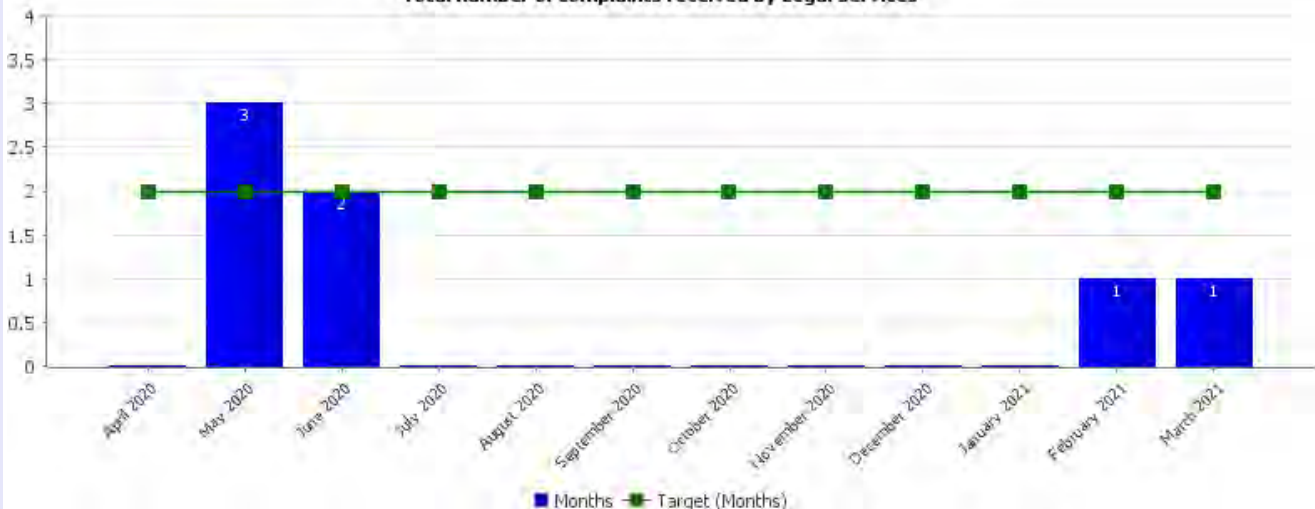

Performance improved again in October due to a reduction in calls logged and was assisted by the addition of a further Service Desk Analyst employed on a one year fixed term contract to meet the demands of the Service Desk now offering a first line support service to the Education Desktop Support Model.

Poor performance in August and September was related to an increase in calls logged as schools returned from summer vacation and an increase in planned absence within the Service Desk team. Performance was further impacted by 1 major Incident in August which the Service Desk could not resolve and had to pass over to 2nd or 3rd line.

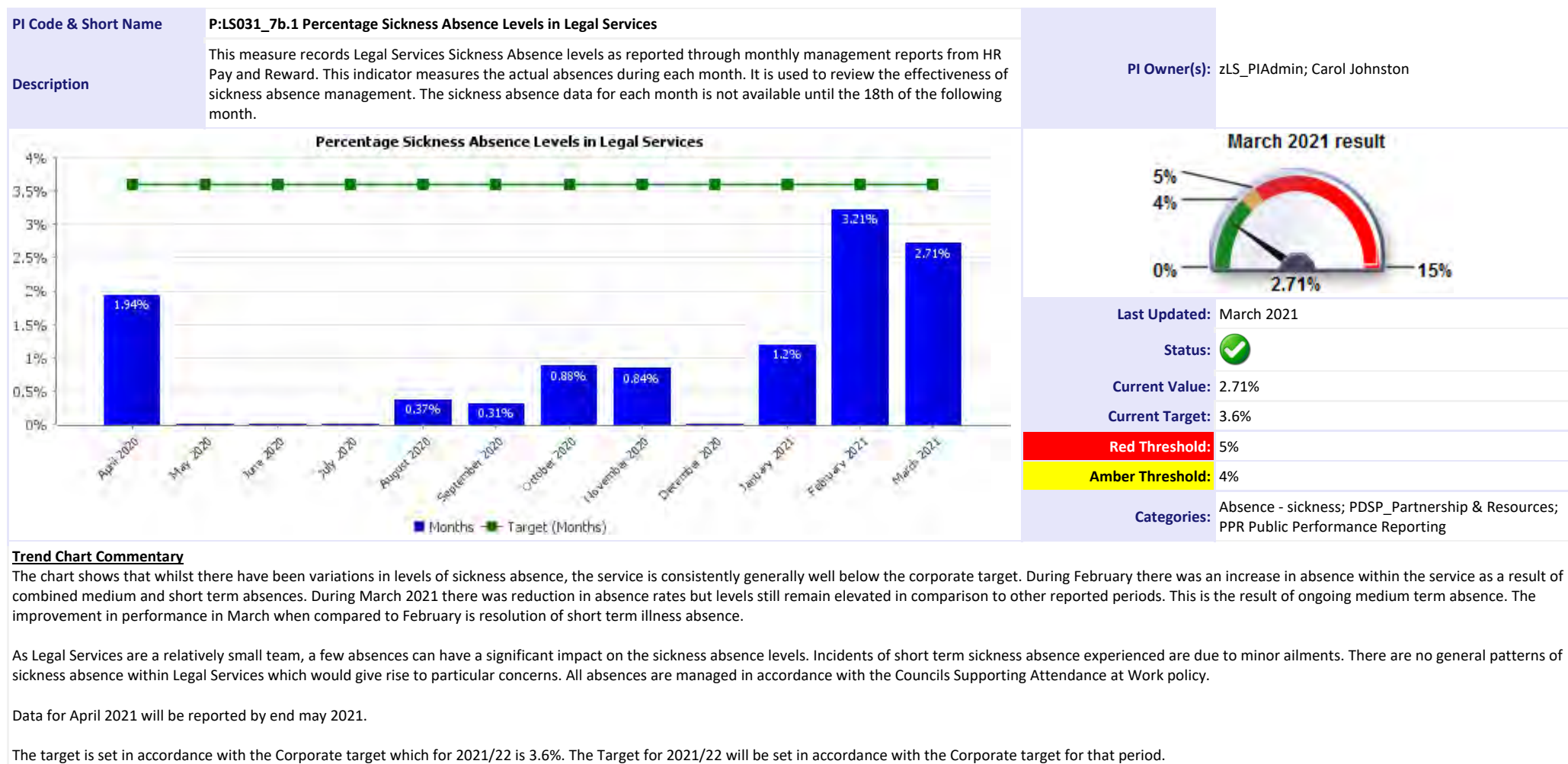
The excellent performance from April to July can be linked directly to the vast drop in calls logged for each month as the impact of Covid-19 resulted in Education staff and pupils working from home and and entering their summer vacation.

The target for 2020/21 remains at 40 percent to reflect previous year's performance and encourage improvement.

PI Code & Short Name	P:ITS051_7b.1 Percentage of Sickness Absence in IT Services (cumulative)																																									
Description	This performance indicator measures the percentage indicator of sickness absence in IT Services. The percentage is a cumulative measure of sickness absence over the period of the financial year. HR Services calculate the percentage comparing sickness days as a percentage of total available staff days and provide the monthly data on approximately the 17th day of the following month. The data is then verified and uploaded into the performance management system by the service.	PI Owner(s): zITS_PiAdmin; Ian Forrest																																								
<div>Percentage of Sickness Absence in IT Services (cumulative)</div>  <table><caption>Percentage of Sickness Absence in IT Services (cumulative)</caption><thead><tr><th>Month</th><th>Percentage</th></tr></thead><tbody><tr><td>April 2020</td><td>4.43%</td></tr><tr><td>May 2020</td><td>4.74%</td></tr><tr><td>June 2020</td><td>4.22%</td></tr><tr><td>July 2020</td><td>4.14%</td></tr><tr><td>August 2020</td><td>4.14%</td></tr><tr><td>September 2020</td><td>3.41%</td></tr><tr><td>October 2020</td><td>3.05%</td></tr><tr><td>November 2020</td><td>3.17%</td></tr><tr><td>December 2020</td><td>3.09%</td></tr><tr><td>January 2021</td><td>3.12%</td></tr><tr><td>February 2021</td><td>2.96%</td></tr><tr><td>March 2021</td><td>2.74%</td></tr></tbody></table> <p>■ Months ■ Target (Months)</p>		Month	Percentage	April 2020	4.43%	May 2020	4.74%	June 2020	4.22%	July 2020	4.14%	August 2020	4.14%	September 2020	3.41%	October 2020	3.05%	November 2020	3.17%	December 2020	3.09%	January 2021	3.12%	February 2021	2.96%	March 2021	2.74%	<div>March 2021 result</div>  <table><tr><td>Last Updated:</td><td>March 2021</td></tr><tr><td>Status:</td><td>✓</td></tr><tr><td>Current Value:</td><td>2.74%</td></tr><tr><td>Current Target:</td><td>3.6%</td></tr><tr><td>Red Threshold:</td><td>5%</td></tr><tr><td>Amber Threshold:</td><td>4%</td></tr><tr><td>Categories:</td><td>Absence - sickness; PDSP_Partnership & Resources; PPR Public Performance Reporting</td></tr></table>	Last Updated:	March 2021	Status:	✓	Current Value:	2.74%	Current Target:	3.6%	Red Threshold:	5%	Amber Threshold:	4%	Categories:	Absence - sickness; PDSP_Partnership & Resources; PPR Public Performance Reporting
Month	Percentage																																									
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Categories:	Absence - sickness; PDSP_Partnership & Resources; PPR Public Performance Reporting																																									
<div>Trend Chart Commentary:</div> <p>The trend chart illustrates sickness absence levels in IT Services. All sickness absence is managed in accordance to the Sickness Absence Policy and procedures.</p> <p>Performance increased February 2021 as a result of the return of 1 long term absence.</p> <p>Performance October 2020 - January 2021 remained fairly consistent as a result of 1 new long term absence and short term absences.</p> <p>Performance June 2020 - September 2020 increased as a result of a return of 2 long term absences, short term absences continued over the period.</p> <p>Performance April 2020 - May 2020 was a result of an increase in short term absences and 2 long term absences during the period.</p> <p>The target is at an overall council level target of 3.6%.</p> <p>Please note monthly data is provided by HR on approximately 17th day of the following month.</p>																																										

PI Code & Short Name	P:LS013_6b.3 Total number of complaints received by Legal Services																																																									
Description	This indicator measures the total number of complaints received by Legal Services. It is the total number of complaints received by Legal Services at stage one (complaints that the council aims to deal with within 5 working days) and those received directly at stage two (more complex complaints that the council aims to deal with within 20 working days). Information regarding complaints at Stage 1 and Stage 2 is scrutinised within the service and utilised to assist in identifying improvements to service delivery and support corrective action in respect of any particular trends which may emerge. Information is collated from the councils CRM system		PI Owner(s): zLS_PAdmin; Carol Johnston																																																							
	Note: This is to ensure complaints escalated from stage 1 and stage 2 are not double counted.																																																									
<div>Total number of complaints received by Legal Services</div>  <table><caption>Data for Total number of complaints received by Legal Services</caption><thead><tr><th>Month</th><th>Months (Complaints)</th><th>Target (Months)</th></tr></thead><tbody><tr><td>April 2020</td><td>0</td><td>2</td></tr><tr><td>May 2020</td><td>3</td><td>2</td></tr><tr><td>June 2020</td><td>2</td><td>2</td></tr><tr><td>July 2020</td><td>0</td><td>2</td></tr><tr><td>August 2020</td><td>0</td><td>2</td></tr><tr><td>September 2020</td><td>0</td><td>2</td></tr><tr><td>October 2020</td><td>0</td><td>2</td></tr><tr><td>November 2020</td><td>0</td><td>2</td></tr><tr><td>December 2020</td><td>0</td><td>2</td></tr><tr><td>January 2021</td><td>0</td><td>2</td></tr><tr><td>February 2021</td><td>1</td><td>2</td></tr><tr><td>March 2021</td><td>1</td><td>2</td></tr></tbody></table>			Month	Months (Complaints)	Target (Months)	April 2020	0	2	May 2020	3	2	June 2020	2	2	July 2020	0	2	August 2020	0	2	September 2020	0	2	October 2020	0	2	November 2020	0	2	December 2020	0	2	January 2021	0	2	February 2021	1	2	March 2021	1	2	<div>March 2021 result</div>  <table><thead><tr><th>Metric</th><th>Value</th></tr></thead><tbody><tr><td>Last Updated:</td><td>March 2021</td></tr><tr><td>Status:</td><td>✓</td></tr><tr><td>Current Value:</td><td>1</td></tr><tr><td>Current Target:</td><td>2</td></tr><tr><td>Red Threshold:</td><td>5</td></tr><tr><td>Amber Threshold:</td><td>3</td></tr><tr><td>Categories:</td><td>PDSP_Partnership & Resources; PPR Public Performance Reporting</td></tr></tbody></table>	Metric	Value	Last Updated:	March 2021	Status:	✓	Current Value:	1	Current Target:	2	Red Threshold:	5	Amber Threshold:	3	Categories:	PDSP_Partnership & Resources; PPR Public Performance Reporting
Month	Months (Complaints)	Target (Months)																																																								
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Categories:	PDSP_Partnership & Resources; PPR Public Performance Reporting																																																									
<div>Trend Chart Commentary:</div> <p>The trend shows that there were 6 Stage 1 and 1 Stage 2 complaints were received during the reporting period to April 2021. 1 complaint received at stage 1 in May was upheld. No other complaints were upheld or partially upheld. Complaints regarding the service can be made in accordance with the Councils complaints procedure, in addition to contacting the Service Manager or Head of Service directly. Where complaints are received, the service takes full advantage of the opportunity to reflect on its performance and identify areas for improvement to avoid similar complaints recurring.</p> <p>During 2020 Benchmarking was undertaken with all 31 local authorities and 11 public bodies. Of the 8 local authorities and 4 public bodies responding to this element, none specifically record or report on the number or nature of complaints regarding legal services. Further Benchmarking activity is planned during 2021/22.</p> <p>The target is reviewed quarterly at service performance meetings. The target for 2021/22 remains at 2 having regard to historical performance.</p>																																																										

PI Code & Short Name	P:LS014_6b.4 Percentage of all complaints closed quarterly by Legal Services that were upheld / partially upheld							
Description	This performance indicator measures the overall percentage of closed complaints received by Legal Services that have been upheld or part upheld during each quarterly period. In each period, the total number of upheld and partially upheld complaints is divided by the total number of complaints closed to determine the overall percentage. The data for this performance indicator is extracted from the Customer Relationship Management (CRM) system, which is used to manage and monitor complaint handling procedures in the council. All complaints received are analysed to identify improvements to the quality of the service and the way it is delivered to customers.		PI Owner(s): zLS_PAdmin; Carol Johnston					
	Legal Services provides legal services to West Lothian Council including conveyancing, litigation, tribunals and inquiries, planning, transportation, social services, education, clerking to the Licensing Board, Committees, Sub-Committees, Committee Services and Civic Government & Miscellaneous Licensing.							
<div>Percentage of all complaints closed quarterly by Legal Services that were upheld / partially upheld</div>  <table><caption>Chart Data</caption><thead><tr><th>Quarter</th><th>Percentage</th></tr></thead><tbody><tr><td>Q2 2020/21</td><td>25%</td></tr></tbody></table>			Quarter	Percentage	Q2 2020/21	25%	Q4 2020/21 result N/A	
			Quarter	Percentage				
			Q2 2020/21	25%				
			Last Updated: Q4 2020/21					
			Status: ?					
Current Value: N/A								
Current Target: 0%								
Red Threshold: 75%								
Amber Threshold: 50%								
Categories: PDSP_Partnership & Resources; PPR Public Performance Reporting								
<p>Trend Chart Commentary:</p> <p>Legal Services had one complaint in Q2 2020/21 - 4 complaints were received - 1 complaint was partly upheld. With the exception of the 1 complaint which was partly upheld, the complaints received related to delays in progressing business which were outwith the control of the service and resulted from delays in securing instructions to progress transactions.</p> <p>Whilst those complaints were not upheld, a review was undertaken of the manner in which instructions were being sought and provided with the service and the impact of delays in securing instructions was discussed with the client service in respect of which delays were experienced. This resulted in a revised approach to the seeking and provision of instructions to ensure that when instructions were sought, a timescale was identified for the provision of instructions with a clear explanation as to why the timescale was relevant and what the implications of failure to meet timescale may be.</p> <p>The 1 complaint which was partly upheld related to delay within the service in responding to correspondence from a third party. The delay was caused by the necessity to prioritise other business. Following discussion within the service it has been agreed that where a substantive response cannot be issued to incoming communication within 48 hours of its receipt, an acknowledgement of the incoming communication should be issued and where appropriate, a timescale for responding should be indicated.</p> <p>Complaints regarding the service can be made in accordance with the Councils complaints procedure, in addition to contacting the Service Manager or Head of Service directly. Where complaints are received, the service takes full advantage of the opportunity to reflect on its performance and identify areas for improvement to avoid similar complaints recurring. During periods where no complaints were received the chart will show as a blank.</p> <p>Following review of historical performance, and consideration of the nature of complaints which are generally received, the nature of those complaints, the target for 2021/22 was set at 0%</p>								



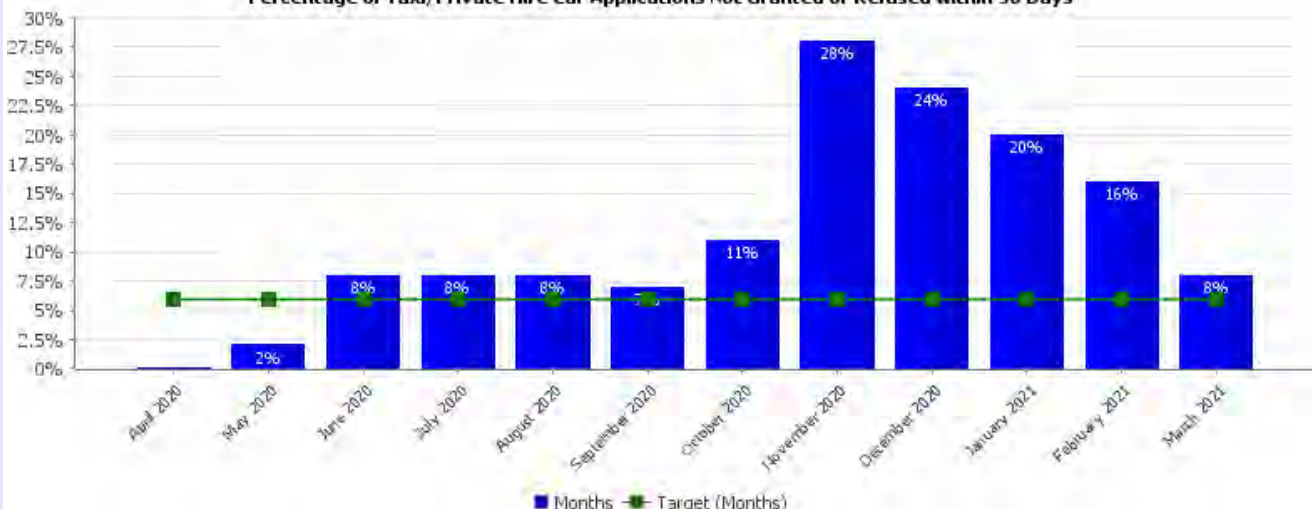

Trend Chart Commentary

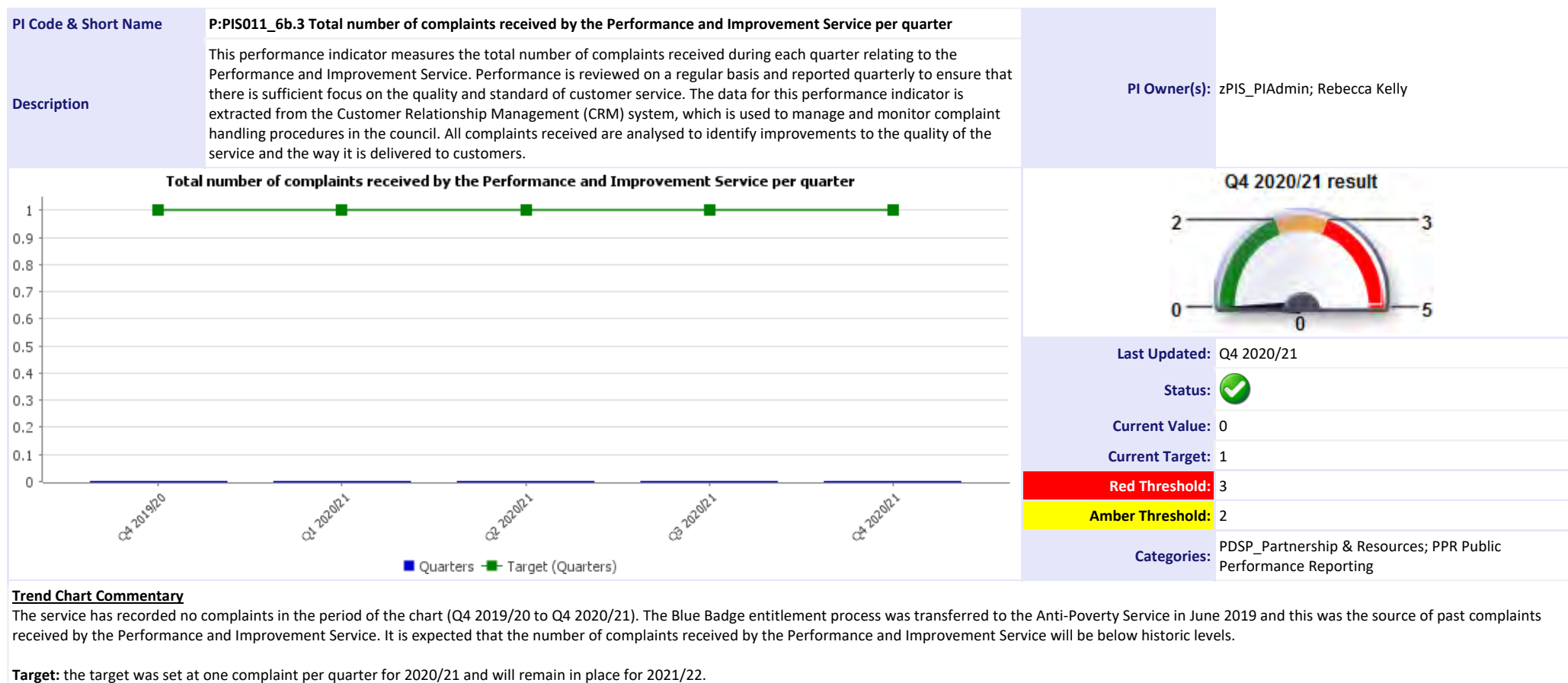
The chart shows that whilst there have been variations in levels of sickness absence, the service is consistently generally well below the corporate target. During February there was an increase in absence within the service as a result of combined medium and short term absences. During March 2021 there was reduction in absence rates but levels still remain elevated in comparison to other reported periods. This is the result of ongoing medium term absence. The improvement in performance in March when compared to February is resolution of short term illness absence.



As Legal Services are a relatively small team, a few absences can have a significant impact on the sickness absence levels. Incidents of short term sickness absence experienced are due to minor ailments. There are no general patterns of sickness absence within Legal Services which would give rise to particular concerns. All absences are managed in accordance with the Councils Supporting Attendance at Work policy.


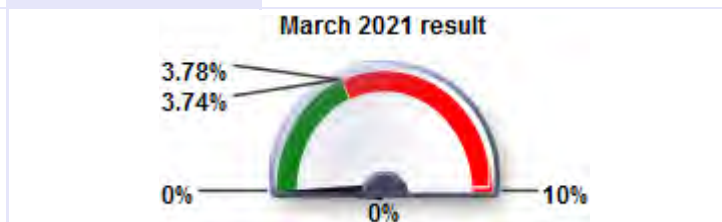
Data for April 2021 will be reported by end may 2021.

The target is set in accordance with the Corporate target which for 2021/22 is 3.6%. The Target for 2021/22 will be set in accordance with the Corporate target for that period.

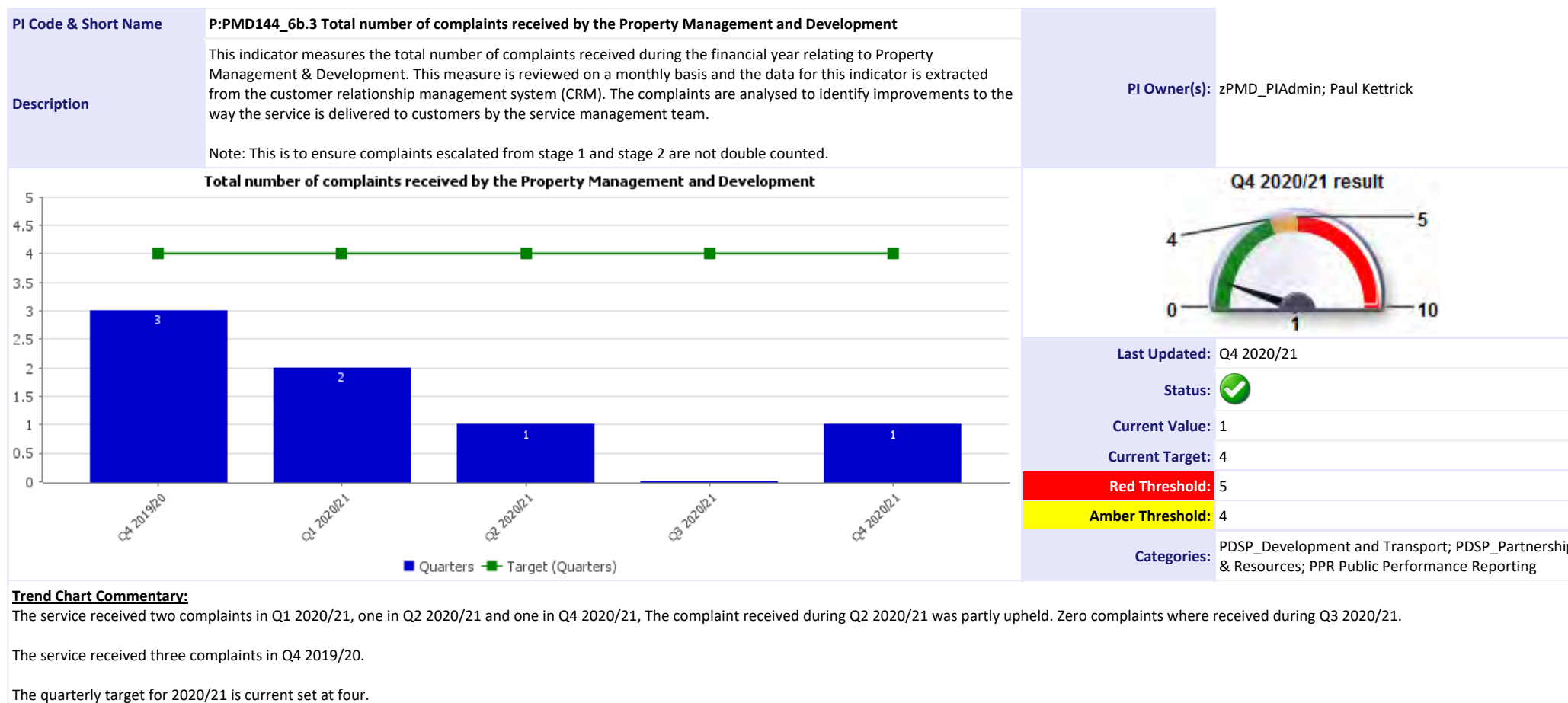
PI Code & Short Name	P:LS091_6b.5 Percentage of Taxi/Private Hire Car Applications Not Granted or Refused within 90 Days																																																									
Description	<p>The Civic Government (Scotland) Act 1982 originally set a statutory deadline of 6 months for an application to be granted or refused, that deadline was extended to 9 months for applications received after 1 May 2017. That deadline has been temporarily increased to 12 months by emergency legislation following the coronavirus pandemic. The Licensing Team has set a local target of 90 days for applications to be granted or refused. The process of determining applications for a licence involve referral to and input from third party agencies. The manner in which those agencies manage their input into the process can affect the progression of the application from the point it is made, to the point it is determined. The Licensing Team has no influence over those parts of the process which rely upon third parties either in respect of timescales or outcomes. This can have an impact on overall customer satisfaction levels.</p>		PI Owner(s): zLS_PAdmin; Audrey Watson																																																							
<div><div><div>Percentage of Taxi/Private Hire Car Applications Not Granted or Refused within 90 Days</div><table><thead><tr><th>Month</th><th>Percentage</th><th>Target (Months)</th></tr></thead><tbody><tr><td>April 2020</td><td>2%</td><td>6%</td></tr><tr><td>May 2020</td><td>2%</td><td>6%</td></tr><tr><td>June 2020</td><td>8%</td><td>6%</td></tr><tr><td>July 2020</td><td>8%</td><td>6%</td></tr><tr><td>August 2020</td><td>8%</td><td>6%</td></tr><tr><td>September 2020</td><td>7%</td><td>6%</td></tr><tr><td>October 2020</td><td>11%</td><td>6%</td></tr><tr><td>November 2020</td><td>28%</td><td>6%</td></tr><tr><td>December 2020</td><td>24%</td><td>6%</td></tr><tr><td>January 2021</td><td>20%</td><td>6%</td></tr><tr><td>February 2021</td><td>16%</td><td>6%</td></tr><tr><td>March 2021</td><td>8%</td><td>6%</td></tr></tbody></table></div><div><div>March 2021 result</div><table><thead><tr><th>Category</th><th>Value</th></tr></thead><tbody><tr><td>Last Updated:</td><td>March 2021</td></tr><tr><td>Status:</td><td>Red</td></tr><tr><td>Current Value:</td><td>8%</td></tr><tr><td>Current Target:</td><td>6%</td></tr><tr><td>Red Threshold:</td><td>6.66%</td></tr><tr><td>Amber Threshold:</td><td>6.42%</td></tr><tr><td>Categories:</td><td>PDSP_Partnership & Resources; PPR Public Performance Reporting</td></tr></tbody></table></div></div>			Month	Percentage	Target (Months)	April 2020	2%	6%	May 2020	2%	6%	June 2020	8%	6%	July 2020	8%	6%	August 2020	8%	6%	September 2020	7%	6%	October 2020	11%	6%	November 2020	28%	6%	December 2020	24%	6%	January 2021	20%	6%	February 2021	16%	6%	March 2021	8%	6%	Category	Value	Last Updated:	March 2021	Status:	Red	Current Value:	8%	Current Target:	6%	Red Threshold:	6.66%	Amber Threshold:	6.42%	Categories:	PDSP_Partnership & Resources; PPR Public Performance Reporting	
Month	Percentage	Target (Months)																																																								
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Categories:	PDSP_Partnership & Resources; PPR Public Performance Reporting																																																									
<p>The trend shows that prior to the impact of the pandemic which began to be evidenced more significantly in October 2020, performance was generally achieved around target. However, since June 2020 performance had begun to evidence the effects of the pandemic with increasing numbers of applications granted or refused outwith the 90 day period. Since June performance has been adversely affected by delays in testing vehicles caused by the testing centre being closed from late March until late July 2020. The number of vehicles requiring testing between June and October 2020 was limited as a result of legislative changes relative to arrangements made in line with relevant Scottish Government and UK Government guidance and regulations to support licence holders to continue operating despite the necessity otherwise to have their vehicle tested at the testing centre. This included national arrangements for MOT extensions. The testing centre reopened in July however given the substantial backlog of vehicles to be tested, both in terms of MOT testing and in relation to vehicle testing for new applications, there were, and continue to be delays in securing some inspection dates for new vehicles.</p> <p>Those vehicles which were subject to MOT certificate extension periods did not require testing until around October. The number of vehicles requiring testing at that time increased significantly as is evidenced in performance reporting from October 2020 to February 2021 when the effects of the delayed testing requirements were most evident. The gradual increase in performance between November 2020 and March 2021, evidences the "catch up" work undertaken by the Taxi Examination Centre to process the "delayed" MOT vehicles.</p> <p>The testing centre provides services to City of Edinburgh, the Council and Midlothian in respect licensing of vehicles. The testing centre has planned the priority basis upon which vehicles will be inspected, commencing with those existing licensed vehicles which require MOT certificates and progressing to other licence applications, and is increasing its testing capacity however, having regard to the volume of vehicles to be inspected and continuing COVID 19 pandemic restrictions, it is anticipated that delays to new applications will continue to be experienced. Licence holders are informed of likely timescales for examination dates, and determination of applications to support business planning they may require to undertake. Due to the cessation of testing for a period delays did not peak until November but since December 2020 performance has improved each month.</p> <p>The 2021/22 target is 6% having regard to historical fluctuations in performance but will be closely reviewed in conjunction with review of processing timescales which may impact the service ability to achieve performance in line with target. The next review will be at the end of May when data for April 2021 will be available and reported.</p>																																																										

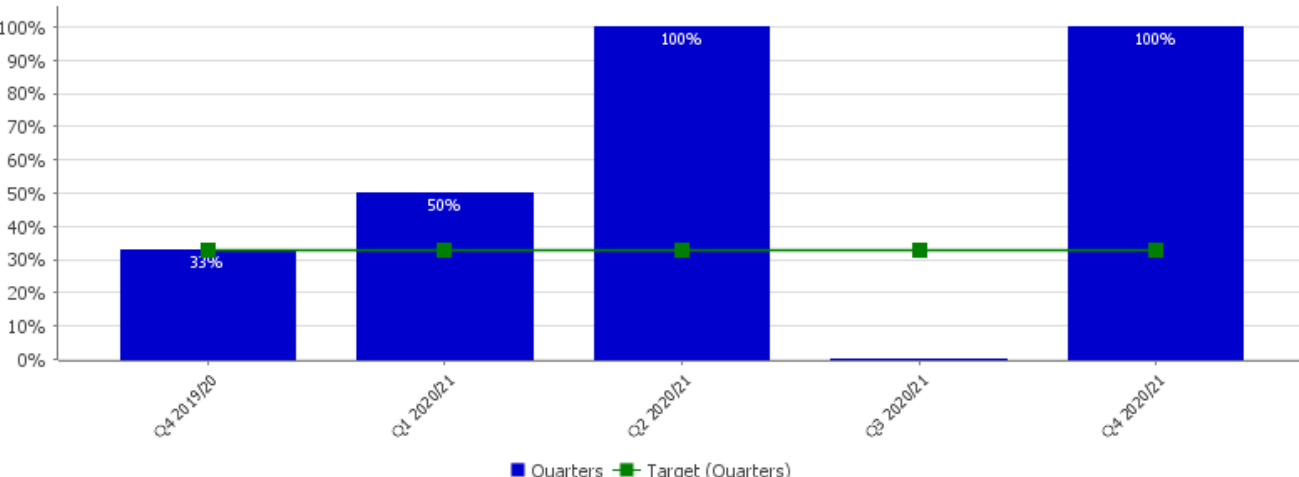








PI Code & Short Name	P:PIS013_6b.4 Percentage of all complaints closed by the Performance and Improvement Service that were upheld / partially upheld per quarter	PI Owner(s): zPIS_PAdmin; Rebecca Kelly
Description	This performance indicator measures the overall percentage of closed complaints received by the Performance and Improvement Service that have been upheld or part upheld during each quarter. In each period, the total number of upheld and partially upheld complaints is divided by the total number of complaints closed to determine the overall percentage. The data for this performance indicator is extracted from the Customer Relationship Management (CRM) system, which is used to manage and monitor complaint handling procedures in the council. All complaints received are analysed to identify improvements to the quality of the service and the way it is delivered to customers.	
Percentage of all complaints closed by the Performance and Improvement Service that were upheld / partially upheld per quarter		Q4 2020/21 result N/A
		Last Updated: Q4 2020/21
		Status: 
		Current Value: N/A
		Current Target: 25%
		Red Threshold: 60%
		Amber Threshold: 50%
		Categories: PDSP_Partnership & Resources; PPR Public Performance Reporting
Trend Chart Commentary The service typically receives a low number of complaints each quarter as much of the activity delivered is an enabler/support function. Where complaints were received, they typically related to administration of the Blue Badge scheme. This was transferred, along with administration of the National Entitlement Scheme, to the council's Anti-Poverty Service in June 2019 (Quarter 2 of 2019/20). 2020/21: the service received no complaints in Quarters 1, 2, 3 and 4 2020/21. 2019/20: The service received no complaints in Quarter 4 2019/20. Target: a target of 25 percent has been set for 2021/22.		

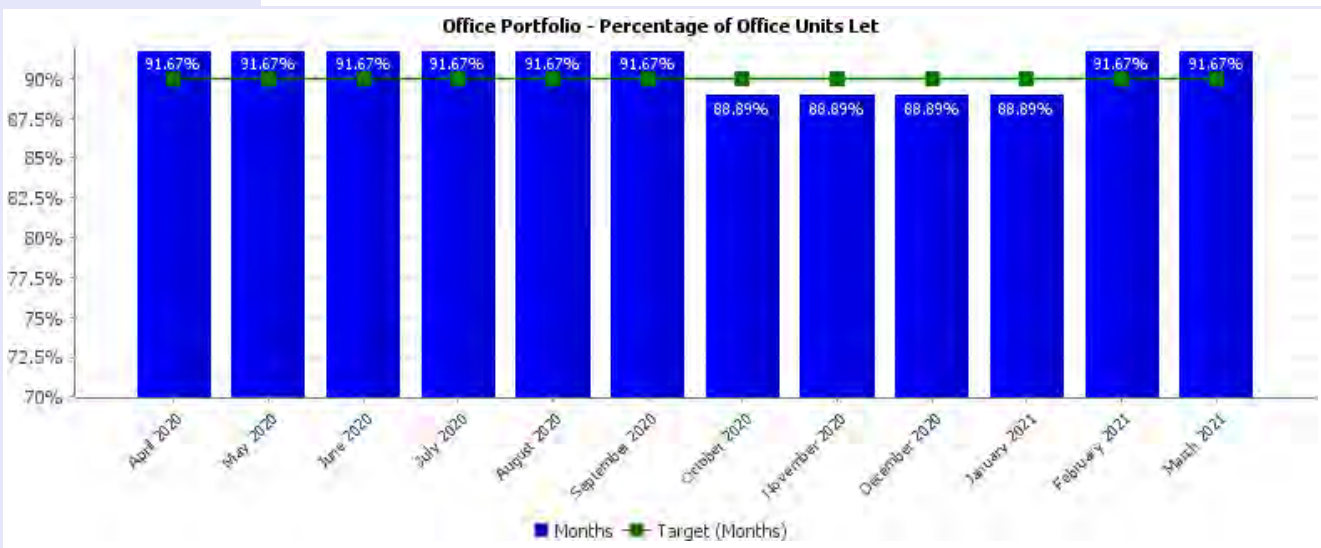

PI Code & Short Name	P:PIS023_7b.1 Percentage of Sickness Absence in Performance and Improvement Service	PI Owner(s): zPIS_PIAAdmin; Rebecca Kelly																																										
Description	This performance indicator measures, as a percentage, the total level of sickness absence in the Performance and Improvement Service in Corporate Services. The data is provided by the council’s Human Resource Services on a monthly basis and is tracked and monitored to ensure absence is managed appropriately in the service and any corresponding impact on performance is understood and managed.																																											
<div><div>Percentage of Sickness Absence in Performance and Improvement Service</div><table><caption>Monthly Sickness Absence Data (Estimated from Chart)</caption><thead><tr><th>Month</th><th>Percentage</th></tr></thead><tbody><tr><td>April 2020</td><td>0%</td></tr><tr><td>May 2020</td><td>0%</td></tr><tr><td>June 2020</td><td>0%</td></tr><tr><td>July 2020</td><td>0%</td></tr><tr><td>August 2020</td><td>0%</td></tr><tr><td>September 2020</td><td>0%</td></tr><tr><td>October 2020</td><td>0.43%</td></tr><tr><td>November 2020</td><td>0%</td></tr><tr><td>December 2020</td><td>0%</td></tr><tr><td>January 2021</td><td>0%</td></tr><tr><td>February 2021</td><td>0%</td></tr><tr><td>March 2021</td><td>0%</td></tr></tbody></table></div>		Month	Percentage	April 2020	0%	May 2020	0%	June 2020	0%	July 2020	0%	August 2020	0%	September 2020	0%	October 2020	0.43%	November 2020	0%	December 2020	0%	January 2021	0%	February 2021	0%	March 2021	0%	<div><div>March 2021 result</div><table><tr><th>Category</th><th>Value</th></tr><tr><td>Last Updated:</td><td>March 2021</td></tr><tr><td>Status:</td><td>✓</td></tr><tr><td>Current Value:</td><td>0%</td></tr><tr><td>Current Target:</td><td>3.6%</td></tr><tr><td>Red Threshold:</td><td>3.78%</td></tr><tr><td>Amber Threshold:</td><td>3.74%</td></tr><tr><td>Categories:</td><td>Absence - sickness; PDSP_Partnership & Resources; PPR Public Performance Reporting</td></tr></table></div>	Category	Value	Last Updated:	March 2021	Status:	✓	Current Value:	0%	Current Target:	3.6%	Red Threshold:	3.78%	Amber Threshold:	3.74%	Categories:	Absence - sickness; PDSP_Partnership & Resources; PPR Public Performance Reporting
Month	Percentage																																											
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Categories:	Absence - sickness; PDSP_Partnership & Resources; PPR Public Performance Reporting																																											
<div><div>Trend Chart Commentary</div><div>The Performance and Improvement Service comprises 11.79 full time equivalents and due to the size of the service, a small number of staff absent from work can greatly impact the performance in this indicator.</div><div>The trend shows that there were twelve periods where performance was 0 or less than 1 percent. Periods of absence in the service are historically mostly short-term. The absence in October 2020 accounts for 1 day of sickness in the service during that month.</div><div>Sickness levels are monitored on a monthly basis and the service takes the appropriate action in compliance with the Council's Supporting Attendance at Work Policy and procedures to manage all periods of absence.</div><div>Target: the corporate target of 3.6% is used and will remain at this level for 2020/21.</div></div>																																												

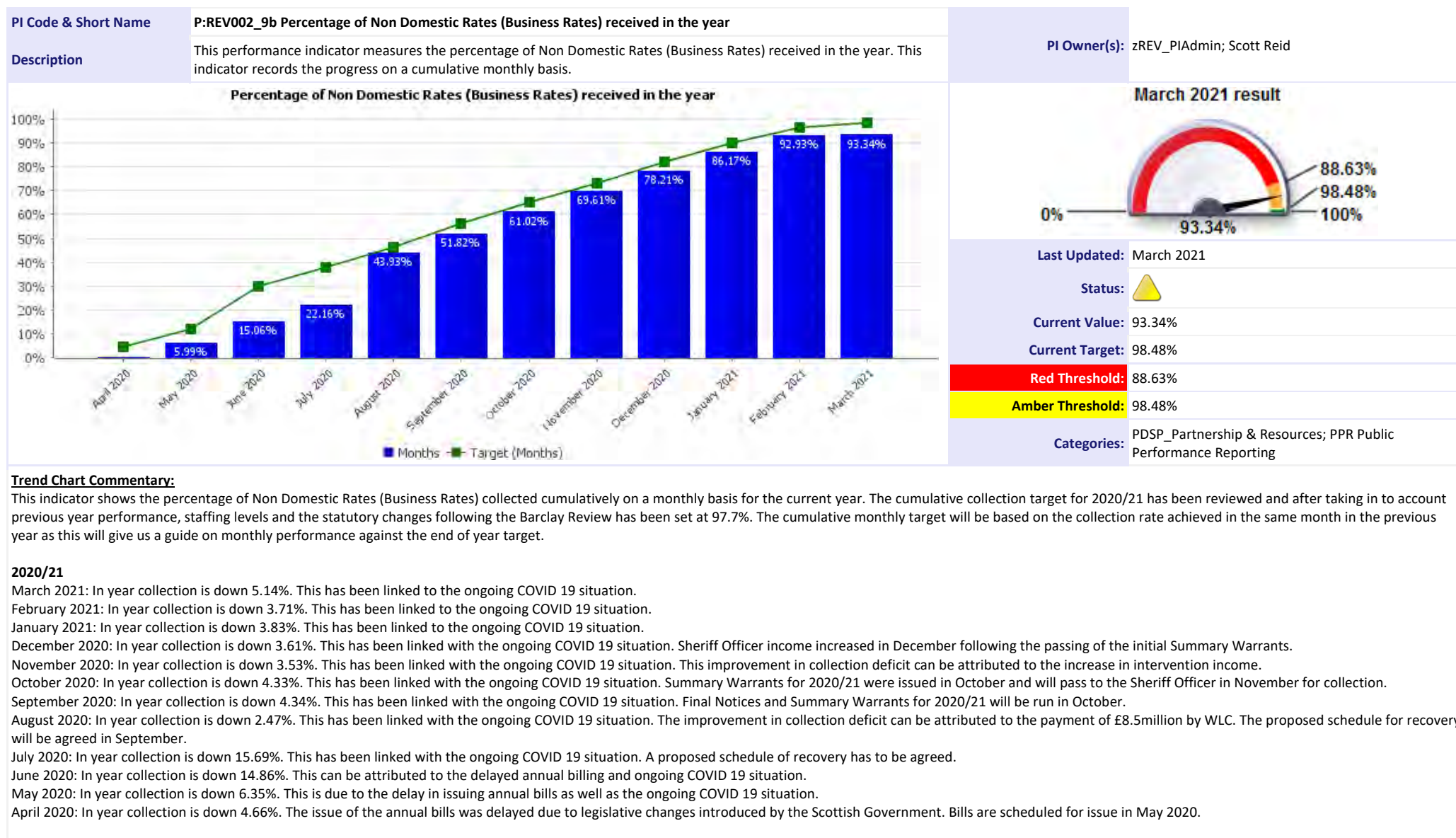
PI Code & Short Name	P:PMD111b_7b.1 Cumulative Percentage Sickness/Absence levels - Property Management & Development																																																							
Description	<p>This performance indicator measures as a percentage the sickness/absence statistics relating to Property Management & Development. The data relating to sickness/ absence is provided by WLC Human Resources. Information is provided on a monthly basis via an excel worksheet extract.</p> <p>The information is analysed to identify trends and areas for improvements within the unit in order to reduce the levels of staff absence across the service in line with Finance & Property Service Targets.</p>		PI Owner(s): zPMD_PIAAdmin; Paul Kettrick																																																					
<div><p>Cumulative Percentage Sickness/Absence levels - Property Management & Development</p><table><thead><tr><th>Month</th><th>Months (%)</th><th>Target (Months) (%)</th></tr></thead><tbody><tr><td>April 2020</td><td>7.23%</td><td>1.5%</td></tr><tr><td>May 2020</td><td>5.62%</td><td>1.5%</td></tr><tr><td>June 2020</td><td>4.71%</td><td>1.5%</td></tr><tr><td>July 2020</td><td>4.36%</td><td>1.5%</td></tr><tr><td>August 2020</td><td>4.2%</td><td>1.5%</td></tr><tr><td>September 2020</td><td>4.08%</td><td>1.5%</td></tr><tr><td>October 2020</td><td>4.7%</td><td>1.5%</td></tr><tr><td>November 2020</td><td>5.4%</td><td>1.5%</td></tr><tr><td>December 2020</td><td>6.02%</td><td>1.5%</td></tr><tr><td>January 2021</td><td>5.77%</td><td>1.5%</td></tr><tr><td>February 2021</td><td>5.3%</td><td>1.5%</td></tr><tr><td>March 2021</td><td>4.86%</td><td>1.5%</td></tr></tbody></table></div>			Month	Months (%)	Target (Months) (%)	April 2020	7.23%	1.5%	May 2020	5.62%	1.5%	June 2020	4.71%	1.5%	July 2020	4.36%	1.5%	August 2020	4.2%	1.5%	September 2020	4.08%	1.5%	October 2020	4.7%	1.5%	November 2020	5.4%	1.5%	December 2020	6.02%	1.5%	January 2021	5.77%	1.5%	February 2021	5.3%	1.5%	March 2021	4.86%	1.5%	<div><p>March 2021 result</p><table><tbody><tr><td>Last Updated:</td><td>March 2021</td></tr><tr><td>Status:</td><td>●</td></tr><tr><td>Current Value:</td><td>4.86%</td></tr><tr><td>Current Target:</td><td>1.5%</td></tr><tr><td>Red Threshold:</td><td>2%</td></tr><tr><td>Amber Threshold:</td><td>1.75%</td></tr><tr><td>Categories:</td><td>Absence - sickness; PDSP_Partnership & Resources; PPR Public Performance Reporting</td></tr></tbody></table></div>	Last Updated:	March 2021	Status:	●	Current Value:	4.86%	Current Target:	1.5%	Red Threshold:	2%	Amber Threshold:	1.75%	Categories:	Absence - sickness; PDSP_Partnership & Resources; PPR Public Performance Reporting
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Categories:	Absence - sickness; PDSP_Partnership & Resources; PPR Public Performance Reporting																																																							
<p>Trend Chart Commentary</p> <p>The SPI figure for March 2021 is 4.86% which is a decrease from the 5.30% recorded for February 2021.</p> <p>The pattern of sickness absence for the unit relates to long conditions and circumstances. There are 1 member of staff now on long term sickness that has resulted in continued periods of absence since Sept 2020 and are being managed through the occupational health process.</p> <p>Target going forward will be set the Finance & Property Service target of 1.5%.</p>																																																								

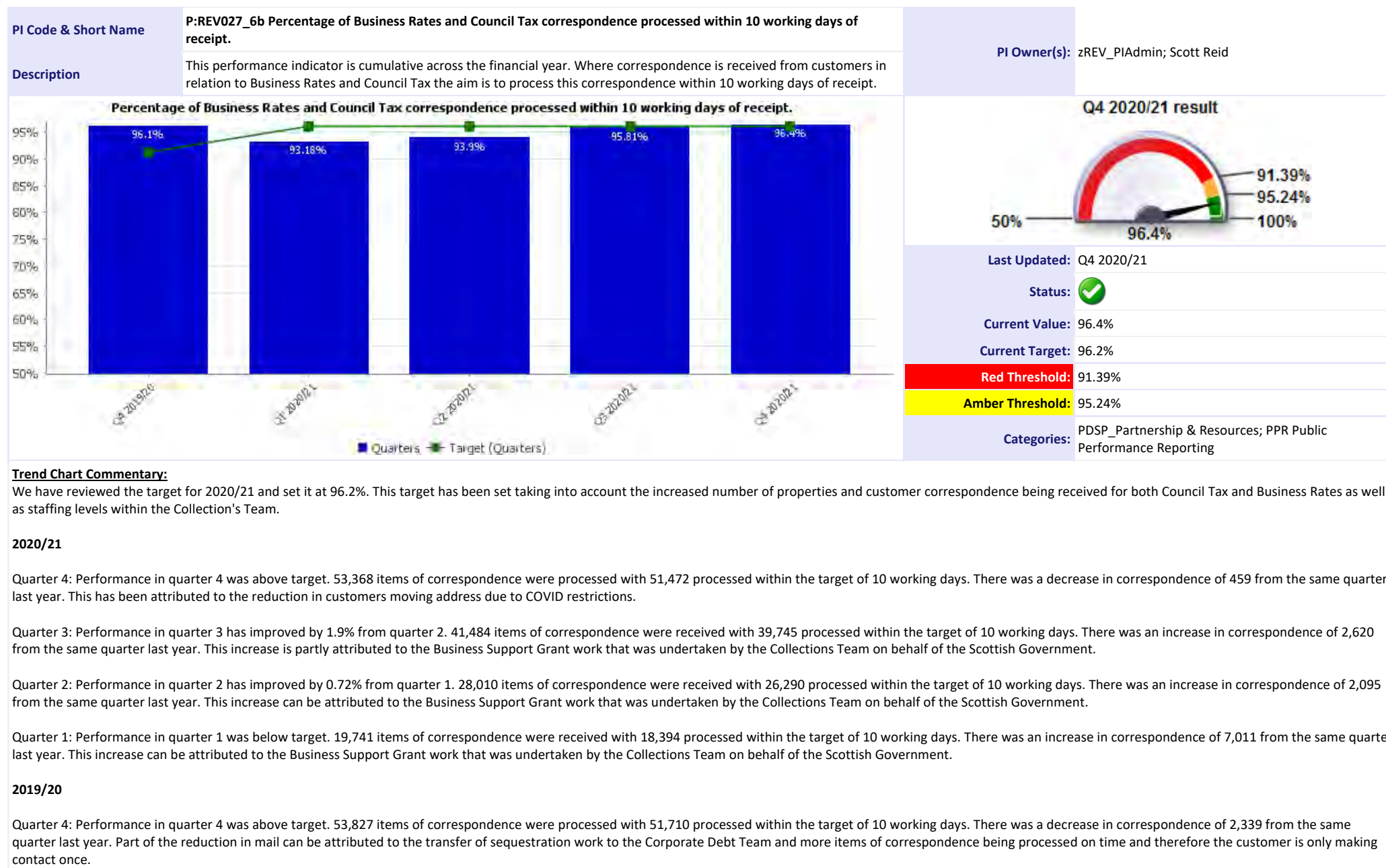


PI Code & Short Name	P:PMD145_6b.4 The percentage of complaints received by Property Management and Development that were upheld / partially upheld against the total complaints closed in full	PI Owner(s): zPMD_PIAAdmin; Paul Kettrick																																
Description	<p>This performance indicator measures the overall percentage of Property Management and Development complaints that have been investigated and upheld or part upheld during each month.</p> <p>For each month the total number of complaints responded to within relevant time-scale is divided by total number of stage 1 complaints received to determine a percentage.</p> <p>The data for this indicator is extracted from the customer relationship management system (CRM)The Complaints are analysed to identify improvements to the way the service is delivered to customers by the service management team each month.</p>																																	
<p>The percentage of complaints received by Property Management and Development that were upheld / partially upheld against the total complaints closed in full</p>  <table><thead><tr><th>Quarter</th><th>Quarters (%)</th><th>Target (Quarters) (%)</th></tr></thead><tbody><tr><td>Q4 2019/20</td><td>33%</td><td>33%</td></tr><tr><td>Q1 2020/21</td><td>50%</td><td>33%</td></tr><tr><td>Q2 2020/21</td><td>100%</td><td>33%</td></tr><tr><td>Q3 2020/21</td><td>0%</td><td>33%</td></tr><tr><td>Q4 2020/21</td><td>100%</td><td>33%</td></tr></tbody></table>		Quarter	Quarters (%)	Target (Quarters) (%)	Q4 2019/20	33%	33%	Q1 2020/21	50%	33%	Q2 2020/21	100%	33%	Q3 2020/21	0%	33%	Q4 2020/21	100%	33%	<p>Q4 2020/21 result</p>  <table><tbody><tr><td>Last Updated:</td><td>Q4 2020/21</td></tr><tr><td>Status:</td><td></td></tr><tr><td>Current Value:</td><td>100%</td></tr><tr><td>Current Target:</td><td>33%</td></tr><tr><td>Red Threshold:</td><td>67%</td></tr><tr><td>Amber Threshold:</td><td>34%</td></tr><tr><td>Categories:</td><td>PDSP_Development and Transport; PDSP_Partnership & Resources; PPR Public Performance Reporting</td></tr></tbody></table>	Last Updated:	Q4 2020/21	Status:		Current Value:	100%	Current Target:	33%	Red Threshold:	67%	Amber Threshold:	34%	Categories:	PDSP_Development and Transport; PDSP_Partnership & Resources; PPR Public Performance Reporting
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Categories:	PDSP_Development and Transport; PDSP_Partnership & Resources; PPR Public Performance Reporting																																	
<p>Trend Chart Commentary:</p> <p>The service received two complaints in Q1 2020/21, Of the two complaints received, one was not upheld and one was partly upheld. One complaint was received during Q2 2020/21 and was partially upheld. Zero complaints were received in Q3 2020/21. The service received one complaint in Q4 2020/21 and this was upheld.</p> <p>In Q4 2019/20, one complaint out of a total of 3 that were logged by the service in this period was part upheld.</p> <p>Investigation shows that these complaints that are upheld or partly upheld are no relation to each other and show no patterns or trends. As a result of this the figures for this indicator can fluctuate quite drastically depending on the number of complaints received during each quarter.</p> <p>The quarterly target for 2020/21 will remain at 33% as this target was breached a number of times and the service is working to bring this indicator back to acceptable levels.</p>																																		

PI Code & Short Name	P:PMD161_9b.1a Industrial Portfolio - Percentage of Total Units Let																																											
Description	This performance indicator is part of the performance scorecard for the councils asset management strategy and will contribute to outcome 5 utilisation.																																											
	This is one of three Performance Indicators (PI) that record the occupancy levels of the major parts of the council's Tenanted Non-Residential Property (TNRP) portfolio, i.e. those properties that the council owns but does not occupy itself, and which are leased to third parties. This PI is based on 300 industrial units. The calculation of the PI was reviewed in April 2010 to ensure it's comparability with PI's produced by our benchmarking partners in other local authorities, and again in August 2015 to reflect changes in the portfolio. The base figure primarily consists of properties that are let on short term agreements, where occupancy levels are expected to be more volatile. Targets are reviewed annually in April and take account of the economic climate, the property market, and our rental income target, with the objective of maximising occupancy levels.																																											
		PI Owner(s): zPMD_PIAAdmin; Paul Kettrick																																										
 <table border="1"><caption>Industrial Portfolio - Percentage of Total Units Let Data</caption><thead><tr><th>Month</th><th>Percentage of Total Units Let</th></tr></thead><tbody><tr><td>April 2020</td><td>90.03%</td></tr><tr><td>May 2020</td><td>89.35%</td></tr><tr><td>June 2020</td><td>89.35%</td></tr><tr><td>July 2020</td><td>89.69%</td></tr><tr><td>August 2020</td><td>89.35%</td></tr><tr><td>September 2020</td><td>93.13%</td></tr><tr><td>October 2020</td><td>93.13%</td></tr><tr><td>November 2020</td><td>96.81%</td></tr><tr><td>December 2020</td><td>96.81%</td></tr><tr><td>January 2021</td><td>97.59%</td></tr><tr><td>February 2021</td><td>97.94%</td></tr><tr><td>March 2021</td><td>97.59%</td></tr></tbody></table>		Month	Percentage of Total Units Let	April 2020	90.03%	May 2020	89.35%	June 2020	89.35%	July 2020	89.69%	August 2020	89.35%	September 2020	93.13%	October 2020	93.13%	November 2020	96.81%	December 2020	96.81%	January 2021	97.59%	February 2021	97.94%	March 2021	97.59%	 <table border="1"><caption>March 2021 result Data</caption><thead><tr><th>Category</th><th>Value</th></tr></thead><tbody><tr><td>Last Updated:</td><td>March 2021</td></tr><tr><td>Status:</td><td>✓</td></tr><tr><td>Current Value:</td><td>97.59%</td></tr><tr><td>Current Target:</td><td>90%</td></tr><tr><td>Red Threshold:</td><td>81%</td></tr><tr><td>Amber Threshold:</td><td>85.5%</td></tr><tr><td>Categories:</td><td>PDSP_Development and Transport; PDSP_Partnership & Resources; PPR Public Performance Reporting</td></tr></tbody></table>	Category	Value	Last Updated:	March 2021	Status:	✓	Current Value:	97.59%	Current Target:	90%	Red Threshold:	81%	Amber Threshold:	85.5%	Categories:	PDSP_Development and Transport; PDSP_Partnership & Resources; PPR Public Performance Reporting
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<p>Trend Chart Commentary:</p> <p>Occupancy for March 2021 is 97.59% against a target of 90%. This is near the top of the 12-month range (89.35% to 97.94%).</p> <p>WLC’s portfolio are mainly less than 3,000 sq. ft units. Demand is healthy and occupancy is above pre COVID level. The rents charged are also at pre COVID level.</p> <p>The nature of most of the lease agreements - easy-in, easy-out, month to month - means that the occupancy level is particularly volatile. Capital improvements have been undertaken over the past three years to preserve the income stream from the portfolio. We will continue to work on improving the appeal of our properties.</p> <p>2021/22 target is set at 90% this allows us to maintain current levels whilst investigating areas for improvement.</p>																																												

PI Code & Short Name	P:PMD163_9b.1a Office Portfolio - Percentage of Office Units Let																																																								
Description	This performance indicator is part of the performance scorecard for the Council's asset management strategy and will contribute to outcome 5 utilisation. This is one of three Performance Indicators that record the occupancy levels of the major parts of the council's Tenanted Non-Residential Property (TNRP) portfolio, i.e. those properties that the council owns but does not occupy itself, and which are leased to third parties. This PI is based on 42 self contained offices, or suites in multi-occupancy buildings. The calculation of the PI was reviewed in April 2010 to ensure its comparability with PI's produced by our benchmarking partners in other local authorities. The total also reflects recent changes in the portfolio (reviewed August 2015). Targets are reviewed annually in April and take account of the economic climate, the property market, and our rental income target, with the objective of maximising occupancy levels. More details on the council's portfolio can be found on http://www.westlothian.gov.uk/article/2494/Land-and-Property		PI Owner(s): zPMD_PIAAdmin; Paul Kettrick																																																						
	 <table><caption>Office Portfolio - Percentage of Office Units Let Data</caption><thead><tr><th>Month</th><th>Occupancy (%)</th><th>Target (%)</th></tr></thead><tbody><tr><td>April 2020</td><td>91.67%</td><td>90%</td></tr><tr><td>May 2020</td><td>91.67%</td><td>90%</td></tr><tr><td>June 2020</td><td>91.67%</td><td>90%</td></tr><tr><td>July 2020</td><td>91.67%</td><td>90%</td></tr><tr><td>August 2020</td><td>91.67%</td><td>90%</td></tr><tr><td>September 2020</td><td>91.67%</td><td>90%</td></tr><tr><td>October 2020</td><td>88.89%</td><td>90%</td></tr><tr><td>November 2020</td><td>88.89%</td><td>90%</td></tr><tr><td>December 2020</td><td>88.89%</td><td>90%</td></tr><tr><td>January 2021</td><td>88.89%</td><td>90%</td></tr><tr><td>February 2021</td><td>91.67%</td><td>90%</td></tr><tr><td>March 2021</td><td>91.67%</td><td>90%</td></tr></tbody></table>		Month	Occupancy (%)	Target (%)	April 2020	91.67%	90%	May 2020	91.67%	90%	June 2020	91.67%	90%	July 2020	91.67%	90%	August 2020	91.67%	90%	September 2020	91.67%	90%	October 2020	88.89%	90%	November 2020	88.89%	90%	December 2020	88.89%	90%	January 2021	88.89%	90%	February 2021	91.67%	90%	March 2021	91.67%	90%	 <table><caption>March 2021 result Data</caption><thead><tr><th>Category</th><th>Value</th></tr></thead><tbody><tr><td>Last Updated:</td><td>March 2021</td></tr><tr><td>Status:</td><td>✓</td></tr><tr><td>Current Value:</td><td>91.67%</td></tr><tr><td>Current Target:</td><td>90%</td></tr><tr><td>Red Threshold:</td><td>81%</td></tr><tr><td>Amber Threshold:</td><td>85.5%</td></tr><tr><td>Categories:</td><td>PDSP_Development and Transport; PDSP_Partnership & Resources; PPR Public Performance Reporting</td></tr></tbody></table>	Category	Value	Last Updated:	March 2021	Status:	✓	Current Value:	91.67%	Current Target:	90%	Red Threshold:	81%	Amber Threshold:	85.5%	Categories:
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Trend Chart Commentary: This month (March 2021) sees occupancy at 91.67%. This above the target of 90% and is at the top of the 12 month range (88.89% to 91.67%). The marked improvement in occupancy is due one vacant office meeting an 18 month operational requirement and a further office being removed from the market while wider redevelopment proposals are considered. Occupancy has been fairly stable. Where units do become void they are taking longer to re let compared to the shop and industrial properties, which is indicative of the weak office market in West Lothian. The Council holds 37 lettable units therefore a single vacancy or letting has disproportionate effect on occupancy rates. The office market for larger suites in West Lothian continues to be challenging. An Edinburgh commercial agent is assisting the marketing of the council's largest office void. The Target for 2020/21 is set at 90% this allows us to maintain current levels whilst investigating areas for improvement.																																																									





Trend Chart Commentary:

We have reviewed the target for 2020/21 and set it at 96.2%. This target has been set taking into account the increased number of properties and customer correspondence being received for both Council Tax and Business Rates as well as staffing levels within the Collection's Team.

2020/21

Quarter 4: Performance in quarter 4 was above target. 53,368 items of correspondence were processed with 51,472 processed within the target of 10 working days. There was a decrease in correspondence of 459 from the same quarter last year. This has been attributed to the reduction in customers moving address due to COVID restrictions.

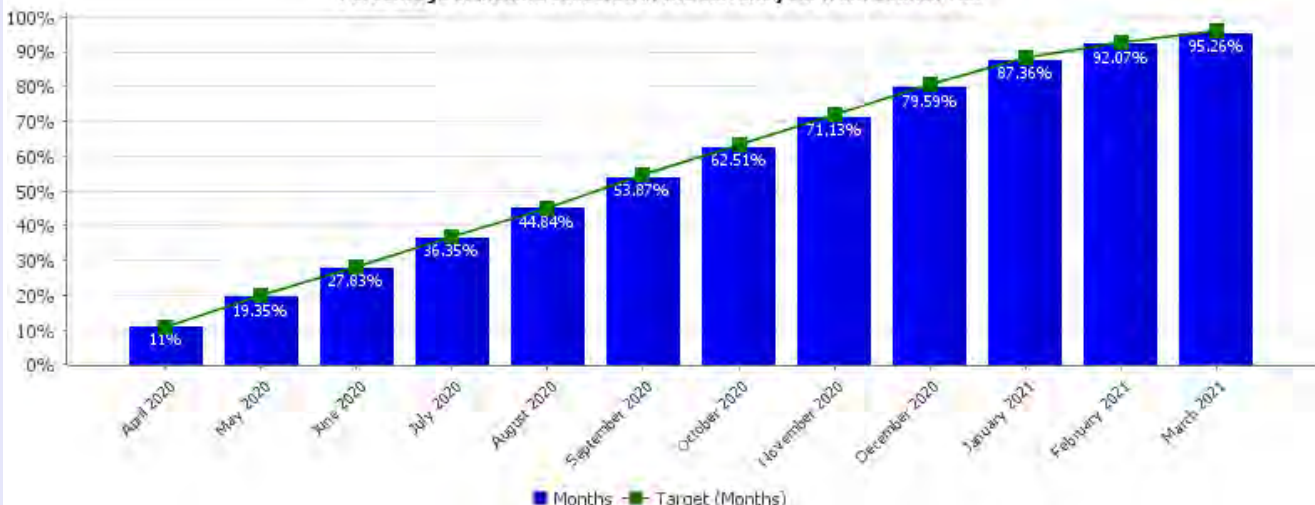

Quarter 3: Performance in quarter 3 has improved by 1.9% from quarter 2. 41,484 items of correspondence were received with 39,745 processed within the target of 10 working days. There was an increase in correspondence of 2,620 from the same quarter last year. This increase is partly attributed to the Business Support Grant work that was undertaken by the Collections Team on behalf of the Scottish Government.

Quarter 2: Performance in quarter 2 has improved by 0.72% from quarter 1. 28,010 items of correspondence were received with 26,290 processed within the target of 10 working days. There was an increase in correspondence of 2,095 from the same quarter last year. This increase can be attributed to the Business Support Grant work that was undertaken by the Collections Team on behalf of the Scottish Government.

Quarter 1: Performance in quarter 1 was below target. 19,741 items of correspondence were received with 18,394 processed within the target of 10 working days. There was an increase in correspondence of 7,011 from the same quarter last year. This increase can be attributed to the Business Support Grant work that was undertaken by the Collections Team on behalf of the Scottish Government.

2019/20

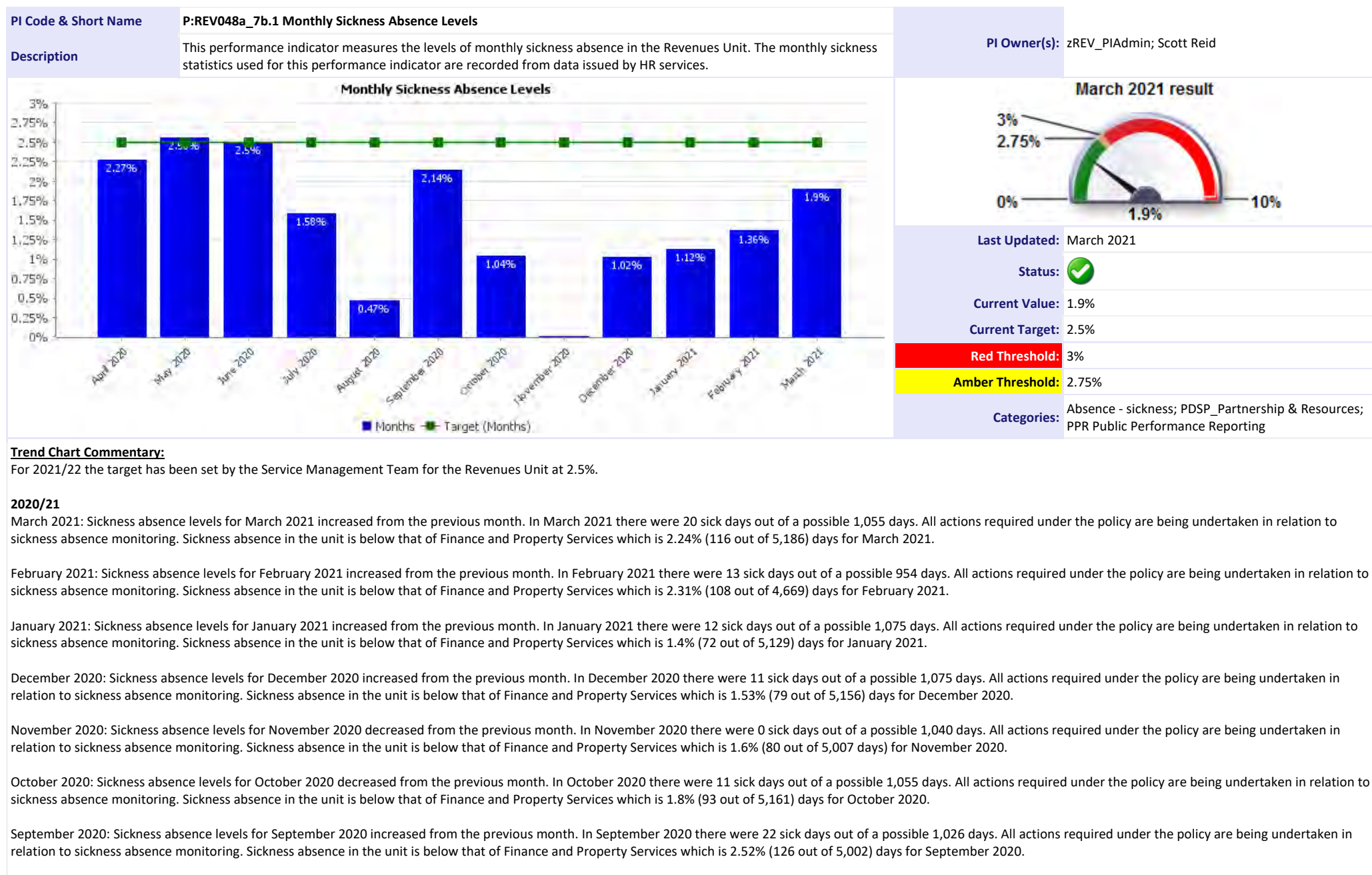
Quarter 4: Performance in quarter 4 was above target. 53,827 items of correspondence were processed with 51,710 processed within the target of 10 working days. There was a decrease in correspondence of 2,339 from the same quarter last year. Part of the reduction in mail can be attributed to the transfer of sequestration work to the Corporate Debt Team and more items of correspondence being processed on time and therefore the customer is only making contact once.

PI Code & Short Name	P:REV047_9b.1a Percentage of income collected in the current year from Council Tax																																																								
Description	This performance indicator measures the monthly cumulative percentage collected in the current year for Council Tax and calculated using the statutory formula set out in the Water Order. This enables the Revenues Unit to monitor performance in order to carry out any adjustments to achieve the target. Whilst recovery action to collect all previous year debt continues, in year collection is a recognised benchmark standard. The benchmark data for the in year collection is captured in the performance indicator SCorp 07.	PI Owner(s): zREV_PIAAdmin; Scott Reid																																																							
<div><p>Percentage of income collected in the current year from Council Tax</p><table><caption>Monthly Cumulative Percentage of Council Tax Collected</caption><thead><tr><th>Month</th><th>Actual Collection (%)</th><th>Target (%)</th></tr></thead><tbody><tr><td>April 2020</td><td>11%</td><td>11%</td></tr><tr><td>May 2020</td><td>19.35%</td><td>19.35%</td></tr><tr><td>June 2020</td><td>27.83%</td><td>27.83%</td></tr><tr><td>July 2020</td><td>36.35%</td><td>36.35%</td></tr><tr><td>August 2020</td><td>44.84%</td><td>44.84%</td></tr><tr><td>September 2020</td><td>53.87%</td><td>53.87%</td></tr><tr><td>October 2020</td><td>62.51%</td><td>62.51%</td></tr><tr><td>November 2020</td><td>71.13%</td><td>71.13%</td></tr><tr><td>December 2020</td><td>79.59%</td><td>79.59%</td></tr><tr><td>January 2021</td><td>87.36%</td><td>87.36%</td></tr><tr><td>February 2021</td><td>92.07%</td><td>92.07%</td></tr><tr><td>March 2021</td><td>95.26%</td><td>95.26%</td></tr></tbody></table></div>		Month	Actual Collection (%)	Target (%)	April 2020	11%	11%	May 2020	19.35%	19.35%	June 2020	27.83%	27.83%	July 2020	36.35%	36.35%	August 2020	44.84%	44.84%	September 2020	53.87%	53.87%	October 2020	62.51%	62.51%	November 2020	71.13%	71.13%	December 2020	79.59%	79.59%	January 2021	87.36%	87.36%	February 2021	92.07%	92.07%	March 2021	95.26%	95.26%	<div><p>March 2021 result</p><table><thead><tr><th>Metric</th><th>Value</th></tr></thead><tbody><tr><td>Last Updated:</td><td>March 2021</td></tr><tr><td>Status:</td><td></td></tr><tr><td>Current Value:</td><td>95.26%</td></tr><tr><td>Current Target:</td><td>95.9%</td></tr><tr><td>Red Threshold:</td><td>95.42%</td></tr><tr><td>Amber Threshold:</td><td>95.61%</td></tr><tr><td>Categories:</td><td>PDSP_Partnership & Resources; PPR Public Performance Reporting</td></tr></tbody></table></div>	Metric	Value	Last Updated:	March 2021	Status:		Current Value:	95.26%	Current Target:	95.9%	Red Threshold:	95.42%	Amber Threshold:	95.61%	Categories:	PDSP_Partnership & Resources; PPR Public Performance Reporting
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Amber Threshold:	95.61%																																																								
Categories:	PDSP_Partnership & Resources; PPR Public Performance Reporting																																																								
<p>Trend Chart Commentary: This indicator shows the percentage of Council Tax collected cumulatively on a monthly basis for the current year. The cumulative collection target for 2021/22 has been reviewed and after taking in to account previous year performance, staffing levels and decreased payment from Water Direct has been set at 96.5%. The cumulative monthly target will be based on the collection rate achieved in the same month in the previous year as this will give us a guide on monthly performance against the end of year target.</p> <p>2020/21 March 2021: In year collection is 0.64% below target. The improved deficit is due to customers paying over 12 months rather than 10. The below target performance can be attributed to the reduction in Water Direct income and the impact of COVID 19. February 2021: In year collection is 0.84% below target. The improved deficit is due to customers paying over 12 months rather than 10. The below target performance can be attributed to the reduction in Water Direct income of £567,670.30 and the impact of COVID 19. Work continues with the issues affecting Water Direct income. January 2021: In year collection is 1.15% below target. This decrease can be attributed to the reduction in Water Direct income of £442,031.52 and the impact of COVID 19. Work is ongoing to escalate the issues affecting Water Direct income. December 2020: In year collection is 1.11% below target. This decrease can be attributed to the reduction in income from Water Direct of £361,663.19 and the impact of COVID 19. Work is ongoing to escalate the issues affecting Water Direct income. November 2020: In year collection is 0.95% below target. This decrease can be attributed to the reduction in income of £324,753.31 from Water Direct and the impact of COVID 19. Work is ongoing with the IRRV and COSLA to escalate the issues affecting Water Direct income. October 2020: In year collection is 0.86% below target. This decrease can be attributed to the reduction in income from Water Direct and the impact of COVID-19. The reduction on income from Water Direct has been escalated to COSLA September 2020: In year collection is 0.71% below target. This decrease can be attributed to the reduction in income from Water Direct and the impact of COVID-19. The summary warrants for 2020/21 have now been passed to the Sheriff Officers for collection. The deficit in collection reduced slightly in this month compared to last month. August 2020: In year collection is 0.76% below target. This decrease can be attributed to the reduction in income from Water Direct, the suspension of recovery for the first quarter of the financial year. Also the impact of COVID-19. There has also been an increase in CTRS. The first Summary Warrant run for 2020/21 was undertaken at the end of August. July 2020: In year collection is 0.64% below target. Statutory reminders and Summary Warrants will be issued in August.</p>																																																									

June 2020: In year collection is 0.41% below target. Non statutory reminders will be issued in July for 2020/21.

May 2020: In year collection is 0.44% below the target.

April 2020: In year collection is 0.04% below the target. Payments received in April 20 are up £475K on April 19 and the amount awarded in CTRS is up by £1.281 million compared to April 19.



August 2020: Sickness absence levels for August 2020 decreased from the previous month. In August 2020 there were 5 sick days out of a possible 1,075 days. All actions required under the policy are being undertaken in relation to sickness absence monitoring. Sickness absence in the unit is below that of Finance and Property Services which is 1.54% (79 out of 5,144) days for August 2020.

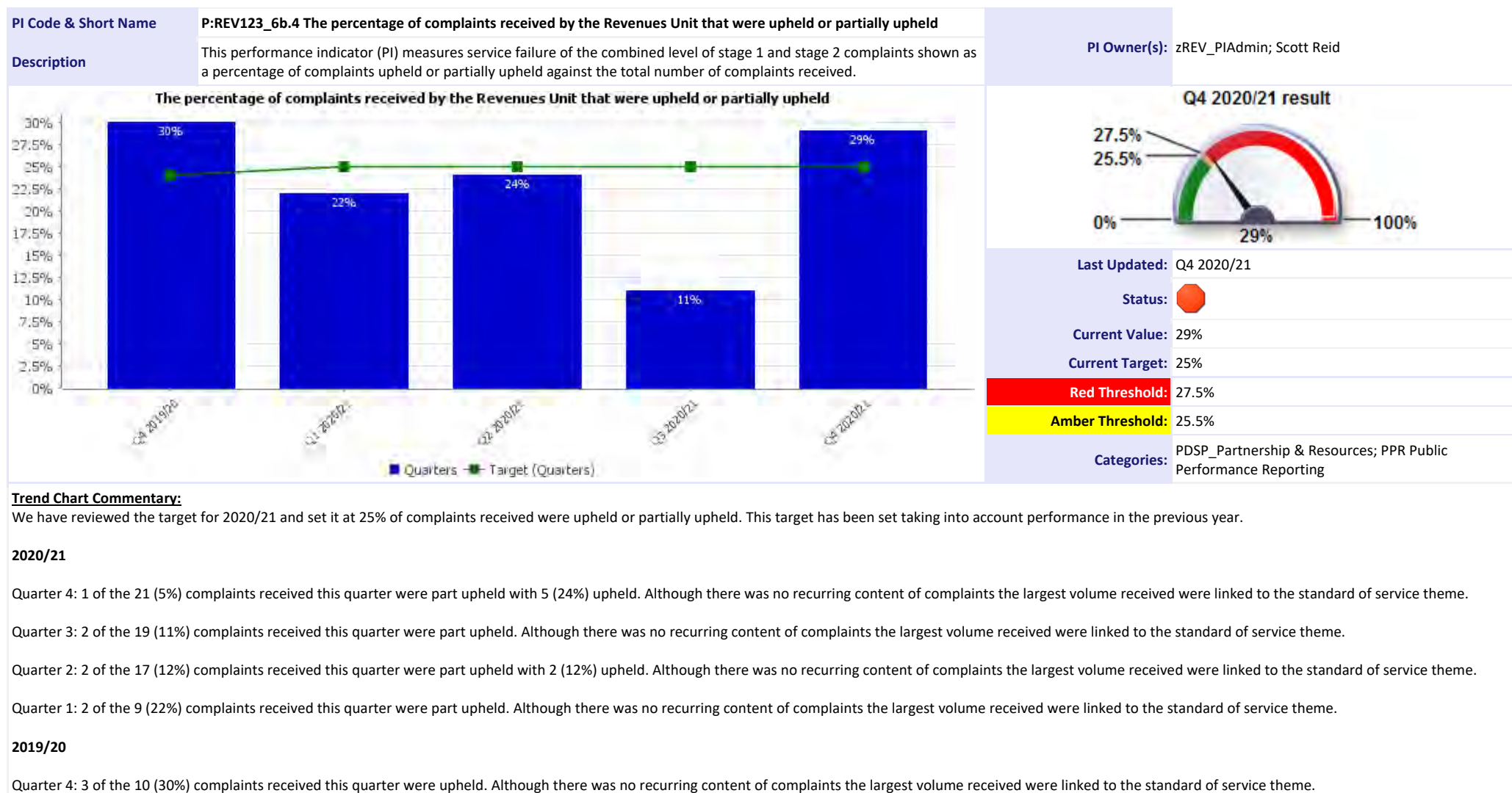
July 2020: Sickness absence levels for July 2020 decreased from the previous month. In July 2020 there were 17 sick days out of a possible 1,075 days. All actions required under the policy are being undertaken in relation to sickness absence monitoring. Sickness absence in the unit is above that of Finance and Property Services which is 1.28% (66 out of 5,146) days for July 2020.

June 2020: Sickness absence levels for June 2020 decreased from the previous month. In June 2020 there were 26 sick days out of a possible 1,040 days. All actions required under the policy are being undertaken in relation to sickness absence monitoring. Sickness absence in the unit is above that of Finance and Property Services which is 1.54% (77 out of 4,995) days for June 2020.

May 2020: Sickness absence levels for May 2020 increased from the previous month. In May 2020 there were 28 sick days out of a possible 1,094 days. All actions required under the policy are being undertaken in relation to sickness absence monitoring. Sickness absence in the unit is below that of Finance and Property Services which is 3.9% (202 out of 5,182) days for May 2020.

April 2020: Sickness absence levels for April 2020 increased from the previous month. In April 2020 there were 24 sick days out of a possible 1,059 days. All actions required under the policy are being undertaken in relation to sickness absence monitoring. Sickness absence in the unit is below that of Finance and Property Services which is 4.11% (207 out of 5,035) days for April 2020.





Trend Chart Commentary:

We have reviewed the target for 2020/21 and set it at 25% of complaints received were upheld or partially upheld. This target has been set taking into account performance in the previous year.

2020/21

Quarter 4: 1 of the 21 (5%) complaints received this quarter were part upheld with 5 (24%) upheld. Although there was no recurring content of complaints the largest volume received were linked to the standard of service theme.

Quarter 3: 2 of the 19 (11%) complaints received this quarter were part upheld. Although there was no recurring content of complaints the largest volume received were linked to the standard of service theme.

Quarter 2: 2 of the 17 (12%) complaints received this quarter were part upheld with 2 (12%) upheld. Although there was no recurring content of complaints the largest volume received were linked to the standard of service theme.

Quarter 1: 2 of the 9 (22%) complaints received this quarter were part upheld. Although there was no recurring content of complaints the largest volume received were linked to the standard of service theme.

2019/20

Quarter 4: 3 of the 10 (30%) complaints received this quarter were upheld. Although there was no recurring content of complaints the largest volume received were linked to the standard of service theme.



PARTNERSHIP AND RESOURCES POLICY DEVELOPMENT AND SCRUTINY PANEL

HORIZON SCAN

REPORT BY HEAD OF FINANCE AND PROPERTY SERVICES AND HEAD OF PLANNING, ECONOMIC DEVELOPMENT AND REGENERATION

A. PURPOSE OF REPORT

The purpose of this report is to provide the Panel with a summary of the latest economic indicators and announcements for the UK, Scotland and West Lothian, particularly regarding the implications of the Covid-19 pandemic and the potential impact on the council.

B. RECOMMENDATIONS

It is recommended that Panel notes:

1. The results of the horizon scan for the UK, Scotland, West Lothian and West Lothian Council;
2. The risks and uncertainties in relation to the council's budget model.

C. SUMMARY OF IMPLICATIONS

I. Council Values	Being honest, open and accountable, focusing on our customers' needs, making the best use of our resources, working in partnership
II. Policy and Legal (including Strategic Environmental Assessment, Equality Issues, Health or Risk Assessment)	<p>The council is required to approve a balanced revenue budget for each financial year. Audit Scotland and CIPFA best practice guidance recommends medium term financial plans are prepared a five year period.</p> <p>The Covid-19 pandemic and the UK exit from the EU have significant implications for West Lothian, the local economy, communities and the council.</p>
III. Implications for Scheme of Delegations to Officers	No implications at this stage.
IV. Impact on performance and performance indicators	The current EU programmes to 2020 support business development, community regeneration and employment projects. Ongoing government restraint has implications for the council's budget and performance.
V. Relevance to Single Outcome Agreement	The revenue budget provides the resources necessary to help deliver the Single Outcome Agreement. Effective prioritisation of resources is essential to achieving key outcomes.
VI. Resources (Financial, Staffing and Property)	Anticipated Scottish Government grant funding is not sufficient to meet increasing costs and demand for

services, meaning savings have to be found on an ongoing basis.

VII. Consideration at PDSP This report is part of the regular horizon scan updates to the Panel.

VIII. Other consultations Heads of Service and Depute Chief Executives.

D. TERMS OF REPORT

D.1 BACKGROUND

Horizon scan and budget model updates are provided to the Panel on a quarterly basis and set out latest information on the UK, Scottish, West Lothian and council economic position, and the potential impact on the council's medium-term financial strategy.

This report provides an update on the latest UK economic indicators and announcements, including the implications of the Covid-19 pandemic. It also includes key developments and potential implications following the UK exit from the EU. The report includes an update on the Scottish elections and the 100-day plan.

The report includes the latest update on economic factors that could have an influence on the council's financial strategy. The report also provides an update on the council's approved revenue financial plan for the period as well as setting out the budget model risks and uncertainties.

D.2 HORIZON SCAN – UK

Covid-19 Pandemic

The UK is still experiencing a public health emergency as a result of the Coronavirus (Covid-19) pandemic. The UK went into its first full-scale lockdown in March 2020. There have been a series of lockdowns and restrictions since then which have impacted on society and the economy.

The UK is currently continuing on its path out of its lockdown measures with restrictions easing throughout the UK. Scotland has now dropped to level 2 with restaurants, cafes, bars and other hospitality venues now able to operate indoors, except Glasgow which remains in level 3 due to a rise in cases. The UK and Scottish government have released timetables which set out plans for further relaxation in the coming weeks and months.

Concerns over the Indian variant mean vaccinations are being sped up in many areas, and second doses are being offered earlier to some groups of people. More than 60 million coronavirus vaccine doses have now been administered in the UK, and more than 37 million people in the UK have received at least one dose of the coronavirus vaccine. With the aim of offering vaccines to as many adults as possible by summer, the UK government says the continued success of the vaccine programme is one of the four conditions needed for further easing of restrictions.

As well as serious implications for people's health, the NHS, social care and other public services, coronavirus is having a significant impact on businesses and the economy. On 12 August 2020 it was confirmed the UK was facing a severe recession following two quarterly contractions in a row, the first time the UK had been in recession for 11 years.

The UK Exit from the EU

The EU and UK reached a post-Brexit trade deal on 24 December 2020, ending months of disagreements over fishing rights and future business rules. The £668 billion a year agreement enables UK goods to be sold without tariffs or without quotas in the EU market.

UK Economic Update

Debt and Borrowing

The most recent forecast from the Office for Budget Responsibility (OBR) on 3 March 2021 provided updated UK borrowing forecasts. The OBR forecast public sector net borrowing of £354.6 billion for 2020/21, then £233.9 billion for 2021/22, £106.9 billion in 2022/23, £85.3 billion in 2023/24 and £74.4 billion in 2024/25. Public sector net borrowing is forecast to reach 16.9% of GDP (£354.6 billion) in 2020/21, its highest level since 1944/45.

Public sector net debt rises sharply in 2020/21, reflecting higher borrowing and the fall in GDP. Public Sector Net Debt is expected to increase from 84.4% of GDP in 2019/20 to 100.2% in 2020/21, then 107.4% in 2021/22, 109% in 2022/23 before increasing further to 109.7% in 2023/24. The public sector net debt to rise to 100.2% in 2020/21 of GDP is its highest level since 1960/61.

Economic Growth

The most recent update from the International Monetary Fund (IMF) in March 2021 was the World Economic Outlook. Growth estimates have been revised up for the UK, with the IMF expecting growth to increase from -9.9% in 2020 to 5.3% in 2021 and then 5.1% in 2022. Activity is expected to remain below end of 2019 levels into 2022 in the UK.

The Office for National Statistics (ONS) released economic growth figures on 31 March 2021. UK gross domestic product (GDP) is estimated to have increased by 1.3% in Quarter 4 (Oct to Dec) 2020. The level of GDP in the UK is now 7.3% below its Quarter 4 2019 level. Over the year as a whole, GDP contracted by 9.8% in 2020, this is the largest annual fall in UK GDP on record.

In Quarter 4 (Oct to Dec) 2020, there were increases in services, production and construction output, although the output of these industries all remained below pre-pandemic (Quarter 4 2019) levels in Quarter 4 2020. Services output fell by a slightly upwardly revised 9.0% in 2020, while there was an upwardly revised 8.0% decline in production output and a downwardly revised 14.0% contraction in construction output, reflecting the impact of the coronavirus pandemic and the restrictions in place over the year in response to it.

The Bank of England is projecting the UK growth forecast at 21.5% in 2021 quarter two, 7.1% in 2022 quarter two, 1.4% in 2023 quarter two and 1.1% in 2024 quarter two. GDP is expected to rise sharply in 2021 Q2, although activity in that quarter is likely to remain on average around 5% below its level in 2019 quarter four. GDP is expected to recover strongly to pre-Covid levels over the remainder of this year in the absence of most restrictions on domestic economic activity. Demand growth is projected to be further boosted by a decline in health risks and a fall in uncertainty, as well as announced fiscal and monetary stimulus. Consumer spending is also supported by households running down over the next three years around 10% of their additional accumulated savings. After 2021, the pace of GDP growth is expected to slow as the boost from some of those factors wanes.

Exports and Inward Investment

In the immediate wake of the EU referendum, sterling fell sharply making the goods the UK buys from abroad more expensive, affecting the cost of living, but can also help to support

UK exports. The pound has been making a very slow recovery against the dollar and, on 24 May 2021, the pound was \$1.42 against the dollar and €1.16 against the euro.

The British Chamber of Commerce (BCC) published its Quarterly Economic Survey in April 2021. The latest survey indicates that business conditions remained historically poor in the first quarter of 2021 as the third lockdown severely limited activity. Overall, indicators of immediate business conditions remained troubling in Q1, with some deterioration from Q4 2020 and all key indicators still well below pre-Covid 19 levels. Sectors with more scope to continue their operations through the pandemic, including shifting to remote working, saw some improvement, albeit not close to pre-pandemic levels.

Inflation

Consumer Prices Index (CPI) inflation rose by 1.5% in the 12 months to April 2021, up from 0.7% growth to March 2021. On a monthly basis, CPI rose by 0.6% in April 2021 following a 0.3% rise in March 2021, this compares with a fall of 0.2% in April 2020. Price movements for household utilities, clothing, and motor fuels are the main reasons for the higher monthly rate this year than a year ago.

The Bank of England May 2021 Monetary Policy Report stated that twelve-month CPI inflation rose from 0.4% in February to 0.7% in March. The weakness of recent CPI outturns has largely reflected the direct and indirect effects of Covid-19 on the economy. Inflation is projected to rise to close to the target in the near term as some of those effects fade. In the central projection, CPI inflation rises temporarily above the 2% target towards the end of 2021, owing mainly to developments in energy prices. These transitory developments should have few direct implications for inflation over the medium term, however. In the central projection, conditioned on the market path for interest rates, inflation returns to around 2% in the medium term.

Interest Rates

The Bank of England Monetary Policy Committee (MPC) voted unanimously to maintain the Bank Rate at 0.1% on 5 May 2021. At this meeting the MPC sets monetary policy to meet the 2% inflation target, which is intended to assist in sustaining growth and employment. In that context, its challenge at present is to respond to the economic and financial impact of the Covid-19 pandemic. The Committee will continue to monitor the situation closely and stands ready to adjust monetary policy accordingly to meet its remit. The MPC will keep under review the range of actions that could be taken to deliver its objectives. The Committee does not intend to tighten monetary policy until there is clear evidence that significant progress is being made in eliminating spare capacity and achieving the 2% inflation target sustainably.

Unemployment

The latest figures published in May 2021 show the UK unemployment rate was estimated at 4.8% over the period January to March 2021, with a 0.3% change on the quarter and a 0.8% change on the year. There were an estimated 32.476 million people in employment from January to March 2021, 84,000 more than last quarter.

House Prices

The latest ONS House Price Index published on 19 May 2021 showed that, over the year to March 2021, average house prices in the UK increased by 10.2%, up from 9.2% in February 2021. Due to the impact of the coronavirus pandemic on both the number and supply of housing transactions, there may be larger revisions to the published House Price Index (HPI) estimates than usual. Fewer transactions are available than expected for the March 2021 estimate. As a result, there may be increased volatility in this month's estimates, particularly at the lower geographical levels where transaction volumes are smaller.

D.3 HORIZON SCAN – SCOTLAND

Scottish Election

Following the 2021 Scottish election, the plan for the first 100 days of the newly elected Scottish government includes a number of items relevant to local government as follows:

- Roll-out new school coordinators across the country to support young people access education, work, or training.
- Fund councils to increase teacher numbers by 1,000 and classroom assistants by 500 - as part of a commitment to 3,500 additional teachers and classroom assistants over the Parliamentary term.
- Pay the first instalment of the expanded £1 billion Scottish Attainment Fund.
- Abolish fees for music and arts education, including instrumental music tuition in schools.
- Complete the roll-out of 1,140 hours of free, high quality early learning and childcare, and begin work on extending wrap around childcare.
- Introduce free school lunches for primary 4 children as the first step to delivering free school breakfasts and lunches for all primary school pupils.
- Increase Best Start Food funding to £4.50 per week, helping families with children under three to buy healthy foods.
- Increase the School Clothing Grant to at least £120 per primary school child and £150 per secondary school child.
- Agree the first allocation of funding to councils for the refurbishment of play parks.
- Introduce the legal changes to extend free bus travel to everyone under 22 years old.
- Pay £100 as part of the £520 support being provided for low-income families - the equivalent of the Scottish Child Payment.

Covid-19 Pandemic

The Scottish economy is being significantly affected by the Covid-19 pandemic. A recession was confirmed in August 2020, following two quarterly contractions in a row. The economy had started to grow in the summer 2020, however due to further restrictions introduced late last year, GDP has fallen since November 2020. The impact of the pandemic on Scotland's labour market is continuing to emerge. The furlough scheme has continued to be of key assistance to the labour market, supporting around 30% of employees in Scotland. However, unemployment is expected to increase as the scheme ends later in 2021.

EU Implications

The Scottish economy is likely to be affected by the UK's exit from the EU, in a similar way to that of the UK in general terms, however changes to the tax system now means that Scotland's own economic performance will have a more direct impact on the Scottish Budget.

Scottish Economic Update

Economic Growth

The Scottish economy grew by 2.0% in quarter four of 2020, as lockdown measures were eased. Over the same period, GDP in the UK as a whole grew by 1.0%. Compared to the same quarter last year, Scotland's GDP fell by -6.5%. Over the same period, the UK as a whole fell by -7.8%. The largest single contribution to change this quarter came from growth in Government Services, but there was growth across most industries. The largest relative fall was in Electricity & Gas Supply (-6.9% compared to last quarter).

In 2020 Scotland's GDP fell by 9.6% compared to 2019. Over the same period, the UK as a whole fell by 9.9%.

Unemployment

The Scottish Government's latest Labour Market Briefing was published in May 2021. This showed that between January and March 2021, the unemployment rate was 4.3%, with 119,000 people unemployed. There were 2.663 million people employed, meaning the rate of employment is 74.4%.

House Prices

The ONS publication for House Price Index showed that the average house price in Scotland increased by 10.6% over the year to March 2021 to stand at £167,000.

D.4 HORIZON SCAN – WEST LoTHIAN

Covid-19 Pandemic

West Lothian's key economic strengths are located in several sectors (biotechnology, logistics/distribution, food & drink, electronics, retail, engineering and construction). Around 70% of West Lothian's young dynamic workforce are employed in these fast-growing sectors and that percentage looked set to grow as more and more companies relocated to West Lothian.

However, the Covid-19 pandemic has impacted on businesses and employment throughout Scotland and West Lothian. KPMG's UK Economic outlook report that was published in June 2020 projected the impact of Covid-19 on Gross Value Added (GVA) was at -5% in West Lothian for 2020 compared to Scotland at -6.5%.

West Lothian Economic Update

House Completions

Completions for January to March 2021 (Q4) were 157 compared to 192 for the same period in 2020. Completions in January 2021 were 42, dropping to 41 in February, but rising to 74 in March.

Unemployment

Unemployment at local authority level is measured by the proportion of working age people not in work. In West Lothian this is 5.5% for April 2021 which is lower than the Scottish rate (6.0%) and less than the British rate (6.4%).

The data in the table on the following page was published on 18 May 2021 by Office for National Statistics. It looks at the position across Scotland based on the claimant count across the region.

Councils		Working Age People Not in Work			% Change	
		Mar-20	Mar-21	Apr-21	Mar 20-Apr 21	Mar 21 - Apr 21
Edinburgh	Count	7,285	18,425	18,240	150%	-1%
	Rate	2.0	5.0	5.0		
East Lothian	Count	1,720	3,485	3,455	101%	-1%
	Rate	2.6	5.3	5.3		
Fife	Count	8,810	14,800	14,625	66%	-1%
	Rate	3.8	6.4	6.3		
Midlothian	Count	1,495	3,090	3,000	101%	-3%
	Rate	2.6	5.4	5.3		
Scottish Borders	Count	1,900	3,630	3,615	90%	0%
	Rate	2.8	5.4	5.3		
West Lothian	Count	3,450	6,530	6,385	85%	-2%
	Rate	2.9	5.6	5.5		
South East		24,660	49,960	49,320	100%	-1%

D.5 HORIZON SCAN – WEST LoTHIAN COUNCIL

The scale of the economic shock from the Covid-19 pandemic is still being realised, stabilisation is starting to show in economic activity as parts of the economy have reopened. Economic implications from Covid-19 still remain highly uncertain and may not be clear for some time.

As the council has approved revenue budgets for the period to 2022/23, it is in as strong as possible a position in the current climate to address ongoing challenges in public sector funding. Economic and budget announcements will continue to be reviewed and taken into consideration to ensure that the approved financial strategy remains reflective of current assumptions. In particular officers will continue to monitor key announcements in relation to public spending, interest rates, CPI forecasts and economic risks, in order to assess the likely impact on the council's budget position to 2022/23.

D.6 BUDGET PLANNING SCENARIO AND CHANGES TO THE BUDGET MODEL

Detailed revenue budgets for 2021/22 and 2022/23 were approved by Council on 25 February 2021. In addition to agreeing time limited investment to 2022/23 to support outcomes in priority areas and Covid-19 pressures, budget savings of £18.9 million were approved to ensure balanced budgets for each year.

The council currently only has Scottish Government funding confirmed for one year, 2021/22, however it is becoming apparent that the pandemic will continue to have implications for the council beyond the current financial year. Commentators are attempting to analyse the impact on public sector funding, however given the unprecedented nature of

the pandemic, and its impact on government spending and the economy more widely, the outlook for non-protected areas of the Scottish budget remains uncertain.

The Scottish Government has confirmed that the pay restraint in England will not be applied in Scotland. The pay award for 2021/22 and 2022/23 remains subject to negotiation and agreement at a Scottish level. Increased pay costs in the councils budget are based on assumption of an average 2% pay award for all staff, the financial value of which corresponds with the Scottish Government pay policy of a 3% increase up to £25,000 and a 1% increase above £25,000.

Officers are continuing to analyse announcements and economic analysis. But, at this stage, no clear or definitive information is available to help refine and identify future funding levels for local government.

D.7 HORIZON SCAN BUDGET MODEL RISKS AND UNCERTAINTIES

There are a number of risks and uncertainties in the long-term financial assumptions underlying the budget model, which have intensified with the pandemic. These include the risk that the increase in costs associated with demand led services, such as social care, is greater than assumed and the increased incidence of ring-fenced funding and the new policy or legislative changes by the UK or Scottish governments which restrict the council's flexibility to decide how to deliver services locally.

The nature of forecasting means it is challenging to identify with any certainty expenditure pressures and income. In addition, there are more general risks and uncertainties which will continue to be monitored. Some of the more general risks and uncertainties are:

- Economic growth being less than forecast, with high uncertainty around future economic growth due to Covid-19.
- Funding not being provided to fully cover the costs of introducing new legislation.
- Policy changes by the UK or Scottish governments which restrict the council's flexibility to decide how to deliver services locally.
- Ring fencing of grant funding, constraining how local authorities allocate resources.
- Changes to local government remits with uncertainty for service provision and funding.

In addition, there continues to be a high degree of uncertainty around Covid-19. At this point it is difficult to assess what impact the various permutations could have for the council specifically and for public funding more widely, however the council will continue to monitor. Updates on how Covid-19 may impact on the council's financial strategy will continue to be provided as part of the quarterly horizon scan update to the Panel.

E. CONCLUSION

The report provides a high-level overview of the latest economic indicators and other announcements likely to have a financial impact on the council, predominantly as a result of the covid-19 pandemic. Economic implications resulting from covid-19 remain uncertain and the UK, Scottish, West Lothian and council position will continue to be reported on a quarterly basis as part of the horizon scanning of factors that could have an impact on the council's medium-term financial strategy.

F. BACKGROUND REFERENCES

None.

Appendices/Attachments: None

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Donald Forrest

Head of Finance and Property Services

Craig McCorrison

Head of Planning, Economic Development and Regeneration

Date of Meeting: 18 June 2021

Data Label: Public



PARTNERSHIP AND RESOURCES POLICY DEVELOPMENT AND SCRUTINY PANEL

SICKNESS ABSENCE (1 APRIL 2020 – 31 MARCH 2021)

REPORT BY HEAD OF CORPORATE SERVICES

A. PURPOSE OF REPORT

To report on sickness absence rates during the period 1 April 2020 to 31 March 2021 and to provide an update on the ongoing application of the council's Policy & Procedure on Managing Sickness Absence.

The report also provides an overview on the levels of absence attributed to the COVID-19 pandemic.

B. RECOMMENDATION

That the Panel notes the content of the report.

C. SUMMARY OF IMPLICATIONS

I Council Values	Focusing on our customers' needs
	Being honest, open and accountable
	Providing equality of opportunities
	Developing employees
	Making best use of our resources
	Working in partnership
II Policy and Legal (including Strategic Environmental Assessment, Equality Issues, Health or Risk Assessment)	Council policy seeks to strike a balance between effective management of sickness absence and the promotion of a healthy workforce taking into account the council's obligations under Equality legislation.
III Implications for Scheme of Delegations to Officers	None
IV Impact on performance and performance Indicators	The sickness absence SPI for 2020/21 first quarter commenced at higher rates compared to previous years however by the end of the year this had decreased and is the lowest rate recorded for March within the last 5 years.

V Relevance to Single Outcome Agreement	National Outcome 15: Our Public Services are high quality, continually improving and responsive to local people's needs. Reduced sickness absence levels increase the efficiency and productivity of the council.
VI Resources - (Financial, Staffing and Property)	Sickness absence is managed within service budgets.
VII Consideration at PDSP	None
VIII Other consultations	None

D. TERMS OF REPORT

D.1 BACKGROUND

The Council Executive on 26 June 2018 approved a Policy and Procedure for Supporting Attendance at Work that replaced the former Policy and Procedure on Managing Sickness Absence with effect from 1 September 2018.

This report relates to absence rates for the period from 1 April 2020 to 31 March 2021.

D.2 SICKNESS ABSENCE RATES

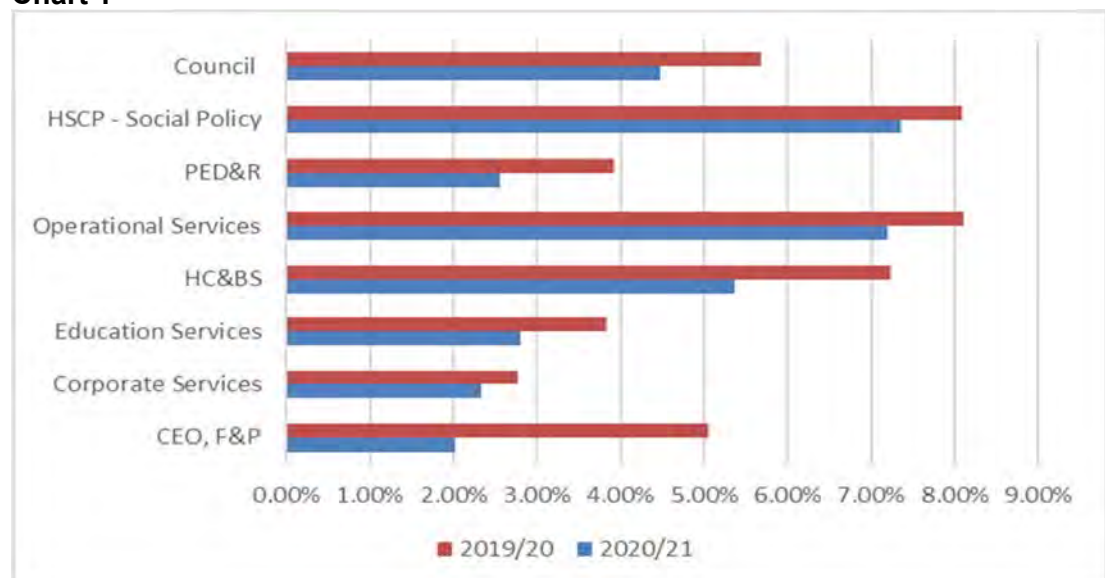
Standard Performance Indicator – Council Wide

The sickness absence Standard Performance Indicator (SPI) for the full council for the period 1 April 2020 to 31 March 2021 is set out at **Appendix 1** of this report together with the SPI performance indicators for the full years 2016/17 to 2019/20.

The SPI for the cumulative period from 1 April 2020 to 31 March 2021 is 4.47%, which compares favourably with the SPI figure of 5.68% for the same period in 2019/20. A total of 2921 employees were absent from work for one or more days in the period 1 April 2020 to 31 March 2021.

All seven council service areas have reported an improved sickness absence rate in 2020/21 compared with 2019/20 as highlighted in Chart 1 below.

Chart 1



In service areas where a high percentage of staff have been predominately working from home, there have been reductions in overall sickness absence rates of up to 3.05%.

These absence trends are comparative with findings by the National Office of statistics (ONS) which has seen the UK sickness absence rates fall by 1.8% in 2020, the lowest recorded rates of sickness absence since the data time series began in 1995.

The ONS also reported that nearly half (47%) of people in employment did at least some of their work from home. This, together with government asking people to social distance and self-isolate may have led to less exposure to germs that would minimise some of the usual sickness absence such as coughs, colds, flu, nausea etc. Homeworking could also allow people to work when they were feeling a little unwell, when they might not have travelled to a workplace to work but feel well enough to work from home.

Within the Council, absences categorised as “Infectious” and “Gastrointestinal”, which would incorporate community-based illnesses as described by ONS, have reported substantial reductions of 3.12% and 1.92% respectively in 2020/21 compared to the same periods in 2019/20.

Standard Performance Indicators – Services

The sickness absence SPI for each service area (figures for teaching and non-teaching staff shown separately), for the period 1 April 2020 to 31 March 2021 is set out at **Appendix 2**.

Of the seven council service areas, three reported sickness absence rates above the council target of 3.6% (Housing Customer & Building Services, Operational Services and Social Policy). Education Service is counted as one service although the chart reflects teaching and non-teaching figures separately.

Chief Executive, Finance & Property Services (2.01%), Corporate Services (2.33%), Education Services (2.80%) and Planning & Economic Development (2.56%) are reporting below the council target of 3.6%.

Long –Term Absence (1 April 2020 – 31 March 2021)

Of the days lost due to sickness absence during this period, a significant proportion of those absences are attributable to long term absence which is defined in the policy as a period of continuous absence ‘in excess of 4 weeks.’

A further breakdown of days lost for the three services with rates above the council sickness absence target indicates the following:

- Of the total number of 10,229 days lost in Housing, Customer & Building Services, 8,551 (83.60%) of those days were due to long-term absence and were accounted for by 128 employees.
- Of the total number of 22,162 days lost in Operational Services, 19,134 (86.34%) of those days were due to long-term absence and were accounted for by 280 employees.
- Of the total number of 20,176 days lost in Social Policy 17,637 (87.42%) of those days were due to long-term absence and were accounted by 229 employees.

The average percentage of days lost of the total absence rates from long term absence across the three services was 86.22%.

The average percentage of days lost of the total absence rates due to long term absence across the whole council was 82.75%.

The average length of long-term absence during the period was 69 days with the longest absence lasting 261 days.

Analysis of Categories of Absence (1 April 2020 – 31 March 2021)

Top four reported reasons for all absences, split by long term are as follows:

Table 1

Level 1 Reasons	Days	Long Term %	All Absence%
Mental & Behavioural	33,040	37.11%	40.80%
Musculoskeletal	10,731	10.97%	13.25%
Accidents, Injuries, Poisoning	7,573	7.82%	9.35%
Surgery	4,648	4.93%	5.74%
Total	55,992	60.83%	69.14%

Mental & Behavioural Level 2 Category

The main category for absences is Mental and Behavioural. A breakdown of all mental and behavioural absences recorded is set out below:

Table 2

Mental & Behavioural	Days	Long Term %	All M&B Absences%
Stress	18,683	51.02%	56.55%
Anxiety	7,148	19.79%	21.63%
Depression	4,219	11.94%	12.77%
Not specified	2,380	6.46%	7.20%
Other psychiatric illness	278	0.79%	0.84%
Insomnia	145	0.42%	0.44%
Panic attacks	98	0.27%	0.30%
Bipolar disorder	36	0.11%	0.11%
Obsessive compulsive disorder	30	0.08%	0.08%
Self-harm	21	0.05%	0.05%
Alcoholism	1	0.00%	0.01%
Other substance abuse	1	0.00%	0.01%
Total	33,040	90.95%	100.00%

D.3 MANAGEMENT OF SICKNESS ABSENCE

i) Sickness Absence Case Management

The HR Policy and Advice team continue to work closely with managers across the council, providing advice and guidance on the monitoring and management of sickness. Table 3 below shows the number of employees at each stage of the Policy & Procedure as at 31 March 2021, compared to the previously reported positions.

Table 3

	Counselling/ Informal Review Meeting	Stage 1	Stage 2	Total
Total at 31 March 2021	453	241	182	876
Total at 31 March 2020	823	434	267	1524
Total at 31 March 2019	512	392	262	1169

A breakdown of live cases as at 31 March 2021 is set out in Table 4.

Table 4

	Counselling/ Informal Review Meeting	Stage 1	Stage 2	Total
Cases on going from 30 December 2020	240	209	175	624
New cases since 30 December 2020	213	32	7	252
Total	453	241	182	876

ii) Other Support Initiatives

HR Adviser Input – Management Meetings

During 2020/21, the following functional areas were targeted for input and support from Human Resources Advisers;

- Education (Teaching & Non-Teaching)
- Care Homes
- Facilities & Support Services
- Recycling Waste & Fleet Services
- NETS, Lands & Countryside
- Roads & Transportation
- Building Services

Within the level of advisory resource available, Human Resources continue to provide as much ongoing support as possible to a number of Service Managers across those functional areas to develop action plans to address issues and to help line managers manage staff absences in line with policy.

All functional areas except one, Roads and Transportation, have reported a reduction in sickness absence rates since April 2020. The largest reductions were reported in Care Homes and Recycling, Waste & Fleet services who reported a reduction of 1.86% and 1.91% respectively.

Employee Assistance Programme

Since 1 November 2018, a telephone-based counselling service (Help EAP) has been in operation provided by our occupational health provider, Optima Health.

Statistics from Quarter 4 (2020/21) show that 45 employees received mental health assessment during this period. This resulted in 29 employees being referred for counselling services, 2 employees signposted to Voluntary/Private Services and a further 14 employees were provided onward referral and guidance.

Of the 29 employees who were referred for counselling, 23 received structured telephone counselling sessions, 1 employee for video conferencing and 5 employees received computerised Cognitive Behavioural Therapy (CBT).

Contact reasons indicate that 13.33% of calls in Quarter 4 were in relation to work-related issues, 46.67% in relation to personal issues and 40% due to a combination of work and personal related issues.

Further analysis of contact reasons identified the following categories:

Table 5

Personal Categories	Percentage
Bereavement	10.39%
Carer responsibilities	2.60%
Domestic Violence	1.30%
Housing/Accommodation	3.90%
Mental Health (stress/anxiety/depression)	57.14%
Relationships	14.29%
Physical Health	10.39%
Total	100.00%

Table 6

Work Categories	Percentage
Change	9.52%
Control	11.90%
Demands	28.57%
Relationships	9.52%
Role	21.43%
Support	19.05%
Total	100.00%

The work categories are the HSE Management Standards which cover the six key areas of work design, that if not properly managed, are associated with poor health and wellbeing, lower productivity and increase sickness absence.

Help EAP also provide a dedicated website for various support articles and have reported during Quarter 4 that the top categories accessed are as follows:

Table 7

Webpage Categories	Percentage
Health	81.82%
Work	4.55%
Family	9.09%
Personal Effectiveness	4.55%
Total	100.00%

As this is a confidential service we are unable to canvas employees directly for specific feedback on their experiences, although anecdotally, services have reported a mainly positive response from staff who have accessed these services.

HR Advisers will continue to promote the use of this service and the trade unions have been asked to promote these services to their members.

D.4 APPLICATION OF MANAGEMENT DISCRETION (1 April 2020 – 31 March 2021)

The Policy and Procedure for Supporting Attendance at Work has the provision for the relevant manager, in consultation with Human Resources, to exercise discretion not to progress an employee through a stage of the procedure to take account of extenuating circumstances.

Since April 2020, Human Resources have been consulted in regard to 115 requests for management discretion to be considered. Of those 115 requests, 102 (88.70%) have resulted in discretion being applied to suspend application of the trigger level for a limited period considering the circumstances of the individual case.

A breakdown of the general categories in respect of which requests for discretion have been considered are as follows:

Table 8

Main Category	Discretion Applied	Discretion Not Applied
Bereavement	45	1
Industrial Injury	3	0
Medical Treatment	25	2
Personal Difficulties	5	10
Surgery	24	0
Trauma	0	0
Total	102	13

The policy provides for management decisions not to apply discretion to be reviewed by a more senior manager if requested by the employee concerned. No requests for review have been requested during this quarter.

D.5 ABSENCE AS A RESULT OF COVID-19

Since April 2020, the council has submitted a weekly return to COSLA highlighting the number of cases of absence from the workplace which are attributed to COVID-19, including the number of individuals absent because of the requirement to shield.

In Quarter 4, COVID-19 absence rates have increased from 2.75% to 3.20%. This correlates with West Lothian Council remaining in Tier 4 restrictions where employees in the shielding category could elect to have a fit note from Chief Medical Officer or work from home if possible.

In line with national advice on terms and conditions of employment for all groups of council staff, COVID-19 absences are not classed as sick leave.

An overview of the COVID-19 absence rates for Quarter 4 are set out in **Appendix 3**

E. CONCLUSION

The sickness absence SPI has seen a significant reduction in the council wide absence rate in 2020/21 in comparison to the absence rates for the same time period year.

Stress continues to be the highest contributor to levels of sickness absence across the council and the focus will continue to be on targeting additional support at those service areas that are reporting high levels of stress related absence.

COVID-19 has had an impact on the number of staff who have been available for work over the period with the absence rates due to COVID-19 symptoms, shielding or in the high risk category due to underlying health conditions increased during the period.

In addition, with the increased hygiene, enforced social distancing and a large proportion of the workforce working from home there has been less exposure to the normal community illnesses such as colds, flu, gastrointestinal etc which would contribute to the decline in absence rates.

F. BACKGROUND REFERENCES

- Policy & Procedure for Supporting Attendance at Work

Appendices/Attachments: 3

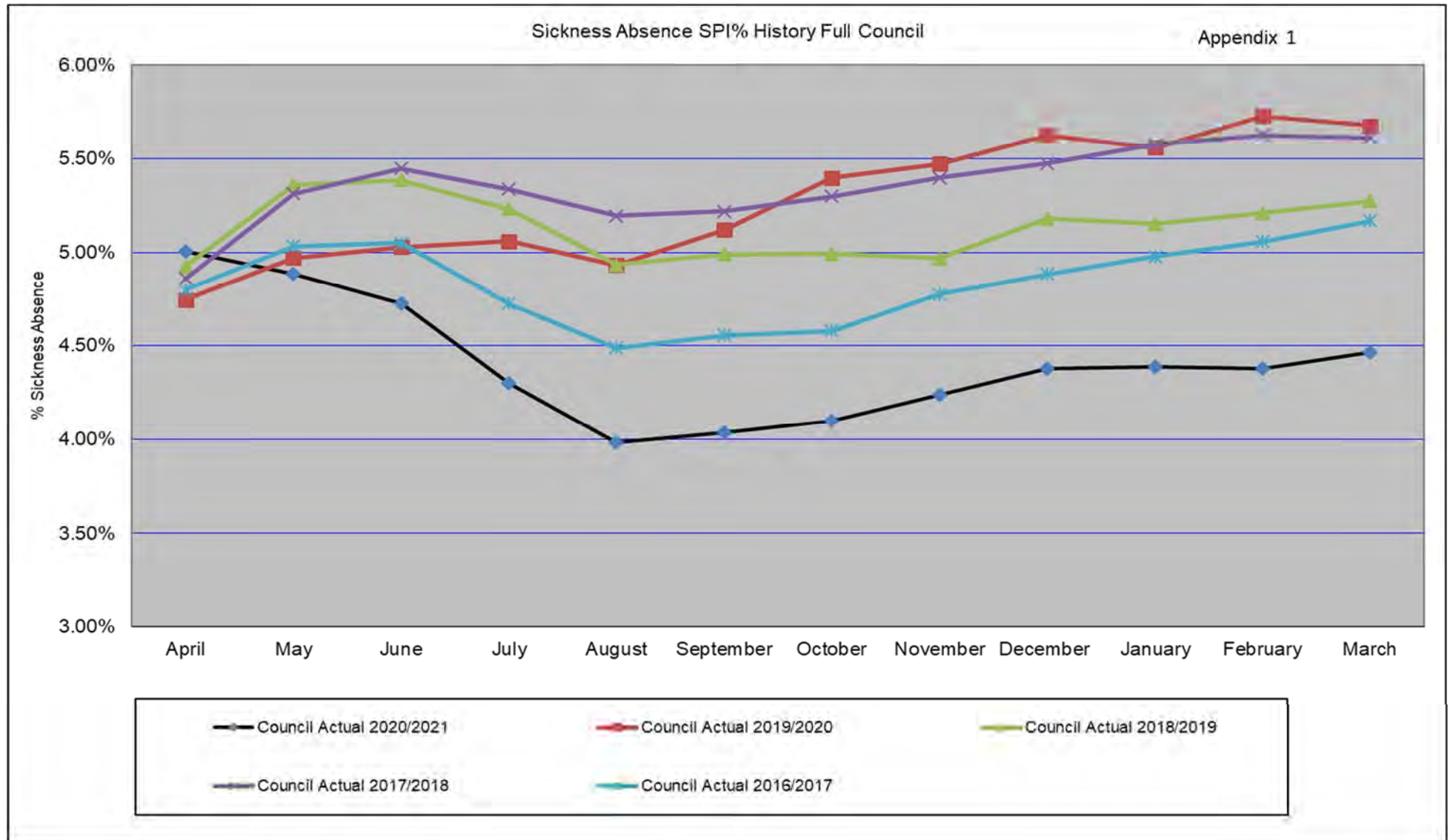
1. Sickness Absence SPI% History – Full Council
2. Sickness Absence SPI% all services – 2020/21
3. Overview of Q4 2020/21 COVID-19 absence rates.

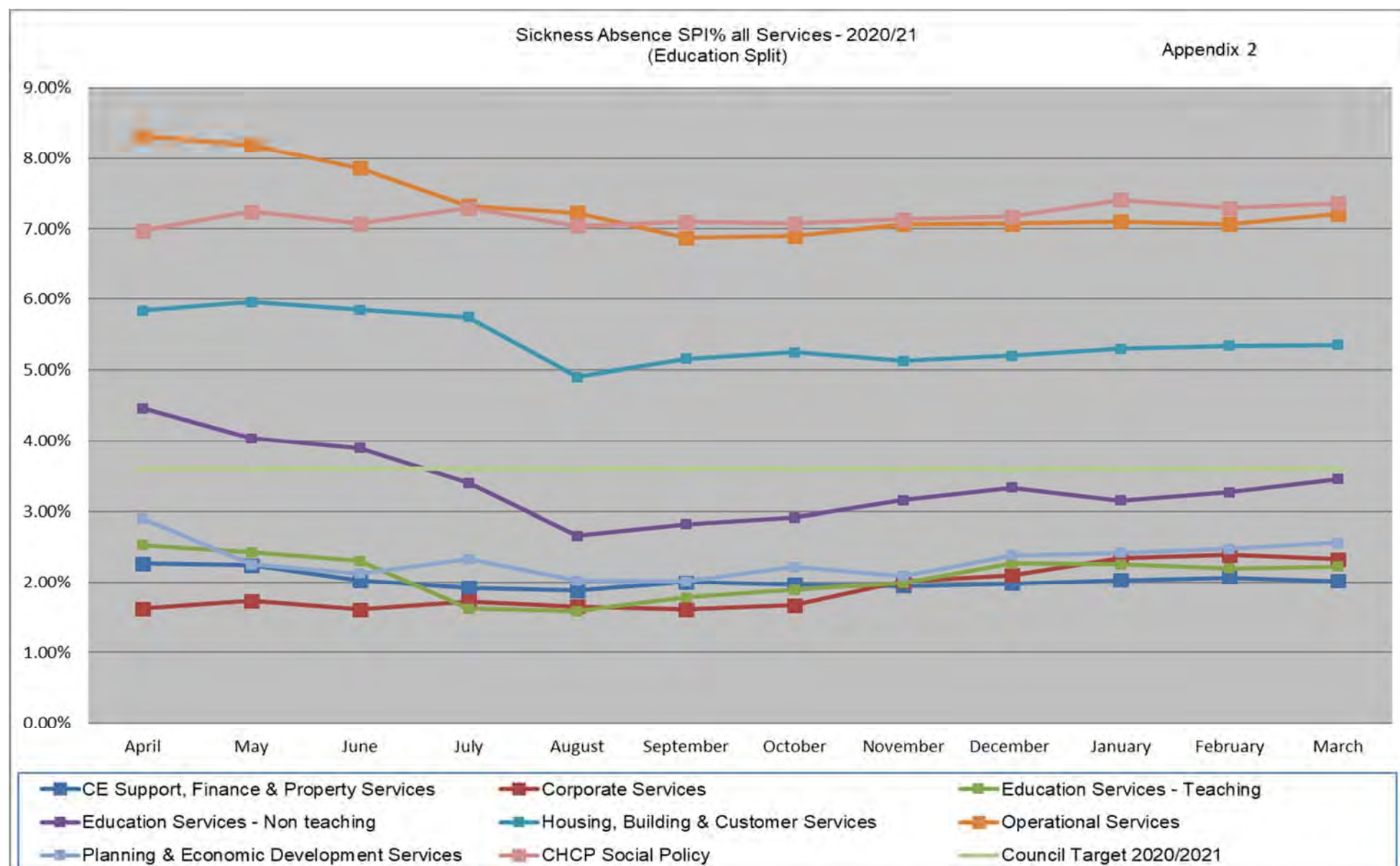
Contact Person: Lesley Henderson, HR Services Manager

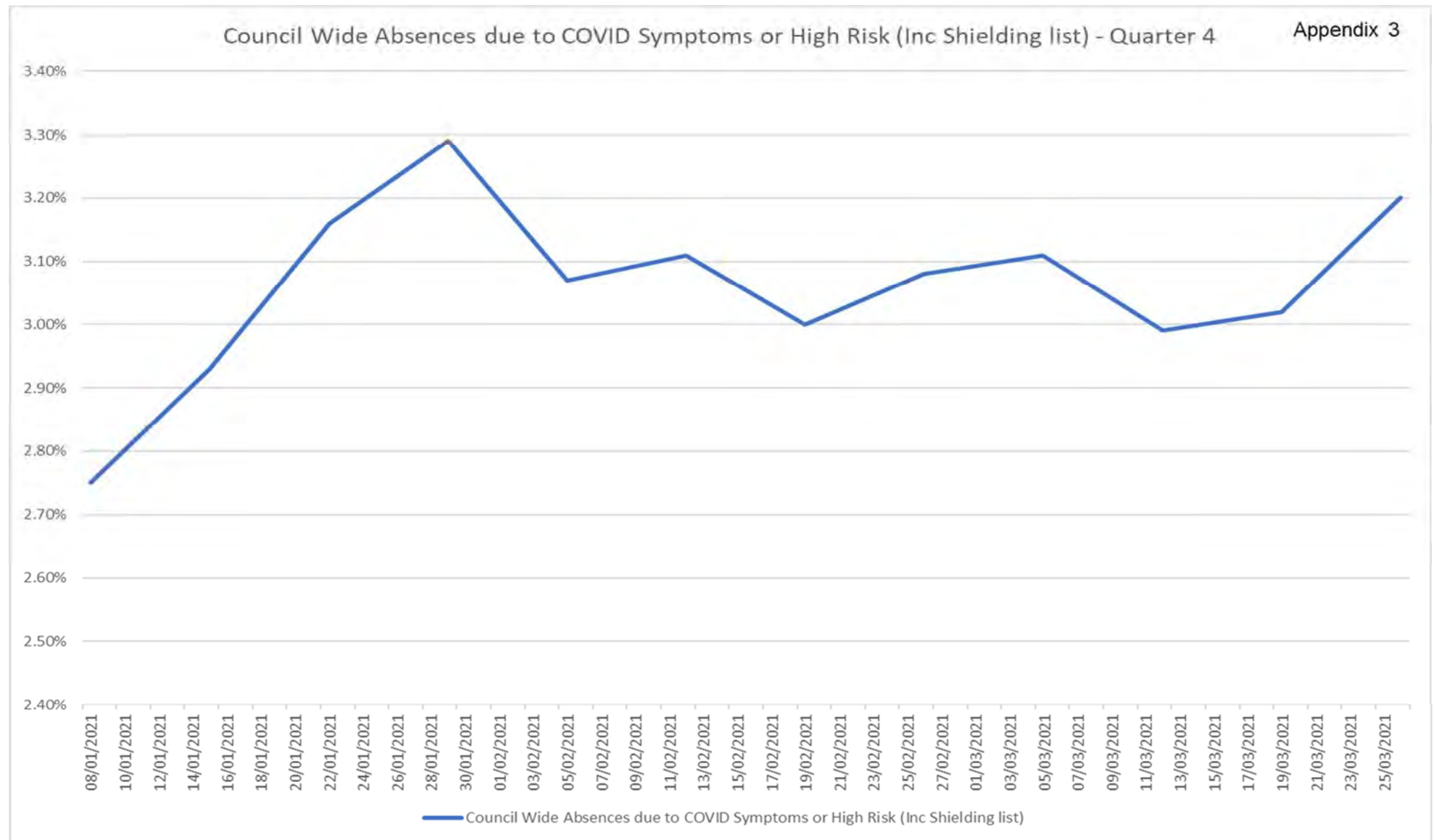
Julie Whitelaw

Head of Corporate Services

22 April 2021







DATA LABEL: PUBLIC



PARTNERSHIP AND RESOURCES POLICY DEVELOPMENT AND SCRUTINY PANEL

HOME OFFICE – PROTECT DUTY CONSULTATION

REPORT BY DEPUTE CHIEF EXECUTIVE

A. PURPOSE OF REPORT

To report the council's proposed response to a consultation from the Home Office regarding how the Protect Duty can make the public safer at publicly accessible locations.

B. RECOMMENDATION

To note the proposed response before it is submitted to committee for approval.

C. SUMMARY OF IMPLICATIONS

I Council Values	<ul style="list-style-type: none">• Focusing on our customers' needs• Being honest, open and accountable• Making best use of our resources• Working in partnership
II Policy and Legal (including Strategic Environmental Assessment, Equality Issues, Health or Risk Assessment)	None
III Implications for Scheme of Delegations to Officers	None
IV Impact on performance and performance Indicators	None
V Relevance to Single Outcome Agreement	None
VI Resources - (Financial, Staffing and Property)	None
VII Consideration at PDSP	Not previously reported
VIII Other consultations	Relevant Heads of Service and Service Managers

D. TERMS OF REPORT

D.1 BACKGROUND

This consultation is open to the public and is targeted at venues, organisations, businesses, local and public authorities, and/or individuals who own or operate at publicly accessible locations or others that a 'Protect Duty' would potentially affect.

A publicly accessible location is defined as any place to which the public or any section of the public has access, on payment or otherwise, as of right or by virtue of express or implied permission.

Publicly accessible locations include a wide variety of everyday locations such as: sports stadiums; festivals and music venues; hotels; pubs; clubs; bars and casinos; high streets; retail stores; shopping centres and markets; schools and universities; medical centres and hospitals; places of worship; Government offices; job centres; transport hubs; parks; beaches; public squares and other open spaces.

This list is by no means exhaustive, but does demonstrate the diverse nature of publicly accessible locations. Responses are being welcomed from anyone with an interest in or experience of the areas being consulted on within this consultation.

The consultation relates to the United Kingdom of Great Britain and Northern Ireland only.

D.2 WEST LOTHIAN COUNCIL'S RESPONSE

West Lothian Council is committed to ensuring that appropriate counter-terrorism measures are in place across all buildings and service areas.

Although there are not specific anti-terrorism budgets within the council, security measures such CCTV, entrance access disruption designs and perimeter fencing form part of our general asset security arrangements.

The council continues to work closely with Police Scotland on security and preparedness with regard to buildings which accommodate critical services, such as the Civic Centre in Livingston.

The principles of the Protect Duty align with the council's objectives and the opportunity to participate in this consultation is welcomed.

E. CONCLUSION

This report ensures that members are aware of the response proposed to be issued on behalf of West Lothian Council, subject to committee approval.

F. BACKGROUND REFERENCES

None

Appendices/Attachments: 2

Appendix 1: Protect Duty Consultation – Making the public safer at publicly accessible locations

Appendix 2: Proposed response to be issued on behalf of West Lothian Council

Contact Person: Caitlin Hirst, Project Officer, 01506 281278
Caitlin.Hirst@westlothian.gov.uk

Graeme Struthers
Depute Chief Executive Chief Executive

Date of meeting 18 June 2021



Home Office

Protect Duty Consultation

Making the public safer at publicly accessible locations

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About this consultation

To	<p>This consultation is open to the public, and is targeted at venues, organisations, businesses, local and public authorities, and/or individuals who own or operate at publicly accessible locations or others that a 'Protect Duty' would potentially affect.</p> <p>A publicly accessible location is defined as any place to which the public or any section of the public has access, on payment or otherwise, as of right or by virtue of express or implied permission. Publicly accessible locations include a wide variety of everyday locations such as: sports stadiums; festivals and music venues; hotels; pubs; clubs; bars and casinos; high streets; retail stores; shopping centres and markets; schools and universities; medical centres and hospitals; places of worship; Government offices; job centres; transport hubs; parks; beaches; public squares and other open spaces. This list is by no means exhaustive, but it does demonstrate the diverse nature of publicly accessible locations.</p> <p>We welcome responses from anyone with an interest in or experience of the areas being consulted on within this consultation.</p> <p>The consultation relates to the United Kingdom of Great Britain and Northern Ireland only.</p>
Duration:	From 26 February 2021 to 2 July 2021
Enquiries (including requests for the paper in an alternative format) to:	<p>Email: ProtectDuty@homeoffice.gov.uk</p> <p>Or</p> <p>Protect Duty Consultation Protect and Prepare 5th Floor NE, Peel Building, Office for Security and Counter Terrorism Home Office 2 Marsham Street, London, SW1P 4DF</p>
How to respond:	<p>There are four thematic sections in this consultation.</p> <p>Respondents can answer as many or as few questions as they wish. You do not have to comment on every section or respond to every question on each section but can focus on where you have relevant views and evidence to share. If you wish to respond to all questions, you do not have to complete the whole form at once.</p>

	<p>Please send your response by 2 July 2021</p> <p>Please respond to the questions in this consultation online at: www.homeofficesurveys.homeoffice.gov.uk/s/1D4SQ3/</p> <p>Alternatively, you can send in electronic copies to: ProtectDuty@homeoffice.gov.uk; or,</p> <p>Alternatively, you may send paper copies to: Protect Duty Consultation Protect and Prepare 5th Floor NE, Peel Building, Office for Security and Counter Terrorism Home Office 2 Marsham Street, London, SW1P 4DF</p>
Additional ways to respond:	<p>If you wish to submit other evidence, or a long-form response, please do so by sending it to the email address or postal address above.</p>
Response paper:	<p>A response to this consultation and a Regulatory Impact Assessment will be published online at: www.gov.uk/government/consultations/protect-duty</p>

Ministerial foreword

The first duty of the Government is to protect the public. The terrorist threat we currently face is multifaceted, diverse and continually evolving. The police, security services, and other partners do all they can to combat this threat: since March 2017 UK police and security services have foiled 27 plots, including eight motivated by Right Wing ideologies. However, despite their best endeavours, it will never be possible to stop every attack. The attacks we have seen in the UK, particularly since 2017, have caused deaths and casualties amongst people going about their everyday business, often in open, public places; and have changed the lives of many people.

The Government is committed to improving the safety and security of public venues, as outlined in its 2019 manifesto. This consultation considers how we can work together to develop proportionate security measures to improve public security. It also considers how those responsible for publicly accessible locations are ready and prepared to take appropriate action, were a terrorist attack to happen.

Importantly, we also hope that these proposals respect and acknowledge the important work of all those who have campaigned for legislation. In particular, I want to thank Figen Murray, whose son Martyn was killed in the Manchester Arena attack, for the significant contribution she has made through her tireless campaign to introduce 'Martyn's Law'. We look forward to working with them throughout the consultation period to help gather their views and encourage others to contribute too.

There is much good work already being done by many organisations, and I welcome these ongoing efforts. However, in the absence of a legislative requirement, there is no certainty that considerations of security are undertaken by those operating the wide variety of sites and places open to the public, or, where they are undertaken, what outcomes are achieved. This consultation considers how we could improve this position, through reasonable and not overly burdensome security measures.

The Government is extremely conscious of the severe impacts that COVID-19 has had, and continues to have, on many businesses and organisations. The thresholds for venues and organisations potentially in scope have been carefully chosen at this time to recognise this.

It is envisaged that for many organisations and venues, the requirements of a Protect Duty would entail minimal new costs. Many have already undertaken or are pursuing ongoing significant work to consider security measures, systems and processes, including through recent consideration of COVID-19 health measures and ensuring appropriate security requirements as part of these.

The proposed Protect Duty is only one part of the Government's approach to improving protective security and preparedness at publicly accessible locations. We continue to seek to engage and provide advice and guidance to all who operate at or have an interest in public security. We also continue to expand and enhance these resources, and, where possible, tailor them to the needs of different user groups. I would encourage all readers of this consultation to consider the simple advice and to access the further reference sources provided at pages 9-11, in the section entitled 'An introduction to protective security for

owners and operators of publicly accessible locations'. We remain committed to working with you to protect the public and save lives.

**RT HON JAMES BROKENSHERE MP
SECURITY MINISTER**

Introduction

This consultation considers how we might use legislation to enhance the protection of publicly accessible locations across the UK from terrorist attacks and ensure organisational preparedness.

With some exceptions (e.g. on transport security and for certain sports grounds), there is no legislative requirement to consider or implement security measures at publicly accessible locations. However, there are many reasonable and appropriate measures which can be - and often already are - undertaken by organisations who operate at such locations. These include:

- Having security plans and procedures to react and respond to different threats which are understood by all staff and regularly exercised;
- Having simple and freely available training and awareness courses in place as part of new staff and refresher training programmes; and
- Employing simple security measures (such as door locks, roller shutters) for crime prevention and anti-social behaviour, which may also be used in response to other security threats.

For many stakeholders potentially in scope, these are requirements they have already undertaken, or requiring low or nil new costs to take forward. We know that there is a willingness to do more from many businesses and others with public facing operations, and that many organisations operating at publicly accessible locations would welcome a mandatory requirement to consider and mitigate against threats to security.

We understand that there is often a low awareness of existing information and tools available, but when organisations have engaged, there is evidence that they go on to implement changes. The next section, 'An introduction to protective security for owners and operators of publicly accessible locations' provides some simple security advice and further reference sources that all can follow.

We are mindful of the impact a legislative change could have for some organisations. However, this must be carefully balanced against the need to ensure effective consideration of public security, and the implementation of reasonable security measures, in order to improve public security.

We recognise that effective security requires a partnership approach, with Government, police, the security services, the wider public sector, businesses, and the public all having a role to play. If a legislative Protect Duty were to be introduced, we recognise the need to enhance Government support for all organisations within its scope.

This consultation seeks views from all parties that a 'Protect Duty' would potentially affect - in particular, organisations who own locations or operate at publicly accessible locations. We seek views from across the United Kingdom, since national security is a reserved matter, however we recognise that developing an effective process and support to implement such legislation would draw on delivery mechanisms and responsibilities within the Devolved Administrations.

The responses to the consultation questions and additional research and analysis will be used to develop a Regulatory Impact Assessment which will be published in due course.

The proposals and discussion issues are broken down into the following sections:

Section 1: Who (or where) should legislation apply to?

Section 2: What should the requirements be?

Section 3: How should compliance work?

Section 4: How should Government best support and work with partners?

An introduction to protective security for owners and operators of publicly accessible locations

Recent years have seen an increase in terrorist attacks in publicly accessible locations, i.e. locations that people visit, congregate in, or transit through. A defining feature of such attacks is the targeting of people, whether randomly, or as representatives of specific groups (e.g. relating to race, religious beliefs, etc).

Any publicly accessible location is a potential target, and it is therefore essential that the owners and operators of all such locations understand the risks they face and consider appropriate mitigations.

This section is intended to introduce protective security for owners and operators of publicly accessible locations – whether businesses, or other organisations operating in permanent premises or the organisers of temporary events, or those with wider interests in public security such as public authorities.

It is worth noting that improvements made to security from a counter-terrorism (CT) perspective are likely to have wider benefits, potentially reducing other crime and antisocial behaviour. Similarly, existing or new security measures implemented for other purposes can have a counter-terrorism benefit.

An important tenet of protective security is that it should, wherever possible, utilise simple, affordable interventions that protect and reassure the public and deter would-be attackers, with no (or minimal) adverse impact on the site's operation or people's experience. Whilst an extensive pallet of countermeasures is available, many of the more complex and costly ones – particularly specialist physical security products – will be more relevant to larger sites likely to host higher visitor footfalls and/or crowds.

It is important to consider **security as a system**, a combination of physical and/or behavioural interventions deployed in a complementary manner to mitigate key risks. Getting the “people” aspects right (e.g. developing and sustaining a security culture, encouraging vigilance, and providing appropriate and effective training) is at least as important as selecting (and correctly installing) physical security measures (such as security doors, blast-resistant glazing, fences, bollards, CCTV, electronic access control and intruder detection systems). Further advice and guidance is available on [the NaCTSO website](#) or from your local [Counter Terrorism Security Advisor \(CTSA\)](#). Where you believe, based on your risk assessment, that you may need such measures, you may also wish to seek independent expert advice (<https://www.cpni.gov.uk/cpni-working-security-professionals>). Even where appropriate measures are selected that appear to match a site's needs, ensuring they are installed and operated to provide effective capability (and properly complement other security measures) is crucial.

Key initial steps are **understanding threat and risk**:

- Understanding the terrorist threat – noting that terrorist groups, their motivations and target preferences and attack methodologies can differ and tend to change over time.
 - A useful level of awareness can be achieved by following open source media reporting of recent attacks and their methodologies, understanding

and monitoring the National Threat Level (<https://www.gov.uk/terrorism-national-emergency>), and browsing relevant government websites (e.g. <https://www.cpni.gov.uk/terrorism>).

- Understanding the specific risks the threat poses for your site and / or organisation - how and why your site / organisation might be affected, either by being targeted directly; or through indirect impacts, due to its location in a particular area or because of its proximity to neighbouring sites, businesses, or organisations that may be targeted.
 - You should undertake a risk assessment to identify and record terrorism risks and appropriate mitigations. This should be aligned with your organisation's / site's wider assessment of risks and their management.

In order to maximise their likelihood of success, terrorists are likely to undertake research and planning activity in preparation for an attack; this can include visiting potential target locations ("**hostile reconnaissance**"), as well as conducting research online.

Consider what you and your colleagues (whether employees, contractors or volunteers) can do to make it harder for a would-be terrorist to carry out a successful attack, for example by:

- Being alert to suspicious behaviours and activity in and around your site, such as people loitering or displaying an unusual level of interest in asking questions, or filming or photographing. Note that you and your staff are well placed to know what is "normal" in your environment, and hence what may be suspicious. Where it feels safe to do so, consider engaging the person in a welcoming and helpful manner; if you have any concerns, consider reporting them to the police. Similarly, you and your colleagues should be alert to abandoned bags and other left items, and report any you deem suspicious to the police.
- Being security-minded in your communications, particularly online. Wherever possible, include positive general messages demonstrating your commitment to ensuring the security and safety of visitors and staff. Avoid providing specific information that could help a terrorist plan an attack, for example floor plans containing more detail than is necessary to assist customers with planning their visit, or details of where and when security patrols do (and don't) take place.
- Encouraging and enabling a security culture in the workplace, for example ensuring that any concerns can easily be reported and will be acted upon and ensuring that managers lead by example and avoid giving mixed messages.

Consider how you and your staff would respond to an incident occurring outside or near to your building or site, or inside it. Remember that every second counts.

- How quickly would you become aware of what was going on?
- How would you respond?
- Would you and your staff be able to act quickly enough to move yourselves and visitors to safety?
- What can you do to prepare for such an eventuality?

ACT Awareness e-Learning (Action Counters Terrorism), has been developed by Counter Terrorism Policing to provide nationally recognised corporate CT guidance to help

people better understand, and mitigate against, current terrorist methodology. It is available to all organisations, their staff and the general public (<https://www.gov.uk/government/news/act-awareness-elearning>).

For many organisations, security arrangements will be enhanced by developing relationships with neighbouring businesses and organisations, for example working together to make the local environment harder for would-be terrorists to operate in, including enabling the rapid exchange of information on suspicious activity and potential incidents. It is also advisable to engage with your local CTSA and neighbourhood policing team.

Take care to ensure that any security measures / plans don't conflict with health and safety requirements and fire regulations.

Remember to **review and refresh** (where appropriate) your risk assessment, your plans and mitigations, including your staff's awareness of the threat and how to respond. Routine reviews should be undertaken regularly, with reviews also carried out if there are changes to the threat – either in terms of national threat level (indicating the likelihood of an attack) or as a result of incidents that demonstrate a shift in attack methodology.

Further information

- Counter Terrorism Policing and its National Counter Terrorism Security Office (<https://www.gov.uk/government/organisations/national-counter-terrorism-security-office>)
- Centre for the Protection of National Infrastructure (www.cpni.gov.uk)

Section 1: Who (or where) should legislation apply to?

The proposed Protect Duty could apply in three main areas (but may also apply to other locations, parties and processes by exception):

1. Public venues (e.g. entertainment and sports venues, tourist attractions, shopping centres)
2. Large organisations (e.g. retail, or entertainment chains)
3. Public spaces (e.g. public parks, beaches, thoroughfares, bridges, town / city squares and pedestrianised areas)

Our proposals focus on legislative considerations of security being undertaken at certain publicly accessible locations (any place to which the public or any section of the public has access, on payment or otherwise, as of right or by virtue of express or implied permission), but not private venues, such as places of employment, or other locations where there is not public access.

We acknowledge that security considerations, whilst still important, must be proportionate to the threat of terrorist attack. We are also mindful of the huge impact that COVID-19 has had, and continues to have, on many organisations.

However, we want to emphasise that appropriate and proportionate considerations of security are important at all locations – including those out of scope of the proposed Duty – and we recommend that all organisations should consider the Government advice outlined at pages 9-11.

1. Proposal: The Duty should apply to owners and/or operators of publicly accessible venues with a capacity of 100 persons or more

We consider that the capacity of a venue is a clear and simple basis to define venues that should fall within scope of a potential Duty. Capacity is a criterion already commonly used in fire safety risk assessments. We consider that it is reasonable for publicly accessible venues able to hold gatherings of 100 persons or more to carry out an assessment of threats and implement appropriate mitigating measures at their premises. This threshold has been set, mindful of the impact that COVID-19 has had, and continues to have, on many organisations, particularly public-facing businesses. At a future date, and when appropriate to do so, we may seek to consult again on a lower threshold.

Responses will be carefully considered in determining if a capacity threshold is an appropriate criterion, and, if so, at what level it is set.

Using capacity as a criterion captures many public venues; permanent buildings or temporary event locations (such as outdoor festivals) where there is a defined boundary.

A Protect Duty requirement would apply to the parties responsible for the venue, which would usually be the owners or operators, who have control and ownership of systems and processes. Where there is a shared organisational responsibility for a venue within scope, the parties would be required to work together to ensure the Duty requirements were met.

2. Proposal: The Duty should apply to large organisations (employing 250 staff or more) that operate at publicly accessible locations

In addition to public venues, there are many large organisations (employing 250 staff or more) which operate at publicly accessible locations, with staff who are responsible for taking forward a range of legislative and other requirements to be implemented across the organisation, through its systems and processes. There will usually be standardised training and ongoing continuous professional development for these specialist roles, as well as wider staff training and awareness programmes. Organisational structures will usually be in place to enable delivery of policy, operational processes, planning, and business and legislative requirements, usually commissioned on a top down basis, from a company headquarters or otherwise.

This could also include organisations with a number of outlets, below a 100 persons or more venue capacity, across a wide geographical (often national or UK wide) footprint, where there is significant and/or regular public footfall and public engagement, on a routine and often daily basis e.g. high street retailers, supermarkets, betting shops, newsagents, chemists, and petrol stations.

We consider that it is reasonable that a Protect Duty should apply to large organisations employing 250 people or more, operating at publicly accessible locations.

3. Proposal: A Protect Duty should be used to improve security considerations and outcomes at public spaces

The diverse nature of threats and targeting means we cannot predict where or when an attack will take place. Many of the attacks that have been seen recently, in the UK and elsewhere, have occurred at public spaces. These are open public locations which usually have no clear boundaries or well-defined entrance / exit points (e.g. city centre squares, bridges or busy thoroughfares, parks, and beaches).

These locations are often vulnerable to low sophistication methodologies such as knife attacks or the use of a vehicle as a weapon. However, it is usually innocent members of the public who are the target, rather than the location itself. Whilst these types of attacks are difficult to combat, the Government wants to consider how it can do more to work with the parties responsible for such locations to consider and achieve appropriate security measures. This is an issue which was raised in both the Westminster and London Bridge Inquests, and the Manchester Inquiry.

We want to consider further the questions of how responsibilities for public spaces could be established, what would be reasonable and appropriate to expect those responsible for public spaces to do to improve security at such locations, and the potential role played by legislation in these issues. We recognise that these are complex issues to resolve, and we are keen to hear the views of the range of organisations having ownership or responsibility for such locations. We would like them to consider whether, and if so how, legislation could be helpful to provide greater clarity and certainty of the responsibilities and requirements of parties owning and/or operating at these types of locations, and what security considerations and mitigations could be undertaken by them to achieve greater public

protection. In particular, we would like to seek the views of landowners, local and public authorities, and others who might coordinate or lead work to help improve protective security and preparedness at public spaces.

4. Other aspects of a Protect Duty

We also want to consider whether other locations, parties or processes should be included within the scope of a Protect Duty to ensure better public protection and organisational preparedness.

This includes considering the potential for the Duty to require:

- Partnership working with parties already complying with security legislation, for example to ensure effective co-ordination between transport sectors (where security legislation is already in force) and operators responsible for publicly accessible locations adjacent to transport hubs;
- Existing security guidance (e.g. for bus and coach operators) to be given legislative effect for certain locations or sectors; and
- Companies and other organisations responsible for holding, selling or hiring products that could be used by terrorists as a weapon in an attack at a publicly accessible location to adhere to security guidance.

Exemptions and exclusions

Some legislation, (currently limited in the scope of its application), already requires certain stakeholders and/or locations to consider terrorist threats and to take forward appropriate security measures to mitigate these (e.g. transport security regulations). Where this is the case, we propose that these stakeholders and locations would be exempt from a Protect Duty, as the effect already being achieved by these regulations is equivalent to the proposed Protect Duty requirements.

Annex 1 sets out examples of locations/stakeholders that we propose should be exempt from the Duty.

Questions

To what extent do you agree or disagree with the following statement:

1. Venues and organisations owning, operating or responsible for publicly accessible locations should take appropriate and proportionate measures to protect the public from attacks in these locations
Strongly Disagree (SD) – Disagree (D) – Neither Agree nor Disagree (NAND) – Agree (A) – Strongly Agree (SA) [scale]

To what extent do you agree or disagree with the following statement:

2. Venues and organisations owning, operating or responsible for publicly accessible locations should prepare their staff to respond appropriately in the event of a terrorist attack to best protect themselves and any members of the public present

Strongly Disagree (SD) – Disagree (D) – Neither Agree nor Disagree (NAND) – Agree (A) – Strongly Agree (SA) [scale]

3. We propose that a targeted Protect Duty applies only to certain public venues. What criteria would best determine which venues a Duty should apply to ?
- Capacity (as currently used in Fire Safety Regulations)
 - Annual revenue
 - Staffing levels
 - Other: _____(Free text, 100 words max)

[Where 3 is a]

4. We have proposed a venue capacity of 100 persons or more as a threshold. What capacity level do you think would be appropriate to determine venues in scope of the Duty?
_____(Free text, 100 words max)

[Where 3 is b-d]

5. What threshold would you propose for inclusion in the scope of the Protect Duty for this criterion?
_____(Free text, 100 words max)
6. We propose that a requirement to consider security and implement appropriate mitigations at a venue should fall to the owner and/or operator of the venue. Do you consider this appropriate?
Y/N

[If 6 = N]

7. If no, why not:
_____(Free text, 100 words max)
8. We propose that where there is a shared organisational responsibility for a venue, or multiple organisations operating at a venue within scope, the parties would have to work together to meet the requirements. Do you consider this is appropriate?
Y/N

[If 8 = N]

9. If no, why not:
_____(Free text, 100 words max)
10. We propose that a Protect Duty would also apply to certain organisations operating at publicly accessible locations. If an organisation's size were a criterion for its inclusion in the scope of the Duty, what would be an appropriate threshold? [select all that apply]
- All organisations
 - Micro (1-9 employees)
 - Small (10-49 employees)
 - Medium (50-249 employees)
 - Large (250+ employees)
 - Other _____(Free text, 100 words max)

[Linked to Question 10]

11. What is your reasoning for this answer?
_____ (Free text, 100 words max)

12. We have proposed a Protect Duty would apply to organisations with 250 or more employees. Is it clear as to whether your organisation falls within this criteria?
Y/N

[If 12 = N]

13. If no, why not?
_____ (Free text, 100 words max)

14. Are you clear about whether your organisation falls within the scope of the definition of a 'publicly accessible location' (a place to which the public or any section of the public has access, on payment or otherwise, as of right or by virtue of express or implied permission)?
Y/N

[If 14 is N]

15. If no, why not?
_____ (Free text, 100 words max)

16. Referring to Annex 1, do you consider that there should be other exemptions from a Protect Duty?
Y/N

[if 16 is Y]

17. If so what or who and why?
_____ (Free text, 200 words max)

18. Are there any other issues regarding who legislation should apply to that you would like to offer views on?
_____ (Free text, 200 words max)

Section 2: What should the requirements be?

This section is about **what** parties within the scope of a Protect Duty (see Section 1) should be required to do. Again, we would emphasise that we would encourage all organisations to consider the safety and security of their staff and the public who use their facilities.

In considering what should be required by a Protect Duty, we recognise that:

- The nature of venues and organisations varies greatly, for example in respect of the type of business or undertaking, organisational size, and staffing profile.
- Different venues and organisations have different security skills and resources at their disposal - from those with dedicated security staff, budgets, training and procedures, to those with little or none.
- Risk assessments and mitigation measures should be proportionate to the specific circumstances of the venue/organisation and its environment, as well as the nature of the terrorist threat at any given point in time.
- In the difficult financial climate that many venues and organisations find themselves in, in particular due to the impacts of COVID-19, low and nil cost security solutions are desirable and, in many cases, will be a proportionate response to the risk.

The aim of a Duty would be to ensure the consideration of threat, leading to considering and taking forward appropriate and proportionate mitigation measures. It is envisaged that for many organisations and venues, these requirements would be simple changes to existing systems and processes, entailing nil or low new costs. For many, these will reflect work which has already been undertaken, including recent considerations of COVID-19 health measures and ensuring appropriate security requirements through these.

Venues and large organisations

For public venues and large organisations with the scope of a Protect Duty, we consider that the owners/operators should be required to:

- Use available information and guidance provided by the Government (including the police) to consider terrorist threats to the public and staff at locations they own or operate;
- Assess the potential impact of these risks across their functions and estate, and through their systems and processes; and
- Consider and take forward 'reasonably practicable' protective security and organisational preparedness measures (for example staff training and planning for how to react in the event of an attack).

The term 'reasonably practicable' is already a well-established and understood concept for organisations through health and safety legislation and fire safety regulations, which requires owners/operators to weigh a risk against the effort, time and money needed to mitigate it.

However, we recognise that applying this concept in a security context will be new for many venues and organisations within the proposed scope of the Duty, who will potentially have little experience of considering and mitigating terrorist threats.

The Government wants to ensure that requirements undertaken to comply with the proposed Duty, are reasonable and appropriate for organisations within scope - and proportionate to the nature of the threat. Supporting Government guidance would provide details of the range of appropriate measures for organisations within scope.

For most organisations in scope of a Protect Duty, we propose that compliance would be demonstrated by providing assurance that the threat and risk impacts had been considered, and appropriate mitigations had been considered and taken forward (implemented or plans in place for their progression). For organisations at the lower end of criteria thresholds, this would entail simple low – or no - cost preparedness measures such as ensuring that:

- Staff are trained and aware of the nature of threats, likely attack methodologies and how to respond;
- Staff are trained to identify the signs of hostile reconnaissance and take appropriate action; and
- There are plans in place for an organisation's response to different attack types, which are regularly trained and exercised.

Where proportionate security measures would entail more significant mitigation requirements, a reasonable time would be allowed to plan and progress measures within business planning processes and cycles. For example, more complex mitigations such as implementing measures for appropriate access control or reducing the risk of vehicle as a weapon attack will entail financial costs to plan, design and implement, and to train staff in their use. These are issues on which supporting guidance would provide further details.

To help those who may be within scope of the proposed Duty to understand what 'reasonably practicable' and 'appropriate' security measures will mean for them - including in terms of cost and resource implications - we have developed a number of indicative good practice examples for different types and sizes of organisations to demonstrate compliance (Annex 2). We will use the responses to this consultation and evidence gathered directly from stakeholders to develop and publish a Regulatory Impact Assessment.

Government would ensure that a range of resources are available to support organisations to comply with the Duty, including providing guidance on understanding threat methodologies, how to carry out risk assessments, and information and advice on the range of security measures available to mitigate risks identified. What is required to support organisations to discharge the Protect Duty is considered further at Section 4.

Public spaces

This section considers the potential for specific requirements under a Protect Duty to improve security at open public spaces. Section 1 raised the issue of parties with an interest in the mitigation of attacks at public spaces, including landowners, local and some public authorities, and other organisations who are responsible for or who operate at such locations. There are already a range of ongoing efforts to provide security advice and guidance to these parties. This includes awareness raising and training courses, such as the Action Counters Terrorism (ACT) and See Check and Notify (SCaN) modules

delivered by Counter Terrorism Policing, which aim to improve organisational and individual awareness, planning and processes for what to do in the event of an attack.

We would like to understand what mechanisms are already being used to consider and mitigate terrorism threats, whether more could be achieved through them, and the potential for utilising them, or by establishing new requirements to discharge a Protect Duty at public spaces.

Many local, and other public authorities (such as Highways Agencies) are already fulfilling a range of functions within their jurisdictions to consider aspects of crime prevention, public safety, and security. These mechanisms¹ include:

- CONTEST and Protect Boards;
- Community Safety Partnerships;
- Licensing for sports grounds safety;
- Planning processes;
- Local Resilience Forums;
- Safety Advisory Groups (for events);
- Business Improvement Districts (which can be set up by Local Authorities, businesses or individuals to benefit local businesses);
- Licensing Committees (for the sale and supply of alcohol, the provision of late-night entertainment and refreshment); and
- Health and Safety, fire safety and building control processes.

We are aware of the limitations of these mechanisms in the context of the proposed Duty: most are not designed to achieve security outcomes; and some are not a legislative requirement, which means that they are able to mitigate threats to varying degrees, and it is hard to have assurance of the level of public protection which is achieved. This is not a criticism of authorities, merely a reflection of the current lack of a dedicated legislative security requirement.

In these and other areas, local and public authorities already play a vital role in convening interested parties from across their areas, to discuss issues of shared concern, and to work together to help resolve and mitigate risks, including criminal acts. From previous discussions with local authorities, we are aware that different authorities are using different mechanisms in different ways to consider security risks and implement appropriate mitigating measures. We would like to seek views on whether existing mechanisms (for example those listed above) could be used, or adapted, to bring about more effective security outcomes.

In addition, security outcomes could potentially be improved by organisations responsible for, or operating at public spaces, working with partners (e.g. police) to ensure there is a better understanding of:

- Threat;
- Attack methodologies;
- Processes by which organisations can assess and manage risk; and

¹ These mechanisms vary across the UK, and in many cases there are different comparable mechanisms in the Devolved Administrations of Northern Ireland, Scotland and Wales.

- Simple security measures and processes, such as those identified on pages 9-11, “an introduction to protective security for owners and operators of publicly accessible locations.”

We would like to consider cost effective means by which such efforts could become more commonplace and co-ordinated, such as through local business groups and other existing mechanisms (e.g. Business Improvement Districts).

Security outcomes could also be more fundamentally improved through a requirement for local/authorities and other relevant local partners to consider security risks and implement appropriate mitigations for public spaces. Requirements could include:

- Developing local, strategic plans to mitigate the risks and impacts of terrorism;
- Implementing proportionate measures through relevant systems, processes and functions to improve public safety and security;
- Establishing clear roles and responsibilities for local partners; and
- Working with key partners (e.g. police) to consider how a security plan would operate in priority local areas.

It is recognised that achieving effective security outcomes at public spaces will usually be achieved through partnership working by multiple organisations who own or operate at such locations. Achieving protective security and preparedness outcomes will usually not be the responsibility of one organisation. There would also need to be coherence between public space requirements and those for venues and organisations within Protect Duty thresholds. These are difficult issues which will require further consideration through the consultation process.

As for the proposed requirements for venues and organisations, Government would need to support local partners in considerations of mitigations for public spaces, for example by providing guidance to enable them to better understand threat methodologies, assess risks, and understand the range of security measures available to mitigate these. Given the complexity of public spaces, there may be a need to consider how bespoke support and expertise could be provided. What is required to support organisations to discharge the Protect Duty is considered further at Section 4.

Other aspects of a Protect Duty

Where security legislation already exists, we could potentially seek to achieve more effective security outcomes through a requirement for partnership working. For example, under the Sports Grounds Safety Authority guidance, ‘Guide to Safety at Sports Grounds (Green Guide) and Safety Management’, partners are required to work together to consider spectator safety, including for terrorist threats, for the journey to sports grounds (referred to as ‘Zone Ex’ or the ‘Last Mile’), for example from public car parks, local train stations, bus stops and so on.

Similar partnership approaches could be adopted where other legislative requirements already apply (e.g. locations subject to transport security regulation); or where other venues and/or organisations within the scope of a Protect Duty are responsible for events

or activities that could impact on areas outside the boundaries of their own site (for example where large numbers of people are expected to attend an event).

Guidance (potentially legislative) could be used to establish how partners would be required to work together to achieve security outcomes, for example, to help manage queues in the public spaces outside a venue where multiple partners have an interest, or to develop communication mechanisms and ways of working between organisations in response to incidents.

We are aware of examples of organisations already working together on a voluntary basis to improve the security of the shared public spaces in which they operate, for example through joint vigilance and patrolling initiatives, information sharing, or communication networks. We are keen to explore how existing mechanisms, networks and good practice could be spread to realise improved security outcomes, and whether a Protect Duty could be used to support improved co-ordination and delivery of security outcomes amongst organisations operating across shared public spaces and localities.

There are other, specific sectors which could be brought within the scope of the Protect Duty to drive additional security improvements. For example, in the transport sector:

- Bus and coach operators could be required to comply with existing Department for Transport (DfT) best practice security guidance in order to discharge the Protect Duty; and
- Commercial ports and UK flagged ships, which already receive DfT guidance, could be asked to comply with this guidance in order to discharge the Protect Duty.

A Protect Duty could also be applied to companies and other organisations responsible for holding, selling or hiring products that could be used as weapons by terrorists in an attack at a publicly accessible location, such as – vehicles, knives and explosives. Government already legislates or publishes security guidance for some sectors that aims to mitigate the use of certain products and objects as weapons in terrorist attacks. Selling, buying and carrying knives is regulated, as is the purchase of explosives and explosive precursors. DfT's Rental Vehicle Security Scheme includes a ten-point code of practice, and DfT's Goods Vehicle Security Guidance sets out simple steps the operators and drivers of commercial vehicles can take to improve security. A Protect Duty could potentially require these companies and organisations to adhere to security guidance of this kind.

Questions

19. Does your organisation currently undertake a risk assessment for terrorism?
Y/N

[Linked to Question 19]

20. Is this process undertaken by an in-house or an externally appointed individual?
In house/External

[Where 19 = Y]

21. When you do undertake a terrorism risk assessment, how many working days a year do you estimate your organisation typically spend on this task? (Where this is undertaken by multiple staff, please include total days spent by all staff)?
_____(Free text, 100 words max)
22. How frequently does your organisation typically review this risk assessment?
- Multiple times per year
 - Around once per year
 - Around once every 2 years
 - Around once every 3 or more years
 - Other (please specify)
23. What mitigations against terrorism risks does your organisation currently undertake (select all that apply)?
- Well defined organisational security protocols and procedures, including for response to terrorist attack
 - Measures are in place to spot and disrupt hostile reconnaissance
 - Work to ensure security behaviours are adopted by the workforce
 - Personnel security policies and procedures consider security risks
 - Site/location vulnerabilities (to terrorist threats) and appropriate physical mitigations are considered
 - Evacuation, invacuation, lockdown procedures are in place and are understood and exercised by staff
 - Staff training is undertaken to raise awareness of the threat and what to do
 - Business continuity procedures or app (e.g. Action Counters Terrorism app) include information on how to respond to attacks
 - Liaison with police or other resource (e.g. security consultant) on threats and appropriate security measures
 - Involved in local security initiatives
 - Other _____(Free text, 100 words max)
24. How much money does your organisation typically spend on new or revised security measures or processes that would mitigate against terrorist risks in one financial year?
_____(Free text, 100 words max)
25. What are the existing activities and mechanisms which you consider result in the best protective security and organisational preparedness outcomes at public spaces (select all that apply)?
- Communications campaigns e.g. Action Counters Terrorism and See It, Say It, Sorted
 - Staff awareness raising and training courses
 - Advice and guidance products and tools
 - Local authority mechanisms and processes (as outlined at page 19)
 - Other _____(Free text, 100 words max)

26. What are the existing local authority functions which currently result in the best protective security and organisational preparedness outcomes at public spaces (select all that apply)?
- a. CONTEST and Protect Boards
 - b. Community Safety Partnerships
 - c. Licensing for sports grounds safety
 - d. Planning processes
 - e. Local Resilience Forums
 - f. Safety Advisory Groups (for events)
 - g. Business Improvement Districts (which can be set up by Local Authorities, businesses or individuals to benefit local businesses)
 - h. Licensing Committees (for the sale and supply of alcohol, the provision of late-night entertainment and refreshment)
 - i. Health and Safety, fire safety and building control processes.
 - j. Other _____(Free text, 100 words max)
27. What are the existing local authority functions which have the potential to result in the best protective security and organisational preparedness outcomes at public spaces (select all that apply)?
- a. CONTEST and Protect Boards
 - b. Community Safety Partnerships
 - c. Licensing for sports grounds safety
 - d. Planning processes
 - e. Local Resilience Forums
 - f. Safety Advisory Groups (for events)
 - g. Business Improvement Districts (which can be set up by Local Authorities, businesses or individuals to benefit local businesses)
 - h. Licensing Committees (for the sale and supply of alcohol, the provision of late-night entertainment and refreshment)
 - i. Health and Safety, fire safety and building control processes.
 - j. Other _____(Free text, 100 words max)

[Linked to Question 27]

28. For your preferred option/s what would be required to improve or support this/these to realise more effective security outcomes?
_____(Free text, 100 words max)
29. How could organisations who work at public spaces be encouraged or required to engage with partner organisations (e.g. police) to ensure there is a better understanding of terrorist threat, the management of risk and mitigating measures?
_____(Free text, 100 words max)
30. What are your views on a potential legislative requirement for local authorities (and relevant public authorities such as Highways Agencies) and other relevant local partners to develop a strategic plan to combat terrorism, to ensure public security, through partnership working?
_____(Free text, 100 words max)

[Linked to Question 30]

31. What in your view would be the key components of such a legislative provision and associated guidance?

_____ (Free text, 100 words max)

[Linked to Question 30]

32. What organisation/s could play a leading role in bringing together and convening such partnerships?

_____ (Free text, 100 words max)

[Linked to Question 30]

33. What requirements to improve protective security and preparedness could be realistically achieved by such partnerships?

_____ (Free text, 100 words max)

34. Do you have any additional proposals to put forward which could improve security at public spaces?

_____ (Free text, 100 words max)

35. Where there is an existing legislative requirement for security (e.g. at certain sports grounds and transport sites, or in future those organisations and venues subject to a Protect Duty), is it reasonable to require relevant organisations (for example those surrounding the site) to work in partnership to achieve security outcomes?

_____ (Free text, 100 words max)

36. Where there is currently Government security guidance (e.g. bus and coach operators and commercial ports and UK flagged ships) would it be appropriate for this guidance to become legislative guidance under the Protect Duty to achieve greater certainty on security considerations and outcomes?

_____ (Free text, 100 words max)

37. Where Government has published security guidance (e.g. bus and coach operators and commercial ports and UK flagged ships) or put in place voluntary schemes for products that could be used as weapons, would it be reasonable for businesses and other operators responsible to be mandated to follow that guidance under a Protect Duty?

_____ (Free text, 100 words max)

To what extent do you agree with the following statement:

38. Compliance with a Protect Duty would require greater effort (e.g. time, staff resource) than compliance for comparable legal and other obligations (e.g. fire safety, health and safety, Licensing Act 2003 guidance, licensing for sports grounds, Safety Advisory Groups)?

Strongly Disagree (SD) – Disagree (D) – Neither Agree nor Disagree (NAND) – Agree (A) – Strongly Agree (SA) [scale]

39. How do you think these new requirements/mitigations will affect:

- Number of customers/visitors visiting venues in scope of the duty? (not at all, increase, decrease)
- The public's perception of the terrorist threat? (not at all, increase, decrease)

- c. Vigilance of the workforce/use of good security behaviours by staff? (not at all, increase, decrease)

40. Annex 3 sets out the anticipated costs and benefits of intervention in the form of a Protect Duty. Please provide any comments you have on this Annex.

_____(Free text, 100 words max)

41. Are there any other issues regarding **what** parties within the scope of a Protect Duty should be required to do that you would like to offer views on?

_____(Free text, 200 words max)

Section 3: How should compliance work?

We are committed to using the proposed Protect Duty to help a wide range of businesses and other organisations improve their preparedness for, and protection from, terrorist attack. However, in line with the '[Better Regulation Framework](#)', we also want to ensure that the Duty does not create unnecessary costs or burdens on staff resource or time. For many organisations falling under the Duty, we anticipate that financial costs incurred will be minimal, and proportionate compliance can be achieved by undertaking simple measures such as regular risk assessment and preparedness activities, for example regular staff training. An impact note has been provided at Annex 3 to indicate expected types of cost and benefits. Further to this, a Regulatory Impact Assessment will be developed and published, informed by the responses to these consultation questions and additional research and analysis.

A key objective of the proposed Protect Duty is to drive forward an improved culture of security, where owners/operators can undertake informed security considerations, and implement reasonable and proportionate security measures, which together will result in much broader improved security outcomes. A Duty would form part of wider, extensive Government efforts to improve protective security and preparedness through other voluntary mechanisms and awareness raising initiatives.

In this section, we consider further how those within scope of a Protect Duty, could demonstrate compliance in the most efficient way. We also consider the basis on which Government would oversee and seek assurance on the delivery of a Protect Duty.

Venues and large organisations

For public venues, and large organisations, section 2 proposed that responsible owners/operators should be required to:

- Consider terrorist threats to the public and staff at locations they own or operate;
- Assess those risks across their functions and estate; and
- Consider and take forward 'reasonably practicable' protective security and organisational preparedness measures.

We propose that risk assessments required by the Duty should demonstrate:

- The range of threats that have been considered;
- The steps that have been subsequently taken to mitigate these threats;
- The steps that have been taken to prepare for and/or respond in the event of an attack; and
- Where steps have not been taken, the reasons why.

These risk assessments will need to be recorded and retained by venues and organisations in scope, as part of evidence to demonstrate part of the process of compliance with the Duty if required to do so. They will need to be reviewed by their owner, at least once a year, and as and when circumstances change, for example following changes to the:

- External risk context - for example a significant terrorist attack in the UK, a change in the Government national terrorism threat level assessment, or a change to the likelihood of threat methodologies); and

- Internal risk context - for example following an expansion of an organisation's premises and/or staff numbers, or a change in the business model, such as a restaurant starting to serve customers outside.

For most organisations, carrying out and implementing appropriate mitigating measures would be straightforward, quick and incur minimal cost. Detailed guidance would be made available to explain the nature of threats and terrorist methodologies, advice on how to assess the potential impacts of an attack at a specific site or public space, and the range of mitigating measures which may be appropriate and proportionate for the range of organisations within scope.

Such measures cannot stop every malicious attack, but should go a long way to reducing the impact on staff and members of the public, without resulting in unreasonable burdens in terms of cost or staff resource. Larger organisations and venues carrying greater or more complex risks, may be required to ensure additional or more sophisticated mitigating measures are put in place, but this would be proportionate to the risk.

Developing an evidence base to support these risk assessments will also assist an inspection regime. Appropriate supporting evidence might include: a brief summary of risks and actions considered and subsequently taken; completion certificates from appropriate staff training courses; evidence of physical security measures implemented, such as door locks, roller shutters and gates; or evidence of attack response plans and their testing with staff.

Others subject to a Duty

In Section 2 we also considered other locations and parties that could potentially be covered by a Duty, particularly for improving security at public spaces and requirements for partnership working. Compliance requirements for these parties will be dependent on the outcome of discussions to determine what would constitute appropriate legislative requirements in these areas. We will continue to develop thinking and options on this issue further to engagement with relevant stakeholders as part of the consultation process.

Inspection and enforcement

We consider that an inspection regime would be required to provide the necessary assurance that those within scope of a Protect Duty are meeting its requirements.

We are keen to develop a light touch inspection regime, and will consider whether, and how far compliance could be assessed remotely and or through appropriate third-party agencies. We envisage that an inspection regime would use evidence-based risk assessments and other proportionate means to determine how and where inspections take place. This would take in to account the specific nature of the threat, as well as information regarding levels of compliance and concern.

Inspections would offer an opportunity to provide specific support and advice to venues and organisations to help them improve their protection and preparedness, before any further action was considered. Wherever possible, we would want to encourage compliance with the Duty through incentives and a range of available support.

Further work is taking place to identify the most appropriate and cost-effective delivery authority and mechanisms for carrying out inspections. Consideration is also ongoing as to what powers should be given to inspectors to enable them to effectively assess compliance where necessary.

As detailed above, a key objective of the Duty is to encourage the development of an improved security culture, but to ensure that improvements are made, the Duty must be robust enough to hold those within its scope to account if required. We therefore propose that a proportionate enforcement model is developed where there are issues of non-compliance.

We envisage the development of an enforcement model which gives inspectors the capacity to provide advice and guidance on risk assessment and appropriate mitigations for organisations within scope of the duty; where these were considered insufficient, inspectors could request necessary improvements were made. If these were not taken forward, further steps could include notices of deficiency and enforcement action.

Given the severe impacts that could occur as a result of a breach of the proposed Duty, we propose that a new offence is created for non-compliant organisations who persistently fail to take reasonable steps to reduce the potential impact of attacks. We propose that an enforcement regime is developed, with penalties primarily based on civil sanctions (such as fines) for organisations in breach of the Duty. We consider this is an appropriate framework for a regime that is seeking to encourage more effective organisational security cultures, than a system of criminal sanctions which could result in persons responsible for security at venues and organisations being imprisoned.

Further work will take place to develop detailed options for an enforcement model, relevant offences, and an associated penalties framework.

Questions

42. How can an inspection regime best be used to support improvements to security culture and practices?

_____ (Free text, 100 words max)

43. What are your views on the use of civil penalties (fines) for organisations who persistently fail to take reasonable steps to reduce the potential impact of attacks associated with ensuring compliance with a Protect Duty?

_____ (Free text, 100 words max)

44. Do you have any other comments regarding how a compliance regime (inspection and enforcement) could operate?

_____ (Free text, 200 words max)

Section 4: How should government best support and work with partners?

Government currently undertakes significant efforts to ensure parties responsible for publicly accessible locations can be appropriately advised on:

- Understanding the terrorist threat and attack methodologies;
- What constitutes appropriate and proportionate protective security and preparedness measures;
- Understanding the importance of vigilance, the reporting of suspicious behaviour or activity, and what constitutes appropriate action to be taken following a terrorist attack; and
- How to plan and prepare for possible terrorist attacks, for example through staff training and awareness raising and the testing and exercising of emergency procedures.

There are a variety of mechanisms to provide this advice and guidance. These include:

- Engagement by Counter Terrorism Security Advisers ('CTSAs') who provide bespoke advice to site owners and operators, local authorities and others;
- Targeted awareness-raising sessions and training courses delivered by NaCTSO, CTSAs and Counter Terrorism Awareness Advisers to managers, front of house and other staff at publicly accessible locations;
- Engagement with representatives of leading sectors (e.g. sports grounds, shopping centres, entertainment centres), member associations and organisations who own or are responsible or operate at publicly accessible locations;
- Advice provided to local authorities, planners, developers and architects by CTSAs, the Centre for the Protection of National Infrastructure (CPNI), and by the Ministry of Housing, Communities and Local Government through the National Planning Policy Framework and associated Guidance, designed to ensure that proportionate security measures are considered for appropriate new builds and refurbishments;
- Online advice and guidance regularly reviewed and updated, for responsible parties from Counter Terrorism Policing and CPNI; and
- Targeted communications to stakeholders and the public from Counter Terrorism Policing.

We have also been developing new mechanisms to increase the range of our engagement and to develop tools and products tailored to the needs of users, including:

- A new, freely available digital service where security content, advice and training can be accessed through one platform (due to launch in 2021);
- Sectoral and regional engagement days (Action Counters Terrorism Corporate) initiated by Counter Terrorism Policing to provide advice and guidance to sectoral and regional groupings of responsible stakeholders;
- New and revised training and awareness products for managers, front of house and other staff at publicly accessible locations;
- An e-learning awareness training programme (covering spotting the signs of suspicious behaviour and what to do if an attack should take place) freely available to all;
- An Action Counters Terrorism (ACT) app (launched in March 2020) providing easy access to a range of stakeholder advice and guidance, tools and products;

- A range of regularly revised and new advice and guidance provided by Counter Terrorism Policing and CPNI; and
- More extensive communications regarding threat, methodologies and mitigating measures by Counter Terrorism Policing to businesses and the public.

However, we are conscious that take up is voluntary, and research has shown that those responsible for publicly accessible locations are not always aware of these tools. As such, if a Protect Duty is developed, efforts to support organisations within scope of the Duty will need to be enhanced. Dedicated advice and guidance could include:

- Easy to understand information regarding threat and attack methodologies;
- Advice on understanding risk assessment and managing risks;
- Outlining the considerations and tools which allow for mitigating threats through systems and processes; and
- Detailed guidance on protective security and preparedness mitigations.

Supporting guidance will need to reflect clear and simple advice for a wide range of users (in terms of organisation size, type / business, and security expertise).

In some cases, as was noted in section 2 regarding a potential legislative requirement for public spaces, Government will need to work with partners to consider bespoke support for taking forward aspects of a Protect Duty, to ensure that effective security outcomes are realised.

In addition, there is a role for wider partners in supporting the Duty. Member and representative associations (e.g. for business sectors, and local areas) will be important in raising awareness of new requirements, to support understanding and delivery efforts, as well as considering new delivery and communications channels.

There would also be a need to engage with the security industry and other organisations with a role in delivering and supporting security solutions (services and products) that help owners and operators to comply with the Duty. It will be important to ensure that the market can provide sufficient high-quality advice, products and services to all those within scope. To do this, the Government may consider the introduction or support for new and existing initiatives which can help promote and maintain appropriate standards such as accredited training, approved contractor schemes, or regulation.

We also want to consider how and where a Duty could be used to incentivise, rather than enforce, compliance. Incentives are already used to encourage security behaviours and activities. For example, PoolRe, the Government-backed terrorism reinsurer, encourages businesses to consider the risks from terrorism and to implement protective security and preparedness measures. In return, organisations can qualify for a discount on their insurance premium, usually set at 5%. To encourage widespread compliance with a Protect Duty, we are keen to ensure that a broad range of incentives are considered and developed, both within the insurance industry and beyond. This could include the development and use of product certifications or standards where relevant to aspects of the Duty.

In all these efforts, we are also mindful to ensure that the Duty does not inadvertently create any unintended consequences or costs.

Questions

45. Do you currently access Government advice (primarily from Counter Terrorism Policing and the Centre for the Protection of National Infrastructure) regarding threat, protective security and preparedness?

Y/N

[If 45 = Y]

46. What, if anything, do you find most valuable in current advice and guidance?
_____ (Free text, 100 words max)

[If 45 = N]

47. Why do you not currently access this advice and guidance?
- a. I did not know it existed
 - b. I do not think I need to address the threat
 - c. I do not have the time to access this
 - d. It is too confusing to find what I want
 - e. Other _____ (Free text, 100 words max)
48. What would you find most useful to help you to comply with a Protect Duty (select all that apply)?
- a. A single, digital service where you could access relevant material, advice and training in one place
 - b. Easy to digest information regarding threat and attack methodologies
 - c. A risk assessment template
 - d. Information on undertaking a risk assessment for terrorism threats
 - e. Advice relating to protective security mitigations
 - f. Advice relating to personnel and people security
 - g. Advice relating to how an organisation can prepare for terrorism attack
 - h. Advice on what constitutes reasonably practicable and appropriate mitigations appropriate for my circumstances
 - i. Development of product certifications or standards for aspects of the approach
 - j. Staff training and awareness courses
 - k. E-learning products
 - l. An App
 - m. A sector meeting where I can talk about the Duty with experts and other similar organisations
 - n. A local meeting where I can talk about the Duty with experts and other similar organisations
 - o. Other: _____ (Free text, 100 words max)
49. Counter-Terrorism Policing are working with Government and the Private Sector to design a digital service to provide access to relevant counter-terrorism material, advice and training in one place for organisations operating in publicly accessible locations. Do you anticipate that you would access counter terrorism information through this service if it were available to you?

Y/N

[If 49= N]

50. Why not?

_____(Free text, 100 words max)

[If 49 = Y]

51. What would you most likely use this kind of service for (tick all that apply)?

- a. To get general updates on how the terrorism risk is changing
- b. To support business planning activities
- c. To understand what risk management activities you need to do
- d. To access CT training
- e. To connect with other organisations to discuss counter terrorism
- f. To understand what to do after an incident
- g. Reporting of suspected terrorist activity/concerns

52. Do you have any further comments or suggestions for how you might like to access counter-terrorism information and work with local partners on counter-terrorism issues in the future?

_____(Free text, 100 words max)

53. What role should local business partnerships (such as Business Improvement Districts, Local Enterprise partnerships, etc.) have in supporting organisations and venues to deliver improved security?

_____(Free text, 100 words max)

54. Working with others, what could the Government best do to incentivise improved security practices?

_____(Free text, 100 words max)

55. To support the provision of high-quality advice and guidance from private sector security professionals providing counter terrorism security advice, Government should consider (tick all that apply)

- a. Government supported standards for Counter Terrorism (CT) risk assessments and advice
- b. Qualifications / Accredited training for individual professionals
- c. Government supported 'approved contractors scheme'
- d. Regulation of CT consultants
- e. None
- f. Other _____ (Free text, 100 words max)
- g. I don't know

56. What advice and support would be required for organisations and venues within the scope of Protect Duty?

_____(Free text, 100 words max)

57. Given the complexity of public spaces, and the potential need for partnership working to achieve effective ways of working leading to improvements in protective security and preparedness, what additional bespoke support and expertise could be provided?

_____(Free text, 100 words max)

58. Do you have any other proposals on what Government could do to support partners in the delivery of a Protect Duty?
_____ (Free text, 200 words max)

Responding to this consultation

Responding online

Please respond online to this consultation using our online form at www.homeofficesurveys.homeoffice.gov.uk/s/1D4SQ3/

Representative groups

Representative groups are asked to give a summary of the people and organisations they represent when they respond.

Alternative ways to respond and additional copies

To help us analyse the responses please use the online system wherever possible. If, for exceptional reasons, you are unable to use the online system, for example because you use specialist accessibility software that is not compatible, you may download a word document version of the form and email it, or post it to:

Protect and Prepare
Office for Security and Counter Terrorism
5th Floor NE, Peel Building,
Home Office
2 Marsham Street,
London, SW1P 4DF

Further paper copies of this consultation can be obtained from this address and it is also available online at www.gov.uk/government/consultations/

Alternative format versions of this publication can be requested from ProtectDuty@homeoffice.gov.uk

Comments and complaints

If you have any complaints or comments about the consultation process you should contact the Home Office using the above email or postal address.

Publication of responses and Impact Assessment

A paper summarising the responses to this consultation will be published. The response paper will be available online at www.gov.uk/government/consultations/protect-duty . This will be accompanied by an Impact Assessment of the proposals drawing from the responses to this consultation and additional research and analysis work.

Confidentiality

Information provided in response to this consultation, including personal information, may be published or disclosed in accordance with the access to information regimes (these are

primarily the Freedom of Information Act 2000 (FOIA), the Data Protection Act 2018 (DPA) and the Environmental Information Regulations 2004).

If you want the information that you provide to be treated as confidential, please be aware that, under the FOIA, there is a statutory Code of Practice with which public authorities must comply and which deals, amongst other things, with obligations of confidence. In view of this it would be helpful if you could explain to us why you regard the information you have provided as confidential.

If we receive a request for disclosure of the information, we will take full account of your explanation, but we cannot give an assurance that confidentiality can be maintained in all circumstances. An automatic confidentiality disclaimer generated by your IT system will not, of itself, be regarded as binding on the Home Office.

The Home Office will process your personal data in accordance with the DPA and in the majority of circumstances, this will mean that your personal data will not be disclosed to third parties.

Glossary

Table 1: Glossary of terms used in the Protect Duty Consultation.

Attack methodologies	Different methods of attack used by terrorists. These have recently included attacks in the UK and Europe involving the use of Person Borne Improvised Explosive Devices (IEDs), postal IEDs, Vehicle As a Weapon, bladed weapons and firearms.
Action Counters Terrorism (ACT)	A national awareness scheme to protect buildings, business areas and their surrounding neighbourhoods from the threat of terrorism.
ACT Awareness e-Learning	A nationally recognised corporate CT guidance product, developed by Counter Terrorism Policing, to help people better understand, and mitigate against, current terrorist methodology. It is available to all organisations, their staff and the general public (https://www.gov.uk/government/news/act-awareness-elearning)
Centre for the Protection of National Infrastructure (CPNI)	The Government authority for protective security advice to the UK national infrastructure. It protects national security by helping to reduce the vulnerability of the national infrastructure to terrorism and other threats.
Counter Terrorism Security Advisors (CTSAs)	Individuals who work within local police forces as officers and staff. Their primary role is to provide help, advice and guidance on all aspects of counter-terrorism protective security to industry sectors and others.
Hostile reconnaissance	The information-gathering phase conducted by those individuals or groups with malicious intent.
Large organisations	Organisations with 250 or more employees
National Counter Terrorism Security Office (NaCTSO)	A police unit that supports the 'Protect and Prepare' strands of the Government's counter-terrorism strategy.
Public Venues	In the Protect Duty context these are permanent buildings (e.g. entertainment and sports venues) or temporary event locations (such as outdoor festivals) where there is a defined boundary and open access to the public
Public spaces	These are open public locations which usually have no clear boundaries or well-defined entrances / exit points

	(e.g. city centre squares, bridges or busy thoroughfares, parks, and beaches).
Publicly Accessible Location	Any place to which the public or any section of the public has access, on payment or otherwise, as of right or by virtue of express or implied permission. Publicly accessible locations include a wide variety of everyday locations such as: sports stadiums; festivals and music venues; hotels; pubs; clubs; bars and casinos; high streets; retail stores; shopping centres and markets; schools and universities; medical centres and hospitals; places of worship; Government offices; job centres; transport hubs; parks; beaches; public squares and other open spaces. This list is not exhaustive.
Reasonably practicable (mitigations)	Requires owners/operators to weigh a risk against the effort, time and money needed to mitigate it.
See, Check and Notify (SCaN)	Training which aims to help businesses and organisations maximise safety and security using their existing resources. It empowers staff to correctly identify suspicious activity and know what to do when they encounter it. It helps ensure that individuals or groups seeking to cause your organisation harm are unable to get the information they need to plan their actions.

Annex 1 - Exemptions and exclusions

The following sectors already have legislative requirements in place to consider terrorist threats and take forward appropriate mitigating measures. Since these outcomes are very similar to those envisaged under a potential Protect Duty, we propose that they are considered exempt from any new legislative requirements.

Rail

- Domestic heavy rail (Network Rail, train and freight operating companies and depot operators). Not heritage rail operators.
- Domestic light rail (currently only London Underground, Docklands Light Railway and Glasgow Subway are regulated, but a review (Trams) is underway, which aims to bring all light rail operators into scope of DfT's rail security regulation by Summer 2021).
- International rail (Channel Tunnel operators).
- Transportation of dangerous goods by road and rail.

Aviation

- Landside publicly accessible areas at the UK's 50 airports already follow guidance captured under the National Aviation Security Programme (NASP).
- Airfields which do not fall under the NASP are being reviewed separately to potentially be brought into the programme.

We do not envisage the following sector to be within the scope of a Duty:

Maritime

- Chemical Oil Gas (COG) and Container Ro-Ro (CRR) and Other Bulk Cargo (OBC) ports - as these are not publicly accessible locations.

Annex 2 – Best practice examples of security considerations and mitigations at different organisations

Venue/Organisation Description	Reasonably Practicable Mitigating Measures
1. Small business <ul style="list-style-type: none"> For example a retail outlet Single rented premises (town centre location). 10-15 staff. Up to 100 customers at a time. 	<p>Risk Assessment:</p> <ul style="list-style-type: none"> Undertake a recorded risk assessment based upon information about terrorist attacks available through freely accessible government websites (CPNI and NaCTSO). Consideration of a limited number of risks – e.g. marauding weapon attack, and an improvised explosive device. <p>Active Security:</p> <ul style="list-style-type: none"> The staff should know how to spot and report suspicious activity and may have received some level of hostile behaviour awareness (e.g. as provided by the free Action Counters Terrorism (ACT) e-learning and which can be developed for customer facing staff through the See Check and Notify courses). The business could coordinate its active security measures with other businesses in the area, possibly coordinated by the local Business Improvement District or Community Safety Partnership. <p>Physical Security:</p> <ul style="list-style-type: none"> There would be no expectation that the business would invest in specific physical security measures. However, it would be expected that existing security measures (such as roller shutters or locks on doors) would be included in plans on how to respond to an attack. <p>Response:</p> <ul style="list-style-type: none"> The business would be expected to have a plan for each of the attack types identified as a risk. These would be known to staff, in a similar manner to a fire plan.

	<ul style="list-style-type: none"> • Staff would be expected to have been given training in appropriate response to risks identified in the risk assessment and to know who has the authority to activate specific elements of a plan (for example a lock down procedure). • The training required for this is available free through the ACT e-learning product and the guidance on appropriate measures is available online from NaCTSO. • The business should work with the local Community Safety Partnership and Local Resilience Forum to ensure their plans are consistent. <p>Intervention:</p> <ul style="list-style-type: none"> • A small business like this would not be expected to have any measures in place to support police interventions. <p>Recovery:</p> <ul style="list-style-type: none"> • A single site like this would not be expected to have a business continuity plan.
<p>2. Local large event</p> <ul style="list-style-type: none"> • No employees, 20-40 volunteers, • Between 250-500 people attending. • Some police engagement through Neighbourhood Policing Teams. Not subject to Safety Advisory Group assessments. 	<p>Risk Assessment:</p> <ul style="list-style-type: none"> • A recorded risk assessment based upon information available through freely accessible government websites (CPNI and NaCTSO). • The information used to build this risk assessment could be supported by information from the Neighbourhood Policing Team. • The risk assessment would cover the most applicable risks – e.g. marauding knife attack, improvised explosive device, marauding gun attack and vehicle as a weapon. <p>Active Security:</p> <p>Lower levels of active security can be implemented including:</p> <ul style="list-style-type: none"> • Making volunteer staff visible and professional looking to establish a deterrent posture (this is not expecting local volunteers to take on a security role, but reflects the effect that vigilant, professional and visible staff have on those with a hostile mindset) • Providing some form of awareness training for the volunteers (for example the ACT e-learning course, which is provided free by NaCTSO and incorporates a base level of hostile behaviour detection and reporting)

	<p>Physical Security:</p> <ul style="list-style-type: none"> • Dependent on the appropriate mitigation measures identified in the risk assessment. • It may be appropriate to consider (and record decisions on) traffic management measures (e.g. local road closures) or temporary vehicle mitigation measures. • In an open space, it would be unlikely that other physical security measures would be effective or proportionate. <p>Response: Event organisers would be expected to:</p> <ul style="list-style-type: none"> • Have a plan for each of the attack types identified as a risk (known to all volunteers in the same way that plans for lost children, first aid or fire would be shared). • Provide aide memoires for volunteer staff to support the response to potential incidents, examples are available through the Neighbourhood Policing Team from Counter Terrorism Policing allowing these to be provided at print cost only. • Engage with available awareness training (e.g. ACT e-learning) to build their capability for both the active security and response elements at low to no cost. <p>Intervention:</p> <ul style="list-style-type: none"> • A one-off event like this would not be expected to have any measures in place to support police interventions. <p>Recovery:</p> <ul style="list-style-type: none"> • A one-off event like this would not be expected to have a business continuity plan.
<p>3. Medium sized business location, part of a national chain</p> <ul style="list-style-type: none"> • For example, a cinema or supermarket. • Possibly several hundred employees (nationally) 	<p>Risk Assessment:</p> <ul style="list-style-type: none"> • Risk assessment drawn from the national chain's security team (may attend the ACT Corporate: National events or other sector engagement forums) Expected to have a corporate policy for carrying out risk assessments; may have issued direction on what is required from staff.

<ul style="list-style-type: none"> • Hundreds of visitors (at each location at any one time) and hundreds of thousands of attendees (at all locations nationally in a year). • Ongoing police liaison through crime prevention partnerships or the Community Safety Partnership. 	<ul style="list-style-type: none"> • Although the risk assessment may not score some threats as highly (due to low likelihood), it would be expected to include assessments for most attack types and justifications for not implementing mitigations where not appropriate. • The risk assessment should include a pre-written plan for mitigating actions that will be taken for increases to the National Threat Level. <p>Active Security:</p> <ul style="list-style-type: none"> • Building on the corporate posture, which should include security minded communications messages, the site should include a range of active security measures that match the identified risks. • This is likely to include visible security staff, trained hostile behaviour detection staff (which is available at the lowest level through ACT e-learning and ACT Awareness, but can build through SCaN Customer Facing) and closed-circuit television. • These measures should be integrated with neighbouring businesses and linked into the plans developed by the local Community Safety Partnership or other appropriate local forum. <p>Physical Security:</p> <ul style="list-style-type: none"> • With the increased risk awareness and the resources available, a range of suitable physical security measures would be expected. • These may complement existing crime reduction and loss mitigation measures. They are likely to include mechanisms such as access control to secured areas, physical protection in areas that vehicles can access and the ability to secure the site during a lock down. <p>Response:</p> <ul style="list-style-type: none"> • Based on the risk assessment, the business would be expected to have a plan for each of the attack types identified as a risk. • Where there are risks that the business feels it would be disproportionate to practically hold a plan for, this must be justified in the risk assessment. • These plans need to be known by staff and key roles identified.
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	<ul style="list-style-type: none"> • All staff should receive some form of awareness training that allows them to respond appropriately at a personal level. • Key staff should be trained and exercised in their roles and the decisions they may be expected to make. • It should be clear who the key decision makers are to enable actions such as evacuation or invacuation. <p>Intervention:</p> <ul style="list-style-type: none"> • A business at this scale should consider how they can support a police intervention. • This should include identifying police rendezvous sites in plans and may include considering how they pass situational awareness to responding officers. • At this level the business may consider placing back office signage to support an intervention and could support the local force's firearms officers in the development of a tactical information pack. <p>Recovery:</p> <ul style="list-style-type: none"> • There should be a corporate business continuity plan, with managerial connection to the Local Resilience Forum.
<p>4. Large site with multiple individual businesses renting units</p> <ul style="list-style-type: none"> • For example, an out of town outlet centre. • Small number of employees providing infrastructure and security, large number of employees of individual businesses. • Thousands of visitors daily. 	<p>Risk Assessment:</p> <ul style="list-style-type: none"> • The risk assessment would cover all the current threat spectrum, although security measures may not be necessary for the least plausible risks. • This risk assessment needs to be recorded and available for all the businesses that occupy units within the site. • A large site would likely be working with their local authority to allow them to base their risk assessment on the Counter Terrorism Local Profile, which is shared with each local authority. <p>Active Security:</p>

	<ul style="list-style-type: none"> • The business should provide for the integration of loss prevention and public safety personnel into their security posture (considering the level of training required by their staff) to ensure that they can deliver the desired effect. • The site owner should set the standards required for active security within the units, working with the local Community Safety Partnership to ensure this is consistent. • At the very least, the site should be considering a visible guarding deterrent, some form of hostile behaviour detection and should be employing security minded communications techniques. <p>Physical Security:</p> <ul style="list-style-type: none"> • With the increased risk awareness and the resources available, suitable physical security measures would be expected. • The site should have physical security that controls access to secure locations independently. • This protection should be at a suitable standard, using a mix of hostile vehicle mitigation, traffic control measures, deterrence and the ability to secure the site during a lock down. • The decisions around this need to be recorded in the risk assessment. <p>Response:</p> <ul style="list-style-type: none"> • Through a risk-based approach, the site would be expected to have a plan for each of the attack types identified as a risk. • Where there are risks that the business feels it would be disproportionate to practically hold a plan for, this must be justified in the risk assessment. • Site owner should provide clear direction on the responses required by their staff. Within this direction, there should be a requirement that all staff employed have some form of awareness training. • The site should provide clear plans for all potential events, should train their staff appropriately and may conduct exercises with the Local Resilience Forum.
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	<ul style="list-style-type: none"> Enhanced first aid kits should be considered and training on first aid could be provided to staff to allow them to deal with the aftermath of an incident. There should be consideration of crisis communications. <p>Intervention:</p> <ul style="list-style-type: none"> The site should have a plan how they can support a police intervention. This plan must include identified police rendezvous sites, should include clear direction on how they will pass situational awareness to responding officers. There should be back office signage to support an intervention and the site owners should work with the local force's firearms officers in the development of a tactical information pack. <p>Recovery:</p> <ul style="list-style-type: none"> The business should have a comprehensive business continuity plan, including how support will be offered to the businesses operating from the units.
<p>5. Large venue</p> <ul style="list-style-type: none"> For example, a theme park. Many employees. Thousands of visitors daily. 	<p>Risk Assessment:</p> <ul style="list-style-type: none"> They would be supported by their local authority and would have access to the Counter Terrorism Business Information Exchange sub-sectors and may attend the ACT Corporate: National events. They will be regularly briefed by a dedicated CTSA and are likely to have information released to them from any counter terrorism investigation that identifies that they are being targeted. From this, there is no reason for them not to make appropriate risk assessments based on all the available information. The risk assessment would cover all the current threat spectrum, although security measures may not be necessary for the least serious risks, it would be expected to include assessments for most attack types and justification for not implementing specific mitigations or CTSA recommendations.

	<ul style="list-style-type: none"> • This risk assessment should include a pre-written plan for mitigation actions and be understood by all key staff throughout the site, for example if the terrorist threat level moved to critical. <p>Active Security:</p> <ul style="list-style-type: none"> • The nature of this type of location makes it possible to layer active measures. • As a public facing business that actively engages with their customers, the site could use deterrence messaging in their communications. • At the access points, a search and screening process could be implemented, for example using a modern, proportionate high footfall screening approach. • If there is an active control room with live CCTV feed, the opportunity for hostile behaviour detection can be spread more widely than in other sites. • All the active measures require staff to deliver, which will require the development of a security culture and the implementation of measures (e.g. by employment screening) to minimise the insider threat. <p>Physical Security:</p> <ul style="list-style-type: none"> • The site should have physical measures and associated policies and processes in place to control access to the site by vehicles and pedestrians. • Where there are key assets, measures should be taken to minimise their vulnerability, typically through adding appropriate additional layers of security. • There should be measures to reduce the risk of vehicle as a weapon attack both within and on the approach to the site. This protection should include an appropriate mix of hostile vehicle mitigation, traffic control measures and deterrence. <p>Response:</p> <ul style="list-style-type: none"> • Detailed plans with clear direction to all staff should be available, with clear delegation of responsibilities. Consideration should be given to how this extends to contractors and other partners working on the site (e.g. private contract security providers, catering concession personnel).
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	<ul style="list-style-type: none"> • Training in generic awareness and specific roles should be undertaken for all staff and exercising should be used to prepare for any incident. • These plans could include dedicated first aid support and should have enhanced first aid kits at key locations and a plan around casualty handling. • The site should have a detailed communications plan to be used in the event of a crisis. <p>Intervention:</p> <ul style="list-style-type: none"> • The site should have a plan as to how they can support a police intervention. • This plan must include identified police rendezvous sites, should include clear direction on how they will pass situational awareness to responding officers. • There should be back office signage to support an intervention and the site owners should work with the local force's firearms officers in the development of a tactical information pack. <p>Recovery:</p> <ul style="list-style-type: none"> • The business should have a comprehensive business continuity plan, that is flexible depending on the scale or duration of the events, including restoration of critical services/function, the support to staff and proactive engagement with the Local Resilience Forum, Policing and the community.
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Annex 3 - What types of cost and benefits are expected?

Should the evidence gained from the consultation support further intervention or change, then detailed proposals will be set out in full at a later date, supported as required by a Regulatory Impact Assessment and analysis of the expected effects. At this stage costs and benefits will be identified and assessed for the primary options, drawing on the information gained through the consultation.

The expectation is that the current situation will be used as the baseline or counterfactual. The Home Office will seek to measure the marginal change in costs and/or benefits arising from any change to the current recommendations. Direct, indirect and wider effects will be considered. The assessment will also examine risks, any unintended consequences and any potential impacts on specific groups. Both quantitative and qualitative evidence will be used.

The following costs and benefits of further intervention may be seen:

Stakeholder group	Potential benefits
Organisations owning / operating Publicly Accessible Locations (Including Businesses, publicly owned and third sector)	Reduced risk to organisations from disruption (direct and indirect) caused by terrorist incidents
	Reduced impact of terrorist incidents on organisations (e.g. reduced property damage costs)
	Improved reassurance/feeling of safety among employees/volunteers from increased considerations of security from terrorist threats and mitigating measures
	Potential for increased revenue for security providers
	Potential for reduced insurance premium for businesses that implement mitigating measures
	Wider benefits of a perceived reduction in risk (e.g. increased visitors/revenue)
	Dependent on the nature of the duty, greater cohesion between emergency services, local authorities and businesses
Society	Improved vigilance, security measures, systems and processes, have the potential to disrupt, deter or detect terrorist incidents
	Reduced impact of terrorist incidents (e.g. loss of life, injury, psychological impact)
	Wider benefits of actual and perceived reduction in risk (e.g. increased visitors/revenue)
	Improved reassurance/feeling of safety to members of the public
	Spill over effects of security measures being beneficial in deterring or reducing other high harms or forms of crime

Stakeholder group	Potential costs
Organisations owning / operating	Familiarisation time with changes to the Protect Duty's requirements
	Cost of undertaking risk assessments
	Cost of developing and updating action plans

Publicly Accessible Locations (Including Businesses, publicly owned and third sector)	Cost of introducing measures to mitigate risks identified (e.g. training costs, range of mitigating measures, staff costs)
	Potential costs of an inspection/regulatory or self-reporting regime
	Cost of sanctions/penalties if non-compliant
	Staff costs to keep internal guidance, staff processes and procedures up to date
	Potential displacement of threat towards smaller organisations which are out of scope of the duty.
	Firms in scope of this duty will have a higher marginal cost versus those operating online only (for example in store retail vs online)
	Greater awareness of risks of terrorism could lead to some individual employees overestimating the likelihood of an attack, which could have potential psychological effects
Public Sector	Enforcement costs
Society	Potential displacement of terrorist threat from in scope areas to out of scope areas

Annex 4 – List of consultation questions

Section 1: Who (or where) should legislation apply to?

To what extent do you agree or disagree with the following statement:

1. Venues and organisations owning, operating or responsible for publicly accessible locations should take appropriate and proportionate measures to protect the public from attacks in these locations
Strongly Disagree (SD) – Disagree (D) – Neither Agree nor Disagree (NAND) – Agree (A) – Strongly Agree (SA) [scale]

To what extent do you agree or disagree with the following statement:

2. Venues and organisations owning, operating or responsible for publicly accessible locations should prepare their staff to respond appropriately in the event of a terrorist attack to best protect themselves and any members of the public present
Strongly Disagree (SD) – Disagree (D) – Neither Agree nor Disagree (NAND) – Agree (A) – Strongly Agree (SA) [scale]
3. We propose that a targeted Protect Duty applies only to certain public venues. What criteria would best determine which venues a Duty should apply to ?
 - a. Capacity (as currently used in Fire Safety Regulations)
 - b. Annual revenue
 - c. Staffing levels
 - d. Other: _____(Free text, 100 words max)

[Where 3 is a]

4. We have proposed a venue capacity of 100 persons or more as a threshold. What capacity level do you think would be appropriate to determine venues in scope of the Duty?
_____ (Free text, 100 words max)

[Where 3 is b-d]

5. What threshold would you propose for inclusion in the scope of the Protect Duty for this criterion?
_____ (Free text, 100 words max)
6. We propose that a requirement to consider security and implement appropriate mitigations at a venue should fall to the owner and/or operator of the venue. Do you consider this appropriate?
Y/N

[If 6 = N]

7. If no, why not:
_____ (Free text, 100 words max)
8. We propose that where there is a shared organisational responsibility for a venue, or multiple organisations operating at a venue within scope, the parties would have to work together to meet the requirements. Do you consider this is appropriate?

Y/N

[If 8 = N]

9. If no, why not:

_____(Free text, 100 words max)

10. We propose that a Protect Duty would also apply to certain organisations operating at publicly accessible locations. If an organisation's size were a criterion for its inclusion in the scope of the Duty, what would be an appropriate threshold?

- a. All organisations
- b. Micro (1-9 employees) and above
- c. Small (10-49 employees) and above
- d. Medium (50-249 employees) and above
- e. Large (250+ employees)
- f. Other _____(Free text, 100 words max)

[Linked to Question 10]

11. What is your reasoning for this answer?

_____(Free text, 100 words max)

12. We have proposed a Protect Duty would apply to organisations with 250 or more employees. Is it clear as to whether your organisation falls within this criteria?

Y/N

[If 12 = N]

13. If no, why not?

_____(Free text, 100 words max)

14. Are you clear about whether your organisation falls within the scope of the definition of a 'publicly accessible location' (a place to which the public or any section of the public has access, on payment or otherwise, as of right or by virtue of express or implied permission)?

Y/N

[If 14 is N]

15. If no, why not?

_____(Free text, 100 words max)

16. Referring to Annex 1, do you consider that there should be other exemptions from a Protect Duty?

Y/N

[if 16 is Y]

17. If so what or who and why?

_____(Free text, 200 words max)

18. Are there any other issues regarding who legislation should apply to that you would like to offer views on?

_____(Free text, 200 words max)

Section 2: What should the requirements be?

19. Does your organisation currently undertake a risk assessment for terrorism?
Y/N

[Linked to Question 19]

20. Is this process undertaken by an in-house or an externally appointed individual?
In house/External

[Where 19 = Y]

21. When you do undertake a terrorism risk assessment, how many working days a year do you estimate your organisation typically spend on this task? (Where this is undertaken by multiple staff, please include total days spent by all staff)?
_____ (Free text, 100 words max)

22. How frequently does your organisation typically review this risk assessment?

- a. Multiple times per year
- b. Around once per year
- c. Around once every 2 years
- d. Around once every 3 or more years
- e. Other (please specify)

23. What mitigations against terrorism risks does your organisation currently undertake (select all that apply)?

- a. Well defined organisational security protocols and procedures, including for response to terrorist attack
- b. Measures are in place to spot and disrupt hostile reconnaissance
- c. Work to ensure security behaviours are adopted by the workforce
- d. Personnel security policies and procedures consider security risks
- e. Site/location vulnerabilities (to terrorist threats) and appropriate physical mitigations are considered
- f. Evacuation, invacuation, lockdown procedures are in place and are understood and exercised by staff
- g. Staff training is undertaken to raise awareness of the threat and what to do
- h. Business continuity procedures or app (e.g. ACT app) include information on how to respond to attacks
- i. Liaison with police or other resource (e.g. security consultant) on threats and appropriate security measures
- j. Involved in local security initiatives
- k. Other _____ (Free text, 100 words max)

24. How much money does your organisation typically spend on new or revised security measures that would mitigate against terrorist risks in one financial year?
_____ (Free text, 100 words max)

25. What are the existing activities and mechanisms which you consider result in the best protective security and organisational preparedness outcomes at public spaces (select all that apply)?

- a. Communications campaigns e.g. Action Counters Terrorism and See It, Say It, Sorted
- b. Staff awareness raising and training courses
- c. Advice and guidance products and tools
- d. Local authority mechanisms and processes (as outlined at page 19)
- e. Other _____ (Free text, 100 words max)

26. What are the existing local authority functions which currently result in the best protective security and organisational preparedness outcomes at public spaces (select all that apply)?

- a. CONTEST and Protect Boards
- b. Community Safety Partnerships
- c. Licensing for sports grounds safety
- d. Planning processes
- e. Local Resilience Forums
- f. Safety Advisory Groups (for events)
- g. Business Improvement Districts (which can be set up by Local Authorities, businesses or individuals to benefit local businesses)
- h. Licensing Committees (for the sale and supply of alcohol, the provision of late-night entertainment and refreshment)
- i. Health and Safety, fire safety and building control processes.
- j. Other _____ (Free text, 100 words max)

27. What are the existing local authority functions which have the potential to result in the best protective security and organisational preparedness outcomes at public spaces (select all that apply)?

- a. CONTEST and Protect Boards
- b. Community Safety Partnerships
- c. Licensing for sports grounds safety
- d. Planning processes
- e. Local Resilience Forums
- f. Safety Advisory Groups (for events)
- g. Business Improvement Districts (which can be set up by Local Authorities, businesses or individuals to benefit local businesses)
- h. Licensing Committees (for the sale and supply of alcohol, the provision of late-night entertainment and refreshment)
- i. Health and Safety, fire safety and building control processes.
- j. Other _____ (Free text, 100 words max)

[Linked to Question 27]

28. For your preferred option/s what would be required to improve or support this/these to realise more effective security outcomes?

_____ (Free text, 100 words max)

29. How could organisations who work at public spaces be encouraged or required to engage with partner organisations (e.g. police) to ensure there is a better understanding of terrorist threat, the management of risk and mitigating measures?
_____(Free text, 100 words max)

30. What are your views on a potential legislative requirement for local authorities (and relevant public authorities such as Highways Agencies) and other relevant local partners to develop a strategic plan to combat terrorism, to ensure public security, through partnership working?
_____(Free text, 100 words max)

[Linked to Question 30]

31. What in your view would be the key components of such a legislative provision and associated guidance?
_____(Free text, 100 words max)

[Linked to Question 30]

32. What organisation/s could play a leading role in bringing together and convening such partnerships?
_____(Free text, 100 words max)

[Linked to Question 30]

33. What requirements to improve protective security and preparedness could be realistically achieved by such partnerships?
_____(Free text, 100 words max)

34. Do you have any additional proposals to put forward which could improve security at public spaces?
_____(Free text, 100 words max)

35. Where there is an existing legislative requirement for security (e.g. at certain sports grounds and transport sites, or in future those organisations and venues subject to a Protect Duty), is it reasonable to require relevant organisations (for example those surrounding the site) to work in partnership to achieve security outcomes?
_____(Free text, 100 words max)

36. Where there is currently Government security guidance (e.g. bus and coach operators and commercial ports and UK flagged ships) would it be appropriate for this guidance to become legislative guidance under the Protect Duty to achieve greater certainty on security considerations and outcomes?
_____(Free text, 100 words max)

37. Where Government has published security guidance (e.g. bus and coach operators and commercial ports and UK flagged ships) or put in place voluntary schemes for products that could be used as weapons, would it be reasonable for businesses and other operators responsible to be mandated to follow that guidance under a Protect Duty?
_____(Free text, 100 words max)

To what extent do you agree with the following statement:

38. Compliance with a Protect Duty would require greater effort (e.g. time, staff resource) than compliance for comparable legal and other obligations (e.g. fire safety, health and safety, Licensing Act 2003 guidance, licensing for sports grounds, Safety Advisory Groups)?

Strongly Disagree (SD) – Disagree (D) – Neither Agree nor Disagree (NAND) – Agree (A) – Strongly Agree (SA) [scale]

39. How do you think these new requirements/mitigations will affect:

- Number of customers/visitors visiting venues in scope of the duty? (not at all, increase, decrease)
- The public's perception of the terrorist threat? (not at all, increase, decrease)
- Vigilance of the workforce/use of good security behaviours by staff? (not at all, increase, decrease)

40. Annex 3 sets out the anticipated costs and benefits of intervention in the form of a Protect Duty. Please provide any comments you have on this Annex.

_____(Free text, 100 words max)

41. Are there any other issues regarding **what** parties within the scope of a Protect Duty should be required to do that you would like to offer views on?

_____(Free text, 200 words max)

Section 3: How should compliance work?

42. How can an inspection regime best be used to support improvements to security culture and practices?

_____(Free text, 100 words max)

43. What are your views on the use of civil penalties (fines) for organisations who persistently fail to take reasonable steps to reduce the potential impact of attacks associated with ensuring compliance with a Protect Duty?

_____(Free text, 100 words max)

44. Do you have any other comments regarding how a compliance regime (inspection and enforcement) could operate?

_____(Free text, 200 words max)

Section 4: How should Government best support and work with partners?

45. Do you currently access Government advice (primarily from Counter Terrorism Policing and the Centre for the Protection of National Infrastructure) regarding threat, protective security and preparedness?

Y/N

[If 45 = Y]

46. What, if anything, do you find most valuable in current advice and guidance?
_____(Free text, 100 words max)

[If 45 = N]

47. Why do you not currently access this advice and guidance?

- a. I did not know it existed
- b. I do not think I need to address the threat
- c. I do not have the time to access this
- d. It is too confusing to find what I want
- e. Other _____(Free text, 100 words max)

48. What would you find most useful to help you to comply with a Protect Duty (select all that apply)?

- a. A single, digital service where you could access relevant material, advice and training in one place
- b. Easy to digest information regarding threat and attack methodologies
- c. A risk assessment template
- d. Information on undertaking a risk assessment for terrorism threats
- e. Advice relating to protective security mitigations
- f. Advice relating to personnel and people security
- g. Advice relating to how an organisation can prepare for terrorism attack
- h. Advice on what constitutes reasonably practicable and appropriate mitigations appropriate for my circumstances
- i. Development of product certifications or standards for aspects of the approach
- j. Staff training and awareness courses
- k. E-learning products
- l. An App
- m. A sector meeting where I can talk about the Duty with experts and other similar organisations
- n. A local meeting where I can talk about the Duty with experts and other similar organisations
- o. Other: _____(Free text, 100 words max)

49. Counter-Terrorism Policing are working with Government and the Private Sector to design a digital service to provide access to relevant counter-terrorism material, advice and training in one place for organisations operating in publicly accessible locations. Do you anticipate that you would access counter terrorism information through this service if it were available to you?

Y/N

[If 49= N]

50. Why not?

_____(Free text, 100 words max)

[If 49 = Y]

51. What would you most likely use this kind of service for (tick all that apply)?

- a. To get general updates on how the terrorism risk is changing
- b. To support business planning activities

- c. To understand what risk management activities you need to do
 - d. To access CT training
 - e. To connect with other organisations to discuss counter terrorism
 - f. To understand what to do after an incident
 - g. Reporting of suspected terrorist activity/concerns
52. Do you have any further comments or suggestions for how you might like to access counter-terrorism information and work with local partners on counter-terrorism issues in the future?
_____ (Free text, 100 words max)
53. What role should local business partnerships (such as Business Improvement Districts, Local Enterprise partnerships, etc.) have in supporting organisations and venues to deliver improved security?
_____ (Free text, 100 words max)
54. Working with others, what could the Government best do to incentivise improved security practices?
_____ (Free text, 100 words max)
55. To support the provision of high-quality advice and guidance from private sector security professionals providing counter terrorism security advice, Government should consider (tick all that apply)
- a. Government supported standards for Counter Terrorism (CT) risk assessments and advice
 - b. Qualifications / Accredited training for individual professionals
 - c. Government supported 'approved contractors scheme'
 - d. Regulation of CT consultants
 - e. None
 - f. Other _____ (Free text, 100 words max)
 - g. I don't know
56. What advice and support do you think would be required for organisations and venues within the scope of a Protect Duty?
_____ (Free text, 100 words max)
57. Given the complexity of public spaces, and the potential need for partnership working to achieve effective ways of working leading to improvements in protective security and preparedness, what additional bespoke support and expertise could be provided?
_____ (Free text, 100 words max)
58. Do you have any other proposals on what Government could do to support partners in the delivery of a Protect Duty?
_____ (Free text, 200 words max)



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Protect Duty Consultation Questions Log

Section	Response Required		Question	Response
1		1	To what extent do you agree or disagree with the following statement: Venues and organisations owning, operating or responsible for publicly accessible locations should take appropriate and proportionate measures to protect the public from attacks in these locations Strongly Disagree (SD) – Disagree (D) – Neither Agree nor Disagree (NAND) – Agree (A) – Strongly Agree (SA) [scale]	Strongly Agree.
		2	To what extent do you agree or disagree with the following statement: Venues and organisations owning, operating or responsible for publicly accessible locations should prepare their staff to respond appropriately in the event of a terrorist attack to best protect themselves and any members of the public present 15 Strongly Disagree (SD) – Disagree (D) – N	Strongly Agree.
		3	We propose that a targeted Protect Duty applies only to certain public venues. What criteria would best determine which venues a Duty should apply to ? a. Capacity (as currently used in Fire Safety Regulations) b. Annual revenue c. Staffing levels d. Other: _____(Free text, 100 words max)	Capacity should be one of the criteria for determining which venues the Duty applies, however the council is also of the view that the nature of the venue should also be a determining factor. Public buildings which represent UK Government, Scottish Government, Local Government and/or other public office positions should also be considered.
	Where 3 is a	4	We have proposed a venue capacity of 100 persons or more as a threshold. What capacity level do you think would be appropriate to determine venues in scope of the Duty? _____ (Free text, 100 words max)	Building capacity should not be the sole determining factor. For example MP and MSP constituency offices and Local Councillor surgery locations are venues of less than 100 persons.
	Where 3 is b-d	5	What threshold would you propose for inclusion in the scope of the Protect Duty for this criterion? _____ (Free text, 100 words max)	See comments to Question 3.
		6	We propose that a requirement to consider security and implement appropriate mitigations at a venue should fall to the owner and/or operator of the venue. Do you consider this appropriate? (Y/N)	Yes
	If 6 is N	7	If no, why not: _____(Free text, 100 words max)	N/A
		8	We propose that where there is a shared organisational responsibility for a venue, or multiple organisations operating at a venue within scope, the parties would have to work together to meet the requirements. Do you consider this is appropriate? (Y/N)	Yes
	If 8 is N	9	If no, why not: _____(Free text, 100 words max)	N/A
		10	10.We propose that a Protect Duty would also apply to certain organisations operating at publicly accessible locations. If an organisation's size were a criterion for its inclusion in the scope of the Duty, what would be an appropriate threshold? [select all that apply] a. All organisations b. Micro (1-9 employees) c. Small (10-49 employees) d. Medium (50-249 employees) e. Large (250+ employees) f. Other _____(Free text, 100 words max)	a - All organisations.

		11	11.What is your reasoning for the answer to Q10? _____(Free text, 100 words max)	As set out in the response to Q3. there are a number of public office positions and related venues which could be at risk and as such these position and the related venues should be considered when determining where the Protect Duty would apply.
		12	12.We have proposed a Protect Duty would apply to organisations with 250 or more employees. Is it clear as to whether your organisation falls within this criteria? (Y/N)	Yes
	If 12 is N	13	13.If no, why not? _____(Free text, 100 words max)	N/A
		14	Are you clear about whether your organisation falls within the scope of the definition of a 'publicly accessible location' (a place to which the public or any section of the public has access, on payment or otherwise, as of right or by virtue of express or implied permission)? (Y/N)	Yes
	If 14 is N	15	If no, why not? _____(Free text, 100 words max)	N/A
		16	Referring to Annex 1, do you consider that there should be other exemptions from a Protect Duty? (Y/N)	No.
	If 16 is Y	17	If so what or who and why? _____(Free text, 200 words max)	N/A
		18	Are there any other issues regarding who legislation should apply to that you would like to offer views on? _____(Free text, 200 words max)	No.
2		19	Does your organisation currently undertake a risk assessment for terrorism? (Y/N)	Yes. In terms of the threat level (likelihood of an attack occurring) the council is advised when this changes and recognises that this assessed by the experts at the Joint Terrorism Analysis Centre (JTAC).
	Linked to 19	20	Is this process undertaken by an in-house or an externally appointed individual? (In house/External)	In-house, but assistance has previously been provided by partners as well. For example, Police Scotland carried out an assessment of building security by carrying out a penetration test and sharing the findings.
	Where 19 is Y	21	When you do undertake a terrorism risk assessment, how many working days a year do you estimate your organisation typically spend on this task? (Where this is undertaken by multiple staff, please include total days spent by all staff)? _____(Free text, 100 words max)	Terrorism risk assessment is assessed on an ongoing basis throughout the year and involves a range of senior officers within the council.
		22	How frequently does your organisation typically review this risk assessment? a. Multiple times per year b. Around once per year c. Around once every 2 years d. Around once every 3 or more years e. Other (please specify)	a. Multiple times per year.

	23	<p>What mitigations against terrorism risks does your organisation currently undertake (select all that apply)?</p> <p>a. Well defined organisational security protocols and procedures, including for response to terrorist attack</p> <p>b. Measures are in place to spot and disrupt hostile reconnaissance</p> <p>c. Work to ensure security behaviours are adopted by the workforce</p> <p>d. Personnel security policies and procedures consider security risks</p> <p>e. Site/location vulnerabilities (to terrorist threats) and appropriate physical mitigations are considered</p> <p>f. Evacuation, invacuation, lockdown procedures are in place and are understood and exercised by staff</p> <p>g. Staff training is undertaken to raise awareness of the threat and what to do</p> <p>h. Business continuity procedures or app (e.g. Action Counters Terrorism app) include information on how to respond to attacks</p> <p>i. Liaison with police or other resource (e.g. security consultant) on threats and appropriate security measures</p> <p>j. Involved in local security initiatives</p> <p>k. Other _____(Free text, 100 words max)</p>	<p>a. Well defined organisational security protocols and procedures, including for response to terrorist attack</p> <p>b. Measures are in place to spot and disrupt hostile reconnaissance</p> <p>c. Work to ensure security behaviours are adopted by the workforce</p> <p>d. Personnel security policies and procedures consider security risks</p> <p>e. Site/location vulnerabilities (to terrorist threats) and appropriate physical mitigations are considered</p> <p>f. Evacuation, invacuation, lockdown procedures are in place and are understood and exercised by staff</p> <p>g. Staff training is undertaken to raise awareness of the threat and what to do</p> <p>h. Business continuity procedures or app (e.g. Action Counters Terrorism app) include information on how to respond to attacks</p> <p>i. Liaison with police or other resource (e.g. security consultant) on threats and appropriate security measures</p> <p>j. Involved in local security initiatives</p>
	24	<p>How much money does your organisation typically spend on new or revised security measures or processes that would mitigate against terrorist risks in one financial year? _____(Free text, 100 words max)</p>	<p>There are not specific anti-terrorism budgets within the council. On property design and planned improvements additional security measures such CCTV, entrance access disruption designs and perimeter fencing form part of our general asset security arrangements.</p>
	25	<p>What are the existing activities and mechanisms which you consider result in the best protective security and organisational preparedness outcomes at public spaces (select all that apply)?</p> <p>a. Communications campaigns e.g. Action Counters Terrorism and See It, Say It, Sorted</p> <p>b. Staff awareness raising and training courses</p> <p>c. Advice and guidance products and tools</p> <p>d. Local authority mechanisms and processes (as outlined at page 19)</p> <p>e. Other _____(Free text, 100 words max)</p>	<p>a. Communications campaigns e.g. Action Counters Terrorism and See It, Say It, Sorted</p> <p>b. Staff awareness raising and training courses</p> <p>c. Advice and guidance products and tools</p> <p>d. Local authority mechanisms and processes</p>
	26	<p>What are the existing local authority functions which currently result in the best protective security and organisational preparedness outcomes at public spaces (select all that apply)?</p> <p>a. CONTEST and Protect Boards</p> <p>b. Community Safety Partnerships</p> <p>c. Licensing for sports grounds safety</p> <p>d. Planning processes</p> <p>e. Local Resilience Forums</p> <p>f. Safety Advisory Groups (for events)</p> <p>g. Business Improvement Districts (which can be set up by Local Authorities, businesses or individuals to benefit local businesses)</p> <p>h. Licensing Committees (for the sale and supply of alcohol, the provision of late-night entertainment and refreshment)</p> <p>i. Health and Safety, fire safety and building control processes.</p> <p>j. Other _____(Free text, 100 words max)</p>	<p>a. CONTEST and Protect Boards</p> <p>b. Community Safety Partnerships</p> <p>c. Licensing for sports grounds safety</p> <p>d. Planning processes</p> <p>e. Local Resilience Forums</p> <p>f. Safety Advisory Groups (for events)</p> <p>g. Business Improvement Districts</p> <p>h. Licensing Committees (for the sale and supply of alcohol, the provision of late-night entertainment and refreshment)</p> <p>i. Health and Safety, fire safety and building control processes.</p>

	27	What are the existing local authority functions which have the potential to result in the best protective security and organisational preparedness outcomes at public spaces (select all that apply)? a. CONTEST and Protect Boards b. Community Safety Partnerships c. Licensing for sports grounds safety d. Planning processes e. Local Resilience Forums f. Safety Advisory Groups (for events) g. Business Improvement Districts (which can be set up by Local Authorities, businesses or individuals to benefit local businesses) h. Licensing Committees (for the sale and supply of alcohol, the provision of late-night entertainment and refreshment) i. Health and Safety, fire safety and building control processes. j. Other _____(Free text, 100 words max)	<p>a. CONTEST and Protect Boards b. Community Safety Partnerships c. Licensing for sports grounds safety d. Planning processes e. Local Resilience Forums* f. Safety Advisory Groups (for events) g. Business Improvement Districts (which can be set up by Local Authorities, businesses or individuals to benefit local businesses) h. Licensing Committees (for the sale and supply of alcohol, the provision of late-night entertainment and refreshment) i. Health and Safety, fire safety and building control processes.</p> <p>*noted that these are more commonly referred to as 'resilience partnerships' in Scotland.</p> <p>Embedding the CT agenda in all relevant processes/frameworks would assist in raising awareness and assist organisations in embedding CT awareness, consideration and mitigations in their culture.</p>
Linked to 27	28	For your preferred option/s what would be required to improve or support this/these to realise more effective security outcomes? _____(Free text, 100 words max)	Closer working relationship between the council and Community Safety partners. Identification of any relevant organisations which have not had a need to be engaged through existing mechanisms and functions.
	29	How could organisations who work at public spaces be encouraged or required to engage with partner organisations (e.g. police) to ensure there is a better understanding of terrorist threat, the management of risk and mitigating measures? _____(Free text, 100 words max)	Safety Advisory Groups or Event Planning Operation Groups are currently used for events where there could be an impact on public safety and could be a channel to facilitate engagement with all relevant partner organisations so event organisers can better understand and manage the risk. However this would not capture organisations covered by the Duty as a result of their normal day to day operations. Membership of local CONTEST groups could be expanded, potentially to include more business partners.
	30	What are your views on a potential legislative requirement for local authorities (and relevant public authorities such as Highways Agencies) and other relevant local partners to develop a strategic plan to combat terrorism, to ensure public security, through partnership working? _____(Free text, 100 words max)	<p>West Lothian does have nationally important transport and infrastructure running through it and works closely with partners through a range of existing mechanisms. A strategic framework could identify the partners, mechanisms for working together and there would need to be consideration of the appropriate level to carry this out (national/regional/local).</p> <p>It is important to recognise that partners do not as a rule have expertise in Counter Terrorism and rely on the relatively small CTSA resource within Police Scotland. There are already significant demands on this resource and this would likely increase demand.</p> <p>All partners would need sufficient information to be able to do this effectively and there could be potential security clearance implications. The previous incarnation of the Police Scotland Local Risk and Threat Profiles were detailed but could not be shared with partners. Details of Critical National Infrastructure required more security clearance than most partners have. There are concerns that the replacement Annual Threat Overview is too generic to be useful.</p>
Linked to 30	31	31.What in your view would be the key components of such a legislative provision and associated guidance? _____(Free text, 100 words max)	Building on existing legislative requirements to ensure they remain robust and effective with the aims of this consultation/duty in mind and where necessary introduce overarching obligation supported by relevant guidance.
	32	32.What organisation/s could play a leading role in bringing together and convening such partnerships? _____(Free text, 100 words max)	Local Authorities, Police Scotland, Scottish Government, interested relevant third party community groups.
	33	33. What requirements to improve protective security and preparedness could be realistically achieved by such partnerships? _____(Free text, 100 words max)	Review of existing arrangements, development/review of strategic planning, formal agreement/commitment to protection from threats, education and awareness planning for communities.

	34	34.Do you have any additional proposals to put forward which could improve security at public spaces? _____ (Free text, 100 words max)	No.
	35	35.Where there is an existing legislative requirement for security (e.g. at certain sports grounds and transport sites, or in future those organisations and venues subject to a Protect Duty), is it reasonable to require relevant organisations (for example those surrounding the site) to work in partnership to achieve security outcomes? _____ (Free text, 100 words max)	Yes. It is reasonable but in respect of requiring organisations surrounding the site to take part. it would be difficult to enforce without the Protect Duty extending to organisations within a set proximity of certain sites.
	36	36.Where there is currently Government security guidance (e.g. bus and coach operators and commercial ports and UK flagged ships) would it be appropriate for this guidance to be become legislative guidance under the Protect Duty to achieve greater certainty on security considerations and outcomes? _____ (Free text, 100 words max)	Yes, subject to review/amendment as necessary however it would be likely that these could largely be captured by any criteria introduced to be covered by the Duty. It needs to be clear whether "legislative guidance" mean required, or as far is practicable or something else.
	37	Where Government has published security guidance (e.g. bus and coach operators and commercial ports and UK flagged ships) or put in place voluntary schemes for products that could be used as weapons, would it be reasonable for businesses and other operators responsible to be mandated to follow that guidance under a Protect Duty? _____ (Free text, 100 words max)	Yes, but consideration should be given to what vehicle and maritime manufacturers/organisations could implement in support of obligations imposed on organisations. Any security guidance would need to be clear who is covered by this requirement, as the number of organisations who have use products that could be weaponised is very large when vehicles are included.
	38	To what extent do you agree with the following statement: Compliance with a Protect Duty would require greater effort (e.g. time, staff resource) than compliance for comparable legal and other obligations (e.g. fire safety, health and safety, Licensing Act 2003 guidance, licensing for sports grounds, Safety Advisory Groups)? Strongly Disagree (SD) – Disagree (D) – Neither Agree nor Disagree (NAND) – Agree (A) – Strongly Agree (SA) [scale]	Strongly agree.
	39	How do you think these new requirements/mitigations will affect: a. Number of customers/visitors visiting venues in scope of the duty? (not at all, increase, decrease) b. The public's perception of the terrorist threat? (not at all, increase, decrease) 25 c. Vigilance of the workforce/use of good security behaviours by staff? (not at all, increase, decrease)	a. Number of customers/visitors visiting venues in scope of the duty? - not at all b. The public's perception of the terrorist threat? - increase c. Vigilance of the workforce/use of good security behaviours by staff? - increase
	40	Annex 3 sets out the anticipated costs and benefits of intervention in the form of a Protect Duty. Please provide any comments you have on this Annex. _____(Free text, 100 words max)	Annex provides a comprehensive list - nothing to add.
3	41	Are there any other issues regarding what parties within the scope of a Protect Duty should be required to do that you would like to offer views on? _____(Free text, 200 words max)	No.
	42	How can an inspection regime best be used to support improvements to security culture and practices? _____ (Free text, 100 words max)	Recognise that there could be a significant learning curve involved for many organisations and that culture can be difficult to embed. An inspection regime that builds in the sharing of learning and good practice, and provides opportunity to improve areas of weakness would be more effective than a punitive regime.
	43	What are your views on the use of civil penalties (fines) for organisations who persistently fail to take reasonable steps to reduce the potential impact of attacks associated with ensuring compliance with a Protect Duty? _____ (Free text, 100 words max)	It is unlikely that civil penalties will promote compliance within organisations where there is a reluctance to do so. Consideration should be given to the imposiiton of criminal sanctions similar to those relative to Health and Safety penalties. COVID-19 restrictions are (hopefully) more likely to have limited duration, the introduction of requirements envisaged in terms of the consultation are likely to be permanent and require tougher sanctions to reflect their importance and potential impact of non-compliance permanently.

		44	Do you have any other comments regarding how a compliance regime (inspection and enforcement) could operate? _____ (Free text, 200 words max)	Any inspection regime would need to be appropriately resourced by UK Government to reflect the full cost of the inspection and related requirements. Consideration could be given to inspection and enforcement regimes being undertaken by the Health and Safety Executive.
4		45	Do you currently access Government advice (primarily from Counter Terrorism Policing and the Centre for the Protection of National Infrastructure) regarding threat, protective security and preparedness? (Y/N)	Yes.
	If 45 is Y	46	What, if anything, do you find most valuable in current advice and guidance? _____ (Free text, 100 words max)	Easy to digest information regarding threat and attack methodologies.
	If 45 is N	47	Why do you not currently access this advice and guidance? a. I did not know it existed b. I do not think I need to address the threat c. I do not have the time to access this d. It is too confusing to find what I want e. Other _____ (Free text, 100 words max)	N/A
		48	What would you find most useful to help you to comply with a Protect Duty (select all that apply)? a. A single, digital service where you could access relevant material, advice and training in one place b. Easy to digest information regarding threat and attack methodologies c. A risk assessment template d. Information on undertaking a risk assessment for terrorism threats e. Advice relating to protective security mitigations f. Advice relating to personnel and people security g. Advice relating to how an organisation can prepare for terrorism attack h. Advice on what constitutes reasonably practicable and appropriate mitigations appropriate for my circumstances i. Development of product certifications or standards for aspects of the approach j. Staff training and awareness courses k. E-learning products l. An App m. A sector meeting where I can talk about the Duty with experts and other similar organisations n. A local meeting where I can talk about the Duty with experts and other similar organisations o. Other: _____ (Free text, 100 words max)	a. A single, digital service where you could access relevant material, advice and training in one place b. Easy to digest information regarding threat and attack methodologies c. A risk assessment template d. Information on undertaking a risk assessment for terrorism threats e. Advice relating to protective security mitigations f. Advice relating to personnel and people security g. Advice relating to how an organisation can prepare for terrorism attack h. Advice on what constitutes reasonably practicable and appropriate mitigations appropriate for my circumstances i. Development of product certifications or standards for aspects of the approach j. Staff training and awareness courses k. E-learning products l. An App m. A sector meeting where I can talk about the Duty with experts and other similar organisations n. A local meeting where I can talk about the Duty with experts and other similar organisations
		49	Counter-Terrorism Policing are working with Government and the Private Sector to design a digital service to provide access to relevant counter-terrorism material, advice and training in one place for organisations operating in publicly accessible locations. Do you anticipate that you would access counter terrorism information through this service if it were available to you? (Y/N)	Yes.
	If 49 is N	50	Why not? _____ (Free text, 100 words max)	N/A

If 49 is Y	51	What would you most likely use this kind of service for (tick all that apply)? a. To get general updates on how the terrorism risk is changing b. To support business planning activities c. To understand what risk management activities you need to do d. To access CT training e. To connect with other organisations to discuss counter terrorism f. To understand what to do after an incident g. Reporting of suspected terrorist activity/concerns	a. To get general updates on how the terrorism risk is changing b. To support business planning activities c. To understand what risk management activities you need to do d. To access CT training e. To connect with other organisations to discuss counter terrorism f. To understand what to do after an incident g. Reporting of suspected terrorist activity/concerns
	52	Do you have any further comments or suggestions for how you might like to access counter-terrorism information and work with local partners on counter-terrorism issues in the future? _____ (Free text, 100 words max)	No.
	53	What role should local business partnerships (such as Business Improvement Districts, Local Enterprise partnerships, etc.) have in supporting organisations and venues to deliver improved security? _____ (Free text, 100 words max)	
	54	Working with others, what could the Government best do to incentivise improved security practices? _____ (Free text, 100 words max)	Develop a framework of accreditation that would enable a reward and recognition scheme that would encourage and support communities and businesses to participate and be proactive in promoting improved security practices and safer neighbourhoods. Consider participatory budgets, cash back for communities model of approach.
	55	To support the provision of high-quality advice and guidance from private sector security professionals providing counter terrorism security advice, Government should consider (tick all that apply) a. Government supported standards for Counter Terrorism (CT) risk assessments and advice b. Qualifications / Accredited training for individual professionals c. Government supported 'approved contractors scheme' d. Regulation of CT consultants e. None f. Other _____ (Free text, 100 words max) g. I don't know	a. Government supported standards for Counter Terrorism (CT) risk assessments and advice b. Qualifications / Accredited training for individual professionals c. Government supported 'approved contractors scheme' d. Regulation of CT consultants
	56	What advice and support would be required for organisations and venues within the scope of Protect Duty? _____ (Free text, 100 words max)	See response to Q 48.
	57	Given the complexity of public spaces, and the potential need for partnership working to achieve effective ways of working leading to improvements in protective security and preparedness, what additional bespoke support and expertise could be provided? _____ (Free text, 100 words max)	The council already works closely with Police Scotland on security and preparedness on buildings that accommodate critical services. A particular example is the Civic Centre where there are a range of security protocols in relation to access and these can change with differing threat levels. Any advice on balancing public access and enhanced security would be welcome and any additional expertise and resources to consider would be greatly appreciated.
	58	Do you have any other proposals on what Government could do to support partners in the delivery of a Protect Duty? _____ (Free text, 200 words max)	No further comments.

DATA LABEL: PUBLIC



PARTNERSHIP AND RESOURCES POLICY DEVELOPMENT AND SCRUTINY PANEL

FINANCE AND PROPERTY SERVICES MANAGEMENT PLAN 2021/22

REPORT BY HEAD OF FINANCE AND PROPERTY SERVICES

A. PURPOSE OF REPORT

This report introduces the 2021/22 Management Plan for Finance and Property Services which is provided as an appendix to the report.

B. RECOMMENDATION

It is recommended that the Panel notes:

1. The Finance and Property Services Management Plan for 2021/22 is set out in the appendix to this report
2. The summary of the work undertaken in previous years and the improvements achieved
3. The outcomes, priorities and activities for the service for the forthcoming financial year set out in the plan
4. That the plan will be the control document against which the service will monitor progress during the next financial year

C. SUMMARY OF IMPLICATIONS

I Council Values	Focusing on customers' needs; being honest, open and accountable; providing equality of opportunities; developing employees making best use of resources; working in partnership.
II Policy and Legal (including Strategic Environmental Assessment, Equality Issues, Health or Risk Assessment)	None.
III Implications for Scheme of Delegations to Officers	None.
IV Impact on Performance and Performance Indicators	The plan explains how the service will support delivery of the council's eight priorities in 2021/22.
V Relevance to Single Outcome Agreement	None.
VI Resources – (Financial, Staffing and Property)	<p>The plan identifies the activities involved in the provision of the service, relevant costs and planned outcomes.</p> <p>The plan identifies the actions that are planned for 2021/22, to provide quality improvements in service delivery.</p>

- | | |
|----------------------------------|---------------------------------------------------------------------------------------------|
| VII Consideration at PDSP | The plan is reported to PDSP for consideration and review. |
| VIII Other consultations | Employees, managers, other services, service users, the public, through on-going processes. |

D. TERMS OF REPORT

INTRODUCTION

In accordance with council procedures, Finance and Property Services has prepared its Management Plan for the forthcoming financial year. The plan takes into consideration agreed budgets and available resources for 2021/22, and council priorities identified within the Corporate Plan for 2018 to 2023.

Finance and Property Services plays a key role both as an enabling service and in delivery of direct services to the public in West Lothian. Finance and Property Services provides support to other services, facilitates the modernisation agenda, delivers financial planning and management services and supports the corporate governance and risk framework. The service also delivers capital planning and asset management and has a key role in providing advice and support to people in West Lothian. The management plan outlines the specific activities and actions that the service intends to carry out during the year and details measures that will help manage and evaluate performance in 2021/22.

E. CONCLUSION

The Finance and Property Services Management Plan for 2021/22 provides a focus for the work of the service during the year. Its delivery will contribute to the aims of the council and enable the council to meet its obligations.

F. BACKGROUND REFERENCES

None

Appendices/Attachments: Finance and Property Services Management Plan 2021/22

Contact Person: Donald Forrest Donald.forrest@westlothian.gov.uk Tel No. 01506 281294

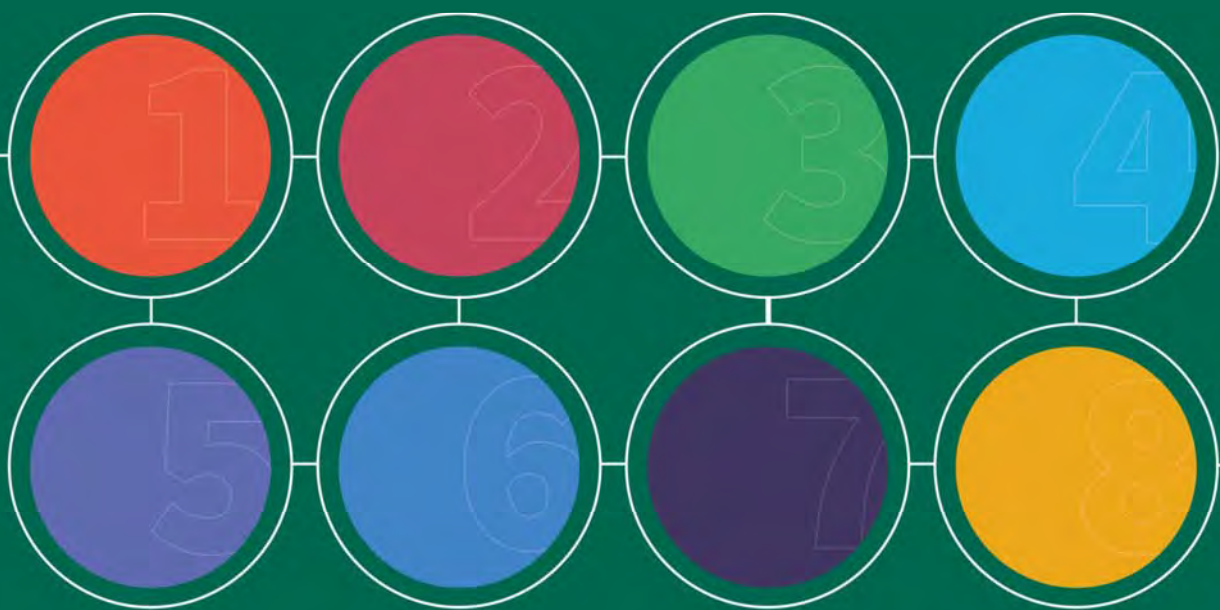
Donald Forrest

Head of Finance and Property Services

Date of meeting: 18 June 2021

Data label: PUBLIC

Finance and Property Services Management Plan 2021/22



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

The Management Plan is a key planning document that explains how the service will support the delivery of the council's eight priorities in 2021/22

West Lothian Council is one of the top performing local authorities in Scotland, with a strong track record of delivering better outcomes for local people. The council aims to continue to support growth in the thriving local community and, with financial and demographic challenges ahead, will require an effective Finance and Property Services team to support transformation.

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

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



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

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

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

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

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



Donald Forrest
Head of Finance and Property Services

Our services

The services that we will deliver through collaboration with our partners in 2021/22

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

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

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

		Page
Anti-Poverty Service	The Anti-Poverty Service delivers a free, impartial and confidential advice service to help the most vulnerable households in West Lothian. The focus of the service is on alleviating poverty and promoting inclusion and equality. The service is responsible for administration of housing benefit, the council tax reduction scheme, discretionary housing payments and the Scottish Welfare Fund and a range of entitlement schemes. The service is also responsible for undertaking financial assessments as part of the non-residential contributions policy.	11
Audit, Risk and Counter Fraud Unit	The unit is responsible for ensuring that there is a corporate framework in place which enables the council to effectively manage its risks. It also independently audits key risks and investigates allegations of fraud or irregularity.	20
Financial Management Unit	The unit provides a wide range of financial services. It is responsible for developing the council's revenue and capital financial strategy and for the annual management of budgets through a risk based approach to budget monitoring. The service is also responsible for preparation of the council's annual accounts, payments to suppliers, insurance, treasury management and maintenance and development of finance systems.	25
Property Services	The unit is the corporate lead for all property asset management activities and is responsible for the deployment of resources engaged in the council's operational and commercial property assets. It delivers a range of services to both internal and external customers including property management, statutory compliance, maintenance, design and construction management, energy management, facilities management and a range of professional and technical services. The unit adopts a strong corporate approach to the lifecycle management of the council's assets.	31
Revenues Unit	The unit is responsible for council tax and business rates billing and collection, miscellaneous income and housing benefit overpayments collection and a holistic approach to dealing with customers who are in debt.	42
Developing the Management Plan and reporting progress		47
Finance and Property Services Scorecard 2021/22		50

Supporting the delivery of Council priorities

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

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

Alignment with Corporate Priorities / Enablers					
Council priority / enabler	Deliverable	Finance and Property Services key activity / process	Indicator(s)	2020/21 Performance	2021/22 Target
3 Minimising poverty, the cycle of deprivation and promoting equality	(P3.1) Agreeing a comprehensive Anti-Poverty Strategy for 2018 to 2023 and annual action plans, along with Community Planning Partners that will maximise the impact that can be achieved locally in positively addressing the causes of poverty and in mitigating the impact of poverty.	◆ Create an anti-poverty task force which will include local councillors who will provide a strategic overview.	Anti-Poverty Task Force is convened and meets four times per year	Task Force meeting regularly and reporting to CPP Board	Virtual meetings to continue quarterly to develop and deliver
		◆ Create an anti-poverty practitioners network to support the delivery of the annual action plan.	Network meeting bi-monthly.	Integrating new reporting requirements into remit	Covid-recovery action plan
		◆ Develop and publish a Local Child Poverty Action Plan annually in partnership with NHS Lothian.	Publish plan annually.		
		◆ Develop and integrate food poverty activity into annual action plan.			

Finance and Property Services Management Plan 2021/22

Alignment with Corporate Priorities / Enablers

Council priority / enabler	Deliverable	Finance and Property Services key activity / process	Indicator(s)	2020/21 Performance	2021/22 Target
3 Minimising poverty, the cycle of deprivation and promoting equality	(P3.2) Engaging on an ongoing basis with people experiencing poverty in West Lothian and using the council's platform to raise these experiences with the Scottish and UK governments and other stakeholders.	<ul style="list-style-type: none"> ◆ Create an Experts Through Experience panel consisting of a cross-section of West Lothian residents who have recent, lived experience of being poor. ◆ Work with the Panel on a regular basis to seek their views on activity and proposed projects to alleviate poverty. ◆ Through the proposed Anti-Poverty Practitioners network, canvas and seek information and evidence. 	<p>Number of Experts Through Experience recruited, trained and utilised.</p> <p>Bi-monthly meetings with practitioners network delivered.</p>	<p>Panel members meeting on a bi-monthly basis – change to virtual and emails due to Covid restrictions</p>	<p>Develop a virtual focus group to gain a wider range of views</p>
3 Minimising poverty, the cycle of deprivation and promoting equality	(P3.3) Process claims for Housing Benefit and Council Tax Reduction promptly for those on benefits and/or low incomes, mitigating the impact of the introduction of Universal Credit Full Service as much as possible through effective planning and review of processes. Ensure funds available for the Scottish Welfare Fund and Discretionary Housing Payments are utilised in full to support our most vulnerable citizens.	<ul style="list-style-type: none"> ◆ Administration of Housing Benefit and Council Tax Reduction, including appeals and interventions. Administration of Scottish Welfare Fund and Discretionary Housing Payments. 	<p>APS078_Number of days to process new Housing Benefit claims</p> <p>APS068_Number of days to process new Council Tax reduction claims</p> <p>APS072_Scottish Welfare Fund spend against budget</p> <p>APS054_Discretionary Housing Payment spend against budget</p> <p>APS076_Percentage of eligible tenants receiving a Discretionary Housing Payment to mitigate the impact of the "bedroom tax"</p>	<p>15 days</p> <p>15 days</p> <p>100%</p> <p>100%</p> <p>100%</p>	<p>15 days</p> <p>15 days</p> <p>100%</p> <p>100%</p> <p>100%</p>

Finance and Property Services Management Plan 2021/22

Alignment with Corporate Priorities / Enablers					
Council priority / enabler	Deliverable	Finance and Property Services key activity / process	Indicator(s)	2020/21 Performance	2021/22 Target
Financial planning	(E1.1) Delivery of the two year revenue plan for 2021/22 to 2022/23 that will enable the council to deliver the Corporate Plan.	◆ Preparing two year revenue budget for 2021/22 to 2022/23.	FM003_Two Year Revenue Budget Approval Within Set Deadlines	100%	100%
		◆ Joint working approach with Transformation Team to review and monitor delivery of 2021/22 savings and overall two year plan.	FM091_Budget Strategy and Planning Compliance with Timescales for Reporting	100%	100%
Financial planning	(E1.2) Monitoring progress towards delivery of the 2021/22 budget and the overall two year revenue budget for the period 2021/22 to 2022/23, taking account of the financial implications of Covid-19.	◆ Regular financial monitoring of the delivery of the 2021/22 revenue budget and approved savings. ◆ Regular monitoring of 2021/22 budget risk areas and action being taken to manage pressures. ◆ Co-ordinating the financial monitoring of progress towards delivery of budget savings for 2021/22 and 2022/23. ◆ Close working in partnership with Heads of Service, Corporate Transformation Team and HR.	FM014_Budget Monitoring – Compliance with Timescales for Formal Reporting	100%	100%
Financial planning	(E1.3) Monitoring delivery of 2021/22 capital budget and the overall long-term capital plan to 2027/28 within available resources and taking account of any financial implications arising from Covid-19.	◆ Co-ordinating the financial monitoring of the 2021/22 capital budget and overall programme within available resources.	FM002_Annual General Services Capital Programme Budget approved within set timescales	100%	100%
		◆ Ongoing development of the capital plan assumptions over the period to 2027/28 taking account of funding and expenditure updates.	FM014 Budget monitoring – Compliance with Timescales for Formal Reporting	100%	100%

Finance and Property Services Management Plan 2021/22

Alignment with Corporate Priorities / Enablers

Council priority / enabler	Deliverable	Finance and Property Services key activity / process	Indicator(s)	2020/21 Performance	2021/22 Target
Financial planning	(E1.4) Developing a corporate asset management strategy that supports effective management of assets.	◆ Delivery of asset management strategy through capital programme delivery.	FM091_Budget Strategy and Planning – Compliance within Timescales for Formal Reporting	100%	100%
		◆ Property Services act as lead for the Council's Corporate Asset Management Strategy (CAMS) that encompasses Property, Roads, Open Space, Information and Communication Technologies (ICT), Fleet and Housing.	Corporate Asset Management Strategy (CAMS) agreed by Council with actions defined by officers. CAMS establishes corporate priorities for all asset categories, these are: ◆ Compliance ◆ Condition ◆ Suitability ◆ Sufficiency ◆ Accessibility ◆ Sustainability	100%	100%
Corporate Governance and Risk	(E2.4) Taking informed and transparent decisions which are subject to effective scrutiny and managing risk.	◆ To enable the council to effectively manage risk, reducing its cost and impact, and ensure the delivery of essential services.	P:IA021_Percentage of risks subject to annual documented risk assessment in Pentana	100%	100%

Transforming Your Council

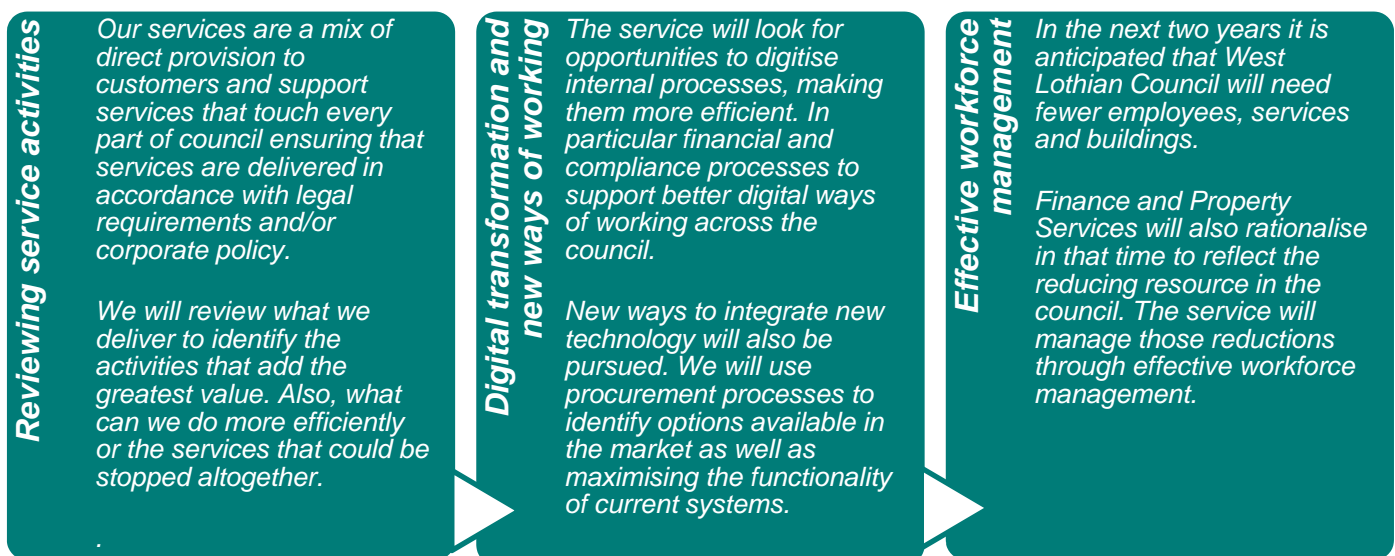
How Finance and Property Services will continue to transform over the period 2018/19 to 2022/23



The council is progressing an ambitious programme of transformation in order to support the delivery of services that are accessible, digital and efficient. The Transforming Your Council programme is intended to deliver over £31 million in savings over the period 2021/22 to 2022/23 and will fundamentally change the way that council services are delivered.

As a service that supports every part of the organisation and some of our key partners, it is critical that Finance and Property Services is at the forefront of change in the council. We must ensure that, as well as supporting services to transform, that we identify more efficient models of support. Projects designed to deliver budget savings of £1.589 million have been approved to transform the way that we work in Finance and Property Services.

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



Engagement methods

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

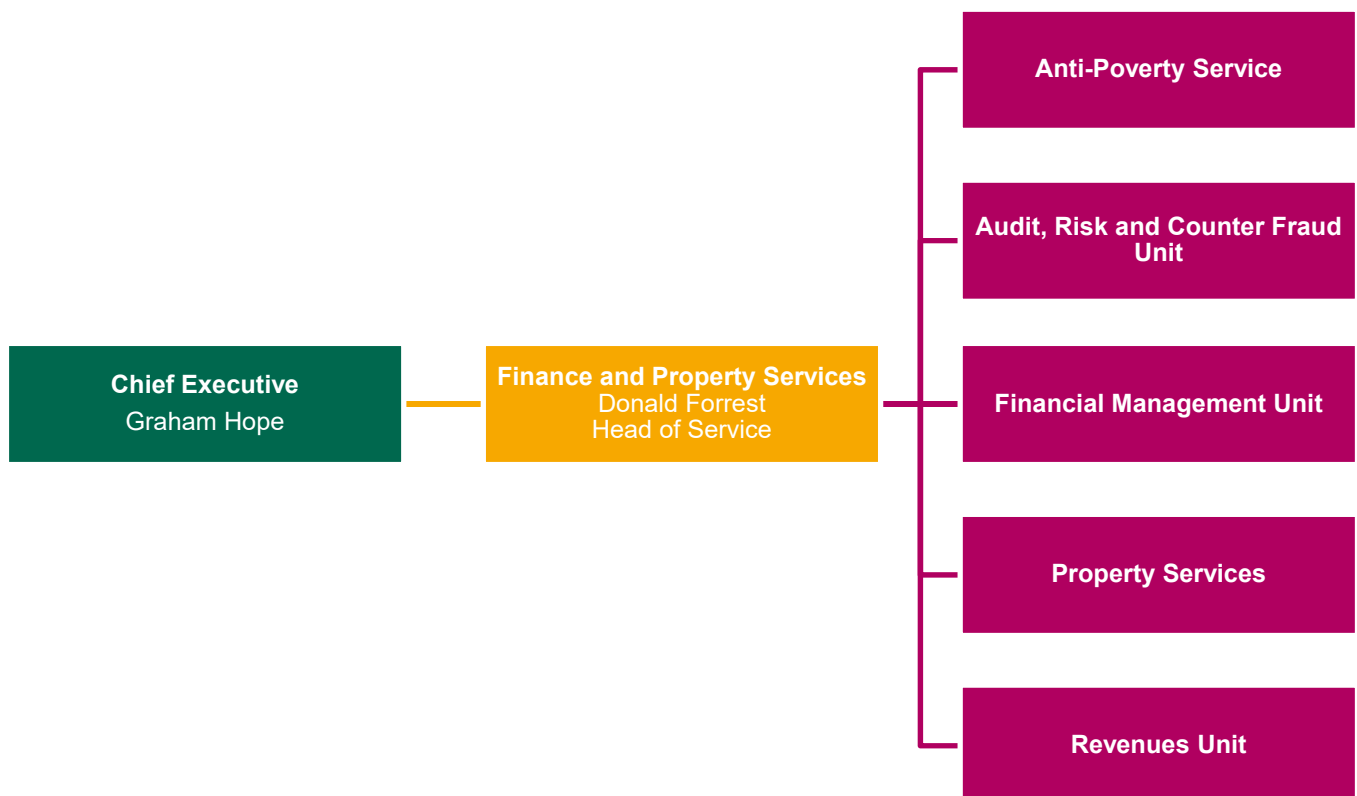
Finance and Property Services make the following commitments to customers, employees and partners:

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

Service Activity

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

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



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

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

Employee Engagement

Finance and Property Services has a total of 229.2 FTE (full time equivalent) employees delivering our services.

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

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

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

During the pandemic there have been informal meetings in various formats with staff to ensure inclusion and also to promote and support the Employee Health & Wellbeing framework





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 Finance and Property 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.

Finance and Property Services' four highest risks are as follows:

Service Risks 2021/22			
Risk Title	Risk Description	Current Risk Score	Traffic Light Icon
REV001 Council Tax - failure to achieve budgeted income	Adverse external factors linked to the COVID-19 outbreak, affecting recovery processes and income collection and impacting on the councils ability to deliver the financial plan for 2020/21 to 2022/23	20	
APS006 Failure to achieve the outcomes of the Anti-Poverty Strategy	Failure to effectively co-ordinate activities with national government or community planning partners may lead to failure to deliver the strategy and achieve the agreed outcomes. 2020-21 Annual Action Plan has been re-aligned to focus on the impact of COVID-19 with specific actions to mitigate the effect on low income households.	12	
WLC031 West Lothian Leisure - failure to deliver financial plan 2020/21 to 2022/23 with a resultant financial impact on the council and / or changes to the scope of services delivered by WLL	Financial implications of COVID-19 are not met by additional funding provided by the Scottish Government. Adverse future financial settlements resulting in changes to funding or unanticipated cost pressures, linked to COVID-19 or other factors could lead to failure to deliver the agreed West Lothian Leisure medium term financial plan, resulting in unplanned service reductions, a failure to deliver key services, reputational damage, and industrial action.	9	
WLC023 Failure to deliver financial plan 2020/21 to 2022/23	Financial implications of COVID-19 are not met by additional funding provided by the Scottish Government. Adverse future financial settlements resulting in changes to funding or unanticipated cost pressures, linked to COVID-19 or other factors could lead to failure to deliver the agreed West Lothian Council medium term financial plan, resulting in unplanned service reductions, a failure to deliver key services, reputational damage, and industrial action.	8	

Anti-Poverty Service

Service manager: Elaine Nisbet

Number of staff: 59.3 (full time equivalents)

Locations: Bathgate Partnership Centre, St David's House and various locations throughout West Lothian

Purpose

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

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

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

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

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

Activities

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

- ◆ Delivering an anti-poverty action plan in partnership with the Anti-Poverty Practitioners' Network which focusses on Covid-19 recovery to support low income households impacted by the pandemic, targets early interventions and contributes to the outcomes of the community planning partnership's anti-poverty strategy.
- ◆ Publishing an annual Local Child Poverty Action Plan Report in partnership with NHS Lothian.
- ◆ Working in partnership to introduce the Improving the Cancer Journey project across the Lothians.

Finance and Property Services Management Plan 2021/22

- ◆ Working with the community planning partners and the Scottish Government to embed the West Lothian Food Network and food poverty action plan into local support mechanisms.
- ◆ Working with partners to automate School Clothing Grants and providing a customer focused service for parent/pupil benefit applications for free school meals and Education Maintenance Allowance.
- ◆ Embed a new software system to aid the administration of the financial assessment and income health checks for those adults being assessed for social care.
- ◆ Planning for continued welfare reforms and changes including the on-going development of the Scottish Social Security system.
- ◆ Delivering an advice service which provides income maximisation support, money, debt, fuel and housing advice.
- ◆ Delivering Housing Benefit, Council Tax Reduction, Scottish Welfare Fund and Discretionary Housing Payments administration.
- ◆ Working with services to offer a range of volunteering opportunities to enhance delivery and better support customers.
- ◆ Working towards the renewal of the Scottish National Information and Advice Provider standard which is administered by the Scottish Legal Aid Board.
- ◆ Extend the use of Hybrid mail solution to all of the Anti-Poverty Service.

Key Partners

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

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

Customer Participation

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

Customer Consultation Schedule 2021/22

Customer Group	Method	Frequency	Responsible Officer	Feedback Method
Anti-Poverty Service customers	Satisfaction survey of 30 customers per week	Weekly	Income Maximisation Manager	Performance indicators
Experts Through Experience	Focus groups on key issues related to the Anti-Poverty Strategy	Regularly	Financial Inclusion Manager	Website/task force meetings
Households in receipt of Housing Benefit/Council Tax Reduction	Paper-based and electronic surveys	Regularly	Financial Support Manager	Performance Indicator
Scottish Welfare Fund	Electronic	Regularly	Financial Support Manager	Performance Indicators
Parents in receipt of Education Maintenance Allowance	Survey relating to services provided	Annually	Financial Support Manager	Public performance reporting
Parents in receipt of free school meals	Survey relating to services provided	Annually	Financial Support Manager	Public performance reporting
Blue Badges	Electronic survey	Regularly	Benefit Assessment & Development Manager	Management Team Meetings
Volunteers	Electronic survey/Focus Group	Annually	Financial Inclusion manager	Management Team Meetings

Activity Budget 2021/22

Anti-Poverty Service – Activity Budget 2021/22								
Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2021/22	PI Category	Staff Resources (FTE)	Revenue Expenditure Budget 2021/22 £	Revenue Income Budget 2021/22 £	Net Revenue Budget 2021/22 £
Income maximisation	Promote social inclusion by maximising income and improving the standard of living of individuals, families and households who are living in poverty.	3 Minimising poverty, the cycle of deprivation and promoting equality	APS055_Unit cost of Advice Shop customer enquiries Target £32	Public	14.5	1,791,694	(659,050)	1,132,644
			APS060_Total quarterly amount the Anti-Poverty Service has gained for its customers Target £6.75 million per quarter	Public				
Energy advice	Promote social inclusion by reducing fuel poverty.	3 Minimising poverty, the cycle of deprivation and promoting equality	APS055_Unit cost of Advice Shop customer enquiries Target £32	Public	4.8	575,902	(211,838)	364,064
			APS064_Total value of energy advice savings - Target £400,000 per annum	High Level				

Finance and Property Services Management Plan 2021/22

Anti-Poverty Service – Activity Budget 2021/22

Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2021/22	PI Category	Staff Resources (FTE)	Revenue Expenditure Budget 2021/22 £	Revenue Income Budget 2021/22 £	Net Revenue Budget 2021/22 £
Money and housing advice	Promote social inclusion by maximising income and improving the standard of living of individuals, families and households who are living in poverty, and prevent homelessness in West Lothian.	3 Minimising poverty, the cycle of deprivation and promoting equality	APS055_Unit cost of Advice Shop customer enquiries - Target £32	Public	7.4	895,847	(329,525)	566,322
			APS061_Anti-Poverty Service Money Advice - Customer debt managed through money advice intervention - Target £1.5 million per quarter	High Level				
			APS063_Housing advice - number of evictions prevented - Target 40 per quarter	High Level				
			APS072_Percentage of spend against available budget - Target 100%.	WLAM				
Housing Benefit and Council Tax Reduction	Administration of Housing Benefit and Council Tax Reduction including appeals, interventions and administration of Discretionary Housing Payments.	3 Minimising poverty, the cycle of deprivation and promoting equality	APS052_Gross administration cost per Housing Benefit case - Target £26.00	WLAM	17.0	2,175,628	(800,275)	1,375,353
			APS078 - Average number of days to process new housing benefit claims - Target 15 days.	Public				

Finance and Property Services Management Plan 2021/22

Anti-Poverty Service – Activity Budget 2021/22

Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2021/22	PI Category	Staff Resources (FTE)	Revenue Expenditure Budget 2021/22 £	Revenue Income Budget 2021/22 £	Net Revenue Budget 2021/22 £
Scottish Welfare Fund	Administration of Community Care Grants and Crisis Grants.	3 Minimising poverty, the cycle of deprivation and promoting equality	APS052 - Cost of Scottish Welfare Fund per application received - Target £26.00	WLAM	6.0	1,421,470	0	1,421,470
			APS072 - Percentage of spend against available budget - Target 100%.	WLAM				
Entitlement - education	Administration of school clothing grants, free school meals and milk and education maintenance allowance.	3 Minimising poverty, the cycle of deprivation and promoting equality	APS082 Number of applications awarded	WLAM	2.8	2,406,934	(141,225)	2,265,709
Entitlement - Blue Badge/NEC	Entitlement schemes are supported and administered efficiently and effectively.	3 Minimising poverty, the cycle of deprivation and promoting equality	APS051 Unit cost of processing application - Target - £16	WLAM	1.7	191,968	(70,613)	121,355
			APS019 Percentage of Blue Badge applications processed within seven working days - Target - 90%	Public				
Non-residential Contributions Financial Assessment	Undertake financial assessments to determine contribution towards non-residential care.	3 Minimising poverty, the cycle of deprivation and promoting equality	APS083 Average number of days to process new financial assessments - Target 20 days	WLAM	3.0	383,984	141,225	242,709
			APS084 Average number of days to process change of circumstances - Target 7 days	WLAM				

Finance and Property Services Management Plan 2021/22

Anti-Poverty Service – Activity Budget 2021/22

Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2021/22	PI Category	Staff Resources (FTE)	Revenue Expenditure Budget 2021/22 £	Revenue Income Budget 2021/22 £	Net Revenue Budget 2021/22 £
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		2.0	43,324	0	43,324
Total:					59.3	9,886,751	(2,353,751)	7,532,950

Actions 2021/22

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

Anti-Poverty Service Actions 2021/22

Action	Description	Planned Outcome	Owner(s)	Start	End	Status	Update
Refreshed Anti-Poverty Strategy	Implementation and ongoing monitoring and reporting of the CPP strategy reflecting on the consequences of covid pandemic.	An effective strategy that will ensure council and community planning partners work collaboratively to maximise the impact that the council and partners can achieve locally in positively addressing the causes of poverty and in mitigating the impact of poverty reflecting on the consequences of covid pandemic.	Anti-Poverty Manager	April 2021	March 2022	Active	A strategic action plan and scorecard have been agreed and an annual action plan developed to support achievement of outcomes and reflecting upon these as a consequence of the covid pandemic. Local Child Poverty Action Plan agreed December 2020. Local Food Action Plan agreed.
Affordable Credit Project	Implementation and monitoring of the project in partnership with Fife and Falkirk Councils.	Improving access of marginalised groups to obtain credit and embed money advice to increase financial inclusion.	Anti-Poverty Manager	April 2021	March 2022	Active	Lending severely affected by Covid-19. Pan council recovery plan to be developed and agreed.
Non Residential Contributions Policy	Development, implementation and on-going monitoring of objectives of the policy.	Improving understanding of the policy and ensuring those eligible for care are able to contribute to the cost by providing a means tested financial assessment along with a financial health check to increase uptake of entitlement.	Anti-Poverty Manager	April 2021	March 2022	Active	Work ongoing to develop new software to support financial assessment and recovery of debt.

Finance and Property Services Management Plan 2021/22

Anti-Poverty Service Actions 2021/22

Action	Description	Planned Outcome	Owner(s)	Start	End	Status	Update
Blue Badges/National Entitlement Card	Improve automation of entitlement schemes to make it easier to apply.	Entitlement schemes are supported and administered efficiently and effectively	Anti-Poverty Manager	April 2021	March 2022	Active	Project underway with Improvement Service to extend digitisation of NEC
Free School Meals/Clothing Grants and Education Maintenance Allowance	Development and implementation of a simplified system for customers applying for benefit.	Increase the uptake of free school meals, clothing grants and educational maintenance allowance.	Anti-Poverty Manager	April 2021	March 2022	Active	Ongoing development to increase uptake and utilise data to support Covid-19 payments.
Volunteering	Development of a West Lothian Council Volunteering Policy and strategy.	Improve the number of people choosing to volunteer with the council and co-ordinate activity across service areas.	Anti-Poverty Manager	April 2021	March 2022	Active	Anti-Poverty Service achieved Investing In Volunteer standard.
Food Insecurity	Embed West Lothian Food Network into support services.	Improve access to fresh, frozen and cooked foods to those experiencing food insecurity and to embed advice and support to alleviate hunger.	Anti-Poverty Manager	April 2021	March 2022	Active	West Lothian Food Network finalists in the Scottish Government Public Service Awards 2020. 34 community food providers responding to needs in local communities.

Audit, Risk and Counter Fraud Unit

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

Number of staff: 7.0 (full time equivalents)

Location: Civic Centre

Purpose

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

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

Activities

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

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

Key Partners

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

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

Customer Participation

The unit will actively engage with 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 2021/22

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

Activity Budget 2021/22

Audit, Risk and Counter Fraud Unit Activity Budget 2021/22

Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2021/22	PI Category	Staff Resources (FTE)	Revenue Expenditure Budget 2021/22 £	Revenue Income Budget 2021/22 £	Net Revenue Budget 2021/22 £
Risk Based Audits	To independently review and report on the adequacy of controls in relation to the council's key risks.	Enabler service – Corporate Governance and Risk	IA012_Cost of internal audit cost per £1 million of West Lothian Council's net expenditure - Target £460	Public	3.0	161,642	(2,058)	159,584
			IA014_Percentage of risk-based audits in the annual audit plan completed for the year - Target 100%	Public				
Corporate Counter Fraud	To prevent, detect and investigate fraud committed against the council.	Enabler service – Corporate Governance and Risk	IA041_Cost of counter fraud cost per £1 million of West Lothian Council's net expenditure - Target £320	High Level	3.0	161,642	(2,058)	159,584
			IA040_Average length of time (in weeks) to issue draft fraud reports - Target 14 weeks	Public				
Risk Advice and Business Continuity Management co-ordination	To enable the council to effectively manage risk, reducing its cost and impact, and ensure the delivery of essential services	Enabler service – Corporate Governance and Risk	IA023_Cost of risk management and business continuity cost per £1 million of West Lothian Council's net expenditure - Target £180	High Level	1.0	52,628	(670)	51,958

Finance and Property Services Management Plan 2021/22

Audit, Risk and Counter Fraud Unit Activity Budget 2021/22

Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2021/22	PI Category	Staff Resources (FTE)	Revenue Expenditure Budget 2021/22 £	Revenue Income Budget 2021/22 £	Net Revenue Budget 2021/22 £
			IA021_Percentage of risks subject to annual documented risk assessment in Pentana Target 100%	Public				
Service support	Provision of management and administrative Support	Enabler Service - Corporate Governance and Risk			0.0	2,147	0	2,147
Total:					7.0	378,059	(4,786)	272,373

Actions 2021/22

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

Audit, Risk and Counter Fraud Actions 2021/22

Action	Description	Planned Outcome	Owner(s)	Start	End	Status	Update
Public Sector Internal Audit Standards (PSIAS)	External review of internal audit compliance with Public Sector Internal Audit Standards (PSIAS).	Compliance with PSIAS.	Kenneth Ribbons	April 2021	December 2021	Active	The outcome of the review will be reported to the Audit Committee.
Counter Fraud E-Learning	Roll out of compulsory anti-fraud and corruption e-learning to all staff.	Effective counter fraud arrangements.	Kenneth Ribbons	June 2021	December 2021	Planned	The outcome of the exercise will be reported to the Audit Committee
Business Continuity	Desktop test of business continuity arrangements in relation to Whitehill Service Centre.	Effective business continuity arrangements in relation to Whitehill Service Centre	Kenneth Ribbons	April 2021	September 2021	Active	An action plan of agreed improvement actions will be produced.

Financial Management Unit

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

Purpose

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

In 2021/22 a key aim of FMU is to continue to support and enable council services to deliver the agreed revenue and capital budgets for 2021/22 within approved budgets taking account of ongoing financial implications arising from Covid-19.

In addition, FMU will coordinate the financial delivery of a priority based two year revenue budget plan for 2021/22 to 2022/23, which sets out how the council's Corporate Plan priorities will be delivered against the backdrop of an extremely challenging financial climate, which will generate considerable pressure around balancing budgets within expenditure demands and funding constraints.

Activities

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

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

Key Partners

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

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

Customer Participation

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

Customer Consultation Schedule 2021/22

Customer Group	Method	Frequency	Responsible Officer	Feedback Method
Head of Service	Engagement meetings	Annually	Corporate Finance Manager	Action Note of meetings
Budget Holders	Budget meetings	Quarterly	Accountant	Action Note of Meetings
All customer groupings (Service Managers/Budget Holders, Partner Organisations, Council Suppliers)	Electronic survey	Annually	Group Accountant	Results posted on Intranet

Activity Budget 2021/22

Financial Management Unit Activity Budget 2021/22

Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2021/22	PI Category	Staff Resources (FTE)	Revenue Expenditure Budget 2021/22 £	Revenue Income Budget 2021/22 £	Net Revenue Budget 2021/22 £
Budget Strategy and Planning	Preparation of annual and medium term revenue and capital budgets and strategies.	Enabler service – Financial Planning	FM021_Cost of providing a financial management function per £1 million of council revenue budget - Target £2,500	High Level	6.3	477,227	(76,961)	400,266
			CP:FM003_Annual revenue budget approval within set deadlines - Target 100%	WLAM				
			FINSUS2 Uncommitted General Fund Balance as a percentage of council annual budgeted net revenue – Target 20.6%	WLAM				
			FINSUS3 Ratio of Financing Costs to Net Revenue Stream - General Fund– Target 6.7%	WLAM				
Annual Budget Management and Monitoring	Manage and monitor the annual Capital and Revenue budgets including provision of financial advice, VAT management, Grant Claims and completion of Statistical Returns.	Enabler service – Financial Planning	FM021_Cost of providing a financial management function per £ 1 million of council revenue budget - Target £2,500	High Level	13.9	1,094,816	(176,558)	918,258
			FM014_Budget monitoring - compliance with timescales for formal reporting – Target 100%	WLAM				

Finance and Property Services Management Plan 2021/22

Financial Management Unit Activity Budget 2021/22

Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2021/22	PI Category	Staff Resources (FTE)	Revenue Expenditure Budget 2021/22 £	Revenue Income Budget 2021/22 £	Net Revenue Budget 2021/22 £
Final Accounts	Preparation of Final Accounts with the aim of securing an unqualified audit certificate.	Enabler service – Corporate Governance and Risk	FINSUS5 Actual outturn as a percentage of budgeted expenditure – Target 100%	WLAM				
			FM021_Cost of providing a financial management function per £1 million of council revenue budget - Target £2,500	High Level	3.4	252,650	(40,744)	211,906
Treasury Management	Operate an effective Treasury Management Strategy for Loans and Borrowing and Cash Management function.	Enabler service – Financial Planning	FM006_Final Accounts - unqualified audit certificate and reporting within agreed deadlines - Target 100%	High Level				
			FM097_Average cost of servicing loans fund advances in year, interest & expenses - Target 4.5%	High Level	1.2	84,216	(13,581)	70,635
			FM070_Treasury Management - investment rate of return – Target 0.85%	High Level				
Systems support and records management	Maintain and manage the Financial Ledger and Financial Records.	Enabler service – Corporate Governance and Risk	FM021_Cost of providing a financial management function per £1 million of council revenue budget - Target £2,500	High Level	3.2	252,650	(40,744)	211,906

Finance and Property Services Management Plan 2021/22

Financial Management Unit Activity Budget 2021/22

Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2021/22	PI Category	Staff Resources (FTE)	Revenue Expenditure Budget 2021/22 £	Revenue Income Budget 2021/22 £	Net Revenue Budget 2021/22 £
Purchase to Pay	To provide a comprehensive, cost effective accounts payable service.	Enabler service – Financial Planning	FM096_Financial ledger and records maintained in accordance with agreed policies and procedures - Target 100%	WLAM				
			CP:FM022_Purchase to pay cost per invoice - Target £0.95	High Level	6.0	477,227	(76,961)	400,266
			SCORP08_Percentage of invoices sampled that were paid within 30 days - Target 96%	High Level				
Insurance Fund Management	To manage the cost of insurance risk.	Enabler service – Financial Planning	FM080_Total cost of providing the Council's insurance service per £1 million of council revenue budget - Target £9,000	WLAM	2.2	168,433	(27,163)	141,270
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	13,617	0	13,617
Total:					36.6	2,820,836	(452,712)	2,368,124

Actions 2021/22

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

Financial Management Unit Actions 2021/22

Action	Description	Planned Outcome	Owner(s)	Start	End	Status	Update
Revenue Budget Strategy	Development, implementation and ongoing monitoring and reporting of the council's revenue budget strategy taking account of Covid-19 implications.	An effective strategy and monitoring process that provides assurance through regular and timely reporting on the financial delivery of the council's approved revenue budget plans within available resources.	Head of Service	April 2021	March 2022	Active	Monitoring of delivery arrangements for 2021/22 budget and update on progress towards delivery of savings for 2021/22 to 2022/23.
Capital Budget Strategy	Development, implementation and ongoing monitoring and reporting of the council's capital budget strategy taking account of Covid-19 implications.	An effective strategy and monitoring process to provide assurance through regular and timely reporting on the delivery of the council's approved capital budget plans within available resources.	Head of Service	April 2021	March 2022	Active	Monitoring of delivery of 2021/22 Capital programme.
Health and Social Care Finance	Development of integrated financial management and planning taking account of Audit Scotland and Ministerial Strategic Group recommendations	Effective joint working arrangements in place across council, NHS Lothian and IJB to aid integrated financial planning for Health and Social care services.	Corporate Finance Manager / IJB S95 Officer	April 2021	March 2022	Active	Progress on financial management and planning will be reported as part of updates to relevant Council and IJB meetings.

Property Services

Manager: Property Services Manager
Number of Staff: 73.2 (full time equivalents)
Locations: Civic Centre and various Partnership Centres

Purpose

Property Services is responsible for the management and operational availability of the council's operational, corporate and commercial property assets. It provides services to both internal and external customers which include providing strategic direction on the management of the council's property assets, property compliance, asbestos, legionella and fire safety, property maintenance and planned improvements (including the significant summer programme). The unit is responsible for the prioritising and deploying of substantial capital and revenue resources to sustain and improve the council's property asset performance, and leads on the delivery of property investment programmes, projects and modernisation initiatives. The management of energy and the council's carbon commitment obligation, together with providing the facilities management of the council's corporate administration buildings and partnership centres, are also important elements of the unit workload. The council's commercial property portfolio, development land and joint ventures are also the responsibility of the unit and support the council's economic development objectives. Support services through the provision of professional and technical property services and includes statutory valuations, options appraisals and feasibility studies, acquisitions, disposals, property transaction negotiations, development advice, project feasibility, risk assessments and premises management advice and advocacy, business case development, project management, contract management, commercial property intelligence and advocacy, and managing community asset transfers. The unit is also responsible for the management of the council's Public Private Partnership (PPP) contracts.

Key challenges in 2021/22 include continuing to meet the service delivery during the coronavirus pandemic whilst preserving and enhancing the delivery of the current range and level of services to ensure effective and efficient management of the council's property assets in accordance with the various property asset management strategies, plans, policies, programmes and projects. The integration of Property Management and Development and Construction Services into a single Property Services unit from 1 April 2021, whilst initially presenting additional workload challenges to integrate systems, processes and undertake recruitment is seen as a positive development to provide single centre of excellence for the management of the council's property assets whilst also managing significant service and corporate transformation.

Activities

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

- ◆ Strategic property asset management including ongoing development and delivery of the Corporate Asset Management Strategy, Property Asset Management Plan, Learning Estate Management Plan and other property-based initiatives, projects and programmes.
- ◆ Management and delivery of the Property Capital Programme, including project delivery by external and internal professional teams for both property and other assets (i.e. housing and open space). This includes planned improvements (i.e. summer schools programme, statutory compliance), developer and core funded projects. Total projects undertaken are projected to have a value of over £39.6m.

Finance and Property Services Management Plan 2021/22

- ◆ Ensuring through effective management of statutory compliance, condition and systems that there are safe useable environments in all council premises.
- ◆ Management of significant revenue resources in excess of £23.67m deployed in the management, maintenance and operational availability of all council owned, leased and occupied property (i.e. energy, maintenance, non-domestic rates).
- ◆ Management of the council's tenanted non-residential property portfolio (TNRP).
- ◆ Professional and technical services including disposals, acquisitions, statutory valuations, business case development, property ownership records and property advice.
- ◆ Construction, Design and Development professional and technical support including statutory compliance policy and procedure development and support, options appraisals, feasibility studies, condition surveys and maintenance assessments, responsible persons advocacy and support and design services.
- ◆ Work on various property focused service modernisation, efficiency and effectiveness projects and programmes.

Key Partners

The service actively works with our partners to plan, design and deliver improved services for our internal and external customers. All services within the council are partners through the property accommodation they occupy and use for service delivery. Our key external partners include; NHS Lothian and the West Lothian Integrated Joint Board, Police Scotland, Hub South East, Scottish Court Services, Scottish Procurement Alliance (SPA), Scottish Futures Trust and a wide range of other public, private and third sector organisations.

Customer Participation

The service will actively engage with 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 2021/22

Customer Group	Method	Frequency	Responsible Officer	Feedback Method
Heads of Service & Senior Responsible Officers	Engagement and Board meetings	Monthly	Property Services Manager	Action Note of meetings.
Customers who have requested repairs through the Property Helpdesk	Electronic survey	Monthly	Team Principal	Results are posted on the intranet.
Civic Centre and Partnership Centre's user groups	Meetings	Quarterly	Group Facilities Manager	Minutes of meetings.
Customers and Service leads before and during project development	Key Stage Reports and Project Governance documentation presented at Project Board	In line with Key Stages in Plan of Work	Project Officers	Project Board minutes distributed to all present.
Customers – major projects post occupancy evaluation (POE)	Meeting / structured workshop	One year post completion	Team Leader	Results are sent to customers and specific learning points incorporated into Employers Design Requirements for future projects.
Commercial tenants and occupiers of Corporate buildings	Electronic survey	Biennially	Commercial Property Surveyor	Results posted on the internet and/or posted to respondents.

Activity Budget 2021/22

Property Services Activity Budget 2021/22

Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2021/22	PI Category	Staff Resources (FTE)	Revenue Expenditure Budget 2021/22 £	Revenue Income Budget 2021/22 £	Net Revenue Budget 2021/22 £
Strategic Property Asset Management	The efficient and effective management of the council's operational properties.	Enabler Service - Modernisation and Improvement	PMD153_Cost of providing the service (per £1 million). Target £3,000	WLAM	2.5	167,131	0	167,131
			SCORPASSET02_Proportion of Internal Floor Area of Operational Properties in Satisfactory Condition - Target 99.4%	Public				
Maintenance and compliance of the council's operational and non-operational property stock	To manage and coordinate all repairs, cyclical maintenance and property inspections of the council's operational and non-operational properties. To manage and coordinate all tests, inspections, risk assessments and related information required to meet with property and health and safety legislation.	Enabler service – Financial Planning	CSg430_Percentage of Properties with a Fire Safety Risk Assessment (FSRA) updated within the last five years - Target 100%	Public	16.1	865,547	(865,547)	0
			CSg409_Percentage of Operational Properties with an Asbestos Register - Target 100%	WLAM				
			CSg430_Percentage of Properties with a Fire Safety Risk Assessment (FSRA) updated within the last five years - Target 100%	High Level				
Cyclical Maintenance	Management of the council's cyclical property maintenance budgets and providing strategic guidance on prioritisation.	Enabler Service - Financial Planning	SCORPASSET02_Proportion of Internal Floor Area of Operational Buildings in Satisfactory Condition: Target 99.4%	Public	0.1	92,005	(33,226)	58,779

Finance and Property Services Management Plan 2021/22

Property Services Activity Budget 2021/22

Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2021/22	PI Category	Staff Resources (FTE)	Revenue Expenditure Budget 2021/22 £	Revenue Income Budget 2021/22 £	Net Revenue Budget 2021/22 £
Reactive Maintenance	Management of the council's cyclical property maintenance budgets and providing strategic guidance on prioritisation.	Enabler Service - Financial Planning	SCORPASSET02_Proportion of Internal Floor Area of Operational Buildings in Satisfactory Condition Target 99.4%	Public	0.1	92,005	(33,226)	58,779
Property Capital Investment Programme - Property Capital Projects	To deliver General Services (Property) major construction and Planned Improvement projects using in-house resources and external consultants.	Enabler service – Financial Planning	P:CSg601_Percentage of Total Capital Programme Spend Delivered in Year by Property Services Target 100%	Public	21.6	1,161,655	(1,161,655)	0
			CSg651_Percentage of projects delivered on time (GS property) - Target 100%	WLAM				
Management of the Tenanted Non-Residential Property Portfolio	The efficient and effective management of the council's commercial portfolio to maximise income and to maintain long term performance.	Enabler service – Financial Planning	PMD153_Cost of providing the service (per £1 million) Target £3,000	WLAM	5.0	4,347,272	(1,569,949)	2,777,323
			P:PMD164_Percentage of rent outstanding for Commercial Property, (Current debt) Target 4.58%	Public				
Professional services	Including: Valuation for capital accounting purposes; maintenance of property records; granting property rights; provision of expert advice; development of land and	Enabler service – Financial Planning	P:PMD127_Percentage of customers rating the PMD service as good or excellent Target 95%	Public	5.2	4,531,283	(1,636,401)	2,894,882

Finance and Property Services Management Plan 2021/22

Property Services Activity Budget 2021/22

Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2021/22	PI Category	Staff Resources (FTE)	Revenue Expenditure Budget 2021/22 £	Revenue Income Budget 2021/22 £	Net Revenue Budget 2021/22 £
	buildings for economic development purposes and provision of advice to migrant and growing businesses.		PMD169_Asset valuations input to the Atrium within agreed timescales Target 100%	WLAM				
Open Space Capital Investment Programme - Open Space Capital Projects	To deliver General Services (Open Space) major construction projects using in-house resources and external consultants.	Enabler service – Financial Planning	P:CSg601_Percentage of Total Capital Programme Spend Delivered in Year by Property Services. - Target 100%	Public	0.5	22,778	(22,778)	0
			CSg652_Percentage of projects delivered on time (GS Open Space) - Target 100%	WLAM				
Disposal of surplus land and property	Delivering a programme of property disposals to support the council's capital investment programme.	Enabler service – Financial Planning	PMD153_Cost of providing the service (per £1 million) Target £3,000	WLAM	1.5	1,311,082	(473,477)	837,605
Housing Capital Investment Programme - Housing Capital Projects	To deliver housing funded major construction projects using in-house resources and external consultants.	Enabler service – Financial Planning	P:CSg601_Percentage of Total Capital Programme Spend Delivered in Year by Property Services Target 100%	Public	4.0	227,776	(227,776)	0
			CSg653_Percentage of projects delivered on time (Housing) - Target 100%	WLAM				

Finance and Property Services Management Plan 2021/22

Property Services Activity Budget 2021/22

Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2021/22	PI Category	Staff Resources (FTE)	Revenue Expenditure Budget 2021/22 £	Revenue Income Budget 2021/22 £	Net Revenue Budget 2021/22 £
Energy management and climate change	Ensuring effective energy and water management in corporate non-domestic properties through energy efficiency measures. Developing potential projects, analyse consumption trends and setting targets.	Enabler service – Financial Planning	PMD191_Carbon emissions from energy used in buildings (Annually) Target 24,672 tonnes	WLAM	2.0	111,582	0	111,582
			PMD196_Percentage completion of Energy Performance Certificates in operational buildings where required - Target 99%	WLAM				
The facilities management of the Council's Corporate Partnership Properties	Providing an efficient and effective facilities management function in the council's principal office buildings and Partnership Centres.	Enabler service – Financial Planning	PMD133_Customer Satisfaction - Council Officers - Target 90%	WLAM	12.0	10,442,653	(3,771,199)	6,671,454
			SCORPASSET02 – Proportion of Internal Floor Area of Operational Buildings in Satisfactory Condition. Target 99.4%	Public				
The management of the council's Corporate Properties and PPP	The efficient and effective management of the council's operational properties.	Enabler service – Financial Planning	PMD153_Cost of providing the service (per £1 million) Target £3,000	WLAM	2.5	2,185,137	(789,128)	1,396,009
			SCORPASSET02_ Proportion of Internal Floor Area of Operational Buildings in Satisfactory Condition: Target 99.4%	Public				

Finance and Property Services Management Plan 2021/22

Property Services Activity Budget 2021/22

Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2021/22	PI Category	Staff Resources (FTE)	Revenue Expenditure Budget 2021/22 £	Revenue Income Budget 2021/22 £	Net Revenue Budget 2021/22 £
Service support	Provision of management and administrative support.	Enabler service – Financial Planning	Support activities contribute towards the overall performance of the service. Performance is monitored through the indicators for front line activities		0.1	83,321	0	83,321
Total:					73.2	25,841,228	(10,584,363)	15,256,865

Actions 2021/22

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

Property Services Actions 2021/22

Action	Description	Planned Outcome	Owner(s)	Start	End	Status	Update
Corporate Asset Management Strategy	Implementation and ongoing monitoring and reporting of the actions contained in the council's corporate asset management strategy and reflecting on the consequences of covid pandemic.	Effective delivery of the strategy reflecting the consequences of covid pandemic including a framework of performance measures for the management of all council assets.	Strategic Property Asset Manager	April 2021	March 2022	Active	Monitoring of actions and performance indicators in the Corporate Asset Management Strategy and reflecting upon these as a consequence of the covid pandemic.
Property Asset Management Plan	Implementation, management, monitoring and reporting of the council's property asset management plan and its activities and reflecting on the consequences of covid pandemic.	An effective plan that delivers the actions and activities to ensure the effective and efficient management of the council's property assets reflecting the consequences of covid pandemic.	Strategic Property Asset Manager	April 2021	March 2022	Active	Monitoring of actions and performance indicators and reflecting upon these as a consequence of the covid pandemic..
Development, implementation, management and monitoring the programme of statutory compliance across the operational property estate	An effective plan and programme that ensures public, staff and users are able to access and use council facilities safely and in full compliance with property related legislation, including (but not restricted to) management of asbestos, fire safety, gas safety, electrical safety and legionella and reflecting on the consequences of covid pandemic.	Operational properties remain open and safe for use at all times reflecting the consequences of covid pandemic.	Statutory Compliance Team Leader	April 2021	March 2022	Active	Detailed programmes in place and reviews of policies in support of programmes (Asbestos, Fire Safety, Legionella) ongoing and reflecting upon these as a consequence of the covid pandemic..

Property Services Actions 2021/22

Action	Description	Planned Outcome	Owner(s)	Start	End	Status	Update
Development, implementation and management of the IT System that manages property assets.	Management, monitoring and further development of Property Asset Management IT software and storage systems. Streamlining for property information storage (i.e. sanserver)	To enable ongoing asset management of non-housing council buildings and streamline maintenance and compliance processes.	Strategic Property Asset Manager	April 2021	March 2022	Active	Repairs helpdesk in place and system implemented for all orders & invoicing. Asbestos module in development for implementation plan in 2021/22.
Learning Estate Management Plan	Development, implementation, management, monitoring and reporting of the council's learning estate management plan and its activities.	An effective plan that establishes the actions and activities to ensure the effective and efficient management of the council's learning estate.	Capital Programme and Projects Principal	April 2021	March 2022	Active	The draft plan will proceed to Education PDSP and then to Education Executive for approval.
Delivery of Capital Programme (Property)	Management of Property Capital Programme	Ongoing management, monitoring and reporting of Property Capital Programme and investments within it.	Capital Programme and Projects Principal	April 2021	March 2022	Active	Detailed management and monitoring arrangements in place.
Learning Estate Investment Projects and Programmes	Management of major learning estate investments including refurbishments and planned improvements	Effective and efficient development, implementation, monitoring and reporting of significant learning estate investment programmes to ensure value for money, delivery timescales and budget parameters are achieved.	Capital Programme and Projects Principal	April 2021	Mar 2022	Active	Investment projects programmes will be reported to the Council Executive and Education Executive as appropriate.
Development, implementation, management, monitoring and delivery of property projects	Management of projects & investment in support of the Property Capital Programme of investment.	Successful delivery of investment programme with improved council assets and accommodation which meets the needs of service users and supports efficiencies in service delivery.	Capital Programme and Projects Principal	April 2021	March 2022	Active	Detailed project briefs established with management and monitoring arrangements in place.

Finance and Property Services Management Plan 2021/22

Property Services Actions 2021/22

Action	Description	Planned Outcome	Owner(s)	Start	End	Status	Update
New and Replacement Schools Projects	Lead development of funding business cases, implementation, construction, management and commissioning of learning estate projects part funded through Scottish Government Programme.	Securing of additional investment in Learning Estate from Scottish Government and successful implementation and management of projects.	Capital Programme and Projects Principal	April 2021	March 2022	Active	Initial feasibilities undertaken and business cases developed. Beatlie ASN School successful for pilot phase. East Calder agreed for phase 2.
Climate Change Strategy, Energy Management and Carbon Management Plan	Climate Change Strategy and Carbon Management Plan to be renewed and recalibrated.	Review, Amend and Recast Climate Change Strategy and Carbon Management Plan.	Energy & Climate Change Manager	April 2021	March 2022	Planned	Review in light of climate emergency declaration will proceed to Environment PDSP then Council Executive.
Commercial Property Strategy	Implementation and ongoing monitoring and reporting of the actions contained in the council's Commercial Property Strategy.	A comprehensive strategy that delivers the actions and activities to ensure the effective and efficient management of the council's commercial property assets that is demonstrated through performance measures.	Commercial Portfolio Manager	April 2021	March 2022	Active	Review of existing strategy to reflect economic changes and monitoring of actions and performance indicators in the strategy reported annually.

Revenues Unit

Manager: Scott Reid, Revenues Manager

Number of Staff: 53.1 (full time equivalents)

Locations: St David House

Purpose

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

The unit is also responsible for the collection of miscellaneous income, collection of housing benefit overpayments and underpinning the council's holistic approach to dealing with customers who have multiple debts due to the council through the work of the corporate debt team. The service manages income received through multiple payment channels in excess of £600 million annually.

During 2021/22 the unit will look to maximise income to the council whilst minimising the costs of collection. The unit will continue to modernise and transform service provision, with customer communication and consultation playing a key part in its modernisation activity. The unit will work across services to develop effective strategies in relation to the corporate debt approach. The unit will work closely with stakeholders and partners to plan and prepare for the ongoing impact of welfare reform.

Activities

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

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

Key Partners

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

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

Customer Participation

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

Customer Consultation Schedule 2021/22

Customer Group	Method	Frequency	Responsible Officer	Feedback Method
Council taxpayers	Paper-based and electronic surveys	Daily	Revenues Manager	Results posted on internet, Council Tax booklet and email
Business ratepayers	Paper-based and electronic survey	Daily	Revenues Manager	Results posted on internet, Business Rates booklet and email
Council services	Electronic survey	Annually	Revenues Manager	Results posted on internet and email
Revenues system users	Electronic survey	Daily	Revenues Manager	Incident Tool – software system issues and email

Activity Budget 2021/22

Revenues Unit Activity Budget 2021/22

Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2021/22	PI Category	Staff Resources (FTE)	Revenue Expenditure Budget 2021/22 £	Revenue Income Budget 2021/22 £	Net Revenue Budget 2021/22 £
Council Tax	Billing, collection and administration of Council Tax and Water Service Charges.	Enabler service – Financial Planning	SCorp04 - Cost of collecting Council Tax per dwelling - Target £5.00.	Public	20.0	986,874	(776,191)	210,683
			SCorp07 - percentage of income due from Council Tax for the year that was received by the end of the year - Target 96.5%	Public				
Corporate Debt	Collection of multiple debts due to the council, and Housing Benefit overpayments.	Enabler service – Financial Planning	REV149 – Customer income and/or debt reduction generated per pound of staff costs for Corporate Debt Team activity - Target £10.00	WLAM	9.6	467,467	(367,670)	99,797
			REV009 - Cumulative value of Housing Benefit Overpayment recovered - Target £1 million	WLAM				
Non-Domestic Rates	Billing, collection and administration of Non Domestic Rates.	Enabler service – Financial Planning	REV014 - Business Rates cost per property - Target £1.00	WLAM	2.0	103,881	(81,704)	22,177
			REV002 - Percentage of Business Rates received in the year - Target 97.7%	WLAM				
Service Accounts	Collection of the council's service accounts.	Enabler service –	REV016 - Cost of collection for service accounts - Target £8.00	WLAM	2.0	103,881	(81,704)	22,177

Finance and Property Services Management Plan 2021/22

Revenues Unit Activity Budget 2021/22

Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2021/22	PI Category	Staff Resources (FTE)	Revenue Expenditure Budget 2021/22 £	Revenue Income Budget 2021/22 £	Net Revenue Budget 2021/22 £
Business Systems	Provision of a business systems function, including identification of financial error, compliance checks, process development, income management and administration of rent accounting system	Financial Planning	REV083 - Outstanding service account debt over 12 months - Target £260,000	WLAM				
		Enabler Service - Financial Planning	REV148 - Cost of Business Systems team per £1 million of payments processed – Target £700.00.	WLAM	13.5	649,259	(510,652)	138,607
			REV068 - Percentage of e-returns processed within 6 days - 99%	WLAM				
Business Support	Provision of a support function for all Unit teams.	Enabler Service - Financial Planning	REV111 - Cost of Business Support per £1 million of payments processed - £80.00.	WLAM	6.0	285,674	(224,687)	60,987
			REV131 - The average number of working days to process Council Tax and Business Rates refunds from the date the credit bill is generated. - Target 6 days.					
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	WLAM	0.0	3,209	0	3,209
Total:					53.1	2,600,245	(2,042,608)	557,637

Actions 2021/22

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

Revenues Unit Actions 2021/22

Action	Description	Planned Outcome	Owner(s)	Start	End	Status	Update
Service Redesign, Integration & Modernisation projects	Develop integrated customer online forms for Council Tax changes that automatically update the back office system.	Customers are able to update their own Council Tax account details.	Revenues Manager	April 2019	March 2022	Active	The upgrade of our Digital 360 workflow system has now been completed. This now facilitates the development of integrated online forms. The online forms have now been identified for development and this can now be planned and progressed.
Service Redesign, Integration & Modernisation projects	Develop processes linked to the Council Tax online portal that will allow customers to track the progress of their change of circumstance enquiry.	Customers who make a change of circumstance enquiry are able to track progress to completion through the online portal.	Revenues Manager	April 2020	March 2022	Active	There has been a delay due to the need to divert resources to other critical Covid-19 related matters. Initial discussions on customer display has been undertaken.
Service Redesign, Integration & Modernisation projects	Further develop and roll out Training Needs Analysis to front line services dealing with customer Council Tax enquiries.	Front line staff have undertaken the Training Needs Analysis and identified training needs have been delivered facilitating improved customer service.	Revenues Manager	April 2020	March 2022	Active	Development of the basic level Training Needs Analysis has been completed. Roll out has been affected due to the impact of Covid-19 on front line services. Plans are in place to move forward with the roll out to frontline services and develop an intermediate level for Training Needs Analysis.

Developing the Management Plan and reporting progress

The Management Plan was developed to support the delivery of the Council's Corporate Plan and to take account of a range of factors that are likely to impact on the delivery of council services in the next three years.

Context

The next two years will be a period of significant challenge for the council with ongoing spending constraints expected to continue. However, the council has clearly defined long term aims relating to the development of high quality services, designed to meet the needs of its customers. These long term aims are captured in the Local Outcome Improvement Plan, the Community Plan and in the council's Corporate Plan and together these strategic plans determine the work of the council's services.

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

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

Influences

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

- ◆ Ongoing implications operationally and financially of Covid-19
- ◆ The impact of the UK leaving the European Union
- ◆ Level of Scottish Government grant funding
- ◆ Introduction and roll out of the Scottish Social Security System
- ◆ Child Poverty (Scotland) Act 2017
- ◆ Continued welfare changes
- ◆ The ongoing implementation of Universal Credit Full Service and other changes related to welfare reform
- ◆ Changes to processes as Department for Work and Pensions continue to develop the Universal Credit model as roll out progresses
- ◆ Impact of Universal Credit Full Service on Discretionary Housing Payment and Scottish Welfare Fund budgets
- ◆ Implementation of planned statutory changes to the Business Rates system
- ◆ Increase in customers with multiple debts due to the council as a result of Universal Credit Full Service

Finance and Property Services Management Plan 2021/22

- ◆ Management and staff restructures following the approval of the council's three year revenue budget and in particular the establishment of the new Property Services Unit which will see the integration of Property Management and Development and Construction Services into a single team.

Planning Process

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

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

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




Corporate Plan	The Corporate Plan is approved by West Lothian Council, setting out the key priorities for all council services for the period 2018/19 to 2022/23.	13 February 2018
Finance and Property Services Planning	The service management team develop the plan taking account of a range of factors, business requirements and customer needs.	February to March 2021
Executive Management Team approval	The council's executive management team (EMT) review all service management plans to ensure they are sufficiently focused on corporate priorities. The EMT will also review the plans annually, scrutinising performance and progress in the stated outcomes and actions.	March 2021
PDSP consultation	The Management Plan is taken to the Partnership and Resources Policy Development and Scrutiny Panel(s) for consultation, providing Panel members the opportunity to shape planning and resource allocation.	18 June 2021
Management Plan launch	The service cascades the plan to Finance and Property Service employees to ensure that they understand the key priorities and challenges ahead and how they will contribute to successful outcomes.	June 2021
WLC website	The Management Plan is published on the council's website to provide detailed information for the public and external stakeholders on council services, resource allocation and performance.	30 June 2021
Management Plan updates	The Management Plan progress is reviewed by the Partnership and Resources PDSP each year	April to June













Continuous Improvement

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

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

Finance and Property Services Scorecard

The service will report on the following key measures of the success throughout the lifetime of our plan (short term trend arrows: 2020/21 performance exceeded the target =  / 2020/21 performance met the target =  / 2020/21 performance was below the target = ):

Indicators					
WLAM unit / service	PI Code and Short Name	2020/21 Performance	2020/21 Target	Performance against Target	2021/22 Target
Anti-Poverty Service	APS007_ Percentage of customers who rated the overall quality of the service as good or excellent	96%	95%		95%
	APS017_ Total number of complaints received by the Anti-Poverty Service	20	20		20
	APS055_ Unit cost of Advice Shop customer enquiries	£31	£32		£32
	APS074_ Total annual amount the Anti-Poverty Service has gained in extra benefits for its customers	£27,500,000	£27,500,000		£27,500,000
Audit, Risk and Counter Fraud Unit	P:IA007_ Percentage of customers who rated the overall quality of the service provided by internal audit as good or excellent	100%	100%		100%
	P:IA066_ Total number of complaints received by Audit, Risk and Counter Fraud	0	0		0
	P:IA012_ Cost of internal audit per £1 million of West Lothian Council's net expenditure	£457.00	£460		£460
	P:IA014_ Percentage of audits in the annual audit plan completed for the year	84%	100%		100%
Financial Management Unit	FM082_ Percentage of customers who rated the overall quality of the service as good or excellent.	94%	95%		95%
	FM037_ Number of complaints received by the Financial Management Unit	1	3		3
	FM021_ Total/unit cost of providing the service per £1 million of council revenue budget	£2,150	£3,000		£2,500
	FM091_ Budget Strategy & Planning – Compliance with Timescales for Reporting	100%	100%		100%

Finance and Property Services Management Plan 2021/22

Indicators					
WLAM unit / service	PI Code and Short Name	2020/21 Performance	2020/21 Target	Performance against Target	2021/22 Target
Property Services	P:PMD127_Percentage of Customers rating the service as good or excellent	94.6%	94%	↑	95%
	NEW PI: Total number of complaints received by Property Services (New PI due to the integration of two units)	20	22	↓	24
	PMD153_Total/unit cost of providing service per £1 million of council revenue budget	£33,861	£34,000	↓	£34,250
	P:PMD164_Percentage of rent outstanding for commercial property	3.86%	4%	↑	4%
	CSg100_Percentage of customers who rated the overall quality of the service as good or excellent	89%	92%	↓	92%
	P:CSg803_Maintenance Services cost as a percentage of net Revenue Expenditure (Corporate Property)	9.4%	9.5%	↑	9.4%
	P:CSg601_Percentage of Total Capital Programme Spend Delivered in Year by Property Services	100%	100%	—	100%
Revenues	P:REV042_Percentage of respondents who rated the overall quality of service delivered by the Revenues Unit as good or excellent.	91%	90%	↑	91%
	REV122_Total number of complaints received by Revenues Unit	70	100	↑	100
	SCorp04_Cost of Council Tax collection per dwelling	£5.40	£5.00	↓	£5.00
	SCorp07_Percentage of Income due from Council Tax Received by the End of the Year	96.1%	96.5%	↓	96.5%

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

Finance and Property Services Management Plan 2021/22

April 2021

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West Lothian Civic Centre
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DATA LABEL: PUBLIC



PARTNERSHIP AND RESOURCES POLICY DEVELOPMENT AND SCRUTINY PANEL

ANTI FRAUD AND CORRUPTION POLICY

REPORT BY HEAD OF FINANCE AND PROPERTY SERVICES

A. PURPOSE OF REPORT

To present the revised Anti Fraud and Corruption Policy to the Partnership and Resources Policy Development and Scrutiny Panel for consideration.

B. RECOMMENDATION

It is recommended that the Panel notes the following recommendation which is intended to be submitted to Council Executive for approval: that Council Executive approves the Anti Fraud and Corruption Policy.

C. SUMMARY OF IMPLICATIONS

I Council Values	Being honest, open and accountable, making best use of our resources.
II Policy and Legal (including Strategic Environmental Assessment, Equality Issues, Health or Risk Assessment)	The Internal Audit and Counter Fraud Strategy 2018-23 requires the Anti Fraud and Corruption Policy to be reviewed during its lifetime.
III Implications for Scheme of Delegations to Officers	Any adjustments required to the Financial Regulations and the Scheme of Delegations as a result of approval of the revised policy will be made under powers delegated to the Head of Finance and Property Services and the Governance Manager respectively.
IV Impact on performance and performance Indicators	Failure to effectively prevent, detect and investigate fraud and corruption will have an adverse impact on performance.
V Relevance to Single Outcome Agreement	Our public services are high quality, continually improving, efficient and responsive to local people's needs.
VI Resources - (Financial, Staffing and Property)	None.
VII Consideration at PDSP	Both the Panel and the Audit Committee are being consulted prior to presentation of the Policy to Council Executive.
VIII Other consultations	Governance Manager, Chief Solicitor.

D. TERMS OF REPORT

The council's Anti Fraud and Corruption Policy was last reviewed and revised in March 2016. The council's Anti Fraud and Corruption Strategy 2018-23 requires that the Policy be reviewed during its term. The review of the Policy was rescheduled due to the Covid-19 pandemic which resulted in an additional workload for the counter fraud team in relation to the investigation of Covid related grant claims. Further information on Covid related fraud investigative work will be provided to the Audit Committee on 21 June as part of the counter fraud annual report for 2020/21.

The Anti Fraud and Corruption Policy has now been reviewed and the updated Policy is appended to this report. It should be noted that the overall objective of the council's policy on fraud and corruption has not changed; the council continues to maintain a zero tolerance approach to all forms of fraud and corruption.

The main changes to the Policy are as follows:

- References to the council's Anti Fraud and Corruption Strategy and Anti Money Laundering Policy are now included;
- References to whistleblowing in paragraph 3.6 have been expanded to include further detail on reporting methods;
- Paragraphs 4.6 and 4.7 include further detail in relation to the recovery of resources gained fraudulently. These paragraphs delegate authority to authorise recovery action to the Head of Finance and Property Services;
- Appendix A definitions have been reviewed, revised and expanded;
- The protocol for investigation, which was previously included in the Policy as Appendix B, has been removed as it is covered by the counter fraud team's Procedures for the Investigation of Suspected Fraud, Corruption and Irregularities;
- The role of the counter fraud team, which was previously included as appendix C, is now summarised in paragraph 3.4.

E. CONCLUSION

The Anti Fraud and Corruption Policy sets out a zero tolerance approach to all aspects of fraud, corruption and criminality. The updated policy is attached for comment by the Panel. The intention is to report the revised Policy to the Council Executive on 22 June 2021.

F. BACKGROUND REFERENCES

Report to the Council Executive 12 June 2018: Internal Audit and Counter Fraud Strategy 2018/19 to 2022/23.

Report to the Council Executive 1 March 2016: Anti Fraud and Corruption Policy.

Appendices/Attachments: Anti Fraud and Corruption Policy

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Donald Forrest
Head of Finance and Property Services

Date of meeting: 18 June 2021



DATA LABEL: PUBLIC

WEST LOTHIAN COUNCIL ANTI-FRAUD AND CORRUPTION POLICY

18 June 2021

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1.0 POLICY

- 1.1 West Lothian Council has a policy of zero tolerance to all aspects of fraud and corruption.
- 1.2 In accordance with the Internal Audit and Counter Fraud Strategy, the council is fully committed to effective counter fraud arrangements which assist in minimising the risk of fraud and promote the prevention, detection and investigation of fraud.
- 1.3 This policy applies to all alleged fraudulent, corrupt or criminal acts made against the council whether perpetrated by customers, suppliers, elected members or council officers such as employees or contractors. This excludes Housing Benefit Fraud which is investigated by the Department for Work and Pensions Single Fraud Investigation Service (SFIS).
- 1.4 References to the term fraud in this policy include fraud, theft, embezzlement, uttering, bribery, corruption and any other criminal offences deemed relevant. Terms are defined in Appendix A.

2.0 ANTI-FRAUD CULTURE

- 2.1 Creating an anti-fraud culture is a vital part of good governance and this policy includes a clear zero tolerance commitment by the council to tackle fraud. All necessary steps are taken to ensure that an anti-fraud culture is in place and ensure that fraud risks are kept to an absolute minimum.
- 2.2 There is an expectation and requirement that all individuals and organisations associated with the council will act with integrity and that, in this context, councillors and officers will lead by example.
- 2.3 Councillors are subject to the [Councillors' Code of Conduct](#), as issued by the Scottish Ministers under the Ethical Standards in Public Life etc. (Scotland) Act 2000. Councillors are made fully aware of the terms of the Code as part of the initial induction process and through regular reports, briefing and training sessions. Breaches of the Code by any councillor may give rise to a complaint to the Commissioner for Ethical Standards in Public Life.
- 2.4 The council's officers are an important element in its stance against fraud. The council has adopted a [Code of Conduct for Employees](#) which provides officers with clear advice and guidance about their rights and their duties at work. The Code incorporates the seven principles of public life identified by the Nolan Committee on Standards in Public Life, which include selflessness, integrity and honesty.
- 2.5 The Bribery Act 2010 repeals previous anti-corruption legislation and makes it an offence to either give or receive a bribe. Councillors and senior officers of the council will be liable for bribery offences committed if such offences are committed with their consent or connivance. The Bribery Act also contains a new corporate offence where a bribe is given by a "relevant commercial organisation". It is a defence to show that an organisation has adequate procedures to prevent such conduct.
- 2.6 The council has in place an Anti-Money Laundering Policy to ensure compliance with all statutory and regulatory requirements in relation to money laundering and to ensure that suspected money laundering is effectively identified, investigated and reported.
- 2.7 The council has a [Disciplinary Code](#) and Disciplinary Procedure for officers which detail the types of misconduct which are considered to be in breach of the council's rules and will normally result in disciplinary action. The Disciplinary Code details examples of behaviour considered to be gross misconduct and this includes fraud.

- 2.8 The council has in place a Local Code of [Corporate Governance](#). The Code demonstrates a commitment to the fundamental principles of good corporate governance, namely openness and inclusivity, integrity and accountability. As part of the council's corporate governance arrangements, an annual Anti-Fraud and Corruption Policy Compliance Statement is prepared. Heads of Service are required to affirm that they comply with relevant council policies and that systems and procedures have been developed in their service which incorporate effective controls to minimise the risk of fraud.
- 2.9 [Internal Audit](#) is part of the Audit, Risk and Counter Fraud Unit and undertakes risk based audits on the basis of the annual audit plan. The work of Internal Audit ensures that the existence, appropriateness and effectiveness of the council's internal controls is independently monitored on a planned basis.
- 2.10 The council has established an [Audit Committee](#) which meets at least four times a year. Its role is to:
- review and promote the council's systems of internal control, both financial and otherwise, aimed at ensuring that the council's activities are carried out in an efficient and controlled manner and that its assets are safeguarded;
 - evaluate the council's control environment, including measures to prevent and detect fraud or irregularity;
 - monitor the independence and effectiveness of internal and external audit.
- 2.11 The Audit Committee approves annual internal audit and counter fraud plans. The Audit Committee also receives annual reports on the work of internal audit and counter fraud at the conclusion of each financial year.
- 2.12 The Local Government (Scotland) Act 1973 specifies that local authorities must make standing orders with respect to contracts for the supply of goods or materials and the execution of works and may make standing orders for contracts for services. The council has adopted [Standing Orders](#) for the Regulation of Contracts and Corporate Procurement Procedures to ensure that uniform procurement processes of the highest standard are laid down for use throughout the council.
- 2.13 The Local Government (Scotland) Act 1973 also specifies that every local authority must make proper arrangements for the administration of its financial affairs. Accordingly, the council has adopted [Financial Regulations](#) which provide the framework for managing its financial affairs. The Act provides that each council must appoint a proper officer with responsibility for the administration of its financial affairs. The council has resolved that the proper officer is the Head of Finance and Property Services.
- 2.14 The Audit, Risk and Counter Fraud Manager is responsible for internal audit, risk management and counter fraud and reports directly to the Head of Finance and Property Services. The Audit, Risk and Counter Fraud Manager has the right of direct access to the Chair of the Audit Committee and the Chief Executive, and may consult with the Monitoring Officer at any time about any matter within their remit.

3.0 FRAUD PREVENTION AND DETECTION

- 3.1 Responsibility for the prevention and detection of fraud rests with management and to this end the council's managers are required to develop systems which incorporate efficient and effective internal controls. These systems contribute towards the prevention of fraud by ensuring that there are sound arrangements to control the following:
- the legitimacy of expenditure;

- the security of assets and income;
- the reliability of management information;
- the accuracy of financial and other records;
- compliance with statutory requirements.

3.2 Fraud risks are identified, analysed and managed in line with the council's [risk management](#) arrangements. This includes reviewing internal controls, monitoring and reporting on fraud risks on a regular basis. Heads of Service are ultimately responsible for ensuring that fraud risks within their service are effectively managed.

3.3 Officers must remain vigilant to the risk of fraud and all officers have a duty to report fraud and corruption in any form. The council's Financial Regulations provide that where any matter arises which involves, or is thought to involve, a fraud or irregularity that affects the affairs of the council, the relevant Head of Service must immediately notify the Audit, Risk and Counter Fraud Manager. In practice this requirement may be discharged by Heads of Service, managers and staff notifying the Counter Fraud Team of any referrals.

3.4 The [Counter Fraud Team](#) is part of the Audit, Risk and Counter Fraud Unit. The role of the Counter Fraud Team is to provide West Lothian Council with a comprehensive counter fraud service that is responsible for the promotion of fraud prevention and detection measures as well as the investigation of fraud and irregularities. The main activities of the Counter Fraud Team involve:

- maintaining the council's whistleblowing hotline;
- conducting investigations into concerns or allegations of fraud and irregularity;
- the recovery of resources obtained fraudulently from West Lothian Council;
- administering the biennial National Fraud Initiative (NFI) data matching exercise;
- raising fraud awareness to all staff, across all services through measures such as the roll out of online fraud training;
- advising on fraud prevention measures to protect West Lothian Council against the ongoing threat of fraud;
- providing advice to services on a variety of fraud related matters on an ongoing basis.

3.5 A [Whistleblowing Policy](#) and Procedure have been developed. Officers are encouraged to raise any concerns they may have in the knowledge that such concerns will be properly investigated and appropriately dealt with. The procedure sets out the process to be followed by staff for reporting matters of concern. The procedure aims to:

- encourage officers to raise concerns;
- give everyone confidence that matters raised will be investigated properly;
- provide an opportunity for problems to be corrected at an early stage;
- deter malpractice throughout the council.

3.6 Multiple confidential whistleblowing hotline reporting methods have been set up to encourage officers to report all forms of fraud, theft and wrongdoing against West Lothian Council. The Counter Fraud Team maintain the following:

- whistleblowing telephone hotline: 01506 282002
- a whistleblowing mailbox: whistleblowing@westlothian.gov.uk
- the [online whistleblowing e-form](#)

3.7 The council participates in the [National Fraud Initiative](#) (NFI), which is a biennial data matching exercise which matches electronic data between the participating bodies. The aim of the process is to detect fraud and error. The investigation of data matches is overseen by the Counter Fraud Team and progress in reviewing data matches is reported annually to the Audit Committee.

4.0 INVESTIGATION AND RESPONSE

4.1 Matters involving fraud and irregularity are investigated by the Counter Fraud Team in accordance with the council's [Procedures for the Investigation of Suspected Fraud, Corruption and Irregularities](#). Officers are required to co-operate fully with a Counter Fraud Team investigation. Any failure to co-operate shall result in the Head of Service considering disciplinary action under the council's Disciplinary Code.

4.2 The primary objective of a Counter Fraud Team investigation is to report on the evidence gathered and provide an opinion as to whether fraud or irregularity has been established. The secondary objective will be to identify and report on any weaknesses in internal control and make recommendations for improvement. Heads of Service will be responsible for both the implementation of any agreed actions and the risk arising from not delivering any agreed actions in the fraud report.

4.3 In line with zero tolerance principles, the council's Disciplinary Code states that fraud is indicative of the type of misconduct which is classed as gross misconduct. Where a Counter Fraud Team investigation establishes evidence of wrongdoing by a council officer, it is the responsibility of the relevant Head of Service to progress the matter in accordance with the council's Disciplinary Code. Where relevant, the Head of Service should also consider if there is a requirement to report the findings of this investigation to a professional body.

4.4 Where an investigation results in evidence of a breach of the Councillor's Code of Conduct, the Chief Executive shall, after consulting with the council's Monitoring Officer, consider whether a referral to the Commissioner for Ethical Standards in Public Life is appropriate.

4.5 Fraud is a criminal offence. Where a Counter Fraud Team investigation concludes that fraud has been established, the Chief Executive is responsible for determining whether the matter should be reported to the police and has sole responsibility for any decision taken. In determining whether a matter should be reported to the police, the Chief Executive shall consider consulting with the Monitoring Officer, the Head of Finance and Property Services, the relevant Head of Service, and also consider the following:

- the recommendation provided by the Counter Fraud Team;
- the individual circumstances of each case;
- the public interest;
- the nature, scale and duration of the fraud;

- any corrective action, recovery action taken or in progress;
- the likelihood that a referral would be accepted and progressed by the police.

4.6 In line with the council's zero tolerance approach, the council will seek to fully recover any resources or financial losses suffered as a result of fraudulent or corrupt activity. The Counter Fraud Team's first course of action will be to pursue the recovery of resources obtained fraudulently by reaching a voluntary agreement with the relevant party. If a voluntary offer is made, authority to accept the details of the voluntary agreement must be sought from the Head of Finance and Property Services. In determining whether a voluntary offer is sufficient enough to be accepted the Head of Finance and Property Services shall consider the following:

- the nature of the fraud and the amount of the loss;
- the period of time proposed to recover the loss and the administrative cost of this period to the council;
- the costs of any further recovery action and the prospects of recovery being successful if not done voluntarily;
- the public interest.

4.7 Where a voluntary agreement is not achieved, formal recovery action will be considered. The Head of Finance and Property Services is responsible for authorising formal recovery proceedings such as court imposed compensation, pension deductions or civil action. In determining whether formal recovery action shall be taken, the Head of Finance and Property Services shall consider the following:

- the nature of the fraud and the amount of the loss;
- the costs of any formal recovery action and the prospects of recovery being successful;
- the public interest.

4.8 The Audit, Risk and Counter Fraud Manager will review this policy once every administrative term. The Audit Committee and Partnership and Resources Policy Development and Scrutiny Panel shall be consulted and the policy shall be presented to Council Executive for approval.

APPENDIX A

DEFINITIONS

Fraud	<p>Scottish common law fraud can be summarised as consisting of the following three elements:</p> <ul style="list-style-type: none"> • <u>Pretence</u> – the falsehood, deceit or dishonest misrepresentation of fact with the intent of inducing an action which would not otherwise have followed. • <u>Practical Result</u> – any definite practical result achieved. This may be a benefit gained or prejudicing the interests of another. However no economic gain or loss need be proved; a definite practical result is sufficient. • <u>Causal Connection</u> – a link between the pretence and the practical result.
Theft	<p>Scottish common law theft can be summarised as the wrongful appropriation of property belonging to another, with the intention to permanently deprive that other of possession.</p>
Embezzlement	<p>Fraud or theft committed in relation to money or property which has been entrusted to someone's care.</p>
Uttering	<p>The crime of 'uttering' occurs when someone tenders 'as genuine' a forged document to the prejudice of another person. In many cases, uttering and fraud are interchangeable offences that can equally apply to the same circumstances.</p>
Bribery	<p>The offences under the Bribery Act 2010 of bribing another person (Section 1) or being bribed (Section 2).</p>
Corruption	<p>Abuse of office for private gain. Includes accepting a reward to influence an action or decision, or promoting the interests of a family member or related party.</p>
Irregularity	<p>A material breach of council policy or procedure which does not involve the commission of a criminal offence but may constitute a significant failure or omission in the management of the council's internal systems and/or corporate governance arrangements.</p>

DATA LABEL: PUBLIC



POLICY AND RESOURCES POLICY DEVELOPMENT AND SCRUTINY PANEL

ARMED FORCES VETERANS AND COSLA

REPORT BY HEAD OF PLANNING, ECONOMIC DEVELOPMENT AND REGENERATION

A. PURPOSE OF REPORT

The purpose of the report is to provide an overview of the work to support the covenant locally and consider the issue of a proposed CoSLA led Veterans and Armed Forces Policy Forum.

B. RECOMMENDATION

It is recommended that the panel:

1. Notes the content of the paper; and
2. Note that a further report will be brought to the panel detailing any implications for West Lothian Council once the current national consultation on the Armed Forces Bill is complete and the Bill passes into law.

C. SUMMARY OF IMPLICATIONS

I Council Values	Focusing on our customers' needs. Being honest, open and accountable. providing equality of opportunities; developing employees; making best use of our resources; working in partnership.
II Policy and Legal (including Strategic Environmental Assessment, Equality Issues, Health or Risk Assessment)	The report does not raise any health or risk assessment issues. No strategic environmental assessment is required.
III Implications for Scheme of Delegations to Officers	None.
IV Impact on performance and performance Indicators	None
V Relevance to Single Outcome Agreement	We live in resilient, cohesive and safe communities.
VI Resources - (Financial, Staffing and Property)	
VII Consideration at PDSP	This is the first report to PDSP on this matter
VIII Other consultations	The work to support the Covenant is reported to the Community Planning Partnership Board.

D. TERMS OF THE REPORT

D.1 Background

At the meeting of West Lothian Council on 28 January 2020 a motion was agreed which required a report to the Policy & Resources PDSP detailing the issue arising from a proposed CoSLA led Veterans and Armed Forces Policy Forum and whether that should develop policies and policy adjustments aimed at supporting serving and former members of the Armed Forces and their families in accordance with the commitments made by all local authorities in support of Armed Forces Covenant.

Due to the COVID-19 pandemic progress on the forum has been delayed although, as outlined below, the work to support the delivery both the covenant and support for our veterans has continued.

D.2 Current position in West Lothian

As a signatory to the covenant, the council has, for the past ten years, developed local policy responses to our veterans needs throughout that time and delivered the aims of the covenant at a local level with our partner signatories and local veterans organisations.

As an employer the council currently holds the Employer Recognition Scheme's Silver Award and the outcome of our recent application for gold is awaited.

Example of what local activity are detailed below:

- **Covenant delivery**

West Lothian Council leads an active Covenant Armed Forces Partnership comprising of local veterans' groups, community planning partners and armed forces representatives and is chaired by the Veterans Champion.

- **Employment**

West Lothian Council now advertise jobs through the Forces Family Jobs website and have taken steps to add the Forces Family Jobs website to our application forms to help monitor applications from this route. The application form will also be updated to capture veterans/reservists information for the our new recruitment system, delayed due to COVID-19.

West Lothian Council and its partners held an employment event in the Army Reserve Centre attended by over 50 people representing the Forces, Community Planning partners and local employers. The event focussed on moving back into civilian life and what partners and companies could do to support. The event was well received with at least one business subsequently taking on veterans.

The Council's Access2Employment Team are also set up to support veterans into employment.

- **Covenant grant funding**

Over the years the council has been involved with 7 applications for covenant grant funding bringing in around £80k to support West Lothian projects.

- **Staff Survey Veterans / Reservists**

A survey of all staff was completed to identify, veterans, reservists and families and identified 34 veterans; 6 reservists and 81 members of staff who had family either in service or were veterans.

During the current COVID-19 pandemic we know of one of our reservists who was mobilised between March 2020 to August 2020.

This council's new HR system will look to capture this and allow us to expand information around disabilities (wounded/injured/sick) related to service and cadet force leave. Our schools also track pupils that have Armed Forces links.

- **Staff e-learning tool**

A new e-learning tool (developed through the Covenant Funded Lothian Project) was launched in early 2020. To date 379 staff have completed the module. This was aimed at frontline staff but is open to all staff and is part of the suite of training available. Feedback from staff and veterans has been positive.

- **Service Leavers Guide**

Through the Lothian Armed Forces and Veterans Project the council has published a Service Leavers Guide to West Lothian. 500 copies have been made available locally and through forces transition teams.

- **Armed Forces Day/Reservist Day and Remembrance Day**

West Lothian Council fully supports Armed Forces Day/reservist day and works closely with veterans' organisations in planning and providing facilities. Staff are encouraged to attend or take part in these as well as Remembrance events. COVID-19 has affected these in the last 12 months.

- **Council Publications**

West Lothian Council promotes the wider veterans and Armed Forces Community through press releases and Bulletin magazine that goes to all homes in West Lothian. In Spring 2019 this included a two page spread covering the covenant, WW1 commemorations, local support, ASAP project and Unforgotten Forces as well as an employment focus community event held in the Army Reserve Centre.

There is also a dedicated council webpage <https://www.westlothian.gov.uk/wlafcc>

- **Response to COVID-19**

The last 12 months has been dominated by the COVID-19 pandemic. This has seen West Lothian Council working with the Military as part of the East of Scotland Resilience Partnership to assist the council in the planning and logistical arrangements for community testing.

D.3 Lothian Armed Forces and Veterans Group (LAFVG)

West Lothian Council is also part of the Lothian Armed Force and Veterans Group. The group shares best practice and was successful in a £200,000 covenant funded project the Lothian Armed Forces and Veterans Project to raise awareness of the covenant across the Lothian and helped develop the staff e-learning tool and the service leavers guide. The e-learning tool has been highlighted as good practice and Armed Forces and Scottish Government are keen to see it developed and rolled out across Scotland.

It is as a network that this has been particularly helpful and with the Veterans Project now ended the forum will continue to meet and develop best practice.

D.4 CoSLA Policy Forum

At present CoSLA discusses veterans and covenant issues through their Community Wellbeing Board as required. They respond to consultations when invited. In November 2020 they produced a paper on the UK Government's legislation relating to the Armed Forces Covenant and to the Westminster Parliament's Armed Forces Committee in March with initial responses to the House of Commons Armed Forces Bill which proposes to make the Armed Forces Covenant a duty for local authorities along with other public bodies. This consultation remains live and CoSLA invited individual council officers to attend a further session with the in June.

On that basis CoSLA do currently have a role in responding to veterans issues as the representative body for local authorities based on input from councils.

Whether it would be beneficial for CoSLA to develop policy specific to our Armed Forces is not clear. Local Authorities are signatories to the covenant on an individual basis and approach policy in terms of their own needs, based on their own circumstances. It is doubtful that it would be in the interest to West Lothian Council or indeed our veterans for CoSLA to take on a policy role. Indeed, it is unclear that CoSLA would welcome or see this as their function. Nevertheless, officers will continue to monitor progress and report any significant developments to the panel for further consideration.

There is certainly an opportunity to share good practice better across all local authorities and that may well be a role for CoSLA to fulfil. As noted in D.3 West Lothian Council on a smaller scale has found it beneficial to work in partnership to develop pieces of work and share best practice with the other three Lothian local authorities.

The Bill referred to that is currently going through parliament is likely to see the Armed Forces Covenant incorporated into law and whilst in reality this shouldn't impact on West Lothian Council, given the council is well advanced with its current support for the covenant. However, any new legislative requirement may require changes in the council's approach but until the Bill is passed into law it is not possible to fully assess any implications on the council's current approach.

This may also help clarify where CoSLA would fit with regards to supporting any process, though unlikely to be policy specific. This might suggest a role in better sharing of good practice and helping to bring a certain level of support and consistency across Scotland, which would be welcomed, not least so veterans can have a level of comfort that wherever they choose to reside across Scotland a certain consistency can be expected. Whether individual local authorities go above and beyond is entirely up to them. Therefore, policy development should best remain up to individual council's but sharing experience and best practice might see that role as something CoSLA can take forward. That is not to say there won't be certain situations where it may be beneficial for CoSLA to develop a policy position but not as a general rule.

E CONCLUSION

The panel is asked to note the report and the work currently happening locally. It is also asked to note the ongoing consultation on the Armed Forces Bill, the role CoSLA currently plays as a facilitator for that, and that a further report will be brought to the panel once the outcome and implications of the Armed Forces Bill is known.

F. BACKGROUND REFERENCES

None.

Appendices/Attachments: none

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Craig McCorriston,
Head of Planning Economic Development and Regeneration

18 June 2021

DATA LABEL: PUBLIC



PARTNERSHIP AND RESOURCES POLICY DEVELOPMENT AND SCRUTINY PANEL

WEST LOTHIAN DEVELOPMENT TRUST ANNUAL REPORT 2020/21

REPORT BY HEAD OF PLANNING ECONOMIC DEVELOPMENT AND REGENERATION

A. PURPOSE OF REPORT

The purpose of the report is to provide an update on the activity and performance of West Lothian Development Trust up to 31 March 2021.

B. RECOMMENDATION

It is recommended that the panel notes that:

1. as of 31 March 2021 a total of £2,081,266.82 had been received in community benefit contributions;
2. as of 31 March 2021 a total of £2,005,097.59 has been paid out to 65 local organisations; and
3. 20 organisations have been awarded new funding in 2020/21.

C. SUMMARY OF IMPLICATIONS

I	Council Values	Developing our economy and working in partnership.
II	Policy and Legal (including Strategic Environmental Assessment, Equality Issues, Health or Risk Assessment)	Wind farm community benefit policy, as agreed by Council Executive in 2007. Benefits are negotiated, in part, through Section 75 of the Town & Country Planning (Scotland) Act 1997.
III	Implications for Scheme of Delegations to Officers	None
IV	Impact on performance and performance Indicators	None
V	Relevance to Single Outcome Agreement	We live in resilient, cohesive and safe communities. We make the most efficient and effective use of resources by minimising our impact on the built and natural environment.

VI	Resources - (Financial, Staffing and Property)	Community benefit payments have been received from five operational wind farms at Black Law, Pateshill, Harburnhead, Tormywheel and Pearie Law.
VII	Consideration at PDSP	Reports previously received at Partnership and Resources PDSP in June 2011, April 2012, December 2012, December 2013, November 2014, December 2015, December 2016, March 2017, April 2018, April 2019 and June 2020.
VIII	Other consultations	None.

D. TERMS OF REPORT

D.1 Introduction

This report provides an update on the activity and performance of West Lothian Development Trust (WLDT) during the financial year 2020/21.

D.2

Background

In June 2006, West Lothian Council agreed a framework for engaging with developers on the community benefit potentially associated with wind farms and other developments. The adopted policy required that any community benefit received from wind farms should be distributed within 10km of the development (70% within 5km and the remaining 30% within 10km). It was agreed that a trust would distribute all community benefit payments. The trust representation was to comprise of a third of representatives from the council, a third from the local communities and up to a third from developers.

In December 2007, the Council Executive agreed to the establishment of West Lothian Development Trust (WLDT) in line with the council's wind farm community benefit policy. Four elected members were appointed to the trust in line with the policy. Four community representatives were also appointed through an external application process.

In this reporting period there were five wind farms in West Lothian which provided community benefit payments to WLDT - Black Law, Pateshill, Harburnhead, Tormywheel and Pearie Law.

D.3 Wind Farm Developments

There have been no new windfarm developments, or community benefit packages agreed during the reporting period.

D.4 Community Benefit

Voluntary organisations and charities operating in the area of benefit can apply to the trust for a small grant of up to £2,000 or to the main grant fund for awards of up to £25,000. Applications for up to three years funding can be made to the main grant fund and a maximum of 70% of project costs can be funded.

Community benefit payments were first received in October 2007 and the first grants were awarded by the trust in 2009. As of 31 March 2021, £2,081,266.82 in community benefit contributions have been received by the trust and a total of £2,005,097.59 has been awarded to 65 separate organisations up to the end of March 2021. Appendix one contains details of all awards that have been paid up to the 31 March 2021.

WLDT received £ £386,306.79 from five operational wind farms in 2020/21. A total of 20 organisations were awarded new grants by the trust in this period and the total value of these grants was £344,535.75. The new grants allocation and the multi annual awards made in previous years takes the amount paid to organisation in 2020/21 to £512,224.75.

Examples of the projects funded by WLDT in 2020/21 include the following:

- MOOD is a West Lothian charity which was established 20 years ago to support older people suffering from depression. The organisation was awarded £24,463 from the West Lothian Development Trust to employ a co-ordinator and a part time member of staff to enhance the range of activities currently delivered by MOOD. The organisation has seen an increase in demand over the last year and was requiring additional staffing to meet the needs of existing and new service users. The charity has increased the number of activities and support available to a range of different offers including a 10-week group work woodland programme where participants can receive a John Muir award, Tea & Toast mornings and Gardening Taster sessions. This is delivered in partnership with a wide range of volunteers. From the funding a further focus on recruiting volunteers will be undertaken with the expectation of growing the intergenerational support which has been developed to date. The funding will enable the organisation to also increase the number of key group work session from three to seven therefore increasing the number of service users.
- Polbeth and West Calder Community Garden is a volunteer led and run project covering 18 acres between Polbeth and West Calder, providing weekly Green Gyms and covering food growing, flower growing, woodland management alongside supporting regular community events. The organisation was awarded two years of funding, £13,000 in April 2020 and £9,000 April 2021 totalling £21,000 to deliver their enterprising for health and education project in partnership with West Calder and Harburn Community Development Trust. The project aims to build on the work of the two organisations through the Good Connections project. Both organisations have been working to create opportunities that: support local people in achieving better health and wellbeing, generate work placements and educational opportunities, deliver local improvements and support environmental activities. The funding provided will enable a number of interventions to be delivered including the delivery of green gym sessions at the community garden, sessions for school and nurseries, including ASN, on growing vegetables and environmental awareness and educational workshops, such as bat walks, fungi walks, bird call identification and wildflower identification. The project will facilitate Community Workshop activities including upcycling and make and mend session with a focus on supporting participants to develop “routes to market” for the product they create. The project will have a focus on volunteering by providing further training for existing volunteers and recruit new volunteers. There will be a focus on providing horticultural training, leadership skills and first aid qualifications.

- In November 2020 the Fauldhouse and Breich Valley Timebank was awarded a small grant of £2,000 to create some inter-generational Christmas activities throughout the village of Fauldhouse. Activities were to include Santa/Elves giving out Christmas Selection Boxes, Christmas Hats, Magic Reindeer Food and Christmas pictures to colour. The pictures were to be placed in home windows to create a Christmas walk around the village. A Christmas giving tree was set up for toys for local children, with the project also supporting the Fauldhouse Community Christmas Hampers, to provide food and gifts to families and individuals in need. The project aimed to set up and decorate a safe area for the village, which local children participating in decorating baubles for display. It is hoped that this becomes a Christmas tradition in the village.
- S.M.I.L.E counselling provides counselling services for young people aged 11 - 24 years old in West Lothian. The service provides one to one support tailored around individual need and circumstances. In April 2020 S.M.I.L.E was awarded £22,825 to move the organisation from providing counselling services to delivering a wide range of counselling and mental health training. The provision will enable the training of counsellors and increase awareness raising of mental health and wellbeing. S.M.I.L.E had just been validated as a training provider for a Certificate in Counselling Skills. They had also been approved as a COSCA Training provider and were validated to deliver this course. The funding was to enable the organisation to deliver the COSCA course and train a number of counsellors and psychotherapists in the local area to support the creation of a more skilled community around counselling skills and mental health awareness. They also aim to deliver: ASIST, Scottish Mental Health First Aid (SMHFA), Safe Talk and Growing confidence courses. Residents from within the West Lothian Development Trust areas will benefit from access to the training as the organisation will provide the sessions within the community free of charge. In addition to supporting the training of additional counselling staff and increasing awareness around mental health, the delivery of courses will support the organisation to develop an income stream whilst still offering their service free to young people. This will support the beginning of the transition from grant funding to income generation as the organisation become more self-funding.
- The Food Train support local older people to remain in their own home for as long as possible by providing; a shopping delivery service, by undertaking small household tasks, by providing a library service and by connecting isolated people. In November 2020 the Food Train was awarded £8,429 to support the delivery of their Eat Well Buddy Project, the project was successfully piloted by West Lothian Development Trust funding in 2019. The project supports older people to eat well by providing a volunteer buddy to assist the older person to prepare a nutritional shopping list. As people age poor health and mobility can make visits to the supermarket increasingly difficult, this can lead to a lack of product knowledge, what fresh fruit and vegetables are available, along with products of good nutritional value. Such difficulties can often lead to repetitive shopping orders or very limited orders being placed weekly. Lack of product knowledge reduces the choice of food available leading to food poverty resulting in an unbalanced diet and malnutrition. Eat Well volunteers will provide product knowledge, help prepare weekly meal plans and snacks which will improve nutritional choices for older people. The project aims to increase in the number of meals eaten per day, provide clients a more balanced diet, reduce loneliness and isolation and reduce the risk of malnutrition.

Appendix 1 provides a full list of all funding paid to organisations up to 31 March 2021.

E. CONCLUSION

The West Lothian Development Trust has the potential to make a substantial difference to communities in West Lothian, both now and over the remaining lifespan of the wind farms. The West Lothian Development Trust, supported by council officers, will continue to ensure that the maximum benefit is obtained and distributed to support future regeneration opportunities in West Lothian.

F. BACKGROUND REFERENCES

Reports have previously been considered by the Partnership and Resources PDSP on the following dates:

23 June 2020, 05 April 2019, 16 March 18, 16 December 2016, 04 December 2015, 28 November 2014, 10 December 2013, 7 December 2012, 20 April 2012, 17 June 2011.

Appendices/Attachments: One

Appendix 1 – West Lothian Development Trust, Grants Awarded 2009 - March 2021

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clare.stewart@westlothian.gov.uk

Craig McCorriston
Head of Planning, Economic Development and Regeneration

18 June 2021

Appendix one: West Lothian Development Trust Awards made up to 31 March 2021

Total funds received by WLDT 2009-2021	£2,081,266.82
Total grants made by WLDT 2009-2021	£2,005,097.59

Total received from Pateshill 2011-2020	£718,200.00
Total awarded from Pateshill 2011-2020	£707,821.61

PATESHILL	Funding	Date
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2020/21

Citizens Advice Bureau - Whitburn Outreach	£16,395.00	Apr-20
Polbeth Community Garden	£13,000.00	Apr-20
SMILE Counselling	£2,000.00	Apr-20
Cantilena Ladies Choir	£58.00	Nov-20
Polbeth Community Hub	£25,000.00	Mar-21
School Bank	£10,000.00	Nov-20
MOOD	£17,343.00	Mar-21
HcL Transport	£20,020.00	Mar-21
Total 2020/21	£103,816.00	

2019/20

Polbeth Community Hub	£24,990.00	Apr-19
West Calder and Harburn Community Development Trust	£17,815.00	Jun-19
Food Train	£12,500.00	Jan-20
Central Scotland Forest Trust - Polbeth	£12,500.00	Jan-20
West Calder Community Education Association	£15,782.20	Jan-20
Total 2019/20	£83,587.20	

2018/19

MOOD	£21,338.00	May-18
Bathgate Stroke Support group	£1,970.00	May-18
Addiewell	£1,980.00	Oct-18
Polbeth Management committee	£21,959.00	Dec-18
Harperrig Community Defibrillator	£1,975.00	Dec-18
The Larder	£7,500.00	Jan-19
West Calder & Harburn Community Development Trust	£12,355.00	Jan-19
Total 2018-19	£69,077.00	

2017/18

SMILE Counselling	£10,000.00	Jan-18
School Bank West Lothian	£9,800.00	Mar-18
The Larder	£17,500.00	Mar-18

Signpost	£6,342.00	May-17
Total 2017-18	£43,642.00	
2016/17		
Stoneyburn & Bents Future Vision Group	£12,890.00	May-16
Signpost	£6,157.00	May-16
Polbeth & West Calder Community Garden	£24,796.51	Sep-16
SMILE Counselling	£10,000.00	Jan-17
Fauldhouse Community Development Trust	£23,000.00	Mar-17
Longridge Community Association	£4,000.00	Mar-17
West Lothian Foodbank	£8,200.00	Mar-17
Total 2016-17	£89,043.51	
2015/16		
Whitburn Brass Band	£10,000.00	May-15
Stoneyburn Community Council	£1,200.00	May-15
West Lothian Foodbank	£11,186.00	Sep-15
The Pitstop	£9,800.00	Sep-15
West Calder & Harburn Community Development Trust	£11,197.20	Jan-16
Murieston Community Council	£1,200.00	Jan-16
Breich Community Association	£10,000.00	Mar-16
Harburn Village Hall Association	£2,000.00	Mar-16
Fauldhouse Community Development Trust	£13,500.00	Mar-16
Total 2015-16	£70,083.20	
2014/15		
West Lothian Foodbank	£11,186.00	Jun-14
Fauldhouse Community Development Trust	£12,400.00	Jul-14
Stoneyburn & Bents Future Vision Group	£15,915.00	Aug-14
BLES	£3,192.00	Aug-14
Harburn Village Hall Association	£15,280.00	Jan-15
Signpost	£5,978.00	Mar-15
Total 2014-15	£63,951.00	
2013/14		
Fauldhouse Community Development Trust	£10,000.00	May-13
West Lothian Food Bank	£11,186.00	May-13
Stewart Court Residents Association	£300.00	May-13
West Calder & Harburn Community Council	£4,783.00	May-13
CFINE	£19,026.00	Nov-13
West Calder Utd 97s	£1,258.00	Nov-13
West Calder Community Council	£456.00	Nov-13
West Calder & Harburn Community Development Trust	£11,879.20	Mar-14
Total 2013-14	£58,888.20	
2012/13		
Fauldhouse Community Development Trust	£10,000.00	Jul-12
Stoneyburn & Bents Future Vision Group	£20,000.00	Jul-12
Central Scotland Forest Trust	£11,578.00	Jan-13

Total 2012-13	£41,578.00
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2011/12

Answer Project	£6,940.50	Dec-11
Stoneyburn & Bents Future Vision Group	£2,800.00	Dec-11
Stoneyburn & Bents Future Vision Group	£8,000.00	Feb-12
Central Scotland Forest Trust	£17,603.00	Feb-12
Breich Park - Central Scotland Forest Trust	£20,000.00	Feb-12
Harburn Village Hall Association	£1,462.00	Feb-12
Whitburn Community Development Trust	£5,350.00	Feb-12
West Calder and Harburn Community Council	£2,000.00	Feb-12
The Pitstop	£20,000.00	Feb-12
Total 2011-12	£84,155.50	

Total received from Blacklaw 2009-2021	£712,963.95
Total awarded from Blacklaw 2009-2021	£660,477.16

BLACKLAW	Funding	Date
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2020/21

Whitburn CDT	£24,649.00	Apr-20
Home- Start West Lothian	£23,298.00	Apr-20
SMILE Counselling	£11,825.00	Apr-20
Mood	£24,463.00	Jun-20
Fauldhouse Community Development Trust	£23,000.00	Jun-20
Lothian Autistic Society	£2,500.00	Jun-20
Signpost	£11,000.00	Jun-20
Fauldhouse Community Development Trust	£22,400.00	Jul-20
SMILE	£23,194.00	Jun-20
Open Door	£5,000.00	Aug-20
Fauldhouse Community Development Trust	£25,000.00	Nov-20
Fauldhouse Community Development Trust	£2,000.00	Nov-20
School Bank West Lothian	£5,450.00	Nov-20
Greenburn Golf Club	£1,200.00	Mar-21
MOOD	£5,000.00	Mar-21
Total 2020/21	£209,979.00	

2019/20

Homestart	£4,680.00	Apr-19
Whitburn Community Development Trust	£24,750.00	Apr-19
Columba 1400	£2,000.00	May-19
Women's Aid	£2,000.00	May-19

SMILE Counselling	£23,194.00	May-19
Fauldhouse and Breich Valley Community Development Trust	£10,500.00	Sep-19
Fauldhouse Pop Skool	£6,550.00	Oct-19
Fauldhouse Community Development Trust	£1,999.94	Nov-19
Talking Newsletter	£2,000.00	Nov-19
Food Train	£12,500.00	Jan-20
Total 2019/20	£90,173.94	
2018/19		
Fauldhouse Community Development Trust	£23,000.00	Apr-18
Fauldhouse Community Development Trust	£22,400.00	Apr-18
Children First	£25,000.00	Apr-18
HomeAid	£23,730.00	May-18
SMILE Counselling	£23,194.00	May-18
Stoneyburn Vision Group	£15,945.72	May-18
Bathgate Stroke Group	£1,170.00	May -18
Greenburn Golf Club	£2,000.00	Oct-18
CSGNT - Greenrig	£13,866.00	Dec-18
SMILE Counselling	£10,000.00	Jan-19
School Bank West Lothian	£11,000.00	Mar-19
Fauldhouse Community Development Trust	£22,400.00	Mar-19
Total 2018/19	£193,705.72	
2017/18		
The Pitstop	£21,350.00	Jan-18
Total 2017/18	£21,350.00	
2016/17		
Answer project	£530.00	May-16
Longridge Community Association	£11,000.00	Mar-17
Total 2016-17	£11,530	
2015/16		
Redmill Fundraisers	£2,000.00	May-15
Answer Project	£1,800.00	Sep-15
Fauldhouse Community Development Trust	£9,500.00	Mar-16
Total 2015-16	£13,300.00	
2014/15		
Blackfaulds Court	£500.00	May-14
Fauldhouse Community Development Trust	£10,000.00	Jul-14
Whitburn Trojan ASC	£2,000.00	Mar-15
Total 2014-15	£12,500.00	
2013/14		
Fauldhouse Community Development Trust	£22,400.00	Jul-13
Total 2013-14	£22,400.00	
2012/13		
Fauldhouse Community Development Trust	£12,400.00	Jul-12
Total 2012-13	£12,400.00	

2011/12

Whitburn Community Development Trust	£2,000.00	Feb-12
Central Scotland Forest Trust	£5,000.00	Apr-11
Total 2011-12	£7,000.00	

2010/11

Whitburn Community Development Trust	£4,772.00	Aug-10
Fauldhouse Community Development Trust	£19,000.00	Dec-10
Total 2010-11	£23,772.00	

2009/10

Fauldhouse Community Development Trust	£20,998.00	Sep-09
Blackburn and Seafeld Credit Union	£11,796.00	Sep-09
Central Scotland Forest Trust	£5,000.00	Dec-09
Fauldhouse Community Development Trust	£2,000.00	Dec-09
West Lothian Retired Miners	£600.00	Dec-09
Fauldhouse Village Cemetery Restoration	£1,972.50	Dec-09
Total 2009-10	£42,366.50	

Total received from Harburnhead 2016-2021	£142,043.00
Total awarded from Harburnhead 2016-2021	£135,792.00

HARBURNHEAD	Funding	Date
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2020/21

Open Door	£20,000.00	Aug-20
Team United	£8,350.00	Nov-20
Food Train	£8,429.00	Nov-20
The CPR Group C.I.C	£2,000.00	Jan-21
Murieston Community Council	£1,200.00	Mar-21
Total 2020/21	£39,979.00	

2019/20

Harburn Golf Club	£1,500.00	May-19
Beekeepers Association	£2,000.00	Jan-20
Total 2019/20	£3,500.00	

2018/19

Harburn Village Hall Association	£2,000.00	May-18
West Calder & Harburn Community Development Trust	£8,916.00	May-18
Harburn Village Hall Association	£25,000.00	Dec-18
Signpost	£11,859.00	Jan-19
Total 2018-19	£47,775.00	

2016/17

Kirknewton CDT	£14,740	Mar-17
The Pitstop	£8,729	Mar-17
School Bank West Lothian	£2,150	Mar-17
West Calder & Harburn Community Development Trust	£18,919	Mar-17
Total 2016-17	£44,538	

Total received from PearieLaw 2017-2021	£332,956.35
Total awarded from PearieLaw 2017-2021	£326,116.09

PEARIELAW	Funding	Date
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2020/21

West Calder & Harburn Community Development Trust	£15,645.00	Jun-20
Rosebry Centre	£13,502.00	Jun-20
West Calder & Harburn Community Development Trust	£28,560.00	Aug-20
Harburn Village Hall Association	£25,000.00	Jan-21
Total 2020/21	£82,707.00	

2019/20

Community Action Blackburn	£5,000.00	Apr-19
Crofthead Playgroup	£2,005.20	Sep-19
Craigshill Good Neighbour Network	£1,960.00	Sep-19
West Calder & Harburn Community Development Trust	£28,560.00	Sep -19
The Larder	£15,000.00	Nov-19
School Bank	£15,000.00	Nov-19
Harburn Village Hall Association	£25,000.00	Dec-19
Total 2019/20	£92,525.20	

2018/19

West Calder & Harburn Community Development Trust	£28,808.83	Sep-18
Community Action Blackburn	£2,000.00	Oct-18
Fauldhouse Pop Skool	£7,130.00	Oct-18
West Calder Community Education Association	£10,000.00	Dec-18
Citizen's Advice Bureau	£17,065.00	Dec-18
Answer Project	£3,839.00	Jan-19
Total 2018-19	£68,842.83	

2017/18

West Calder & Harburn Community Development Trust	£28,500.00	Jun-17
Fauldhouse Penguins	£6,974.06	Jun-17
TCV	£9,422.00	Jun-17
Stoneyburn Old Folks Treat	£2,000.00	Jun-17

Harburn Village Hall Association	£3,922.00	Jun-17
WL Foodbank	£8,333.00	Jun-17
Stoneyburn & Bents Future Vision Group	£22,890.00	Jan-18
Total 2017-18	£82,041.06	

Total received from Tormywheel 2016-2021	£175,103.60
Total awarded from Tormywheel 2016-2021	£174,890.73

TORMYWHEEL	Funding	Date
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2020/21

Fauldhouse CDT - Time bank	£25,000.00	Apr-20
SMILE Counselling	£9,000.00	Jun-20
Signpost	£7,664.00	Jan-21
Whitburn Band	£5,500.00	Jan-21
Scottish Huntington's Association	£8,654.00	Jan-21
CAB - Whitburn	£19,925.75	Jan-21
Total 2020/21	£75,743.75	

2019/20

Fauldhouse Community Development Trust	£10,500.00	Apr-19
The Larder	£10,000.00	Nov-19
Total 2019/20	£20,500.00	

2018/19

The Larder	£10,000.00	Jan-19
Fauldhouse Community Development Trust - Timebank	£20,000.00	Oct-18
Answer project	£579.98	May-18
Longridge Community Association	£2,000.00	May-18
CSGNT	£23,432.00	May-18
Total 2018/19	£56,011.98	

2017/18

West Calder & Harburn Community Development Trust	£12,635.00	Jan-18
Total 2017/18	£12,635.00	

2016/17

Stoneyburn & Bents Future Vision Group	£10,000.00	May-16
Total 2016/17	£10,000.00	

DATA LABEL: PUBLIC



PARTNERSHIP AND RESOURCES POLICY DEVELOPMENT AND SCRUTINY PANEL

CORPORATE STRATEGY ANNUAL UPDATE – CUSTOMER SERVICE STRATEGY 2018/23

REPORT BY HEAD OF HOUSING, CUSTOMER & BUILDING SERVICES

A. PURPOSE OF REPORT

The report provides a review of the Customer Service Strategy 2018/23 to the Panel, including progress against the planned actions and an overview of the performance to date.

B. RECOMMENDATIONS

It is recommended that the Panel:

1. Notes the performance against the outcomes.
2. Notes the progress made in implementing the key activities and actions.
3. Agree any recommendations for improvement.

C. SUMMARY OF IMPLICATIONS

I.	Council Values	<ul style="list-style-type: none">• Focusing on our customers' needs• Being honest, open and accountable• Developing employees• Making best use of our resources
II.	Policy and Legal	The strategy takes into consideration the Council's Best Values duties in the Local Government Scotland Act (2003).
III.	Implications for Scheme of Delegations to Officers	None
IV.	Impact on performance and performance indicators	A performance scorecard has been developed to support the delivery of the strategy outcomes. This will be used to track and monitor performance of key indicators throughout the period of the strategy and reported publicly.
V.	Relevance to Single Outcome Agreement	Effective planning and prioritisation of resources is essential to support the delivery of outcomes.
VI.	Resources (Financial, Staffing and Property)	None

VII.	Consideration at PDSP/Executive Committee required	None
VIII.	Details of consultations	The strategy was developed through consultation with the key stakeholders, CMT and the relevant PDSP. The strategy was approved at Council Executive in June 2018.

D. TERMS OF REPORT

D.1 Background

The council has a clear mission, values and strategic outcomes. These influence every part of the way that we operate but also, how we evaluate our success as an organisation. The council has also developed a set of integrated corporate strategies for the period 2018/19 to 2022/23 that will help to improve the quality and value of our services and drive a culture of performance and transformation at all levels of the organisation.

There are two features that allow tracking of progress in the strategy outcomes and measurable achievement:

- Performance indicators that are linked to the strategy outcomes and key activities
- Action plans comprising actions with defined outcomes, timescales and responsible officers

In line with monitoring and reporting requirements for corporate strategies, this report provides an update for 2019/20 on the performance in strategy outcomes and progress in the action plan.

D.2 Strategy Outcomes

The Customer Service Strategy 2018/23 is designed to ensure that while meeting the needs of our customers the customer service received is exemplary and service improvement will be customer led and outcome focussed.

The strategy outcomes are:

1. Services are designed to meet the needs and preferences of customers.
2. All staff work within a customer focused culture.
3. A range of service delivery channels will be available with an emphasis on digital by design (digital first)
4. We will manage our relationships with customers in a proactive way.

D.3 COVID-19 Pandemic Implications

The Covid-19 pandemic has been the most significant public health emergency that the UK has faced in generations. The lockdown restrictions first put in place by the UK and Scottish Government on 23 March 2020 placed significant restrictions on the ability of people to meet, travel and attend work and has had a huge impact nationally and locally on businesses, communities and residents.

The restrictions put in place to contain and control the spread of the virus have presented unprecedented challenges for the council. In order to comply with the lockdown restrictions, set out in the Scottish Government's Covid-19 Strategic Framework, the council has had to temporarily withdraw or reduce some services to

comply with lockdown rules, however, the majority of the council's essential services have continued to operate over the last year, with staff finding new ways to work, communicate, and support our communities.

As well as the challenge of delivering existing service provision to our communities, throughout 2020, and continuing into 2021, the council has had to respond to providing additional supports to families, local communities and businesses.





D.4 Performance Scorecard

The strategy scorecard is a reporting tool that is used to monitor progress in the performance indicators in each strategy outcome. Achievement in the key activities can be tracked and it also allows the council to identify areas for improvement.

The scorecard provides a snapshot of performance to date across the whole strategy and is included in Appendix 1.

The scorecard will report the last recorded performance in the event that any data for 2020/21 are not available for the period or reporting has been delayed (for example due to external validation processes). This will include the performance updates for any council activities that were ceased/suspended during 2020/21 due to the Coronavirus pandemic.


A total of 19 performance indicators are contained in the scorecard and this is managed using the council's performance management system (Pentana). At present, the status of those indicators are as follows:

Summary of Performance Indicator status (RAG)	
Status (against target)	Number of PIs
 Green	12
 Amber	0
 Red	7
 Unknown	0

Three of the red triggered performance indicators relate to Customer satisfaction in areas where the service has been closed to the public and two where both the Citizen led inspection and Tenant led inspection could not be completed due to the pandemic.

A commentary on the performance and the corrective action that will be taken to address the performance indicators that were triggering as red is outlined:

Outcome 1: Services are designed to meet the needs and preferences of customers.

 Indicator: Percentage of customers who rated the overall quality of service as good or excellent.			
Performance 2019/20	Target 2019/20	Target 2021/22	Target 2022/23
99.4%	99%	99%	99%

There were no customer satisfaction results in 2020/21 due to the postponement of front-line service provision and public access to services and activities during the COVID-19 pandemic. The target was exceeded in 2019/20.

● Indicator: Number of Tenant led inspections.			
Performance 2019/20	Target 2019/20	Target 2021/22	Target 2022/23
4	2	2	2

A number of activities were suspended during 2020/21. This included external scrutiny activities, Tenant led inspections were in this category and no inspections were conducted. The performance target was exceeded in 2019/20 and during 2021/22 virtual update sessions will commence based on service processes.

● Indicator: Total Number of Citizen led inspections completed.			
Performance 2019/20	Target 2019/20	Target 2021/22	Target 2022/23
2	2	3	4

A number of activities were suspended during 2020/21. This included external scrutiny activities Citizen led inspections were in this category and no inspections were conducted. The performance target was reached in 2019/20.

Outcome 2: All staff work within a customer focused culture.

● Indicator: Percentage of new staff completing customer service training			
Performance 2020/21	Target 2020/21	Target 2021/22	Target 2022/23
66%	100%	100%	100%

The e-module customer service training was introduced in May 2019. The performance has been recorded at 66% with 438 completions from 658 new starts. This performance falls significantly short of the target set. Contributing to this is the inability of new staff without access to email at work or home being unable to complete the e-module. Hard copies of the training are being distributed as required and the collation of completions is being progressed.


Outcome 4: We will manage our relationships with customers in a proactive way

● Indicator: Percentage of customers who rated the timeliness of the service as good or excellent			
Performance 2019/20	Target 2019/20	Target 2021/22	Target 2022/23
98.81%	98%	98%	98%

There were no customer satisfaction results in 2020/21 due to the postponement of front-line service provision and public access to services and activities during the COVID-19 pandemic. The target was exceeded in 2019/20.

● Indicator: Percentage of customers who rated service delivered as good or excellent.			
Performance 2019/20	Target 2019/20	Target 2021/22	Target 2022/23
99.5%	98%	98%	98%






There were no customer satisfaction results in 2020/21 due to the postponement of front-line service provision and public access to services and activities during the COVID-19 pandemic. The target was exceeded in 2019/20.

 Indicator: Percentage of customers who rated being kept informed as good or excellent.			
Performance 2019/20	Target 2019/20	Target 2021/22	Target 2022/23
99.3%	98%	98%	98%

There were no customer satisfaction results in 2020/21 due to the postponement of front-line service provision and public access to services and activities during the COVID-19 pandemic. The target was exceeded in 2019/20.

D.5 Strategy Actions

There are sixteen actions to support the delivery of the Customer Service Strategy outcomes. At present, the status of those actions are as follows:

Summary of Performance Indicator status (RAG)	
Status (against target)	
 Completed	8
 In Progress;	8
 Unassigned; Check Progress	0
 Overdue; Neglected	0
 Cancelled	0

The update for each action is included in Appendix 2. A commentary is provided below for any actions that have in 2020/21 significantly progressed, closed or been delayed.

Action: Review of standards across service areas
Status: Active
Objective: Generic standards developed and implemented council wide

A question set to assess levels of customer service training/skills has been developed and rolled out across all service areas. A competency framework is being developed to provide generic and specific standards. This work is directed by the Customer Service Strategy Champions group.

Action: Increase the number of Partnership Centres and develop services within
Status: Delayed
Objective: The customer receives a holistic service meeting their needs at first point of contact.

Livingston North Partnership Centre was completed over the period. The progress of Whitburn has been delayed due to both contractor issues and Covid-19 pandemic restrictions

Action: Improvement activity based on complaints
Status: Active
Objective: An improvement in complaints reporting, handling, analysis and use of results

The revised Complaint Handling Procedure (CHP) was approved at Council Executive in May 2021. Service improvement activity based on complaint analysis is being monitored by the Corporate Complaint Steering Board. Learning from complaints will be reviewed as part of the implementation of the revised CHP.

Action: Tenant led inspections will take place supporting our work with tenants
Status: Active
Objective: Inspections led by service customers will inform and recommend current process improvement.

Housing, Customer and Building Services runs an annual programme of Tenant Led Inspections (TLIs). This results in a number of recommendations, which, when agreed by lead officers, translate into actions to be taken forward over the year. During 2020/2021, there were no TLIs due to the Covid-19 Pandemic. However, there was one Action Plan Update Session held for the Dampness and Condensation Inspection which made 14 recommendations. Topics are in discussion and a review process for conducting TLIs in a digital capacity is underway.

E. CONCLUSION

The Customer Service Strategy 2018/23 sets out how the council will ensure that whilst meeting the needs of our customers that the service they receive is exemplary.

In 2020/21 the council maintained progress in the outcomes and actions but was impacted by the cessation of certain activities in the year to ensure that council services were able to focus on priority frontline provision.

The council will continue to use its response to the Covid-19 pandemic to positively challenge service delivery, in order that the council can maximise opportunities to make West Lothian a smarter, healthier, wealthier, fairer and greener place to live and work in.

Actions have been developed to deliver improvement in 2021/22 in any area that is below target.

F. BACKGROUND REFERENCES

West Lothian Council Corporate Plan 2018/23

West Lothian Council Customer Service Strategy 2018/23

Appendices/Attachments: 2

Appendix 1: Customer Service Strategy Scorecard

Appendix 2: Customer Service Strategy Action Plan Update

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AnnMarie Carr

Head of Housing, Customer and Building Services

18 June 2021



Appendix 1

Corporate Strategy - Customer Service Strategy 2018-23





(a) Outcome 1 - Services are designed to meet the needs and preferences of customers.

Status	Performance Indicator	Last Update	Current Value	Current Target	Lead officer(s)
	P:COM001_6b.3 The total number of complaints received by the council per thousand population.	2020/21	15.78	17	.Head of Housing, Customer and Building Services (AM Carr)
	P:CuCS007q_6a.7 Customer and Communities - Percentage of customers who rated the overall quality of service as good or excellent	2019/20	99.4%	99.0%	.Head of Housing, Customer and Building Services (AM Carr)
	P:EDR034_9b.1a Number of residents engaged in the development of projects and participate in decision making process	2020/21	502	450	.Head of Planning, Economic Development and Regeneration (C McCorriston)
	P:HQS100_9b.1a Number of Tenant Led Inspections	2019/20	4	2	.Head of Housing, Customer and Building Services (AM Carr)
	P:PIS108_9b.1c Total Number of Citizen Led Inspections completed	2019/20	2	3	.Head of Corporate Services (J Whitelaw)


(b) Outcome 2 - All staff work within a customer focused culture.

Status	Performance Indicator	Last Update	Current Value	Current Target	Lead officer(s)
	COM005_6b.4 The number of complaints upheld at stage one as percentage of all complaints closed at stage one.	2020/21	19.5%	20%	.Head of Housing, Customer and Building Services (AM Carr)
	P:CSC105a_9b.1a Percentage of Customer Service Centre enquiries resolved at first point of contact.	2020/21	80%	72%	.Head of Housing, Customer and Building Services (AM Carr)
	P:CuCS600_7b.3 Percentage of new staff completing customer service training	2020/21	61%	100%	.Head of Housing, Customer and Building Services (AM Carr)
	P:PIS217_9b.1c Percentage of Partial Compliance in the West Lothian Council Corporate Customer Service Excellence (CSE) application	2019/20	1.8%	6%	.Head of Corporate Services (J Whitelaw)

(c) Outcome 3 - A range of service delivery channels will be available with an emphasis on digital by design (digital first)




Status	Performance Indicator	Last Update	Current Value	Current Target	Lead officer(s)
	P:CC085_6b.5 Percentage of customers accessing the website as a percentage of West Lothian population.	2020/21	53%	50%	.Head of Corporate Services (J Whitelaw)
	P:CSC066a_6b.5 Customer Service Centre - Percentage of emails responded to within 24 hours	2020/21	94.07%	75%	.Head of Housing, Customer and Building Services (AM Carr)
	P:CSC067a_6b.5 Customer Service Centre - Percentage of voicemail messages responded to within 2 hours	2020/21	100%	95%	.Head of Housing, Customer and Building Services (AM Carr)
	P:CuCS601_9b.2 Number of Partnership Centres in operation	2020/21	8	8	.Head of Housing, Customer and Building Services (AM Carr)
	P:REV125_9b Percentage of self service payment transactions (excluding direct debit) received through the income management system	2020/21	48.66%	36%	.Head of Finance and Property Services (D Forrest)





(d) Outcome 4 - We will manage our relationships with customers in a proactive way.




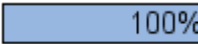










Status	Performance Indicator	Last Update	Current Value	Current Target	Lead officer(s)
	P:CC082_9b.1a Percentage of new social media followers on the West Lothian Council sites.	2020/21	22.5%	10%	.Head of Corporate Services (J Whitelaw)
	P:CC089_6a.7 Percentage of web users who rated their experience of the web as good or excellent	2020/21	66.8%	60%	.Head of Corporate Services (J Whitelaw)
	P:CuCS001a_6a.1 Customer and Communities - Percentage of customers who rated the timeliness of the service as good or excellent.	2019/20	98.8%	98%	.Head of Housing, Customer and Building Services (AM Carr)
	P:CuCS002a_6a.2 Customer and Communities - Percentage of customers who rated service delivered as good or excellent.	2019/20	99.5%	98%	.Head of Housing, Customer and Building Services (AM Carr)
	P:CuCs003a_6a.3 Customer and Communities - Percentage of customers who rated being kept informed as good or excellent.	2019/20	99.3%	98%	.Head of Housing, Customer and Building Services (AM Carr)




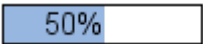
Appendix 2

Action Plan

Status	Action Title	Code	Assigned To	Progress Bar	Latest Update
	Inspections led by Tenants will review and recommend current processes.	CuSS18001_A	Kirsty Young	<div><div>65%</div></div>	<p>19-May-2021 The service runs an annual programme of Tenant Led Inspections. This results in a number of recommendations, which, when agreed by lead officers, translate into actions to be taken forward over the year.</p> <p>During 2020/2021, 0 Tenant Led Inspections were carried out due to the Covid-19 Pandemic. However, there was 1 Action Plan Update Session held for the Dampness and Condensation Inspection which made 14 recommendations.</p> <p>Progress on the live programme at this point is currently:</p> <ul style="list-style-type: none"> -Dampness and Condensation Sign Off is scheduled for 08/06/2021 and will be done virtually. -During 2020/21, Tenants did not feel they could undertake TLIs in a digital capacity and preferred to use their time to learn the skills needed to hold their regular scrutiny sessions. However, the tenants have met with Officers and are going to try and recommence TLIs in Q2 of 2021/22. These will be carried out virtually and will be smaller in scale- more looking processes as opposed to services/ policies. - Topics are in discussion and a reviewed process for conducting TLIs in a digital capacity is underway.
	Citizens Led Inspections will be supported and enable well informed service developments and inform change.	CuSS18002_A	Rebecca Kelly	<div><div>35%</div></div>	<p>30-Mar-2021 The Citizen Led Inspection programme was suspended in 2020/21 due to the Coronavirus pandemic. The constraints on services and the general public during this period made it unfeasible to conduct inspections to the usual standard.</p>
	Following the National Standards for Community Engagement people and communities will participate in planning and evaluation	CuSS18003_A	Douglas Grierson	<div><div>60%</div></div>	<p>21-Apr-2021 31-Mar 2021 674 people have participated in planning and regeneration groups and engagement activity to help identify local issues, primarily in 20220/21 around what they saw as the key</p>

Status	Action Title	Code	Assigned To	Progress Bar	Latest Update
					issues linked to COVID. This has helped shape funding and some local actions to help plan. The delivery of a second round of funding applications for the Town Centre Capital Fund.
	Project boards will govern development activities and public involvement is integral to the process	CuSS18004_A	Ralph Bell; George Scott	<div><div>80%</div></div>	21-Apr-2021 Community representation continues at Whitburn Partnership Centre board
	Multiple channels allow for timely communication and customer comments	CuSS18005_A	Karen Cawte	<div><div>40%</div></div>	<p>23-Apr-2021 During 202/21 the council had to significantly adapt its approach to dealing with customer enquiries due to the Covid pandemic. All face to face customer service points closed to the public and enquiries were diverted to online and via the telephone.</p> <p>There was a significant increase in the number of online transactions - up to 88,890. There was also an increase in the number of residents using the mywestlothian customer portal, with 45,353 having an account. The number of parents using the portal to interact with schools continues to increase, and now stands at 10,324.</p> <p>The council's website was heavily used over the year with around 130,000 people accessing it each month to look for information and request services, with 63% doing so from a mobile phone. Social Media platforms such as Facebook and Twitter are also regularly used by customers to receive information or make comments on council services.</p> <p>Whilst online services are growing, there is still a requirement to offer 24/7 access to services via the phone. During 2020/21 the council handled 215,738 customer enquiries via the telephone.</p>
	Customer Services training is part of induction	CuSS18006_A	Ralph Bell; George Scott	<div><div>100%</div></div>	28-Apr-2020 The related PI : P:CuCS600_7b.3 Percentage of new staff completing the customer service training is reported for the first time year. 66% of new employees have completed the training. Work to ensure all new employees have access to the module is being progressed working to the achieving the target of 100%.
	Improvement activity based on complaints	CuSS18007_A	Joe Murray	<div><div>85%</div></div>	20-May-2021 The revised Complaint Handling Procedure (CHP) was approved at Council Executive in May 2021. Service improvement activity based on complaint analysis is being monitored by the Corporate Complaint Steering Board. Learning from complaints will be reviewed as part of the implementation of the revised CHP.

Status	Action Title	Code	Assigned To	Progress Bar	Latest Update
	Corporate approach taken to measuring Customer Satisfaction	CuSS18008_A	Ralph Bell; George Scott		26-Sep-2019 The current practice has been examined and it is agreed that this is fit for purpose. The current question set include essential themes related to Customer Service Excellence. Practice around modifying the question set including additions to meet the needs of service areas is to be highlighted ensuring a common understanding.
	Generic standards developed and implemented council wide	CuSS18009_A	Ralph Bell; George Scott		21-Apr-2020 A question set to assess levels of customer service training/skills has been agreed and will be piloted within Housing Customer Building Services: Customer & Community Services. This is currently delayed secondary to business disruption secondary to the Covid-19 pandemic. Pilot results will be highlighted to the Digital and Customer Service Board with recommendations for further roll out. This work is directed by the Customer Service Strategy Champions group.
	Increase the number of Partnership Centres and develop services within	CuSS18010_A	Ralph Bell; George Scott		21-Apr-2021 Whitburn Partnership Centre has been delayed. This is due to the liquidation of the main contractor due for completion Q4 2021/22.
	Introduction of multimedia based systems to contact centre	CuSS18011_A	Ralph Bell		21-Apr-2021 Further development of social network platforms will form part of the automation/new IPT projects.
	Development of online payment system	CuSS18012_A	Scott Reid		16-Apr-2019 Development of the online payment facility as part of the Income Management System is complete and payments are seamless. Functionality to add additional payment types as they are required will require further configuration of the system.
	New mobile application will allow increased customer autonomy with library provision	CuSS18013_A	Ralph Bell; George Scott		12-Apr-2019 The BookMyne App was developed to allow mobile access to the the council Library catalogue. In March 2019 130 users requested items from the catalogue. In the same period there were over 500 contacts with the app. This reflects an on-going upward trend in users since its launch.
	Review of the West Lothian Way to revise guidelines	CuSS18014_A	Garry Heron		21-Apr-2020 A review is complete and available on the intranet. The team has publicised the WL Way within the council's Inside news staff magazine and will continue to do so, given the guidelines are continually reviewed and amended.

Status	Action Title	Code	Assigned To	Progress Bar	Latest Update
	Introduction of information system specifically aimed at customer waiting times	CuSS18015_A	Ralph Bell; George Scott		21-Apr-2020 Following the plan being implemented,a subsequent Customer Service Excellence review awarded full compliance with positive comment on the approach taken to achieve this.
	Continue to improve website to allow more transactional activity to take place	CuSS18016_A	Colin Baxter		<p>04-May-2021 With the Covid-19 pandemic, digital services have become a focal point for communications, interaction and transactional activity. The council website and associated sites such as school websites have proved invaluable as a platform from which to communicate important updates and information in relation to Covid to the residents of West Lothian.</p> <p>In addition, the website has also provided the platform from which services can continue to operate and for some has accelerated their digital presence. This has been through the development of online forms and processes both directly related to Covid-19 such as support and grant application forms as well as forms created to allow services to continue to be offered which otherwise wouldn't have been possible such as Taxi Licence renewal applications to allow drivers to apply and pay for licence renewals, something which would normally be done in person.</p> <p>Overall, traffic to the site has grown partly unnaturally due to spikes following important Covid-19 announcements. Overall, the site continues to be an invaluable communications and transaction platform for the council.</p>

DATA LABEL: PUBLIC



PARTNERSHIP AND RESOURCES POLICY DEVELOPMENT AND SCRUTINY PANEL

CORPORATE STRATEGY ANNUAL UPDATE – IMPROVEMENT STRATEGY 2018/23

REPORT BY HEAD OF CORPORATE SERVICES

A. PURPOSE OF REPORT

The report provides a review of the Improvement Strategy 2018/23 to the Panel, including progress against the planned actions and an overview of the performance to date. The review covers the period 2020/21.

B. RECOMMENDATION

It is recommended that the Panel:

1. Notes the performance against the outcomes;
2. Notes the progress made in implementing the key activities and actions;
3. Agrees any recommendations for improvement.

C. SUMMARY OF IMPLICATIONS

I Council Values	Focusing on our customers' needs; being honest, open and accountable; making best use of our resources; working in partnership.
II Policy and Legal (including Strategic Environmental Assessment, Equality Issues, Health or Risk Assessment)	None.
III Implications for Scheme of Delegations to Officers	None
IV Impact on performance and performance Indicators	A performance scorecard has been developed to support the delivery of the strategy outcomes. This will be used to track and monitor performance of key indicators throughout the period of the strategy and reported publicly.
V Relevance to Single Outcome Agreement	Effective planning and prioritisation of resources is essential to support the delivery of outcomes.
VI Resources - (Financial, Staffing and Property)	None.

VII Consideration at PDSP

The strategy was developed through consultation with the key stakeholders, CMT and the relevant PDSP. The strategy was approved at Council Executive in June 2018.

VIII Other consultations

None.

D. TERMS OF REPORT

D.1 Background

The council has a clear mission, values and strategic outcomes. These influence every part of the way that we operate but also, how we evaluate our success as an organisation. The council has also developed a set of integrated corporate strategies for the period 2018/19 to 2022/23 that will help to improve the quality and value of our services and drive a culture of performance and transformation at all levels of the organisation.

There are two features that allow tracking of progress in the strategy outcomes and measurable achievement:

- Performance indicators that are linked to the strategy outcomes and key activities
- Action plans comprising actions with defined outcomes, timescales and responsible officers

In line with monitoring and reporting requirements for corporate strategies, this report provides an update for 2018/19 on the performance in strategy outcomes and progress in the action plan.

D.2 Strategy Outcomes

The Improvement Strategy 2018/23 is designed to support effective governance, the efficient management of resources and development of a resilient culture that will help deliver effective, valued services to the local community.

The council has a strong record of providing high performing services and the strategy sets out the ways and means that the council will drive continuous improvement in services and ensure delivery of key priorities and outcomes.

The strategy outcomes are:

1. West Lothian Council is high performing and achieving
2. The council effectively controls and utilises data assets
3. Services are self aware and improving

D.3 COVID-19 Pandemic Implications

The Covid-19 pandemic has been the most significant public health emergency that the UK has faced in generations. The lockdown restrictions first put in place by the UK and Scottish Government on 23 March 2020 placed significant restrictions on the ability of people to meet, travel and attend work and has had a huge impact nationally and locally on businesses, communities and residents.

The restrictions put in place to contain and control the spread of the virus have presented unprecedented challenges for the council. In order to comply with the lockdown restrictions, set out in the Scottish Government's Covid-19 Strategic Framework, the council has had to temporarily withdraw or reduce some services to comply with lockdown rules, however, the

majority of the council's essential services have continued to operate over the last year, with staff finding new ways to work, communicate, and support our communities.

As well as the challenge of delivering existing service provision to our communities, throughout 2020, and continuing into 2021, the council has had to respond to providing additional supports to families, local communities and businesses.





D.4 Performance Indicators

The strategy scorecard is a reporting tool that is used to monitor progress in the performance indicators in each strategy outcome. Achievement in the key activities can be tracked and it also allows the council to identify areas for improvement.

The scorecard provides a snapshot of performance to date across the whole strategy and is included in Appendix 1.

The scorecard will report the last recorded performance in the event that any data for 2020/21 are not available for the period or reporting has been delayed (for example due to external validation processes). This will include the performance updates for any council activities that were ceased/suspended during 2020/21 due to the Coronavirus pandemic.

A total of 13 performance indicators are contained in the scorecard and this is managed using the council's performance management system (Pentana). At present, the status of those indicators are as follows:

Summary of Performance Indicator status (RAG)	
Status (against target)	Number of PIs
 Green	8
 Amber	1
 Red	3
 Unknown	1

**Note: the Unknown status occurs when a service does not record performance during the period, for example, if the service did not receive any complaints to process*

A number of scrutiny activities were suspended in 2020/21 as the council shifted resources from internal process to support frontline, priority activities. For example, this included the self-evaluation processes in council services and schools being suspended and a reduction in corporate review of public performance reporting. This resulted in the high number of indicators in the scorecard triggering a non-status or unknown status as there was no performance recorded within the year. These activities will recommence in 2021/22.

In evidence of the positive performance in the strategy, the council has:

- Maintained strong performance in the Local Government Benchmarking Framework, with the majority of indicators placing in quartiles 1 and 2.
- Continues to focus on improving the standards of information management and handling in the council, with a significant amount of work undertaken by all council services in 2020/21 in support of the council's Public Records Scotland Act compliance and information management.

A commentary on the performance and the corrective action that will be taken to address the performance indicators that were triggering as red is outlined below:

Outcome 1: The Council is high performing and achieving

● Percentage of Corporate Plan priority indicators achieving target performance			
Performance 2020/21	Target 2020/21	Target 2021/22	Target 2022/23
52.5%	70%	75%	80%

There is habitually a lag in the reporting for key indicators in the Corporate Plan. This is due to external validation processes (e.g. SQA and other external regulators), which is why the current performance shown is for 2019/20. There are still 3 out of the 48 indicators in the scorecard which do not contain 2019/20 performance, therefore the value shown is not the final position for that year.

The council continues to demonstrate strong performance across the eight priorities, with focused improvement required in a number of the key outcomes, in order to reach the target levels of performance.

● Percentage of council services on the West Lothian Assessment Model (WLAM) Review Panel annual cycle			
Performance 2019/20	Target 2019/20	Target 2020/21	Target 2022/23
23%	9%	8%	6%

In 2019/20, a total of 13 services undertook an assessment with 3 being placed on an annual cycle.

The WLAM programme of self-assessment was suspended in 2020/21 to allow services to focus on frontline service delivery and efforts to mitigate the impact of the pandemic. The new programme will resume in 2021/22, once operations have returned to a more normal footing throughout the council.

Outcome 2: The Council effectively controls and utilises data assets






● Percentage of Freedom of Information requests responded to within 20 days			
Performance 2020/21	Target 2020/21	Target 2021/22	Target 2022/23
81%	92%	92%	92%

During 2020/21 the council received a total of 980 Freedom of Information (FOI) requests. A total of 793 were responded to within the target timescale of 20 days but there was a decline in this indicator from previous years, with 187 responded to outwith the timescale. The rate of FOIs received in this year dropped by just over 20 percent so that meant that services were still responding to a relatively high rate of requests in addition to the extra pressures and constraints of this last year.

Handling performance of FOIs is reviewed on a quarterly basis by the council's Information Management Working Group (IMWG), chaired by the Head of Corporate Services. A return to an improved position is targeted for 2021/22 and this will be carefully monitored by this group in the year ahead.

D.5 Strategy Actions

There are eight actions to support the delivery of the Improvement Strategy outcomes. Actions 1 and 2 were combined as they both relate to improvements to performance reporting. At present, the status of those actions are as follows:

Summary of Performance Indicator status (RAG)	
Status (against target)	Number of PIs
 Completed	3
 Not Started; In Progress, Assigned	0
 Unassigned; Check Progress	0
 Overdue	2
 Cancelled	2

A commentary is provided below for any actions that have in 2020/21 significantly progressed, closed and/or been delayed.

In evidence of the positive progress being made in the strategy, the council has:

- Improved compliance in the Customer Service Excellence Standard, with strong practice evidenced in a number of key areas relating to high quality customer services.
- Undertaken a significant cleanse of the council's performance management system to improve the relevance of information contained in the corporate system and improve operating performance.
- Continued to work on the development of a new corporate self-assessment approach, that can be implemented in 2021, subject to the pace of service remobilisation in the next year.

The update for each action is included in Appendix 2.

E. CONCLUSION

The Improvement Strategy 2018/23 sets out how the council will raise the quality and value of service provision and achieve outcomes efficiently.

In 2020/21 the council maintained progress in the outcomes and actions but was impacted by the cessation of certain activities in the year to ensure that council services were able to focus on priority frontline provision.

The council will continue to use its response to the Covid-19 pandemic to positively challenge service delivery, in order that the council can maximise opportunities to make West Lothian a smarter, healthier, wealthier, fairer and greener place to live and work in.

Actions have been developed to deliver improvement in 2021/22 in any area that is below target.

F. BACKGROUND REFERENCES

West Lothian Council Corporate Plan 2018/23
West Lothian Council Improvement Strategy 2018/23

Appendices/Attachments: 2

Appendix 1 – Improvement Strategy Scorecard Report

Appendix 2 – Improvement Strategy Action Plan

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Julie Whitelaw

Head of Corporate Services

18 June 2021

APPENDIX 1

Improvement Strategy 2018-23

Improvement Strategy Scorecard






(a) Outcome 1 - The Council is high performing and achieving

Status	Performance Indicator	Last Update	Current Value	Current Target	Lead officer(s)
	P:PIS101_9b.1a Percentage of Corporate Plan priority indicators achieving target performance	2019/20	52.5%	70%	Head of Corporate Services
	P:PIS201_9b.2a Percentage of council services on the West Lothian Assessment Model (WLAM) Review Panel annual cycle	2019/20 ¹	23%	9%	Head of Corporate Services
	P:PIS212_9b.1c Percentage of performance reporting meeting the corporate standards	2019/20 ²	92%	89%	Head of Corporate Services
	P:PIS223_9b.1a Average ranking of West Lothian Council in the Local Government Benchmarking Framework (LGBF)	2018/19	1	1	Head of Corporate Services





¹ 2020/21 performance was not available for this indicator as the West Lothian Assessment Model self-assessment programme was suspended in 2020/21 due to the Coronavirus pandemic

² 2020/21 performance was not available for this indicator as the performance compliance evaluation activity was suspended in 2020/21 due to performance staff being allocated to frontline activities to support the council's response to the pandemic.

(b) Outcome 2 - The council effectively controls and utilises data assets

Status	Performance Indicator	Last Update	Current Value	Current Target	Lead officer(s)
	P:corw014_8b.4 Percentage of Freedom of Information requests responded to within 20 days	2020/21	81%	92%	Head of Corporate Services
	P:corw015_6b.6 Percentage of referrals to the Information Commissioner's Office (ICO) that are upheld/part upheld	2020/21	N/A	56%	Head of Corporate Services
	P:corw016_8b.5 Percentage of Subject Access requests responded to within 40 days	2020/21	100%	84%	Head of Corporate Services
	P:ITS054_7b.3 Percentage of staff with an email account who have completed the council's mandatory training courses	2020/21	96.3%	100%	Head of Corporate Services
	P:PIS560_9b.1c Percentage of corporate staff actively using the Electronic Content Management (ECM) system by year.	2020/21	88.69%	85%	Head of Corporate Services

(c) Outcome 3 - Council services are self-aware and improving

Status	Performance Indicator	Last Update	Current Value	Current Target	Lead officer(s)
	P:EDQIT025_9b.1c Percentage of Primary, Secondary, and Additional Support Needs establishments evaluated as good or better for Leadership of change	2019/20 ³	78%	90%	Head of Education (Curriculum, Quality Improvement and Performance); Head of Education (Learning, Policy and Resources)
	P:PIS111_9b.1c Percentage of business improvement recommendations completed	2020/21	100%	80%	Head of Corporate Services
	P:PIS202_9b.1a Average West Lothian Assessment Model (WLAM) score of Council services	2019/20 ⁴	531	535	Head of Corporate Services
	P:PIS205_9b.1c Percentage of council services scoring 500 or more in the West Lothian Assessment Model (WLAM)	2019/20 ⁵	100%	100%	Head of Corporate Services




³ 2020/21 performance was not available for this indicator as the programme of assessment in schools was suspended in 2020/21 due to the Coronavirus pandemic





⁴ 2020/21 performance was not available for this indicator as the West Lothian Assessment Model self-assessment programme was suspended in 2020/21 due to the Coronavirus pandemic

⁵ 2020/21 performance was not available for this indicator as the West Lothian Assessment Model self-assessment programme was suspended in 2020/21 due to the Coronavirus pandemic

APPENDIX 2

Improvement Strategy Action Plan

Status	Action Title	Code	Assigned To	Progress Bar	Latest Update
	Performance information to committees and PDSPs	IMP18001/2	Rebecca Kelly	<div><div>100%</div></div>	28-Mar-2018 The review of the quality and range of performance information that is provided to committees and PDSPs is complete. This has evaluated a range of aspects in relation to the sufficiency and effectiveness of performance reporting in past two years (2016/17 and 2017/18) and sets out key findings and recommendations.
	Corporate performance reporting	IMP18003	Rebecca Kelly	<div><div>90%</div></div>	<p>13-May-2021 An independent review of the performance management system was commissioned by officers for 2020/21 to consider the sufficiency of the overall approach, in line with the purpose and strategy of the council and within a context of transformative change in services. The review had to be postponed in 2020/21 due to the pandemic and the subsequent impact on council services. A new date for this review is to be confirmed.</p> <p>The Improvement Service has been engaged to undertake the review and the council hopes to benefit from the collective knowledge and experience of an organisation that works to support improvement in all local authorities in Scotland.</p> <p>Internally, the council is undertaking a significant review of public performance information and is in the process of redesigning the web content to improve the information that is available to the public. There is also work nearing completion to establish a new performance reporting regime of high value indicators to the Executive and Corporate Management Teams. This will improve the sufficiency and quality of performance information that is reported to Chief Officers. This will be in place for 2021/22, starting in quarter 1.</p>
	EFQM assessment	IMP18004	Rebecca Kelly	<div><div>25%</div></div>	<p>13-May-2021 Work continues to transition the council to the new EFQM 2020 Model. This will include development of a new programme of self-assessment for 2020-23 (delayed by the pandemic).</p> <p>A report is to be brought to the Corporate Management Team on the new proposals for a new self-assessment programme in 2020-23.</p> <p>Further information is now being collated, as it becomes available from EFQM, on the arrangements for external assessment/recognition and how this may change from the past arrangements.</p>

Status	Action Title	Code	Assigned To	Progress Bar	Latest Update
	Customer Service Excellence assessment	IMP18007	Rebecca Kelly	 100%	<p>13-May-2021 The council has retained the CSE standard following inspection activity in 2020 and improved our overall compliance with the standard.</p> <p>A new programme of assessment is in development, likely to commence in October 2021. This will take the form of a three-year rolling programme of assessment and will cover all council services.</p> <p>The council continues to work on improvement recommendations highlighted in the last assessment in relation to; staff training and support and customer engagement.</p>
	Review of information policies and procedures.	IMP18008	Joe Murray	 100%	<p>13-May-2021 The Information Governance Policy is now in place and replaced five policies relating to information and data management. The revised policy ensures that the council is creating, managing, using and disposing of information efficiently, appropriately and lawfully.</p> <p>It standardised accountability and responsibilities and brings harmony to the council's approach to information governance based on recent Legislative requirements and good practice. New guidance has been developed to facilitate compliance and consistency of approach across council services. All council Services participated in the development of the new policy.</p> <p>Key indicators have also been developed to monitor performance against policy objectives.</p>

DATA LABEL: PUBLIC



PARTNERSHIP AND RESOURCES POLICY DEVELOPMENT AND SCRUTINY PANEL

**CORPORATE STRATEGY ANNUAL UPDATE – DIGITAL TRANSFORMATION STRATEGY
2018/23**

REPORT BY DEPUTE CHIEF EXECUTIVE

A. PURPOSE OF REPORT

The report provides a review of the Digital Transformation Strategy 2018/23 to the Panel, including progress against the planned actions and an overview of the performance to date.

B. RECOMMENDATIONS

It is recommended that the Panel:

1. Notes the performance against the outcomes.
2. Notes the progress made in implementing the key activities and actions.
3. Agree any recommendations for improvement.

C. SUMMARY OF IMPLICATIONS

I.	Council Values	<ul style="list-style-type: none">• Focusing on our customers' needs• Being honest, open and accountable• Developing employees• Making best use of our resources
II.	Policy and Legal	The strategy takes into consideration the Council's Best Values duties in the Local Government Scotland Act (2003).
III.	Implications for Scheme of Delegations to Officers	None
IV.	Impact on performance and performance indicators	A performance scorecard has been developed to support the delivery of the strategy outcomes. This will be used to track and monitor performance of key indicators throughout the period of the strategy and reported publicly.
V.	Relevance to Single Outcome Agreement	Effective planning and prioritisation of resources is essential to support the delivery of outcomes.

VI.	Resources (Financial, Staffing and Property)	A capital budget of £1.15m has been assigned over a ten year period. A saving of £0.6m has been identified as part of the Transforming Your Council programme.
VII.	Consideration at PDSP/Executive Committee required	There has been consultation with the EMT and CMT at regular stages.
VIII.	Details of consultations	The strategy was developed through consultation with the key stakeholders, CMT and the relevant PDSP. The strategy was approved at Council Executive in June 2018.

D. TERMS OF REPORT

D.1 Background

The council has a clear mission, values and strategic outcomes. These influence every part of the way that we operate but also, how we evaluate our success as an organisation. The council has also developed a set of integrated corporate strategies for the period 2018/19 to 2022/23 that will help to improve the quality and value of our services and drive a culture of performance and transformation at all levels of the organisation.

There are two features that allow tracking of progress in the strategy outcomes and measurable achievement:

- Performance indicators that are linked to the strategy outcomes and key activities
- Action plans comprising actions with defined outcomes, timescales and responsible officers

In line with monitoring and reporting requirements for corporate strategies, this report provides an update for 2020/21 on the performance in strategy outcomes and progress in the action plan.

D.2 Strategy Outcomes

The Digital Transformation Strategy is an integral part of a suite of strategies (People Strategy, IT Strategy, Customer Services Strategy, Improvement Strategy, Asset Management Strategy, and Financial Strategy) that, in the round, ensure that the council has digital at the heart of service development. This is within the context of reducing resources and a need to move customers to more effective and efficient service delivery channels.

The Strategy was developed by the Digital project group, a cross-council officer group, who used a variety of data such as: the feedback from the TYC consultation, information from the Quality of Life survey, transactional data gathered as part of the former channel shift project, and national and international research. In addition, the Scottish and UK Government's Digital Strategies and the Scottish Digital Partnership priorities were considered.

The strategy was developed around four themes:

1. Digital customers - Our customers use digital channels to interact with the council
2. Digital skills - Enabling and supporting our customers and staff to thrive in a digital age
3. Digital service design - Ensuring our digital ambitions are embedded across the council
4. Digital workplace - Transforming how we work to deliver more effective and efficient services

D.3 COVID-19 Pandemic Implications

The Covid-19 pandemic has been the most significant public health emergency that the UK has faced in generations. The lockdown restrictions first put in place by the UK and Scottish Government on 23 March 2020 placed significant restrictions on the ability of people to meet, travel and attend work and has had a huge impact nationally and locally on businesses, communities and residents.

The restrictions put in place to contain and control the spread of the virus have presented unprecedented challenges for the council. In order to comply with the lockdown restrictions, set out in the Scottish Government's Covid-19 Strategic Framework, the council has had to temporarily withdraw or reduce some services to comply with lockdown rules, however, the majority of the council's essential services have continued to operate over the last year, with staff finding new ways to work, communicate, and support our communities.

As well as the challenge of delivering existing service provision to our communities, throughout 2020, and continuing into 2021, the council has had to respond to providing additional supports to families, local communities and businesses. Some examples of the changes made and support delivered throughout this period include:

- Maintained high levels of engagement with learning during periods of remote learning, and supported pupils and families with digital devices and connectivity solutions where necessary.
- As part of the Connecting Scotland Programme, digital champions have been providing iPads and laptops since September 2020 to those identified as being socially isolated as a result of the pandemic.
- Introduced new ways to interact with customers such as the click and collect library book service.
- Mobilised IT resources and support to allow over 1,400 office-based staff to undertake their roles at home.
- Continued employment support through digital means, to ensure those at threat of redundancy are provided with the necessary support.

D.4 Performance Scorecard




The strategy scorecard is a reporting tool that is used to monitor progress in the performance indicators in each strategy outcome. Achievement in the key activities can be tracked and it also allows the council to identify areas for improvement.

The scorecard provides a snapshot of performance to date across the whole strategy and is included in Appendix 1.

The scorecard will report the last recorded performance in the event that any data for 2020/21 are not available for the period or reporting has been delayed (for example due


to external validation processes). This will include the performance updates for any council activities that were ceased/suspended during 2020/21 due to the Coronavirus pandemic.

A total of 20 performance indicators are contained in the scorecard and this is managed using the council's performance management system (Pentana). At present, the status of those indicators are as follows:

Summary of Performance Indicator status (RAG)	
Status (against target)	Number of PIs
 Green	13
 Amber	0
 Red	7

A commentary on the performance and the corrective action that will be taken to address the performance indicators that were triggering as Red is outlined below:

Outcome 1: Digital customers – Our customers use digital channels to interact with the council


 DT003: Increasing the number of people aged 75+ supported by technology to remain at home			
Performance 2020/21	Target 2020/21	Target 2021/22	Target 2022/23
2.3%	5%	7%	10%

Overall, the number of over 75s using technology to help them stay at home increased from 2,711 to 2,775 during 2020/21, an increase of 64 people from the baseline. This is the first year since we have been measuring this indicator that there has been an overall increase. Whilst not meeting the target the direction of travel is positive.

The TEC Team continue to use a number of different technology solutions as part of the assessment process this includes Just Checking; GPS Safer Walking Devices; and YourMeds. All are progressing well with a consistent, if slower uptake, due to service users wishing to delay visits during the period of the pandemic.

The upgrade of the Alarm Receiving Centre (ARC) software has been agreed with contract awarded and the project underway to upgrade the ARC to a solution that will fully support the analogue to digital shift. A separate project (but also dependant on the ARC upgrade) is also underway to replace the analogue hub units to digitally capable units in the community and our Housing with Care developments. A project board is in place for this strand of work and is meeting regularly. The plan at this stage is to have completed service user acceptance testing with a control group of 100 by the end of the summer and all being well the wider rollout will be planned from there.

Outcome 2: Digital Skills – Enabling and supporting our customers and staff to thrive in a digital age

 DT004 Percentage schools achieving Digital Schools status			
Performance 2020/21	Target 2020/21	Target 2021/22	Target 2022/23
14%	50%	60%	75%

Our schools have been making good progress in utilising digital technology to enhance and promote digital learning and teaching. The Digital Schools status is an externally accredited award which schools work towards and have to demonstrate that “digital” is embedded in everything that they do.

In 2020/21 nine schools had achieved the Digital Schools status and a further three clusters were part way through the process. However due to the COVID 19 pandemic schools that were due to be validated have had validations cancelled. Schools awaiting a validation date have had this work suspended by the programme due to school closures and during the academic year 2020/21 no further assessments have been carried out. However, schools have demonstrated their ability to embrace digital learning by adapting to deliver online learning as pupils were not in school for over 6 months of the year.

● P:EDALYS024 Adult Learning – Percentage of Adult Learning students resident in the 20% most disadvantaged areas			
Performance 2020/21	Target 2020/21	Target 2021/22	Target 2022/23
24%	33%	34%	35%

During 202/21 the ability to deliver face to face classes for adult learners was removed due to the Covid 19 pandemic. The team had to adapt their offer to an online only solution, which has been challenging when they tend to work with those residents who are the most digitally excluded. During the year the team supported 331 learners which was down from 613 the previous year. The team created and distributed “how to” guides for a range of digital functions such as creating an email address, using social media and keeping safe online.

The Adult Learning team also co-ordinated and supported the roll out of the Scottish Governments initiative called “Connecting Scotland” which has seen over 1020 digital devices distributed to householders where someone is over 60, shielding, unemployed with children, disabled or a care leaver. Along with the device was a data package to cover a one-year subscription and access to a digital buddy to help and support the person get started with their device. Ongoing support was offered on a one to one basis by via the phone or video conferencing.

● DT006 Percentage of relevant staff completing digital skills training			
Performance 2020/21	Target 2020/21	Target 2021/22	Target 2022/23
33.03%	50%	60%	90%

Following the 2019 digital skills audit further modules have been developed on the e-learning platform focusing on specific digital skills. 726 of these modules were completed. Overall during 2020/21 40,001 modules were completed from the 87 live programmes. A further 67 programmes are in development. In addition, over 1,500 staff have upskilled themselves to undertake video conferencing meetings utilising training materials created by the Digital Team and Microsoft. These materials have not been included in the e-learning platform as it would be duplication of effort.

The Digital Champions have also been delivering one to one support around digital skills, to support staff to access MyHR as well as other online resources such as the Four Pillars of Wellbeing.

● DT009 Percentage of customers satisfied with online / automated service updates			
Performance 2020/21	Target 2020/21	Target 2021/22	Target 2022/23
0%	35%	50%	75%

During 2020/21 there were 88,890 online requests made through the customer portal “mywestlothian”. Overall satisfaction with the website is good with 67% rating it good or excellent. However, as yet, we are not able to give service updates across the whole range of the online services available and therefore, we cannot report on our customers satisfaction with this functionality. It is recommended that we archive this particular performance indicator, and replace it with an indicator showing the number of online service requests made.

Outcome 4. Digital Workplace – Transforming how we work to deliver more effective and efficient Services

● DT014 Number of residents using public access wifi as a percentage of the West Lothian population			
Performance 2020/21	Target 2020/21	Target 2021/22	Target 2022/23
0.54%	5%	8%	10%

During 2020/21 the majority of customer facing buildings (Partnership Centres, Libraries and Community Centres) were closed to the public due to the Covid 19 pandemic, therefore the use of the public access wifi has been negligible with only 985 people using it. This is compared to 15,683 using it the year before. During the period the council has taken the opportunity to migrate the majority of the sites to an inhouse solution, which going forward will give us greater control and reliability.

There is one indicator where no performance was recorded during 2020/21.






Outcome 2: Digital Skills – Enabling and supporting our customers and staff to thrive in a digital age

● CuCS031a_9b.1c Library Service - Percentage of available public access computer sessions that are used in libraries.			
Performance 2020/21	Target 2020/21	Target 2021/22	Target 2022/23
N/A	25%	25%	25%

There was no performance recorded for 2020/21 against this indicator because library buildings were closed and customers had no access to the public access PCs throughout the year. During 2019/20 performance was recorded at 26.7%, and the target for the following years had been adjusted to reflect the changing habits of customers who were taking advantage of the free public wifi in libraries and using their own devices.

D.5 Strategy Actions

There are twenty actions to support the delivery of the Digital Transformation Strategy outcomes. At present, the status of those actions are as follows:

Summary of Action status (RAG)	
Status (against target)	Number of PIs
 Complete	2
 On track	18
 Amber	0
 Red	0
 Unknown	0

The update for each action is included in Appendix 2. A commentary is provided below for any actions that have in 2020/21 closed, significantly progressed, or been delayed.

Closed

Action: DT 18003 Website refresh
Status: Complete
Objective: More people use the website to find information and transact with the council.

During 2019 the council refreshed and revamped its website based on data from its usage. The new focus was on helping people find easily the information they required as well as allowing customers to transact with the council. In 2020/21 there were 88,890 forms submitted on the website to ask for a service. This is an increase of 29,772 on the previous year. In March 2021 there were 130,222 users of the site which is an increase of 4,675 on the same time last year. When questioned most people said they used the website to look for information. The most popular web pages were the Home page, followed by the school term dates. Around 68% access the website from a mobile or tablet device.

Action: DT 18008 – Staff skills audit
Status: Complete
Objective: Managers understand the Digital Skills of their staff

The second Digital Skills Audit took place in October 2020 to coincide with Getonline Week. We utilised the national question set developed by Scottish Council for Voluntary Organisations (SCVO) to ensure we could benchmark with other organisations. The question set was built around the five main themes of SCVO's "Essential Digital Skills" and these are; Being Safe, Legal and Confident Online, Communicating, Handling Information and Content, Transacting, and finally Problem Solving.

Staff were asked to complete an online assessment, and all staff had access to this via their work or personal emails. 600 staff responded, which was significantly reduced from the 2018 survey. This was due in part to the use of a "global email" from IT Services that did not highlight the subject matter.

Across all skillsets there was an increase in the reporting of digital skills. Of the results from the 28 questions, only one question saw a reduction (of 1%) in positive answers.

The Customer and Digital Board considered a report on the skills audit in December 2020 and the 55 Digital Champions have put together a programme of learning events

to support colleagues in the areas where skillsets were judged to be lower. In addition, online learning modules have been created that all staff have access to.

Significantly progressed

Action: DT18004 Adopt myaccount as the single logon
Status: Active
Objective: Staff and customers find it easier to transact with the council.

In October 2018 the council launched mywestlothian customer portal on the website giving customers access to online services in one place. We used the nationally recognised myaccount as the authentication. Customers can report issues, pay bills and get personal information such as council tax balances or bin collection calendars. There are now 45,353 people registered to use mywestlothian, our customer portal. This is 32% of the adult population in West Lothian. This has increased significantly over the last year due to the use of the parentsportal, we now have over 10,000 parents registered, and the launch of bus pass applications online, which is a joint initiative with the Improvement Service.

Action: DT18009 Digital skills training created to meet demand
Status: Active
Objective: Staff acquire basic digital skills

The council has continued to invest in its e-learning platform, and has moved the platform to an inhouse server to progress further development. There are now 87 courses available on the e-learning platform with another 67 in development. The specific "digital" courses range from overviews on the council's core systems to modules focusing on being safe online. Modules to support the rollout of Office 19 and the new HR system were specific initiatives during 2020. Overall 40,001 modules were completed.

In addition, the council's 55 Digital Champions have access to online learning resources to support their colleagues through the Digital Unite network. This gives them access to over 90 modules that they can use with colleagues to enhance digital skills.

Specific work is underway to support staff who are non-office based to increase their digital skills through the purchase of additional hardware such as tablet devices to allow more one to one support, as well as new e-learning modules which focus on their specific area of work, for example waste operatives undertaking essential health and safety training online.

Action: DT18010 paper processes will be reduced
Status: Active
Objective: The council will reduce its printing costs

Over the last year the council has increased the use of Objective workflows to reduce the amount of paper that is used for internal processes. There are now 71 workflows in place with a further three in development.

With the majority of staff working from home during 2020/21 there has been a significant reduction in the amount of printing being done as staff have not had ready

access to a printer. The volume of printed material during 2020/21 is down to 26,046,955. This is a reduction of 19,590,132.

In addition, staff have adapted the way meetings are run, reducing the requirement for printed papers. The launch of MyHR late in 2020 has also contributed to the reduction in the use of paper.

Housing Services have digitised all their paper records and have moved the housing application form online. This has seen a significant reduction in the use of paper within the service.

Action: DT012 Internal end to end processes are automated

Status: Active

Objective: Transactions are seamless

The council's Executive Management Team has agreed an approach to the use of robotics and automation across council services with a focus on both internal systems and customer facing enquiries. Study visits have taken place with a number of Scottish Councils that have deployed this technology in order to learn best practice and utilise some of their approaches. The council has also joined the national project to develop approaches to automation which is being led by the Scottish Local Government Digital Office.

Initially the focus of the project will be the Financial Management Unit and the Customer Service Centre. In addition, detailed process mapping work has supported services to identify where automation could generate efficiencies and potential savings in order to create a pipeline of processes to be worked on. The Revenues Service has been able to utilise its existing software to automate 150 backend processes creating efficiencies and reducing the time taken to undertake processes.

Action: DT013 The number of systems is reduced

Status: Active

Objective: The council saves money from reduced support and maintenance costs

The Digital Transformation Team has undertaken a comprehensive review of all IT systems currently being used by council services to assess the ability to reduce / reuse or refocus some of the systems in order to reduce the overall IT estate and reduce the annual maintenance costs. A saving of £150,000 has been targeted across systems and systems admin/development. Progress has been made with some smaller, less common systems being retired and the functionality being delivered by some of our "core" systems; for example the system being used by Internal Audit has been replaced utilising the functions of the core document management and case management systems. The current focus is on systems that are used for case management, as we currently have 16 across the council. Detailed process maps are being created to understand the data flows and the uses of the data, as well as the functions required to inform decisions about reuse or withdrawal.

Action: DT18014 Digital skills training will focus on those most in need

Status: Active

Objective: Customers digital skills will be enhanced

The Digital Inclusion Group, a Community Planning Partnership led initiative, agreed and updated detailed actions to support customers who are digitally excluded. Over the year the group has widened its membership and has been particularly active as a response to the Covid 19 pandemic and the need to support vulnerable individuals. West Lothian has received over 700 devices from the Scottish Governments Connecting Scotland programme to distribute initially to those people who are shielding but need support to get online. The second wave of the programme saw a particular focus on care experienced young people, and families where there is unemployment.

The councils Adult Learning and Access2Employment services worked together to support individuals with their digital skills. Both services have adapted their digital programme to be able to deliver this online rather than face to face. To supplement this learning new printed resources have been created to help people get started in their digital journeys.

Action: DT18018 Self Service is implemented across the council

Status: Active

Objective: Self service options are available

Greater use is now being made of the mywestlothian customer portal with 45,353 customers registered. Particularly popular is the parentportal with almost 10,500 parents registered. On a monthly basis around 6,500 forms are submitted. The "top 20" requests account for 82% of all forms submitted, with Operational Services accounting for almost a third e.g. missed bins, reporting potholes, ordering new bins etc. During 2020/21 overall, 88,890 forms were submitted using the customer portal.

The staff self-service through the new MyHR was launched in autumn 2020 and now all staff have access to this portal to update their records, access their payslips and request holidays.

Delayed

In each of the following actions work has progressed, but the timescales outlined in the Digital Strategy have not been met for a range of reasons. It is suggested that the timescales be reviewed.

Action: DT18001 Business Process Mapping activity

Status: Active

Objective: Services understand the cost of each process

Progress has been made with mapping business processes across council services to ensure that they are as efficient as possible, as well as looking for opportunities to automate and use a digital first principle. The council has agreed that using Service Design as a methodology will ensure that services are designed with a customer focus. Training has been developed and delivered to 35 officers to help services understand and adopt these principles.

In addition, the council has procured specialist process mapping software that allows services not only to map a process, but also to cost both the "as-is" and "to-be" processes to demonstrate savings and efficiencies. Twelve officers have been trained

in its use. Further work is underway led by the Digital Team to capture the detail and support services as they progress their service redesigns.

Action: DT18002 – Create digital foundations on which all systems are based
Status: Active
Objective: Reduced time and effort to complete basic tasks

Using a standard authentication system across disparate systems will reduce the administrative activity required to manage the identities across these multiple systems and employees will not be required to remember multiple passwords and log-in credentials. The approach has been built in a test environment and is being tested by service areas prior to being rolled out across the council.

It was agreed that the One Scotland Gazetteer would be used as the address source for systems. Services are moving towards using this as the preferred method as they upgrade / change systems. The National Records of Scotland have confirmed they will use this approach for the 2022 Census.

Services have mapped where signatures are captured as part of a business process. They have prioritised internal processes first in order to change the process so that no signature is required, using Objective workflows where there is an audit requirement. There are now 71 workflows being used in Objective. There is further work being undertaken to find a digital solution to capturing signatures for customer facing processes such as tenancy agreements.

Services are assessing where they can reuse information we already hold about customers in order to streamline processes. There has been some success by the Advice Shop in supporting parents to gain access to free school meals and clothing grants using customers already in receipt of qualifying benefits. Licensing are investigating how we might use the myaccount process to support customers to gain relevant licenses without the need to produce documentation. In the meantime, the Scottish Government is progressing with a national project to secure digital identity.

Action: DT18005 Corporate approach to public wifi
Status: Active
Objective: Staff and customers are able to use wifi provided by the council

The council has agreed and built a corporate solution to offering public access wifi in key buildings. A roll out plan was agreed, but timescales have been affected by the COVID 19 pandemic as the necessary work to fit new hardware has been impacted by buildings being closed and by the availability of some components. Of the original 20 buildings to be moved to the corporate solution, two are still to be deployed. In addition, the council has agreed to invest in wifi in some residential and care home settings to decrease the isolation of some residents. Work is progressing on this solution but as an interim measure in some buildings a mobile wifi solution has been implemented.

E. CONCLUSION

The Digital Transformation Strategy 2018-2023 sets out an ambitious programme of change utilising technology to reshape how council services will be delivered.

During 2020/21 we have made further progress in building up our digital services, and our customers are benefitting from this. Other activity that is underway will take longer to realise the benefits to both the council and customers.

The council will continue to use its response to the Covid-19 pandemic to positively challenge service delivery, in order that the council can maximise opportunities to make West Lothian a smarter, healthier, wealthier, fairer and greener place to live and work in.

Actions have been developed to deliver improvement in 2021/22 in any area that is below target

F. BACKGROUND REFERENCES

[West Lothian Council Corporate Plan 2018/23](#)
[Digital-Transformation-Strategy-2018-23](#)

Appendices/Attachments: 2

Appendix 1: Digital Transformation Strategy Scorecard

Appendix 2: Digital Transformation Strategy Action Plan Update

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Graeme Struthers

Depute Chief Executive











18 June 2021

Digital Transformation Strategy 2018-23






(a) Outcome 1 - Digital Customers – Our customers use digital channels to interact with the council.

Status	Performance Indicator	Last Update	Current Value	Current Target	Lead officer(s)
	P:CC089_6a.7 Percentage of web users who rated their experience of the web as good or excellent	2020/21	66.8%	60%	.Head of Corporate Services (J Whitelaw)
	DT001_9b.2 Number of customer website transactions as a percentage of total customer transactions	2020/21	38.13%	30%	Head of Corporate Services (J Whitelaw)
	DT002_9b.2 Percentage of West Lothian population with a Myaccount log-in	2020/21	24.77%	18%	Head of Corporate Services (J Whitelaw)
	DT003_9a.2 Increasing the number of people aged 75+ supported by technology to remain at home	2020/21	2.3%	7%	Head of Social Policy (J MacPherson)
	P:REV125_9b Percentage of self service payment transactions (excluding direct debit) received through the income management system	2020/21	48.66%	36%	.Head of Finance and Property Services (D Forrest)

(b) Outcome 2 - Digital Skills – Enabling and supporting our customers and staff to thrive in a digital age


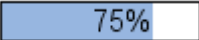

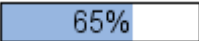




Status	Performance Indicator	Last Update	Current Value	Current Target	Lead officer(s)
	CuCS031a_9b.1c Library Service - Percentage of available public access computer sessions that are used in libraries.	2020/21	N/A	25%	.Head of Housing, Customer and Building Services (AM Carr)
	DT004_9a Percentage of schools achieving digital status	2020/21	14%	50%	Head of Education (Learning, Policy and Resources - J Cameron)
	DT005_9a Percentage of staff assessing they have basic digital skills	2020/21	96%	70%	Head of Corporate Services (J Whitelaw)
	DT006_9a Percentage of relevant staff completing digital skills training	2020/21	33.03%	50%	Head of Corporate Services (J Whitelaw)
	P:EDALYS024_9b Adult Learning - Percentage of Adult Learning students resident in the 20% most disadvantaged areas	2020/21	24%	33%	.Head of Education (Learning, Policy and Resources - J Cameron)
c) Outcome 3 - Digital service design – Ensuring our digital ambitions are embedded across the council					
Status	Performance Indicator	Last Update	Current Value	Current Target	Lead officer(s)
	DT007_9a Percentage of core business processes mapped	2020/21	48.78%	50%	Head of Corporate Services (J Whitelaw)
	DT008_9b.2 Cumulative percentage reduction in print volumes	2020/21	57.07%	85%	Head of Corporate Services (J Whitelaw)
	DT009_6a.10 Percentage of customers satisfied with online/automated service updates	2020/21	0%	50%	Head of Corporate Services (J Whitelaw)
	DT010_9a Percentage reduction in the number of manual processes	2020/21	46%	20%	Head of Corporate Services (J Whitelaw)
	DT011_9b.2 Percentage of system interfaces implemented to support Digital Transformation	2020/21	36.84%	30%	Head of Corporate Services (J Whitelaw)





(d) Outcome 4 - Digital workplace –Transforming how we work to deliver more effective and efficient services


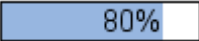

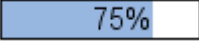
Status	Performance Indicator	Last Update	Current Value	Current Target	Lead officer(s)
	DT012_9a Percentage of relevant staff using mobile devices/technology to undertake their job	2020/21	60.06%	50%	Head of Corporate Services (J Whitelaw)
	DT013_9a Percentage of staff with access to the councils intranet and related online support services	2020/21	96.76%	85%	Head of Corporate Services (J Whitelaw)
	DT014_9b.2 Number of residents using public access wifi as a percentage of West Lothian population	2020/21	0.54%	5%	Head of Corporate Services (J Whitelaw)
	DT015_6a.2 Percentage of customer satisfaction with public access wifi	2020/21	93.3%	65%	Head of Corporate Services (J Whitelaw)
	DT016_9b.2 Council participation in the Digital Office programme	2020/21	66.67%	70%	DCE G Struthers




Appendix 2


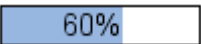

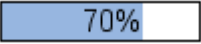
Action Plan




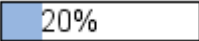

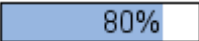
Status	Action Title	Code	Assigned To	Progress Bar	Latest Update
	Business process mapping activity	DT18001_A	Karen Cawte; Rebecca Kelly		06-Apr-2021 The council has invested in the Engage Process Modeller to support services to map and cost a range of processes. The software is being utilised to review processes that could potentially be automated. In addition the software is also being utilised to support process change and optimisation. Two cohorts of staff, 35 staff in total, have been trained in Service Design techniques which has focused on employing user research and customer journey mapping as well as ideation and prototyping. This activity has led to a number of services being redesigned with customers at the heart of the delivery; for example education grants, bus passes, and modern apprentice workbooks.
	Create digital foundations on which all systems are based	DT18002_A	Karen Cawte		<p>06-Apr-2021 Further work has been undertaken within services to remove the need for signatures on internal processes and use Objective workflows instead. Attention is now focusing on where we currently collect wet signatures for customers, to input a digital solution to this where that is legally possible. A particular focus has been around the use of wet signatures on tenancy agreements for Housing Services.</p> <p>Guidance has been issued to services about the use of the One Scotland Gazeteer for addresses when upgrading or purchasing new systems.</p> <p>The online bus pass service launched in August 2020 and now encompasses all types of bus pass. The council has worked with the Improvement Service to test and improve the online system. Applications for Young Scot cards can now also been made online. Services are increasing the use of the national "myaccount" as the authentication method for customers to access a range of services. There are now 45353 residents with a myaccount log in. The latest service is the ability to vote on proposals through the Community Choices programme.</p>
	Website refresh	DT18003_A	Karen Cawte; Garry Heron		06-Apr-2021 The redesigned website was launched in November 2019. As part of the redesign a new room booking functions has been included. In November 2019 there were 166866 visits to the site, with the pages relating to the general election seeing the biggest increases. 61% of customers surveyed rated their experience as excellent or good. There were 4270 online forms submitted during November with the largest amount of these relating to applications for primary and secondary school places.
	Adopt myaccount as the single logon	DT18004_A	Karen Cawte; Garry Heron		06-Apr-2021 West Lothian now has 45353 residents with myaccount login credentials. This is an increase of more than 9000 over the last year. Some of this increase is due to the launch of the Parents Portal which is giving parents the ability to transact with schools online. Almost 10,500 parents are now using this


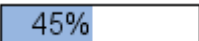


Status	Action Title	Code	Assigned To	Progress Bar	Latest Update
					facility. In addition the launch of the online bus pass applications has also boosted the number of people with an account. The creation of the customer portal "mywestlothian" has increased customers ability of utilise online council services. On average 7000 people use the customer portal every month, this is up from 2500 last year, and 65% do so from a mobile device.
	Corporate approach to public wifi	DT18005_A	Karen Cawte	<div><div>90%</div></div>	06-Apr-2021 Twenty eight sites have now either completed the switch over or are in the process of doing so. Some sites have required additional wiring and or access points and so this has slowed deployment depending on whether asbestos surveys needed to be carried out. In addition, there has been a world wide shortage of access points and switches, meaning that deployment has been slowed down. In social care settings an interim solution of mobile 4G routers has been deployed whilst the situation around access to buildings due to Covid is under review.
	Work with the Digital Partnership	DT18006_A	Karen Cawte	<div><div>60%</div></div>	<p>04-May-2021 The Digital Office for Local Government launched its new Business Plan 2.0 in November 2019. The Council has mapped its Digital Strategy activity to the new business plan to understand where there is commonality. A group of officers from the Council are inputting to the six themes within the new plan.</p> <p>Officers are actively involved in all the current Digital Office workstreams. These include: Cyber Security, Service Design, Collaboration and Sharing / O365, CONSUL Community Choices, Digital Telecare, Digital Champions and Automation and Robotics.</p> <p>During the response to the Covid 19 pandemic there has been a particular focus on the use and manipulation of data. The council has contributed to the Driven by Data workstream.</p>
	Schools champion digital learning	DT18007_A	Karen Cawte; Laura Compton	<div><div>40%</div></div>	06-Apr-2021 In April 2020, nine schools had achieved Digital Schools Status and three other clusters were going through the process. Due to the Covid pandemic, assessments for the Digital Schools status were stopped, and during the academic year 20/21 no further assessments have been carried out. However, schools have demonstrated their ability of embrace digital learning by adapting to deliver online learning as pupils were not in school for over 6 months of the year.
	Staff skills audit	DT18008_A	Karen Cawte	<div><div>100%</div></div>	06-Apr-2021 The second Digital Skills Audit took place in October 2020 to coincide with Getonline Week. We utilised the national question set developed by Scottish Council for Voluntary Organisations (SCVO) to ensure we could benchmark with other organisations. The question set was built around the five main themes of

Status	Action Title	Code	Assigned To	Progress Bar	Latest Update
					<p>SCVO's "Essential Digital Skills" and these are; Being Safe, Legal and Confident Online, Communicating, Handling Information and Content, Transacting, and finally Problem Solving.</p> <p>Staff were asked to complete an online assessment, and all staff had access to this via their work or personal emails. 600 staff responded, which was significantly reduced from the 2018 survey. This was due in part to the use of a "global email" from IT Services that did not highlight the subject matter.</p> <p>Across all skillsets there was an increase in the reporting of digital skills. Of the results from the 28 questions, only one question saw a reduction (of 1%) in positive answers.</p> <p>The Customer and Digital Board considered a report on the skills audit in December 2020 and the 55 Digital Champions have put together a programme of learning events to support colleagues in the areas where skillsets were judged to be lower. In addition online learning modules have been created that all staff have access to.</p>
	Digital skills training created to meet demand	DT18009_A	Karen Cawte; Lesley Henderson		<p>14-Apr-2021 The council has continued to invest in its e-learning platform, and has moved the platform to an inhouse server to progress further development. There are now 87 courses available on the e-learning platform with another 67 in development. The specific "digital" courses range from overviews on the councils core systems to modules focusing on being safe online. Modules to support the rollout of the new HR and payroll system were a major feature during 2020.</p> <p>In addition, the Digital Champions have access to online learning resources to support their colleagues through the Digital Unite network. This gives them access to over 90 modules that they can use with colleagues to enhance digital skills.</p>
	Paper processes will be reduced	DT18010_A	Karen Cawte; Rebecca Kelly		<p>04-May-2021 During 20/21 due to the Covid pandemic most office based staff worked from home. This necessitated a change in the way staff undertook their work with many processes being digitised utilising CRM or Objective workflows. There are now 71 workflows built in Objective saving around 286 hours per quarter. Staff have not had ready access to printers and so have adapted the way</p>
					<p>meetings have been run. The new HR system launched in November 2020 and this again reduced the need for paper forms. Housing Services have digitised all their paper records and have moved the housing application form online. This has seen a significant reduction in the use of paper within the service.</p>

Status	Action Title	Code	Assigned To	Progress Bar	Latest Update
	Mobile technology is deployed to staff working in the field	DT18011_A	Karen Cawte; Ian Forrest	<div><div>60%</div></div>	<p>14-Apr-2021 During 20/21 because of the ongoing Covid pandemic over 1600 staff regularly worked from home, accessing the councils systems via Swivel tokens. With the continued requirement to work from home, more staff were supplied with laptop computers (350) and new mobile phones (400). The Council is also trialling the use of Microsoft 365 and TEAMS as a way of further supporting staff to work in a mobile and flexible way. Housing upgraded their TotalMobile solution that supports the operatives on the ground to undertake tasks without the need for paper.</p> <p>HR have undertaken a number of staff surveys assessing peoples wellbeing and ability to cope with these new ways of working. additional supports have been put in place via the Four Pillars of Wellbeing to support staff during this time.</p>
	Internal end to end transactions are automated	DT18012_A	Karen Cawte; Rebecca Kelly	<div><div>40%</div></div>	<p>06-Apr-2021 The Councils Executive Management Team has agreed an approach to the use of robotics and automation across council services with a focus on internal systems and some customer facing processes. The Council has joined the national project to develop approaches to automation which is being led by the Local Government Digital Office. Study visits have taken place with a number of Scottish Councils that have deployed this technology in order to learn best practice and utilise some of their approaches. A report will be considered by councillors in May 2021</p> <p>A new module within the Councils CRM will be procured to support the automation effort in the CSC were work has completed to identify all processes and these have been given a RAG status to denote which processes will be focused on first. Detailed process mapping has already begun in a number of services in order to assess where Robotic Process Automation will be focused in the first instance. In addition, services have identified where automation could generate efficiencies and potential savings in order to create a pipeline of processes to be worked on. The Revenues services has already been able to utilise its existing software to automate 150 of its backend processes creating efficiencies and reducing the time taken to undertake processes.</p>
	The number of systems used is reduced	DT18013_A	Karen Cawte; Alastair Marshall	<div><div>45%</div></div>	<p>06-Apr-2021 During the early part of 2020 the Digital Transformation Team undertook a comprehensive review of all IT systems currently being used by council services to assess the ability to reduce / reuse or refocus some of the systems in order to reduce the overall IT estate and reduce the annual</p>

Status	Action Title	Code	Assigned To	Progress Bar	Latest Update
					<p>maintenance costs. A saving of £150,000 has been targeted across systems and systems admin/development.</p> <p>Following detailed process maps for systems that record time, manage cases and documents, a number of systems have been targeted for retirement, achieving an initial saving of around £65,000. Phase two of the project is now focusing of systems that are due to be renewed / upgraded over the next two years.</p> <p>In addition, detailed information has been captured from services around the types of job role that support systems with service areas, with a view to establishing what consolidation could be achieved.</p>
	Digital skills training will focus on those most in need	DT18014_A	Karen Cawte; Laura Wilson		<p>06-Apr-2021 The Digital Inclusion Group, a Community Planning Partnership led initiative, agreed and updated detailed action to support customers who are digitally excluded. Over the year the group has widened its membership and has been particularly active as a response to the Covid 19 pandemic and the need to support vulnerable individuals. West Lothian has received over 1020 devices from the Scottish Governments Connecting Scotland programme to distribute initially to those people who are shielding but need support to get online. The second wave of the programme saw a particular focus on care experienced young people, and families where there is unemployment.</p> <p>The councils Adult Learning and Access2Employment services worked together to support individuals with their digital skills. Both services have adapted their digital programme to be able to deliver this online rather than face to face. To supplement this learning new printed resources have been created to help people get started in their digital journeys.</p>
	Further develop web based learning and development	DT18015_A	Karen Cawte; Lesley Henderson		<p>14-Apr-2021 The council has continued to invest in its e-learning platform, and has moved the platform to an inhouse server to progress further development. There are now 87 courses available on the e-learning platform with another 67 in development. The specific "digital" courses range from overviews on the councils core systems to modules focusing on being safe online. Modules to support the rollout of the new HR and payroll system were a major feature during 2020. Over 40,000 e-learning modules have been completed during the year.</p>
					<p>In addition, online learning is being delivered in Social Policy to ensure statutory requirements are delivered. The OD service within HR have moved all their</p>

Status	Action Title	Code	Assigned To	Progress Bar	Latest Update
					<p>learning sessions online and have partnered with West Lothian College to deliver more online content.</p> <p>In addition, the Digital Champions have access to online learning resources to support their colleagues through the Digital Unite network. This gives them access to over 90 modules that they can use with colleagues to enhance digital skills.</p>
	Systems are integrated	DT18016_A	Karen Cawte		<p>06-Apr-2021 The Councils Executive Management Team has agreed an approach to the use of robotics and automation across council services with a focus on internal systems and some customer facing processes. The Council has joined the national project to develop approaches to automation which is being led by the Local Government Digital Office. Study visits have taken place with a number of Scottish Councils that have deployed this technology in order to learn best practice and utilise some of their approaches. A report will be considered by councillors in May 2021</p> <p>A new module within the Councils CRM will be procured to support the automation effort in the CSC where work has completed to identify all processes and these have been given a RAG status to denote which processes will be focused on first. Detailed process mapping has already begun in a number of services in order to assess where Robotic Process Automation will be focused in the first instance. In addition, services have identified where automation could generate efficiencies and potential savings in order to create a pipeline of processes to be worked on. The Revenues services has already been able to utilise its existing software to automate 150 of its backend processes creating efficiencies and reducing the time taken to undertake processes.</p>
	Customers will receive updates for service delivery	DT18017_A	Karen Cawte		<p>14-Apr-2021 This activity will now link with the action to develop the use of robotics and automation across council services as this functionality will give services the ability to automatically update customers on progress with service requests.</p> <p>This function is already available to Operational Services via the use of the Confirm system.</p>
	Self-service is implemented across the council	DT18018_A	Karen Cawte		<p>14-Apr-2021 Greater use is now being made of the mywestlothian customer portal with 45,353 customers registered. Particularly popular is the parentportal with</p>
					<p>almost 10,500 parents registered. On a monthly basis around 6,500 forms are submitted. The "top 20" requests account for 82% of all forms submitted, with Operational Services accounting for almost a third eg missed bins, reporting</p>

Status	Action Title	Code	Assigned To	Progress Bar	Latest Update
					<p>potholes, ordering new bins etc. During 2020/21 overall, 88,890 forms were submitted using the customer portal.</p> <p>The staff self service through the new MyHR was launched in autumn 2020 and now all staff have access to this portal to update their records, access their payslips and request holidays.</p>
	Technology Enabled Care (TEC) in people's homes will be expanded	DT18019_A	Karen Cawte; Rob Allan		<p>20-Apr-2021 The TEC Team continue to use a number of different technology solutions as part of the assessment process this includes Just Checking; GPS Safer Walking Devices; and YourMeds. All are progressing well with a consistent, if slower uptake, due to service users wishing to delay visits during the period of the pandemic. The upgrade of the Alarm Receiving Centre (ARC) software has been agreed with contract awarded and the project underway to upgrade the ARC to a solution that will fully support the analogue to digital shift. A separate project (but also dependant on the ARC upgrade) is also underway to replace the analogue hub units to digitally capable units in the community and our Housing with Care developments. A project board is in place for this strand of work and is meeting regularly. The plan at this stage is to have completed service user acceptance testing with a control group of 100 by the end of the summer and all being well the wider rollout will be planned from there.</p>
	Share and use data across the council	DT18020_A	Karen Cawte; Rebecca Kelly		<p>06-Apr-2021 The council has contributed to the national Driven by Data project which has streamlined the requests for data linked to Covid 19 as well as automating the visualisation of data results on a weekly basis. This project has also brought together data specialists from across Scotland to work on shared issues and pool resources to create data models that can be reused. As part of the Councils response to the Audit Scotland Report "Digital Progress in Local Government" it was agreed that services would progress the creation of a data strategy to define how, where and by whom data was used within the council. Part of this strategy would be to define / develop data standards to support the greater sharing of data sets.</p>

DATA LABEL: PUBLIC



PARTNERSHIP AND RESOURCES POLICY DEVELOPMENT AND SCRUTINY PANEL

CORPORATE STRATEGY ANNUAL UPDATE – PEOPLE STRATEGY 2018/23

REPORT BY HEAD OF CORPORATE SERVICES

A. PURPOSE OF REPORT

The report provides a review of the People Strategy 2018/23 to the Panel, including progress against the planned actions and an overview of the performance to date.

B. RECOMMENDATIONS

It is recommended that the Panel:

1. Notes the performance against the outcomes.
2. Notes the progress made in implementing the key activities and actions.
3. Agree any recommendations for improvement.

C. SUMMARY OF IMPLICATIONS

I.	Council Values	<ul style="list-style-type: none">• Focusing on our customers' needs• Being honest, open and accountable• Providing equality of opportunity• Developing employees• Making best use of our resources
II.	Policy and Legal	None.
III.	Implications for Scheme of Delegations to Officers	None.
IV.	Impact on performance and performance indicators	A performance scorecard has been developed to support the delivery of the strategy outcomes. This will be used to track and monitor performance of key indicators throughout the period of the strategy and reported publicly.
V.	Relevance to Single Outcome Agreement	Supporting the delivery of outcomes at a local, council wide and partnership level.
VI.	Resources (Financial, Staffing and Property)	None.
VII.	Consideration at PDSP/Executive Committee required	There has been consultation with the EMT and CMT at regular stages.
VIII.	Details of consultations	The strategy was developed through consultation with the key stakeholders, CMT

and the relevant PDSP. The strategy was approved at Council Executive in June 2018.

D. TERMS OF REPORT

D.1 Background

The council has a clear mission, values and strategic outcomes. These influence every part of the way that we operate but also, how we evaluate our success as an organisation. The council has also developed a set of integrated corporate strategies for the period 2018/19 to 2022/23 that will help to improve the quality and value of our services and drive a culture of performance and transformation at all levels of the organisation.

There are two features that allow tracking of progress in the strategy outcomes and measurable achievement:

- Performance indicators that are linked to the strategy outcomes and key activities
- Action plans comprising actions with defined outcomes, timescales and responsible officers

In line with monitoring and reporting requirements for corporate strategies, this report provides an update for 2020/21 on the performance in strategy outcomes and progress in the action plan.

D.2 Strategy Outcomes

The People Strategy 2018/23 has been designed to support delivery of the priorities that are contained in the council's Corporate Plan 2018/23. The Strategy recognises the importance of building capacity at all levels and effectively engaging with our employees and implementing programmes of activity that will develop the skills, attitudes and behaviours required in the future.

The People Strategy builds on previous strategies with an increased focus on how we will develop and support our employees in this time of change. There are four outcomes in the People Strategy as set out below:

The strategy outcomes are:

1. Effective People Management and Engagement
2. Developing Workforce Skills and Capacity
3. Being an Employer of Choice
4. Developing Leadership Skills and Capacity

D.3 COVID-19 Pandemic Implications

The Covid-19 pandemic has been the most significant public health emergency that the UK has faced in generations. The lockdown restrictions first put in place by the UK and Scottish Government on 23 March 2020 placed significant restrictions on the ability of people to meet, travel and attend work and has had a huge impact nationally and locally on businesses, communities and residents.

The restrictions put in place to contain and control the spread of the virus have presented unprecedented challenges for the council. In order to comply with the lockdown restrictions, set out in the Scottish Government's Covid-19 Strategic Framework, the council has had to temporarily withdraw or reduce some services to comply with lockdown rules, however, the majority of the council's essential services

have continued to operate over the last year, with staff finding new ways to work, communicate, and support our communities.

As well as the challenge of delivering existing service provision to our communities, throughout 2020, and continuing into 2021, the council has had to respond to providing additional supports to families, local communities and businesses.

The council has been able to provide these services through the flexibility and adaptability of the workforce. Large numbers of employees have undertaken alternative duties in social care, education hubs, meal provision and pharmacy deliveries, and contacting people who are shielded.

The impact of the COVID-19 pandemic on the working environment has also required the council to adapt quickly in response to Scottish Government guidance to develop and deploy a range of manager and employee guidance documents, risk assessments and FAQs to ensure the ongoing safety of employees. Significant and positive engagement has taken place with the recognised trade unions in delivering on these aspects.




D.4 Performance Scorecard

The strategy scorecard is a reporting tool that is used to monitor progress in the performance indicators in each strategy outcome. Achievement in the key activities can be tracked and it also allows the council to identify areas for improvement.

The scorecard provides a snapshot of performance to date across the whole strategy and is included in Appendix 1.

The scorecard will report the last recorded performance in the event that any data for 2020/21 are not available for the period or reporting has been delayed (for example due to external validation processes). This will include the performance updates for any council activities that were ceased/suspended during 2020/21 due to the Coronavirus pandemic.


A total of 14 performance indicators are contained in the scorecard and this is managed using the council's performance management system (Pentana). At present, the status of those indicators are as follows:

Summary of Performance Indicator status (RAG)	
Status (against target)	Number of PIs
 Green	9
 Amber	3
 Red	2

A commentary on the performance and the corrective action that will be taken to address the performance indicators where this is required is outlined below.

- Indicators that are Triggering as Red**

Outcome 1 – Effective People Management and Engagement

 Indicator: Percentage of respondents to annual employee survey			
Last Update 2018/19	Target 2018/19	Target 2021/22	Target 2022/23
50%	60%	75%	90%

The Employee Survey had been conducted on an annual basis since 2009. In order to provide managers with additional time to implement actions agreed in local improvement plans, a decision was made in 2019 to conduct the survey biennially. However, as a result of the COVID-19 pandemic, the survey was not issued as planned in October 2020 as the changes to working arrangements required in response to the pandemic may have produced anomalous results. In addition, there have been a number of other staff surveys undertaken during this period to understand how changes in working arrangements and environments have impacted on employee wellbeing to ensure appropriate support arrangements can be put in place.

The employee response rate of 50% in 2018/19 is a decrease from the 57% in 2017/18. Work continues to determine the most effective arrangements in relation to the distribution and collection of paper surveys from the hard to reach employee groups largely in Operational Services, Education and Social Policy, where there are lower response rates.

An employee communications survey was undertaken during March and April 2019 to gather feedback on the variety of approaches to communicating and engaging with employees. This included seeking views on the annual employee survey.

Services were also expected to convene focus groups to gain a better understanding of the feedback provided by their employees and to support the development of improvement plans.

The date for issuing the next general employee survey has still to be determined.

Outcome 2: Developing Workforce Skills and Capacity

● Indicator: Percentage of relevant staff completing digital skills training			
Performance 2020/21	Target 2020/21	Target 2021/22	Target 2022/23
33.03%	50%	60%	90%

Following the 2019 digital skills audit further modules have been developed on the e-learning platform focusing on specific digital skills. 726 of these modules were completed. Overall during 2020/21 40,001 modules were completed from the 87 live programmes. A further 67 programmes are in development. In addition, over 1,500 staff have upskilled themselves to undertake video conferencing meetings utilising training materials created by the Digital Team and Microsoft. These materials have not been included in the e-learning platform as it would be duplication of effort.

The Digital Champions have also been delivering one to one support around digital skills, to support staff to access MyHR as well as other online resources such as the Four Pillars of Wellbeing.

D.5 Strategy Actions

There are twelve actions to support the delivery of the People Strategy outcomes. At present, the status of those actions are as follows:

Summary of Actions status (RAG)	
Status (against target)	Number of Actions
✅ Completed	8
▶ Not Started; In Progress; Assigned	2
⚠ Unassigned; Check Progress	0

 Overdue; Neglected	2
 Cancelled	0

The update for each action is also included in Appendix 2. A commentary is provided below for any actions that have in 2020/21 significantly progressed, been completed or been delayed.

Action: Develop and deliver a Leadership and Management Development Programme
Status: Complete
Objective: Ensure Managers are equipped with the necessary skills to deliver on the outcomes of the Corporate Plan 2018/23.

The Leadership Programme was developed under the People Strategy 2018/23 as an enabler for delivering the Corporate Plan. It was attended by 4 Cohorts of managers including head teachers between March 2018 and February 2020. The learning outcomes were all aligned to the delivery of the council's priority outcomes. It comprised of seminars, action learning sets and coaching, with follow up days provided for cohorts 1 and 2. The effectiveness of this approach has been received very positively from the feedback from participants and others. A similar approach will be considered for the next administration period when there is a new Corporate Plan and People Strategy, although more use will can be made of digital resources.

Action: Develop a Capability Framework to Support the Management of Employee Performance.
Status: Complete
Objective: Individuals receive constructive and clear feedback on their performance.

The Supporting Performance Framework was approved by Council Executive in October 2020 for implementation from 1 January 2021.

Action: Develop and Implement a new Recognition Framework
Status: Overdue
Objective: Employee contribution and achievement is recognised.

A revised draft Employee Engagement, Communication and Recognition Framework has been developed based on feedback that has been gathered from an employee survey on engagement arrangements and subsequent workshops to review effectiveness of current engagement methods. However, this work has been delayed as a result of COVID-19 pandemic.

Work is currently underway to review the draft Framework in relation to recent changes in communication methods that have been implemented in response to the current pandemic. A report will be presented to EMT at a date to be agreed later this year.

Action: Develop and implement a succession planning framework
Status: Overdue
Objective: Ensure the council continues to operate effectively when people leave the organisations who occupy key leadership posts.

A draft framework has been prepared and was reported to EMT in February 2020. A report on pilot arrangements was prepared for CMT but presentation to CMT was delayed as a result of the COVID-19 pandemic. The date for review by CMT is still to be agreed. Consultation with the Trade Unions will follow.

Action: Develop further learning and awareness training on equality and diversity
Status: In progress
Objective: Ensure legislative compliance

This action includes the development of e-learning modules covering general Equality and Diversity as well as bespoke modules for each of the protected characteristics. The Corporate Working Group for Equality has agreed to a programme of activity which will be rolled out across the Council. This includes training for trainers and online e-learning.

Action: Review and update equality monitoring data question set
Status: Complete
Objective: Ensure legislative compliance and improve data we hold about our service users and employees to ensure our services are tailored to meet their needs.

Work has been completed to update the equality monitoring form which is used as part of the recruitment and selection process. In January 2021 the council introduced the new HR and Payroll system (MyHR) which includes an employee self-service function allowing employees to provide and update their equality monitoring information at any time. The equality monitoring data question set has been updated on MyHR to reflect current best practice and use of recognised acceptable terminology.

Action: Undertake an equality monitoring survey
Status: Complete
Objective: Ensure legislative compliance and improve the data we hold about our employees.

An equality monitoring survey was conducted as part of the roll out of the employee self service aspects of the council's new HR system. The council will continue to promote the benefits of having an accurate picture of the diverse make-up of its workforce and regularly remind staff to complete their monitoring information.

Action: Review employee health, safety and wellbeing policies and procedures and produce an annual plan.
Status: In progress
Objective: Plans are established to progress health, safety and wellbeing issues.

Services have been drafting plans for 2020/21 and consulting with their service Health and Safety Advisers on content. The review of health and safety policies and procedures is now being monitored by the Governance and Risk Board and additional resource was provided to carry out a backlog to the procedural work. However, COVID-19 work has overtaken this in the last couple of months.

E. CONCLUSION

The People Strategy 2018/23 has been designed to support delivery of the priorities that are contained in the council's Corporate Plan 2018/23. The Strategy builds on previous strategies with an increased focus on how we will develop and support our employees in this time of change. Good progress has been made with ten performance indicators reported as green and seven actions complete.

The council will continue to use its response to the Covid-19 pandemic to positively challenge service delivery, in order that the council can maximise opportunities to make

West Lothian a smarter, healthier, wealthier, fairer and greener place to live and work in.

Whilst the intensity of the work required to ensure the safety of employees during the COVID-19 pandemic has impacted on the council's ability to conclude actions in the strategy in accordance with the timescales set in 2018, work is now underway to progress these actions to conclusion by 2022/23.

F. BACKGROUND REFERENCES

West Lothian Council Corporate Plan 2018/23

West Lothian Council People Strategy 2018/23

Appendices/Attachments: 2

Appendix 1 – People Strategy Scorecard

Appendix 2 – People Strategy Scorecard Action Plan

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Julie Whitelaw
Head of Corporate Services
18 June 2021

Corporate Strategy - People Strategy 2018-23





Appendix 1

Scorecard




(a) Outcome 1 - Effective People Management and Engagement

Status	Performance Indicator	Last Update	Current Value	Current Target	Lead officer(s)
	P:corw007_7b.2 Percentage of respondents to annual employee survey	2018/19	50%	60%	.Head of Corporate Services (J Whitelaw)
	P:HRS800_7a.4 Percentage of employees who strongly agree or agree that they are regularly allowed to make decisions in the scope of their role.	2018/19	75%	78%	.Head of Corporate Services (J Whitelaw)
	P:HRS802_7a.6 Percentage of employees who strongly agree or agree that they get the training, learning and development they need to do their job effectively	2018/19	72%	75%	.Head of Corporate Services (J Whitelaw)

(b) Outcome 2 - Developing Workforce Skills and Capacity




Status	Performance Indicator	Last Update	Current Value	Current Target	Lead officer(s)
	P:corw012_9b.1c Percentage of human resources policies and related guidance notes reviewed within a 5 year period.	2020/21	79%	60%	.Head of Corporate Services (J Whitelaw)
	DT006_9a Percentage of relevant staff completing digital skills training	2020/21	33.03%	50%	.Head of Corporate Services (J Whitelaw)
	P:HRS803_7a.3 Percentage of employee who strongly agree or agree that they are encouraged by their line manager to improve their own performance	2018/19	69%	73%	.Head of Corporate Services (J Whitelaw)
	P:HRS804_7a.1 Percentage of employees who strongly agree or agree that they know what is expected of them at work	2018/19	92%	95%	.Head of Corporate Services (J Whitelaw)

(c) Outcome 3 - Being an Employer of Choice

Status	Performance Indicator	Last Update	Current Value	Current Target	Lead officer(s)
	P:corw006_7a.2 Percentage of employees who strongly agree or agree that they receive recognition for the work that they do.	2018/19	59%	65%	.Head of Corporate Services (J Whitelaw)
	P:HRS105_9b.2 Percentage of incidents not reportable to the Health and Safety Executive.	2020/21	99%	100%	.Head of Corporate Services (J Whitelaw)
	P:HRS305_9b.1c Percentage of employees returning to normal monitoring under the Policy & Procedure on Managing Sickness Absence.	Q4 2020/21	80.33%	73%	.Head of Corporate Services (J Whitelaw)






Status	Performance Indicator	Last Update	Current Value	Current Target	Lead officer(s)
	P:HRS806_7a.7 Percentage of employees who strongly agree or agree that they have not experienced discrimination at work in relation to sex (gender), gender reassignment, age, religion or belief, disability, sexual orientation, race, pregnancy or maternity	2018/19	88%	94%	.Head of Corporate Services (J Whitelaw)








(d) Outcome 4 - Developing Leadership Skills and Capacity

Status	Performance Indicator	Last Update	Current Value	Current Target	Lead officer(s)
	P:corw010_9b.1c Percentage of managers who participated in corporate development programmes and activities	2020/21	89%	100%	.Head of Corporate Services (J Whitelaw)
	P:HRS807_7b.5 Percentage of managers who have accessed strategic engagement activities.	2019/20	100%	100%	.Head of Corporate Services (J Whitelaw)
	P:PIS223_9b.1a Average ranking of West Lothian Council in the Local Government Benchmarking Framework (LGBF)	2018/19	1	1	.Head of Corporate Services (J Whitelaw)

Appendix 2

Scorecard - Action Plan

Status	Action Title	Code	Assigned To	Progress Bar	Latest Update
	Develop and deliver a Leadership and Management Development Programme.	HRS17004_A	Chris Keenan	<div><div>100%</div></div>	09-Jul-2020 There are 3 mop up events outstanding but the social distancing arrangements preclude these events. The timescale for when these events is likely to be a considerable time after the other events took place so there is no merit in keeping this action open. Further leadership follow up events are planned for 2021.
	Develop a Capability Framework to Support the Management of Employee Performance.	HRS18007_A	Sophie McKinney	<div><div>100%</div></div>	19-Jan-2021 Complete. Policy was implemented on 1 January 2021.
	Develop and Implement and new Recognition Framework	HRS18017_A	Chris Keenan	<div><div>80%</div></div>	11-May-2021 A revised draft Employee Engagement, Communication and Recognition Framework has been developed based on feedback that has been gathered from an employee survey on engagement arrangements and subsequent workshops to review effectiveness of current engagement methods. However, this work has been delayed as a result of COVID-19 pandemic. Work is currently underway to review the draft Framework in relation to recent changes in communication methods that have been implemented in response to the current pandemic. A report will be presented to EMT at a date to be agreed later this year.
	Develop and implement a succession planning framework	HRS18019_A	Lesley Henderson	<div><div>40%</div></div>	11-May-2021 A draft framework has been prepared and was reported to EMT in February 2020. A report on pilot arrangements was prepared for CMT but presentation to CMT was delayed as a result of the COVID-19 pandemic. The date for review by CMT is still to be agreed. Consultation with the Trade Unions will follow.
	Produce an updated workforce plan each financial year as baseline for managing resource issues.	HRS18020_A	Lesley Henderson	<div><div>100%</div></div>	<p>30-Apr-2020 All council services are required to update their own workforce management plans annually. Service workforce management plans are prepared in a standard format and include details of the current staffing profile, future service challenges, expected workforce changes over a five year period, and action plans.</p> <p>The council also has an overall strategic workforce management plan, which is based on the individual service workforce management plans, and outlines the various mechanisms the council will use to develop its desired workforce.</p> <p>The Corporate Management Team has reviewed the 2019/20 service workforce management plans and the strategic workforce management plan.</p>

Status	Action Title	Code	Assigned To	Progress Bar	Latest Update
	Undertake an annual employee survey	HRS18021_A	Lesley Henderson	<div><div>100%</div></div>	10-Nov-2020 Annual Survey moved to every 2 years
	Develop an annual communication and engagement plan	HRS18022_A	Lesley Henderson	<div><div>100%</div></div>	<p>30-Apr-2020 Following the annual employee survey, all council services are required to review the effectiveness of communication and develop an improvement plan. Well established arrangements are in place to conduct annual focus groups and develop improvement plans.</p> <p>As the survey is now conducted on a biennial basis, the results for the 2019/20 survey will not be available until August 2020. The move to biennial was to provide service areas with more time to implement and review effectiveness of annual communication and engagement plans.</p>
	All employees have an annual appraisal and development review and learning and development activities are identified to address competency gaps.	HRS18023_A	Lesley Henderson	<div><div>100%</div></div>	30-Apr-2020 Appraisal and Development Review (ADR) is a core framework to complement good day-to-day leadership and management practice and is a focal point for drawing together any performance and development issues discussed during the year. Well established arrangements are in place across council services to ensure all employees are involved in the annual review process.
	Develop further learning and awareness training on equality and diversity	HRS18024_A	Pamela Roccio	<div><div>75%</div></div>	13-Apr-2021 The training proposal will be progressed as an action to support the delivery of the new equality outcomes. The mandatory e-learning on equality and diversity is due to rolled out this month.
	Review and update equality monitoring data question set	HRS18025_A	Pamela Roccio	<div><div>100%</div></div>	11-May-2021 Work has been completed to update the equality monitoring form which is used as part of the recruitment and selection process. In January 2021 the council introduced the new HR and Payroll system (MyHR) which includes an employee self-service function allowing employees to provide and update their equality monitoring information at any time. The equality monitoring data question set has been updated on MyHR to reflect current best practice and use of recognised acceptable terminology. The council will continue to promote the benefits of having an accurate picture of the diverse make-up of its workforce and regularly remind staff to complete their monitoring information.
	Undertake an equality monitoring survey	HRS18026_A	Pamela Roccio	<div><div>100%</div></div>	01-Apr-2021 Monitoring information request was included in the promotion of the new MYHR system. However, not all staff completed equality information. We will need to raise awareness on the importance of completing monitoring data again.
	Review employee health, safety and wellbeing policies and procedures and produce an annual plan.	HS19001_A	Kim Hardie	<div><div>33%</div></div>	<p>24-May-2021 As of 22/05/2021 Services have been drafting plans for 2021/2022 and consulting with their service advisers on content.</p> <p>Following extensive work completed by health and safety advisers in 2020/2021 to support services in relation to Covid-19 planned</p>

Status	Action Title	Code	Assigned To	Progress Bar	Latest Update
					reviews of health and safety procedural reviews were prioritised to ensure services were receiving appropriate guidance to assist in the prevent of the spread of COVID-19 in the workplace. The planned work that was not completed during this time has been reviewed and a revised schedule is in place to complete this 2021/2022.

DATA LABEL: PUBLIC



PARTNERSHIP AND RESOURCES POLICY DEVELOPMENT AND SCRUTINY PANEL

**CORPORATE STRATEGY ANNUAL UPDATE – INFORMATION COMMUNICATION
TECHNOLOGY (ICT) STRATEGY**

REPORT BY HEAD OF CORPORATE SERVICES

A. PURPOSE OF REPORT

The report provides a review of the Information Communication Technology (ICT) Strategy 2018/23 to the Panel including progress against the planned actions and an overview of the performance to date.

B. RECOMMENDATIONS

It is recommended that the Panel:

1. Notes the performance against the outcomes.
2. Notes the progress made in implementing the key activities and actions.
3. Agree any recommendations for improvement.

C. SUMMARY OF IMPLICATIONS

- | | | |
|------|----------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| I. | Council Values | <ul style="list-style-type: none">• Focusing on our customers' needs• Being honest, open and accountable• Developing employees• Making best use of our resources |
| II. | Policy and Legal | None |
| III. | Implications for Scheme of Delegations to Officers | None |
| IV. | Impact on performance and performance indicators | A performance scorecard has been developed to support the delivery of the strategy outcomes. This will be used to track and monitor performance of key indicators throughout the period of the strategy and reported publicly. |
| V. | Relevance to Single Outcome Agreement | Effective planning and prioritisation of resources is essential to support the delivery of outcomes. |
| VI. | Resources (Financial, Staffing and Property) | None. |

- | | | |
|-------|----------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| VII. | Consideration at PDSP/Executive Committee required | There has been consultation with the EMT and CMT at regular stages. |
| VIII. | Details of consultations | The strategy was developed through consultation with the key stakeholders, CMT and the relevant PDSP. The strategy was approved at Council Executive in June 2018. |

D. TERMS OF REPORT

D.1 Background

The council has a clear mission, values and strategic outcomes. These influence every part of the way that we operate but also, how we evaluate our success as an organisation. The council has also developed a set of integrated corporate strategies for the period 2018/19 to 2022/23 that will help to improve the quality and value of our services and drive a culture of performance and transformation at all levels of the organisation.

There are two features that allow tracking of progress in the strategy outcomes and measurable achievement:

- Performance indicators that are linked to the strategy outcomes and key activities
- Action plans comprising actions with defined outcomes, timescales and responsible officers

In line with monitoring and reporting requirements for corporate strategies, this report provides an update for 2020/21 on the performance in strategy outcomes and progress in the action plan.

D.2 Strategy Outcomes

The ICT Strategy is designed to provide a framework for the council to make best use of its ICT infrastructure and maximise efficiencies through the use of technology whilst securing the councils network from cyber threats and supporting business transformation.

The strategy outcomes are:

1. The council will make best use of technology solutions
2. The council recognises council systems have to be protected from cyber-attack
3. Supporting business systems and transformation

D.3 COVID-19 Pandemic Implications

The Covid-19 pandemic has been the most significant public health emergency that the UK has faced in generations. The lockdown restrictions first put in place by the UK and Scottish Government on 23 March 2020 placed significant restrictions on the ability of

people to meet, travel and attend work and has had a huge impact nationally and locally on businesses, communities and residents.

The restrictions put in place to contain and control the spread of the virus have presented unprecedented challenges for the council. In order to comply with the lockdown restrictions, set out in the Scottish Government's Covid-19 Strategic Framework, the council has had to temporarily withdraw or reduce some services to comply with lockdown rules, however, the majority of the council's essential services have continued to operate over the last year, with staff finding new ways to work, communicate, and support our communities.

As well as the challenge of delivering existing service provision to our communities, throughout 2020, and continuing into 2021, the council has had to respond to providing additional supports to families, local communities and businesses. Some examples of the changes made and support delivered throughout this period include:





- Maintained high levels of engagement with learning during periods of remote learning, and supported pupils and families with digital devices and connectivity solutions where necessary.
- As part of the Connecting Scotland Programme, digital champions have been providing iPads and laptops since September 2020 to those identified as being socially isolated as a result of the pandemic.
- Introduced new ways to interact with customers such as the click and collect library book service.
- Mobilised IT resources and support to allow over 1,400 office-based staff to undertake their roles at home.
- Continued employment support through digital means, to ensure those at threat of redundancy are provided with the necessary support.

D.4 Performance Scorecard

The strategy scorecard is a reporting tool that is used to monitor progress in the performance indicators in each strategy outcome. Achievement in the key activities can be tracked and it also allows the council to identify areas for improvement.


The scorecard provides a snapshot of performance to date across the whole strategy and is included in Appendix 1.

A total of fourteen performance indicators are contained in the scorecard and this is managed using the council's performance management system (Pentana). At present, the status of those indicators are as follows:

Summary of Performance Indicator status (RAG)	
Status (against target)	Number of PIs
 Green	12
 Amber	1
 Red	1
 Unknown	0


A commentary on the performance and the corrective action that will be taken to address the performance indicators that were triggering as amber or unknown is outlined:

Outcome 2: The council recognises council systems have to be protected from cyber-attack

 Indicator: P:ITS54_7b.3 Percentage of staff with an email account who have completed the council's mandatory training courses			
Performance 2020/21	Target 2020/21	Target 2021/22	Target 2022/23
96.3%	100%	100%	100%

Performance in 2020/21 achieved 93.3%, this was below the target of 100%. All accounts not completing mandatory training (100) were disabled during April 2021. Ongoing communication with service areas to ensure all staff progress incomplete mandatory training modules took place during May 2021, once completed users accounts will be re-enabled. The target for 2021/22 is set at 100% to support our compliance with PRSA, Cyber Essentials + and PSN.






Outcome 3: Supporting business systems and transformation

 Indicator: P:ITS067_9b.2 Percentage of Analogue to Digital Conversations for Technology Enabled Care Connections within Social Care			
Performance 2020/21	Target 2020/21	Target 2021/22	Target 2022/23
25%	60%	80%	100%

Delays in suppliers bringing to market devices suitable for use on digital telephony networks has impacted this indicator significantly to date. A new digital capable alarm receiving centre (ARC) has now been procured by the council which will facilitate digital signals and allow for the replacement of older analogue devices within customer homes, setup and configuration of the new ARC will be completed early summer 2021. A project for replacement of the hub devices was approved at the March 2021 ICT Programme Board. Deployment activities have been agreed for around 3700 replacement hubs. 2021/22 - 34% 2022/23 66%. It is still expected that the project will complete in advance of migration of phone lines to a digital only capability.

D.5 Strategy Actions

There are sixteen actions to support the delivery of the Information Communication Technology (ICT) Strategy outcomes. At present, the status of those actions are as follows:

Summary of Performance Indicator status (RAG)	
Status (against target)	
 Completed	8
 Not Started; In Progress; Assigned	8
 Unassigned; Check Progress	0
 Overdue; Neglected	0
 Cancelled	0

The update for each action is included in Appendix 2. A commentary is provided below for any actions that have in 2020/21 significantly progressed, closed or been delayed.

Action: Connect Technology Enabled Care (TEC) Digital Services to the Council Network
Status: In Progress
Objective: Provide advice and guidance on the interfaces and security required by the TEC programme for connecting to the council's network.

Delays in suppliers bringing to market devices suitable for use on digital telephony networks has delayed this project significantly. A new Digital capable alarm receiving centre (ARC) has been procured. Setup and configuration will be completed early summer 2021. Trial digital hub devices have been acquired by the council for testing the new ARC. A project for replacement of the hub devices was approved at the March 2021 ICT Programme Board. Deployment activities have been agreed for around 3,700 replacement hubs. 2021/22 - 34% 2022/23 66%. It is still expected that the project will complete in advance of migration of phone lines to a digital only capability.

Action: Implement Cyber Incident Reporting Process
Status: Complete
Objective: Understanding the extent and impact of cyber incidents and provide assessment, remediation and recommendations for future mitigation.

The council has completed its internal review of cyber reporting. Staff within IT Services are subscribed to various security groups including CiSP (Cyber intelligence sharing platform) CREW (cyber resilience emergency warnings), Scottish Local Government Security Group and the protective DNS programme (pDNS) to enable the receipt and sharing of cyber threat intelligence, warnings and mitigations and reporting within a managed network of related security professionals across government and trusted commercial partners.

Action: Employ appropriate project management methodology
Status: Complete
Objective: Prince 2, Prince 2 Agile and Agile are project management methodologies that can be used to more efficiently implement systems

The action plan created following a review of the Audit Scotland (Principles for a digital future - lessons learned from public sector projects) GAP Analysis, was progressed during 2020 following a detailed plan and appropriate owners across the council. The IT Project and Management Framework was then updated and approved at the August 2020 Information Communication Technology Programme Board.

Action: Mobile applications and devices can access council systems
Status: In Progress
Objective: Mobile applications and devices will be assessed by IT Services to ensure that they meet cyber security best practice

As a result of the Covid-19 pandemic, working from home measures have required staff to have remote access to council systems as required out with the council network. An additional 400 staff in the Social Policy area have been provisioned with Smartphone technology and laptops to allow access to systems in a mobile and flexible manner. The implementation of the new Fleet Management system has also enabled the introduction of mobile access to the system for both technicians working within the workshop environment but also out in the field when breakdowns occur which require an onsite visit.

E. CONCLUSION

The ICT Strategy 2018/23 sets out how council seeks to make best use of its ICT infrastructure and maximise efficiencies through the use of technology whilst securing the councils network from cyber threats and supporting business transformation.

In 2020/21 the council maintained progress in the outcomes and actions but was impacted by the cessation of certain activities in the year to ensure that council services were able to focus on priority frontline provision.

The council will continue to use its response to the Covid-19 pandemic to positively challenge service delivery, in order that the council can maximise opportunities to make West Lothian a smarter, healthier, wealthier, fairer and greener place to live and work in.

Actions have been developed to deliver improvement in 2021/22 in any area that is below target.

F. BACKGROUND REFERENCES

[West Lothian Council Corporate Plan 2018/23](#)

[West Lothian Council Information Communication Technology \(ICT\) Strategy 2018/23](#)

Appendices/Attachments: 2

Appendix 1: Information Communication Technology (ICT) Strategy 2018-23 Scorecard

Appendix 2: Information Communication Technology (ICT) Strategy 2018-23 Action Plan Update

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Julie Whitelaw




Head of Corporate Services

18 June 2021

APPENDIX 1




Corporate Strategy - Information Communication Technology (ICT) Strategy 2018-23

(a) Outcome 1 - Ongoing sustainability of the ICT infrastructure and systems to support the use of technology solutions which improve efficiency and effectiveness







Status	Performance Indicator	Last Update	Current Value	Current Target	Lead officer(s)
	P:ITS032_9b.1c Annual Percentage availability of the IT Data Network.	2020/21	99%	99.9%	.Head of Corporate Services (J Whitelaw)
	P:ITS071_9b.2 Maintain Optimum Server Processing Capacity	2020/21	27%	75%	.Head of Corporate Services (J Whitelaw)
	P:ITS072_9b.2 Percentage of Annual Service Continuity Test that Supports WLC1 Business Continuity Plans	2020/21	100%	100%	.Head of Corporate Services (J Whitelaw)

(b) Outcome 2 - Securing the council's infrastructure, systems and data

Status	Performance Indicator	Last Update	Current Value	Current Target	Lead officer(s)
	P:ITS054_7b.3 Percentage of staff with an email account who have completed the council's mandatory training courses	2020/21	96.3%	100%	.Head of Corporate Services (J Whitelaw)
	P:ITS063_9b.2 Percentage of Cyber Risk Assessments	2019/20	100%	100%	.Head of Corporate Services (J Whitelaw)






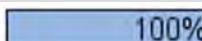


Status	Performance Indicator	Last Update	Current Value	Current Target	Lead officer(s)
	P:ITS064_9b.2 Annual Cyber Essential Plus Accreditation	2019/20	100%	100%	.Head of Corporate Services (J Whitelaw)
	P:ITS065_9b.1c Annual Public Sector Network (PSN) compliance certification	2019/20	100%	100%	.Head of Corporate Services (J Whitelaw)
	P:ITS080_9b.2 Percentage of Cyber Protection Software on Microsoft Windows Devices	2020/21	100%	100%	.Head of Corporate Services (J Whitelaw)


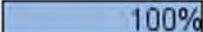

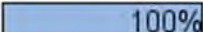









(c) Outcome 3 - Supporting business systems and transformation




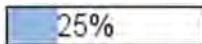

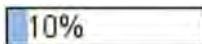

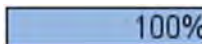


Status	Performance Indicator	Last Update	Current Value	Current Target	Lead officer(s)
	P:ITS066_9b.2 Percentage of systems interfaces implemented to support Digital Transformation	2020/21	36%	30%	.Head of Corporate Services (J Whitelaw)
	P:ITS067_9b.2 Percentage of Analogue to Digital Conversations for Technology Enabled Care Connections within Social Care	2020/21	25%	60%	.Head of Corporate Services (J Whitelaw)
	P:ITS068_9b.2 Percentage of projects contributing to Digital Transformation	2020/21	89%	60%	.Head of Corporate Services (J Whitelaw)
	P:ITS069_9b.2 Percentage of open Application Programme Interfaces (APIs) in use	2020/21	74%	30%	.Head of Corporate Services (J Whitelaw)
	P:ITS070_9b.2 Percentage reduction in Storage Area Network (SAN) usage	2020/21	21%	20%	.Head of Corporate Services (J Whitelaw)
	P:ITS073_9b.2 Percentage of Customers who Rated the Overall Performance in Project Management as Good or Excellent	2020/21	100%	100%	.Head of Corporate Services (J Whitelaw)

APPENDIX 2

Action Plan

Status	Action Title	Code	Assigned To	Progress Bar	Latest Update
	Infrastructure Investment	ITS18001_A	Ian Forrest		19-May-2021 The response to Covid 19 in the 2020/21 financial year saw and acceleration of capital spend from the Desktop Refresh programme across both the corporate and education budgets This allowed the deployment of additional devices to staff and pupils to enable remote and flexible working and learning. Other aspects of the capital programme which saw significant progress during the year were the replacement HR and payroll system, IPT system refresh, Digital Transformation and Central Server Refresh funds.
	Upgrade Microsoft Product Suite	ITS18002_A	Ian Forrest		19-May-2021 The deployment of the upgraded Microsoft Office suite now sits at 98%. The small number of outstanding devices have been impacted by integrations with legacy applications and the difficulties surrounding upgrading these applications during Covid
	Upgrade the Corporate Enterprise Content Management (ECM) system	ITS18003_A	Ian Forrest		19-May-2021 The Upgrade of ECM was performed during 2019/20 with no requirement for enhancement during 20/21, further upgrades may be required during the lifetime of the strategy and communication with the supplier is ongoing to understand when this may be required.
	Mobile applications and devices can access council systems	ITS18004_A	Ian Forrest		14-May-2021 As a result of the Covid pandemic working from home measures staff requiring access to council systems have been provided with this from locations outwith the council network. An additional 400 staff in the Social Policy area have been provisioned with Smartphone technology and laptops to allow access to systems in a mobile and flexible manner. The implementation of the new Fleet Management system has enabled the introduction of mobile access to the system for both technicians working within the workshop environment but also out in the field when breakdowns occur which require an onsite visit.

Status	Action Title	Code	Assigned To	Progress Bar	Latest Update
	Implement IT Service Continuity Management (ITSCM)	ITS18005_A	Ian Forrest		19-May-2021 The required changes to the IT Project Management methodology was approved May 2019 by the ICTPB, this will be reviewed annually during the lifetime of the strategy.
	Securing the council's infrastructure, systems and data	ITS18006_A	Ian Forrest		14-May-2021 Capital spend from the 10 year capital plan ensures that relevant security controls and systems remain in place, up to date and effective. Additional engagement with the wider public sector security community has provided benefits form early intervention and insight into techniques and information useful in securing the councils networks and systems.
	Achieve PSN Compliance	ITS18007_A	Ian Forrest		13-May-2021 During 2020/21 and due to the Covid pandemic measures leading to fewer staff and devices located in council offices, as well as a changing picture of school's occupation, the accreditation programme has not been successfully completed during the year and work is ongoing to schedule completion of this work for later on in Quarter 2 of 2021/22.
	Achieve Cyber Essential Plus accreditation	ITS18008_A	Ian Forrest		13-May-2021 During 2020/21 and due to the Covid pandemic measures leading to fewer staff and devices located in council offices, as well as a changing picture of school's occupation, the accreditation programme has not been successfully completed during the year and work is ongoing to schedule completion of this work for later on in Quarter 2 of 2021/22.
	Implement cyber incident reporting	ITS18009_A	Ian Forrest		14-May-2021 The council has completed its internal review of cyber reporting. Staff within IT Services are part of and are subscribed to groups including CiSP (Cyber intelligence sharing platform) CREW (cyber resilience emergency warnings), Scottish Local Government Security Group and the protective DNS programme (pDNS) to enable the receipt and sharing of cyber threat intelligence, warnings and mitigations and reporting within a managed network of related security professionals across government and trusted commercial partners.
	Improve cyber security awareness across the council	ITS18010_A	Ian Forrest		13-May-2021 Cyber Security/Malware training module for all staff is a mandatory on Moodle, this will be reviewed annually to evolve with new threats.
	Reduce the number of systems that provide similar functionality	ITS18011_A	Ian Forrest		14-May-2021 The Digital Transformation Team has undertaken a comprehensive review of all IT systems currently being used by council services to assess the ability to reduce / reuse or refocus some of the systems in order to reduce the overall IT estate and reduce the annual maintenance costs. The review has found that there are 212 systems costing the council £2.7m annually. A saving

Status	Action Title	Code	Assigned To	Progress Bar	Latest Update
					of £150,000 has been targeted across systems and systems admin/development. Progress has been made with some smaller, less common systems being retired and the functionality being delivered by some of our "core" systems; for example the system being used by Internal Audit has been replaced utilising the functions of the core document management and case management systems. The current focus is on systems that are used for case management, as we currently have 16 across the council. Detailed process maps are being created to understand the data flows and the uses of the data, as well as the functions required to inform decisions about reuse or withdrawal.
	Employ appropriate project management methodology	ITS18012_A	Ian Forrest		14-May-2021 The action plan created following a review of the Audit Scotland (Principles for a digital future - lessons learned from public sector projects) GAP Analysis, was progressed during 2020 following a detailed plan and appropriate owners across the council. The IT Project and Management Framework was then updated and approved at the August 2020 Information Communication Technology Programme Board.
	Connect Technology Enabled Care (TEC) digital services to the Council's network	ITS18013_A	Ian Forrest		14-May-2021 Delays in suppliers bringing to market devices suitable for use on digital telephony networks has delayed this project significantly. A new Digital capable alarm receiving centre (ARC) has been procured. Setup and configuration will be completed early summer 2021. Trial digital hub devices acquired by the council for testing the new ARC. A project for replacement of the hub devices was approved at the March 2021 ICT Programme Board. Deployment activities have been agreed for around 3700 replacement hubs. 2021/22 - 34% 2022/23 66%. It is still expected that the project will complete in advance of migration of phone lines to a digital only capability.
	Business Intelligence	ITS18014_A	Ian Forrest		14-May-2021 Development and implementation of additional workflows within the Objective document management system used to capture process intelligence and improve efficiency. Implementation of new systems within Fleet Management and HR and Payroll have also enabled improved workflows within these systems and the collection and presentation of improved business intelligence information.
	Artificial Intelligence	ITS18015_A	Ian Forrest		14-May-2021 The robotics and automation project is currently in Stage 2 - Define and is identifying processes which are likely to benefit from a robotic automation approach.
	Software as a Services (SaaS)	ITS18016_A	Ian Forrest		14-May-2021 The software used to manage the Smartphone estate is being provided as Software as a Service following a change of supplier in late February / March 2021

DATA LABEL: PUBLIC



PARTNERSHIP AND RESOURCES POLICY DEVELOPMENT AND SCRUTINY PANEL

CORPORATE SERVICES MANAGEMENT PLAN 2021/22

REPORT BY HEAD OF CORPORATE SERVICES

A. PURPOSE OF REPORT

The report introduces the 2021/22 Management Plan for Corporate Services.

B. RECOMMENDATION

That the Panel considers the plan attached as an Appendix to the report and provides comments as appropriate.

C. SUMMARY OF IMPLICATIONS

I	Council Values	Focusing on our customers' needs; being honest, open and accountable; providing equality of opportunities; developing employees; making best use of our resources; working in partnership
II	Policy and Legal (including Strategic Environmental Assessment, Equality Issues, Health or Risk Assessment)	None
III	Implications for Scheme of Delegations to Officers	None
IV	Impact on performance and performance Indicators	The plan sets targets for high level performance indicators for 2021/22.
V	Relevance to Single Outcome Agreement	The activities within the Management Plan are linked to the overall Single Outcome Agreement
VI	Resources - (Financial, Staffing and Property)	<p>The plan identifies the activities involved in the provision of the service, the costs and planned outcomes.</p> <p>The actions that are planned for 2021/22 to deliver efficiencies and improvements in service delivery are also contained within the plan.</p>

VII Consideration at PDSP 18 June 2021

VIII Other consultations Employees, managers, elected members, other services and the public, through ongoing processes.

D. TERMS OF REPORT

D.1 Background

In accordance with council procedures, Corporate Services has developed a Management Plan for the forthcoming financial year. This sets the outcomes, priorities and activities for Corporate Services in 2021/22.

The plan takes in to consideration council priorities identified within the Corporate Plan for 2018/19 to 2022/23 and the service's role in supporting the delivery of the eight priorities. It also considers the medium term financial strategy and aligns key activities and processes with available resources for 2021/22.

As an enabling service, Corporate Services will have a key role in supporting transformation and improvement of council services. A number of critical actions are identified in the Corporate Plan that will advance the council's corporate and digital ambitions for the future. The plan also will act as the control document against which the service will monitor progress during 2019/20

E. CONCLUSION

The Corporate Services Management Plan creates a focus for the work of the service during the year. Its delivery will contribute to the aims of the council and enable the council to meet its obligations.

F. BACKGROUND REFERENCES

None

Appendices/Attachments: 1

Appendix 1: Corporate Services Management Plan 2021/22

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Email julie.whitelaw@westlothian.gov.uk

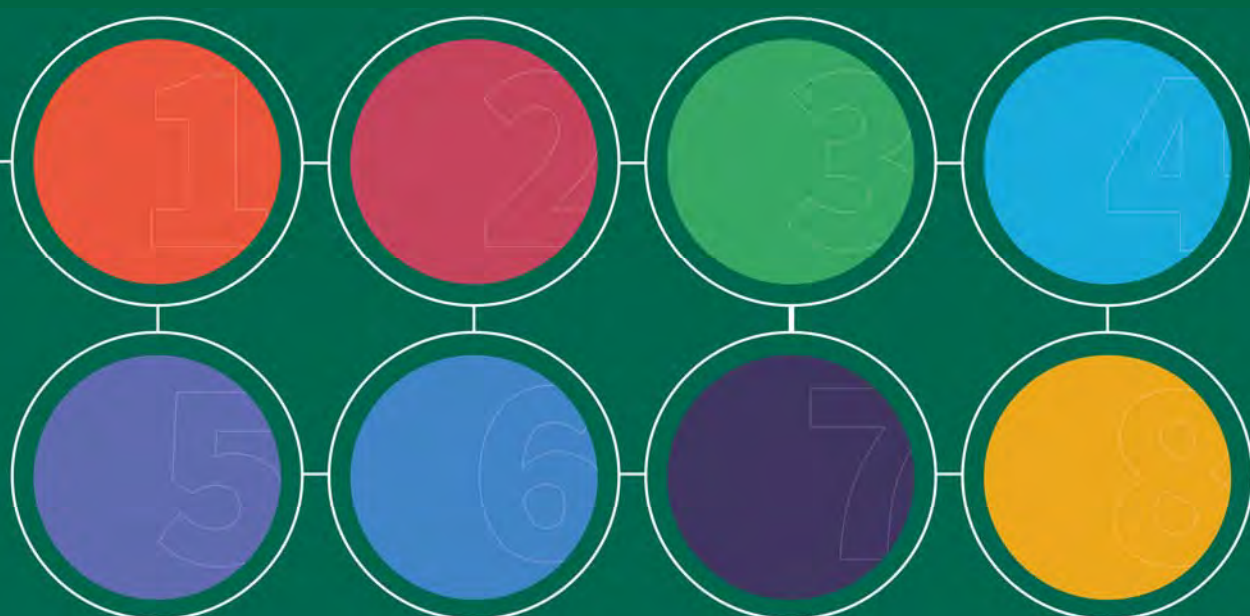
Julie Whitelaw

Head of Corporate Services

18 June 2021

Data label: OFFICIAL

Corporate Services Management Plan 2021/22



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 2021/22

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 2021/22

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, Communications 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	The service provides advice, guidance and support on all aspects of employee relations, health and safety and organisational change. The service also administers the payroll system for council employees and provides admin support to council services and elected members.	11
Information Technology Services	The service provides a wide range of information and communication technology services, support and advice to all of the council's services. In order to optimise the efficiency and use of technology, the service is delivered centrally.	23
Legal Services	The service provides advice, support and representation to council services. Also, committee administration and administration of Civic Government/Hire Car and Liquor Licensing regimes, legal advice and clerking to the Licensing Board, Licensing Committee and a number of other committees.	29
Corporate Procurement Unit	The principal role of the function is to help services reduce costs through efficient procurement and extend 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.	35
Performance and Improvement Services	The service has a lead role in driving improvement through coordinated programmes of planning and quality improvement. The service is responsible for building a council-wide approach to performance and administration of corporate systems.	40
Corporate Communications	The service is responsible for enhancing and protecting the council's reputation. 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.	47
	Developing the Management Plan and reporting progress	52
	Corporate Services Scorecard 2021/22	55

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)	2020/21 Performance	2021/22 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>		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		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%

Alignment with Corporate Priorities / Enablers

Council enabler	Deliverable	Corporate Services key activity / process	Indicator(s)	2020/21 Performance	2021/22 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.		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%
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
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 2021/22.		New policies and procedures in place

Alignment with Corporate Priorities / Enablers

Council enabler	Deliverable	Corporate Services key activity / process	Indicator(s)	2020/21 Performance	2021/22 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. 	HRS802_Percentage of employees who strongly agree or agree that they get the training, learning and development they need to do their job effectively		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%
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. 	HRS806_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		100%

Alignment with Corporate Priorities / Enablers

Council enabler	Deliverable	Corporate Services key activity / process	Indicator(s)	2020/21 Performance	2021/22 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)	2 out of 32 (2019/20 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. 	ITS066_Percentage of systems interfaces implemented to support Digital Transformation	40%	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. 	ITS071_Maintain optimum server processing capacity	51%	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. 	ITS080_Percentage of anti-virus, malware, filtering and encryption software deployed Microsoft windows devices	100%	100%



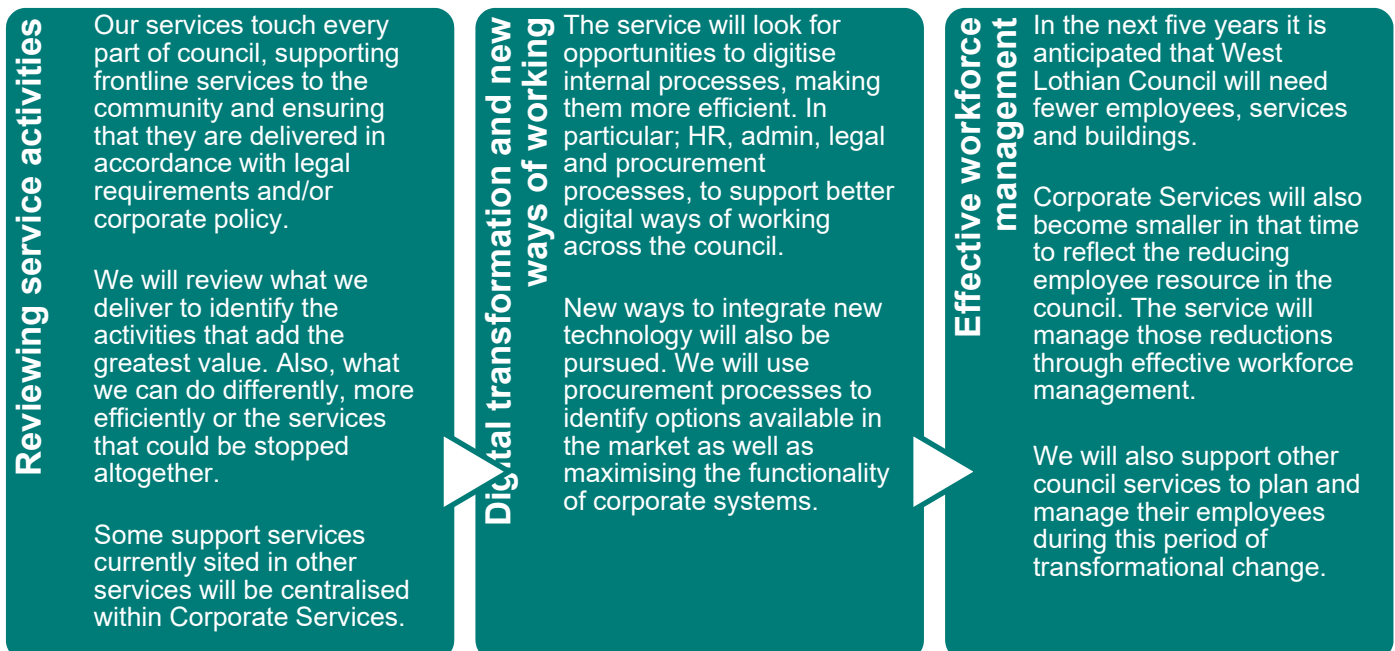
Transforming Your Council

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.

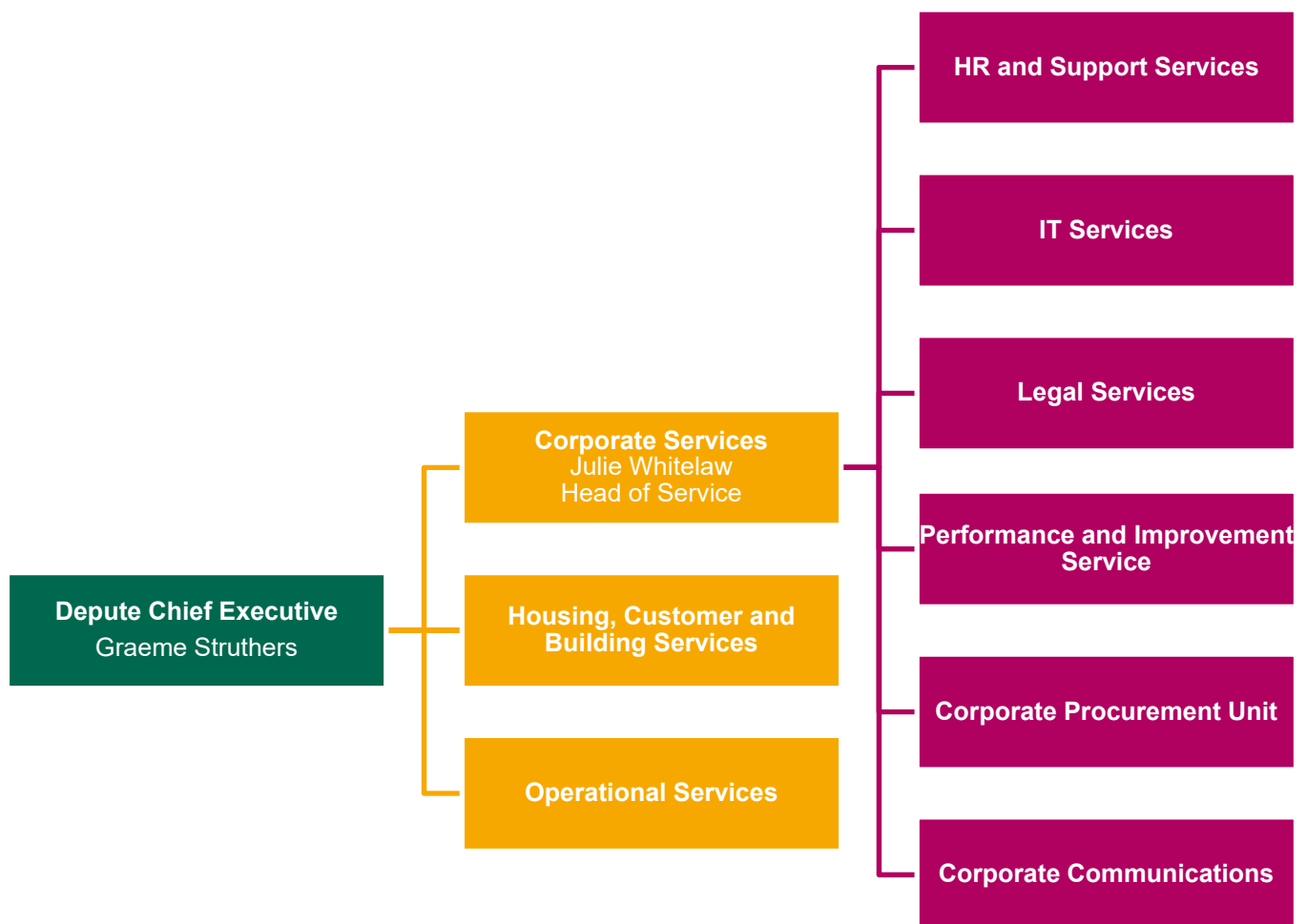
Corporate Services make the following commitments to customers, employees and partners:

- ◆ 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 169.19 (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 2021/22			
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	Biennial	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 aim to mitigate risks. The highest four risks are:

Service Risks 2021/22			
Risk Title	Risk Description	Current Risk Score	Traffic Light Icon
WLC001b Failure to achieve workforce planning objectives	At this time the council has a identified a potential £6.4 million 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: 65.31 (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 2021/22

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
Trade Unions via Conditions of Service Joint Working Group	Group Meeting	Four weekly	HR Service Manager	Report to HR Programme Board
Trade Unions via Local Negotiating Committee for Teachers	Group Meeting	Monthly	Senior HR Adviser – Policy & Advice	Report to HR Programme Board
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 Manager/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

Corporate Services Management Plan 2021/22

Customer Consultation Schedule 2021/22

Customer Group	Method	Frequency	Responsible Officer	Feedback Method
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 2021/22

HR and Support Services

Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2021/22	PI Category	Staff Resources (FTE)	Revenue Expenditure Budget 2021/22 £	Revenue Income Budget 2021/22 £	Net Revenue Budget 2021/22 £
Payroll, Control and Employee Benefits	To provide a comprehensive, cost effective payroll and benefits service including provision of statutory returns to external bodies	Enabler Service - Modernisation and Improvement	HRS202_Cost of Payroll Service per council employee. Target: £40	High Level	9.1	333,040	(23,247)	309,794
			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	High Level	22.3	1,202,143	(83,911)	1,118,232
			HRS217_Percentage of contractual documents issued within 6 weeks of the date that the change to contract takes effect. Target: 100%	High Level				

Corporate Services Management Plan 2021/22

HR and Support Services

Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2021/22	PI Category	Staff Resources (FTE)	Revenue Expenditure Budget 2021/22 £	Revenue Income Budget 2021/22 £	Net Revenue Budget 2021/22 £
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	3.3	302,636	0	302,636
			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	2.0	141,076	(9,847)	131,229
			HRS305_Percentage of employees returning to normal monitoring under the Policy & Procedure on Supporting Attendance at Work. Target: 73%	WLAM				
Service Support	Provision of management and administrative Support.	Enabler Service - Corporate Governance and Risk	Support activities contribute towards the overall performance of the service. Performance is monitored through the indicators for front line activities.		0.4	80,061	0	80,061

Corporate Services Management Plan 2021/22

HR and Support Services

Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2021/22	PI Category	Staff Resources (FTE)	Revenue Expenditure Budget 2021/22 £	Revenue Income Budget 2021/22 £	Net Revenue Budget 2021/22 £
Elected Members Support	Provision of Elected Members 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.		11.8	1,442,151	0	1,442,151
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	51,740	0	51,740
Total:					49.2	3,552,847	(117,005)	3,435,843

Corporate Services Management Plan 2021/22

Civic Centre Admin

Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2021/22	PI Category	Staff Resources (FTE)	Revenue Expenditure Budget 2021/22 £	Revenue Income Budget 2021/22 £	Net Revenue Budget 2021/22 £
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: £0.30	High Level	1.82	38,619	(38,255)	364
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: 90%	High Level Public	2.96	187,862	(169,258)	18,604
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: £1,600 HRS668_Percentage of all administration requests completed within service level agreement. Target: 98.5%	Public High Level	11.13	266,471	0	266,471

Corporate Services Management Plan 2021/22

Civic Centre Admin								
Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2021/22	PI Category	Staff Resources (FTE)	Revenue Expenditure Budget 2021/22 £	Revenue Income Budget 2021/22 £	Net Revenue Budget 2021/22 £
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.		0.20	10,241	0	10,241
Total:					16.11	503,193	(207,513)	295,680

Actions 2021/22

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

HR and Support Services Actions 2021/22

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 2021/22.
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 2021	Active	The payroll system went live in April 2020, with the last payroll migrating to the new system in May 2020. Employee and Manager self-service was rolled out in December 2020.

HR and Support Services Actions 2021/22

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	March 2021	Complete	Policy framework to introduce random drug testing for employees occupying posts designated as safety critical was approved by Council Executive 23 April 2019.
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	January 2021	Complete	Implementation of this framework was delayed as a result of the COVID-19 pandemic. Following consultation with the relevant Trade Unions, the Supporting Performance Framework was approved by Council Executive 6 October 2020 with an effective date of implementation of 1 January 2021.

HR and Support Services Actions 2021/22

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	March 2022	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. Work to progress this has been delayed as there has been requirement to divert resources in response to the COVID-19 pandemic. Work will resume during 2021/22.
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	March 2022	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. Work to progress this has been delayed as there has been requirement to divert resources in response to the COVID-19 pandemic. Work will resume during 2021/22

HR and Support Services Actions 2021/22

Action	Description	Planned Outcome	Owner(s)	Start	End	Status	Update
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	Complete	The equality monitoring data question set has been reviewed and updated in accordance with current best practice. Further changes may be required to take account of any recommendations that may arise from a review that is currently being undertaken by COSLA and the Improvement Service.
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 2022	Ongoing	An equality monitoring survey was undertaken as part of the MyHR launch in December 2020. Response rates will be monitored to determine whether further work is required.
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 2021	June 2021	Planned	The contract for this system was extended until June 2021. A further review of this action will be undertaken in 2021 to determine if it is feasible to utilise My Learning and Sphera to complete user training and risk assessments for Display Screen Equipment to meet legislative requirements.

HR and Support Services Actions 2021/22

Action	Description	Planned Outcome	Owner(s)	Start	End	Status	Update
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 ins incidents in the workplace.	Health and Safety Manager	April 2020	June 2021	Active	Guidance developed to support managers to increase the level and quality of investigations published on intranet. eLearning module developed, covering Sphera reporting and further module being developed covering the investigation element. Regular reports to CMT on service performance on incident reporting.
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 2019	March 2021	Active	Schedule of review agreed at Governance and Risk Board on 18 February 2021.
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: 45.2 (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 2021/22

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
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

Activity Budget 2021/22

IT Services Activity Budget 2021/22

Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2021/22	PI Category	Staff Resources (FTE)	Revenue Expenditure Budget 2021/22 £	Revenue Income Budget 2021/22 £	Net Revenue Budget 2021/22 £
Corporate IT Strategy and Support	Provide strategic support, advice and guidance on the application of IT to the council including the following services: development of strategy, policy, procedures and standards; advice and guidance on licensing and legislation, management of corporate ICT purchasing.	Enabler Service - Modernisation and Improvement	ITS060_Cost of development/ monitoring and management of compliance with Information Management and ICT Strategy Target: £370,175	High Level	3.25	360,385	(30,579)	329,507
			ITS062_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	ITS073_Cost of managing service and IT projects across the council within IT Services Target: £803,306	High Level	7.75	781,411	(66,358)	715,053
			ITS068_Percentage of projects contributing to Digital Transformation Target:	Public				
			ITS074_Percentage of projects completed within budget Target: 85%	Public				

Corporate Services Management Plan 2021/22

IT Services Activity Budget 2021/22

Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2021/22	PI Category	Staff Resources (FTE)	Revenue Expenditure Budget 2021/22 £	Revenue Income Budget 2021/22 £	Net Revenue Budget 2021/22 £
Information Systems Development and Support	Provide IT solutions to: applications and interfaces development; adoption of user systems for maintenance and support; applications and interfaces support - in house and 3rd party developed systems; web development; small projects management.	Enabler Service - Modernisation and Improvement	ITS069_Percentage of open application programme interfaces (APIs) in use. Target:	Public	13.25	1,014,506	(86,153)	928,353
			ITS020_Percentage of faults resolved at first point of contact Target: 50%	Public				
Infrastructure Development and Support	Provide adequate and robust infrastructure services to allow the council to make best use of IT solutions including communications, network and telephony support; technical infrastructure support; server support and desktop support.	Enabler Service - Modernisation and Improvement	ITS078_Annual Percentage of ICT faults related to hardware failure Target:	Public	20.25	1,931,448	(225,922)	1,675,527
			ITS032a_Percentage data network availability Target: 99.5% estimate	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.		0.7	130,894	0	130,894
Total:					45.2	4,246,820	(439,012)	3,807,808

Actions 2021/22

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

IT Services Actions 2021/22

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 2021/22.
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 advantage of opportunities offered in the digital age.	To deliver improved user-focused digital public services.	Head of Corporate Services	April 2018	March 2023	Active	The service continues to support the delivery of digital ambitions. The ICT Strategy and corporate systems are supporting digital processes across the council.

IT Services Actions 2021/22

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	<p>Upgrades completed in 2020/21 which promote and allow for continued transformation work included; Objective, CRM, Active Directory Federated Service, Windows 10, Digitisation of documents.</p> <p>In 2021/22 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.</p>

Legal Services

Service manager: Carol Johnston, Chief Solicitor

Number of Staff: 26.3 (full time equivalents)

Location: Civic Centre

Purpose

As an enabling service, Legal Services provides a range of advice, support and representation to all council services. The service also provides elections support and advice, committee administration and administration of Civic Government/Hire Car Licensing regimes, legal advice and clerking to the Licensing Board, in addition to, Integration Joint Board (IJB) and its Committees, Asset Transfer Committee and Asset Transfer Review 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 2021/22

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	
Community Council Secretaries	Customer satisfaction survey	Annually	Committee Officer	

Activity Budget 2021/22

Legal Services

Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2021/22	PI Category	Staff Resources (FTE)	Revenue Expenditure Budget 2021/22 £	Revenue Income Budget 2021/22 £	Net Revenue Budget 2021/22 £
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	P:LS041_Cost of Legal Services per £1m Budget Expenditure. Target: £2,243 LS064_Percentage of Debt Recovery writs/ summonses lodged within 20 working days of receipt of full instructions. Target: 100%	Public WLAM	15.4	820,967	(253,285)	567,682
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	P:LS041_Cost of Legal Services per £1m Budget Expenditure Target: £2,243 LS094_Percentage of Taxi/Private Hire Car Drivers Licences Suspended. Target: 1%	Public WLAM	6.3	402,396	(585,213)	(182,817)

Corporate Services Management Plan 2021/22

Legal Services

Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2021/22	PI Category	Staff Resources (FTE)	Revenue Expenditure Budget 2021/22 £	Revenue Income Budget 2021/22 £	Net Revenue Budget 2021/22 £
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	P:LS041_Cost of Legal Services per £1m Budget Expenditure. Target: £2,243	Public	4.5	374,413	0	374,413
			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.		0.1	27,240	0	27,420
Total:					26.3	1,625,016	(838,498)	786,518

Actions 2021/22

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

Legal Services Actions 2021/22

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 2021	Active	First Phase implemented, Project ongoing with further planned roll out following testing during 2021/22. 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 2021	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. Planned discussion seeking approval of project to be undertaken.

Legal Services Actions 2021/22

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	June 2021	Planned	<p>Discussion with Legal Services Managers regarding current level of support provided by professional employees engaged in provision of technical advice.</p> <p>Discussion with Chairs of Regulatory Committees to be undertaken to establish any particular areas and any specific training that may be required to support decision making.</p>
Digital transformation projects	A programme of activity to ensure that the council is well placed to take advantage of opportunities offered in the digital age.	To deliver improved user-focused digital public services.	Head of Corporate Services	April 2018	March 2023	Active	The service continues to support the delivery of digital ambitions. The ICT Strategy and corporate systems are supporting digital processes across the council.
Project Support	Support for delivery of strategic transformation programme projects.	Optimisation of resources to support more efficient service delivery and reduction in spend.	Head of Corporate Services	April 2018	March 2023	Active	Continue to support Project development and implementation of ongoing projects.

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 2021/22.

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 2021/22

Customer Group	Method	Frequency	Responsible Officer	Feedback Method
Internal Customers	Electronic survey	Post contract award	Procurement Specialist	Results with 'You Said: We Did' posted on intranet and internet
Suppliers	Electronic survey	Annually/Post Tender	Corporate Procurement Manager	Results with 'You Said: We Did' posted on intranet and internet

Activity Budget 2021/22

Corporate Procurement Service

Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2021/22	PI Category	Staff Resources (FTE)	Revenue Expenditure Budget 2021/22 £	Revenue Income Budget 2021/22 £	Net Revenue Budget 2021/22 £
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	88,535	0	88,535
			CPU021_Procurement Commercial Improvement Programme score assigned to West Lothian Council Target: 68%	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	600,769	(387,514)	213,255
			CPU019_Percentage of all council expenditure covered by contracts Target: 98%	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	63,284	0	63,284

Corporate Services Management Plan 2021/22

Corporate Procurement Service

Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2021/22	PI Category	Staff Resources (FTE)	Revenue Expenditure Budget 2021/22 £	Revenue Income Budget 2021/22 £	Net Revenue Budget 2021/22 £
	consideration of the principles of sustainable development in all contracts. Contracts to incorporate Community Benefits where appropriate.		CPU021_Procurement Commercial Improvement Programme score assigned to West Lothian Council. Target: 68%	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	31,603	0	31,603
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	14,231	0	14,231
Total:					12.48	798,422	(387,514)	410,908

Actions 2021/22

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

Corporate Procurement Actions 2021/22

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	25 January 2021	Complete	CPU Service re-design has progressed with the implementation of the new structure and recruitment now complete.
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	Complete	The Corporate Procurement Strategy 2019/23 was approved by Council Executive on 26 February 2019. The strategy is reviewed annual, with the last update to Council in December 2020.
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, implementation of the 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: 12.90 (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 and coordination of the Information Management Working Group
- ◆ 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 2021/22

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
Information Management Working Group	Working group meeting	Annual	Project and Systems Manager	Annual Consultation report provided to all Heads of Service
Customers (council services) of Performance and Systems	Electronic survey	Bi-annually	Project and Systems Manager	Council intranet page and management team meetings
	System user groups			
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
	Performance officer meetings			

Activity Budget 2021/22

Performance and Improvement Services								
Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2021/22	PI Category	Staff Resources (FTE)	Revenue Expenditure Budget 2021/22 £	Revenue Income Budget 2021/22 £	Net Revenue Budget 2021/22 £
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: £1,141.28	Public	1.88	103,074	0	103,074
			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: £1,141.28	Public	2.12	116,341	0	116,341
			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: £1,141.28	Public	1.79	97,971	0	97,971

Corporate Services Management Plan 2021/22

Performance and Improvement Services

Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2021/22	PI Category	Staff Resources (FTE)	Revenue Expenditure Budget 2021/22 £	Revenue Income Budget 2021/22 £	Net Revenue Budget 2021/22 £
Performance and Systems	Council services are supported to deliver by ensuring systems are efficient, effective and joined up.	Enabler Service – Modernisation and Improvement	PIS103_Total number of business improvement activities completed Target: 9	WLAM				
			PIS521_Cost of Lagan system support and maintenance per user Target: £32.50	WLAM	3.51	192,881	0	192,881
			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	2.00	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	1.50	58,044.0	(6,408)	51,636

Corporate Services Management Plan 2021/22

Performance and Improvement Services								
Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2021/22	PI Category	Staff Resources (FTE)	Revenue Expenditure Budget 2021/22 £	Revenue Income Budget 2021/22 £	Net Revenue Budget 2021/22 £
			PIS707_Cost of the Archives and Records Service per £1m Budget Expenditure. Target: £128.19	WLAM				
Service Support	Provision of management and administrative Support.	Enabler Service - Corporate Governance and Risk	Support activities contribute towards the overall performance of the service. Performance is monitored through the indicators for front line activities.		0.10	25,846	0	25,846
Total:					12.90	753,157	(6,907)	746,249

Actions 2021/22

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

Performance and Improvement Services Actions 2021/22

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 2021/22.
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 2021/22.
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 2021/22, with a view to redesigning corporate processes during the year.
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 2021	Active	Programme of activity to be agreed with the assessment body for 2021/22 following tender process.

Performance and Improvement Services Actions 2021/22

Action	Description	Planned Outcome	Owner(s)	Start	End	Status	Update
Digital transformation projects	A programme of activity to ensure that the council is well placed to take advantage of opportunities offered in the digital age.	To deliver improved user-focused digital public services.	Head of Corporate Services	April 2018	March 2023	Active	<p>The service continues to support the delivery of digital ambitions. The ICT Strategy and corporate systems are supporting digital processes across the council.</p> <p>The service continues to support automation activity in the council by reviewing business requirements and opportunities for corporate system changes and enhancements.</p>
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	March 2020	April 2022	Planned	<p>Review scoping is complete but planned start date (April 2020) was delayed due to COVID-19 and operational constraints in the council in the last year.</p> <p>The review will be re-scheduled for 2021/22 – start date to be determined.</p>

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 2021/22

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 2021/22

Corporate Communications

Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2021/22	PI Category	Staff Resources (FTE)	Revenue Expenditure Budget 2021/22 £	Revenue Income Budget 2021/22 £	Net Revenue Budget 2021/22 £
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	2.5	181,997	(25,495)	156,502
			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	0.5	68,899	(21,120)	47,779
			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	2.0	64,999	0	64,999
			CC088_9b.6_Total number of website visits: Target: 2,500,000	WLAM				

Corporate Services Management Plan 2021/22

Corporate Communications

Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2021/22	PI Category	Staff Resources (FTE)	Revenue Expenditure Budget 2021/22 £	Revenue Income Budget 2021/22 £	Net Revenue Budget 2021/22 £
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	2.0	175,497	(24,585)	150,912
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	15,075	0	15,075
Total:					7.1	506,467	(71,200)	435,267

Actions 2021/22

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

Corporate Communications Actions 2021/22

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 advantage of opportunities offered in the digital age.	To deliver improved user-focused digital public services.	Head of Corporate Services	April 2018	March 2023	Active	The service continues to support the delivery of digital ambitions. The ICT Strategy and corporate systems are supporting digital processes across the council.
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 two 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 from the European Union on European legislation.

Planning Process

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

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

Corporate Services Management Plan 2021/22

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 2020/21 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 2021
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 2021
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 2021
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 2021
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 2021
Management Plan updates	The Management Plan progress is reviewed by the appropriate PDSP each year	April to June 2021








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 and HR and Support Services will undertake a West Lothian Assessment Model Assessment in 2021/22;
- ◆ 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: 2020/21 performance exceeded the target =  / 2020/21 performance met the target =  / 2020/21 performance was below the target = ):

Indicators						
WLAM unit / service	PI Code and Short Name	2020/21 Performance	2020/21 Target	Performance against Target	2021/22 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		4		4	
	P:HRS500_Unit cost of Human Resource Service in relation to the total number of council employees	£323.73	£290.00		£290	
	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	97%	98%		98%	
	ITS011_Total number of complaints received by IT Services	4	0		0	
	ITS060_Cost of development/monitoring and management of compliance with Information Management and ICT Strategy	£331,921.00	£331,921.00		£331,921.00	
	ITS017_Annual Percentage of IT Faults resolved at the first point of contact	40%	40%		40%	
Legal Services	LS007_Percentage of Legal Services customers who rated the overall quality of the service as good or excellent		100%		100%	
	LS013_Total number of complaints received by Legal Services		2			
	P:LS041_Cost of Legal Services per £1m Budget Expenditure	£2,014	£2,014			
	LS116_Percentage of Debt Recovery writs/summonses lodged within 20 working days of receipt of full instructions		100%		100%	

Corporate Services Management Plan 2021/22

Indicators					
WLAM unit / service	PI Code and Short Name	2020/21 Performance	2020/21 Target	Performance against Target	2021/22 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		98%		98%
	PIS010_ Total number of complaints received by the Performance and Improvement Service		2		2
	P:PIS024_ Cost of Performance and Improvement Service per £1m of Council Budget Expenditure	£1,247.40	£1,247.40		£1,141.28
	PIS223_ Average ranking of West Lothian Council in the Local Government Benchmarking Framework (LGBF)	2*	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%	98%		98%
	CPU047_ Total number of complaints received by the Corporate Procurement Unit		0		0
	P:CPU018_ Cost of the Corporate Procurement Service per £1 million of West Lothian Council's net revenue expenditure.		£2,100		£1,788
	P:CPU019_ Percentage of relevant compliant council expenditure		92%		93%
Corporate Communications	CC007_ Percentage of Corporate Communications customers who rated their overall satisfaction/quality with our service as good or excellent		100%		100%
	CC013_ Total number of complaints received		0		0
	CC090_ Cost of Corporate Communications per £1million of council's net expenditure	£968.41	£968.41		
	CP:CC084_ Percentage of customers achieving end-to-end transactions on the website		15%		18%

*Performance is for 2019/20 – 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 2021/22

April 2021

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

DATA LABEL: PUBLIC



PARTNERSHIP AND RESOURCES POLICY DEVELOPMENT AND SCRUTINY PANEL

PARTICIPATION REQUEST ANNUAL REPORT 2020/21

REPORT BY HEAD OF PLANNING, ECONOMIC DEVELOPMENT & REGENERATION

A. PURPOSE OF REPORT

The purpose of this report is to present the draft West Lothian Council Participation Request Annual Report for 2020/21.

B. RECOMMENDATION

To note and consider the following recommendations which are intended to be submitted to Council Executive for approval:-

1. To approve the Participation Request Annual Report for 2020/21; and
2. Agree that this is submitted to the Scottish Government and published on the council's website by the 30 June deadline.

C. SUMMARY OF IMPLICATIONS

I Council Values	Focusing on our customers' needs; being honest, open and accountable; providing equality of opportunities; making best use of our resources; working in partnership
II Policy and Legal (including Strategic Environmental Assessment, Equality Issues, Health or Risk Assessment)	Community Empowerment (Scotland) Act 2015, Participation Request (Procedure) (Scotland) Regulations 2017. The report does not raise any environmental assessment, equality, health or risk assessment issues.
III Implications for Scheme of Delegations to Officers	None
IV Impact on performance and performance Indicators	None
V Relevance to Single Outcome Agreement	Participation requests may have relevance to any outcome
VI Resources - (Financial, Staffing and Property)	The Community Empowerment (Scotland) Act 2015 Part 3 gives community bodies a right to make requests to be involved in achieving outcomes. This process may have significant implications on resources

although it is not possible to quantify this at this early stage.

VII Consideration at PDSP Reported to Partnership and Resources PDSP 18 June 2021.

VIII Other consultations None

D. TERMS OF REPORT

D.1 Background

Part 3 of the Community Empowerment (Scotland) Act 2015 came into force in April 2017, introducing legislation around participation requests. Participation requests provide a mechanism for community bodies to put forward their ideas for how services could be changed to improve outcomes for their community. Requests can be made to a number of public service authorities who must each have their own process in place for dealing with requests. The council's process was adopted on 1 April 2017. Three participation requests have been received since then (two approved and one refused).

D.2 Draft West Lothian Council Participation Request Annual Report 2020/21

Each public service authority is required to publish an annual report setting out the number of participation requests received; number of requests agreed; the number refused; number of requests which resulted in changes to a public service provided by, or on behalf of, the public service authority; and action taken to promote and support the use of participation requests. Annual reports should cover the period 1 April to 31 March and are to be published by 30 June each year. A template has been provided by the Scottish Government. A completed template is attached as Appendix 1.

No new requests were received in 2020/21. One previously submitted request was concluded last year. The report includes detail on this and on how the council has promoted and supported the use of participation requests.

The annual report template is to be submitted to the Scottish Government by 30 June. The council must also publish the annual report by 30 June. Subject to Council Executive approval the report will be made available on the Participation Request page of the council's website.

E. CONCLUSION

Participation requests give communities the opportunity to become involved in helping to achieve changes or improvements they want to see. West Lothian Council has a process in place for managing requests. The council is required to publish an annual report providing information on requests received and activities to promote and support requests. A template has been provided by the Scottish Government. The panel is asked to consider the recommendations which are intended to be submitted to Council Executive for approval on 22 June; to note the annual report and agree that this will be submitted to the Scottish Government and published on the council's website by the 30 June deadline.

F. BACKGROUND REFERENCES

Appendices/Attachments:

1. Draft West Lothian Council Participation Request Annual Report 2020/21

Contact Person: Joanna Anderson, Community Planning Development Officer, 01506 281086

joanna.anderson1@westlothian.gov.uk

Craig McCorriston
Head of Planning, Economic Development and Regeneration

18 June 2021

Participation Requests Reporting Template 2020/21 for Public Service Authorities

Section 32 of the Community Empowerment (Scotland) Act 2015 requires public service authorities to produce an annual report on Participation Request activity and publish this no later than 30 June each year. This template has been created to gather participation request data for the period 1 April 2020 to 31 March 2021. Information provided will help inform policy and practice at local and national level as the data will be collated and shared by the Scottish Government's Community Empowerment Team. However, it is for each public service authority to make their own annual report publicly available by 30 June 2021, whether using this template or not.

Please provide information in the four sections below and email the completed template by 30 June 2021 to community.empowerment@gov.scot.

Section One – Public Service Authority Information

Organisation: West Lothian Council

Address: Civic Centre, Livingston, EH54 6FF

Completed by: Joanna Anderson

Role: Community Planning Development Officer

Email: joanna.anderson1@westlothian.gov.uk

Telephone: 01506 281086

Date of completion: 28/05/2021

Are you the Participation Request Lead Contact for the organisation: Yes

If not please provide the name, job title and email address for the lead contact for any queries:

Section 2: Participation Request Data for 2020/21

Please complete following overview table:

Total new applications received in 2020/21	Total applications received prior to 1 April 2020 which were still to be determined at 1 April 2020	Number of accepted applications in 2020/21	Number of applications agreed in 2020/21	Number of applications refused in 2020/21
0	0	0	0	0

2.1 Please provide details of Participation Requests received using the legislation and outwith the legislation in 2020/21 which resulted in changes to public services provided by or on behalf of your public service authority and tell us about those changes:

Name of Community Participation Body	Was the Participation Request successful? (Y/N)	Previous way of working	Way of working following changes	What difference did those changes make for the users of the service? Did they improve service user experiences or outcomes?	Details of any participation requests considered outwith the formal process e.g. agreements reached that resulted in changes to services.
N/A					

2.2 Please use this space to provide any further comments relating to the above data, such as describing the outcome improvement process (whether or not it resulted from a formal participation request) and how the community participation body was involved in it, or details of any wider benefits, such as improved community engagement and ongoing participation.

No new requests were received in 2020/21 but one outcome improvement process was completed, for a request submitted by Linlithgow and Linlithgow Bridge Community Council and approved in January 2019. A final report has been published. The request was in relation to a development site and the community council wanted to contribute to the project briefing process to ensure the views of the community were taken into account. At the stage the request was submitted, the council had declared that the site was surplus to requirements but had not yet decided on how to progress. No decision was to be taken until committee had accepted the principle of development. The request was therefore dealt with in relation to involvement in the process leading up to decision by elected members as to how the council should proceed in relation to the draft proposals.

Due to the stage at which the participation request was submitted, the request could have limited impact on the decision-making process on how the site would be redeveloped. However, as a result of the participation request, some changes were made to the wording of the development brief to reflect the community council's views. Officers also undertook to bring the community council's representation on the draft guidance to the attention of the Development & Transport Policy Development & Scrutiny Panel (PDSP) together with the officer response to it. The community council was also afforded a further opportunity to comment on the process and were invited to attend the PDSP and Council Executive meetings where the guidance was to be considered and ultimately approved. This participation request is considered closed as the outcome improvement process was fully implemented by 2020, however there is continued engagement with the community council and plans are in place to ensure ongoing community involvement as the proposed development is exposed to the market. This continued involvement has been agreed with the community council out-with the participation request process.

Section Three – Partnership Working & Promotion of Participation Requests

3.1 Please provide details of any engagement with support organisations such as local Third Sector Interfaces and public sector Community Learning and Development staff or national organisations such as the Scottish Community Development Centre.

For example has any new practices to support Participation Requests been developed from working with other bodies, or any learning gained?

The council worked with the Scottish Community Development Centre (SCDC) between January and March 2020 to promote participation requests to marginalised and disadvantaged groups and to help shape the new SCDC accessible resources being developed. Efforts were made to reach out to local people and groups representing those experiencing socioeconomic disadvantage and those with protected characteristics, with support from the local Third Sector Interface. Representatives attended from the West Lothian Community Race Forum, community councils, local organisations and groups and individuals involved in the regeneration steering groups (which cover the areas in the bottom 20% of the Scottish Index of Multiple Deprivation). These sessions also provided an opportunity to get further feedback on the council's Participation Request Toolkit. The feedback was largely positive; however, it was suggested by participants that the way the information is presented should be tweaked to ensure that it is more accessible and user-friendly.

Following the workshops, the council engaged with SCDC to take forward the learning and have begun to refresh the Toolkit and wider support and materials, to ensure these are more accessible and tailored for more marginalised groups; however there has been a delay to this work due to COVID-19.

3.2 Please provide details of action taken to promote the use of Participation Requests or support Community Participation Bodies in making a Participation Request.

For example this could include: Support before making a request, such as to determine whether a participation request is the most appropriate route; - Support to make the request such as assist groups to complete forms, or identify appropriate outcomes; and/or Support to take part effectively in outcome improvement processes (whether or not they resulted from a formal participation request).

There is a clear process in place for making a participation request to the council, with all information and support materials contained on a dedicated page on the council's website (including the application form and detailed guidance notes, Frequently Asked Questions, Toolkit). Materials have also been shared widely with local community organisations. There is a designated point of contact for participation requests (the council's Community Planning Development Officers), who support community organisations from initial discussion on potential requests, to developing application forms and through the decision-making and outcome improvement processes. Early engagement with officers is encouraged.

Since the council's participation request process was first implemented in 2017, there have been a number of community sessions delivered to raise awareness of participation requests as well as other parts of the Community Empowerment Act, many delivered in partnership with the local Third Sector Interface (Voluntary Sector Gateway West Lothian). There were no new community sessions held in 2020/21 due to the COVID-19 pandemic, however a virtual training session on participation requests was delivered to elected members in December 2020.

3.3 Please let us know what actions you have been taking to ensure that your processes are inclusive.

For example, this could include accessible information and other support, which enable wider use of participation requests by all population groups including those with protected characteristics.

As outlined above, the council is using the feedback from the SCDC sessions to review and refresh the Toolkit and other materials to ensure that these are accessible and user-friendly. The existing easy-read materials will also be reviewed and refreshed if required. Although there has been a delay in carrying out this review due to COVID-19, work is ongoing and once the Toolkit and other materials have been reviewed, these will be widely shared with local community groups and through the council's social media as an opportunity to further promote the process. Efforts will be made to take materials out to protected characteristic groups and other 'hard to reach' groups again (including equality forums and regeneration steering groups). The Voluntary Sector Gateway West Lothian, wider community planning partners and local community networks will also be asked to help with this promotion through their own communication channels.

3.4 Please outline any plans you have to continue involving local people and local groups in outcome improvement processes as a result of your Participation Request policies (and also outwith formal participation requests).

Any outcome improvement process developed as a result of a participation request will be developed in consultation with the community group submitting the request.

The council's process encourages community groups to engage in early discussion with council officers on potential requests. This will help to ensure that any applications submitted are appropriate, robust and well thought out and allows discussion on what an outcome improvement process may look like.

The council also continues to engage with and involve communities through other participation mechanisms, for example via the local regeneration steering groups, the Joint Forum of Community Councils in West Lothian and community councils, community equality forums, MSYPs, Citizens Panel, tenant participation mechanisms, the Anti-Poverty Strategy's Experts by Experience Panel.

3.5 Please provide details about any work undertaken to consider wider reviews of participation practice, and any such methods used to engage with communities.

Although there have been challenges with engaging communities throughout 2020/21 as a result of COVID-19, a number of participation activities have been carried out (e.g. community listening events, health & wellbeing/anti-poverty survey, climate change survey for young people).

Through a number of these activities, views were gathered on how the council engages with communities. The council also continues to meet with the Joint Forum of Community Councils in West Lothian and discussion topics include the council's participation and engagement activity.

Section Four – Additional Information

4.1 Please use this space to provide any further feedback not covered in the above sections.

For example, we are interested in your reflections about what has gone well and what has gone less well in relation to Participation Requests over the past year?

There were no new requests made to the council in the past year and so there are no new reflections on the process itself. Having early engagement around potential requests continues to work well. The example highlighted in Section 2.2 is a good example of a positive outcome being met out-with the formal participation request process through early discussion with the community group.

Is there any aspect of the process that you intend to adapt or change in the year ahead?

The council is committed to undertaking regular reviews of the participation request process to reflect on learning from requests received, in order to ensure the process remains fit for purpose. The council's process was first approved in March 2017 and reviewed in October 2018 after the first request had been received, informed by feedback from the community groups involved. There is to be another review of the process and any relevant changes will be made following this.

Have you identified any needs for guidance or support that would support the process?

See Section 3 – a number of actions are underway to improve local guidance. More promotion of participation requests at a national level may help to raise awareness of the approach within the community.

If you have developed any case study material or published new information about Participation Requests please share links to those with us here.

Final Report for the Vennel Participation Request:

https://www.westlothian.gov.uk/media/48197/Participation-Request-Final-Report-The-Vennel/pdf/Participation_Request_Final_Report_-_The_Vennel.pdf?m=637507991854770000

Any other information:

Completed by: Joanna Anderson

Role: Community Planning Development Officer

Email: joanna.anderson1@westlothian.gov.uk

Tel: 01506 281086

Date of completion: 28/05/2021

Subject to the pressures of responding to the Covid-19 emergency situation and recovery – if possible please email the completed template by 30 June 2021 to community.empowerment@gov.scot

If you have any queries please contact Malcolm Cowie, Participation Request Policy Manager at Malcolm.cowie@gov.scot

Thank you!

Community Empowerment Team, Scottish Government

DATA LABEL: PUBLIC



PARTNERSHIP AND RESOURCES POLICY DEVELOPMENT AND SCRUTINY PANEL

AUTOMATION, ROBOTICS AND THE USE OF ARTIFICIAL INTELLIGENCE

REPORT BY DEPUTE CHIEF EXECUTIVE

A. PURPOSE OF REPORT

This report provides information to the Panel on the potential to employ robotics and automation technologies across council services and proposes an approach to maximise the benefits of such technologies for the council.

B. RECOMMENDATIONS

It is recommended that the Panel:

1. Notes that the use of automation and robotics will be deployed to deliver council services;
2. Notes that third party support will be required to support the council to move the project forward initially;
3. Agrees to recommend the proposed investment in automation.

C. SUMMARY OF IMPLICATIONS

I.	Council Values	<ul style="list-style-type: none">• Focusing on our customers' needs• Being honest, open and accountable• Developing employees• Making best use of our resources
II.	Policy and Legal	The proposal takes into consideration the recent Scottish public sector Digital Strategy "How Scotland will thrive in a digital world" launched in March 2021.
III.	Implications for Scheme of Delegations to Officers	None
IV.	Impact on performance and performance indicators	A performance scorecard has been developed to support the delivery of the strategy outcomes. This will be used to track and monitor performance of key indicators throughout the period of the strategy and reported publicly.
V.	Relevance to Single Outcome Agreement	Effective planning and prioritisation of resources is essential to support the delivery of outcomes.
VI.	Resources (Financial, Staffing and Property)	A capital budget of £1.15million has been assigned over a ten-year period to support Digital Transformation projects. A saving of

£0.6million has been identified as part of the Transforming Your Council programme.

- | | | |
|-------|----------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| VII. | Consideration at PDSP/Executive Committee required | There has been consultation with the EMT and CMT at regular stages. |
| VIII. | Details of consultations | The strategy was developed through consultation with the key stakeholders, CMT and the relevant PDSP. The strategy was approved at Council Executive in June 2018 and annual reports are considered by the Partnership and Resources PDSP. |

D. TERMS OF REPORT

D.1 Background

The council agreed its Digital Transformation Strategy in June 2018. The strategy was developed around four themes:

1. Digital customers - Our customers use digital channels to interact with the council
2. Digital skills - Enabling and supporting our customers and staff to thrive in a digital age
3. Digital service design - Ensuring our digital ambitions are embedded across the council
4. Digital workplace - Transforming how we work to deliver more effective and efficient services

Each theme has a range of activity mapped out in order to deliver the agreed outcomes. As the Strategy was developed the use of automation, robotics and artificial intelligence (AI) was at early stages within the local government arena.

Due to the rapid growth in the use of these technologies in all spheres of business, the council needs to assess how they could now support the delivery of the strategy, and also contribute to the wider Transforming Your Council programme.

D.2 The Challenge

Customer's expectations are changing rapidly due to their experiences of service delivery from other organisations. Customers want to be able to access services 24/7, and recent research suggests that 40% of people's time online is done outside of office hours. This means that the council needs to radically rethink how some services are delivered.

The council is still reliant on manual and paper-based processes. Over the last year we have seen some improvement with a move to use the Objective platform as a way of managing workflows and reducing paper. Despite the majority of our staff working from home for the last year, the council still printed over 26 million copies of documents, the majority of which related to schools. Whilst customers increased their use of online and self-service options on the council's website, the council also handled over 215,000 calls to the Customer Service Centre.

D.3 Benefits of Automation

There are a range of benefits, financial and non-financial, which are associated with automation, robotics and artificial intelligence (AI):

- *Improved service levels* – The faster and more efficiently you can complete tasks the more able you are to improve service levels. Customer requests can be dealt with more effectively and with a greater focus on positive outcomes first time
- *Increased accuracy* – Once programmed the virtual workers will follow the scripts and will not make mistakes, which supports compliance and quality control. It also means that time is not spent rectifying the mistakes that employees may make.
- *Improved productivity* – The virtual workers will work 24/7 and are able to complete repetitive IT based tasks much more quickly.
- *Reduced cost* – the use of automation will be improve efficiency and reduce the time it takes to complete core tasks, so operational costs are reduced. The virtual workforce can be scaled up or down according to changes in workload. It is estimated that robotic automation can complete routine tasks at up to two-thirds the cost of an employee.
- *Centralised control* – As the automation connects diverse systems this can provide a central point for monitoring and control. It enables changes to processes to be deployed quickly across a range of services which can promote data security.
- *Frees up human talent* – As the virtual workers undertake the time consuming and repetitive tasks this frees up employees to undertake the tasks which add value and require a specifically human touch
- *Rapid ROI* – Automation can be quick to deploy and scale up, which means that the organisation will very quickly be able to see a return on its investment.

Typical uses of automation, robotics and AI: include:

- | | |
|-------------------------------------|-------------------------------------|
| • Responding to customer complaints | • Appointment booking |
| • Payroll processing | • Compliance checks |
| • New staff onboarding | • Customer onboarding |
| • Extracting data from pdfs | • Daily profit and loss preparation |
| • Data entry and processing | • Data Cleansing |
| • Accounts payable | • Auto generating reports |

To date there is limited information available out-with supplier presentations on the cashable savings to be derived from investment in AI technology, however officers have undertaken detailed mapping and costing of council processes in order to estimate potential efficiencies.

D.4 West Lothian Approach

In order to maximise the benefits of automation the council should consider pursuing a combination of approaches which would include:

- A solution for the Customer Service Centre that would harness the advanced capabilities of our Customer Relationship Management (CRM) system and utilise chatbot and texting functions; and
- An intelligent automation solution across a range of service areas.

In addition to the technology required to implement the automation there will also be a requirement for current processes to be optimised before any automation takes place.

Experience across other local authorities that have implemented automation suggests that there needs a team of people with the right skills to create, develop and maintain the automations. The council will require some support from the suppliers to help build skills and confidence in deploying the automation solutions in the first instance. This work will be supported by the Digital Transformation Team initially.

D.4.1 Options appraisal for the CSC automation

The CSC automation project is designed to deliver savings as part of the Transforming Your Council (TYC) programme of efficiency savings. The savings target of £100,000 will be delivered over the next 2 years through staffing efficiencies, however, the automation of the CSC presents an opportunity to deliver further efficiencies, whilst improving CSC performance and enhancing customer service and experience.

By redesigning processes to deliver at the point of need, and rationalising low value, transactional or repetitive activity, the CSC advisors will have greater capacity to manage higher value and more complex customer enquiries. This creates capacity for new CSC business and a scalable model for potential expansion, where CRM automation could be utilised to deliver major services/processes and create opportunities for wider cost savings across the council.

The CSC automation scoping exercise has involved a thorough examination of the options available to the council in regards to the providers and solutions that can deliver self-service and automated process delivery to customers. It is possible to model potential shift in current demand based on the use of the same suite of products in use in other councils.

The council has also considered the automation offerings from our existing suppliers. This offers potential to build on current operational strengths and potentially secure better value for money by investing in products that we knew to be effective and are an integral part of our business processes.

Evaluating the offer from all of these suppliers has led to the recommendation that the council seeks to enhance our current contract with the current CRM provider.

The CRM proposal seeks to move provision to a cloud-based platform, which brings additional benefits and considerations. The cloud-based solution reduces infrastructure, resourcing and upgrade costs as the council would move to a total cost of ownership, whereby all upgrades are provided as part of the contract, and the council will therefore always have the most recent version and enhancements.

By redesigning processes to deliver at the point of need, and rationalising low value, transactional or repetitive activity, the CSC advisors will have greater capacity to manage higher value and more complex customer enquiries. This creates capacity for new CSC business and a scalable model for potential expansion, where CRM automation could be utilised to deliver major services/processes and create opportunities for wider cost savings across the council.

The CSC automation scoping exercise has involved a thorough examination of the options available to the council in regards to the providers and solutions that can deliver self-service and automated process delivery to customers. From the data shown below in Table 1, and initial knowledge of the capability of the product, the key areas of focus for building automation will be HCBS (repairs), Operational Services (waste), and Revenues and Benefits (council tax). Early stages of the project will see specific processes agreed.

Table 1 – Potential automation - areas and impact

Process/ Description Current	Demand Info	Highest Demand Services total no of enquiries (from a total of 203,043)		Potential FTE Efficiencies
Provision of information regarding a service to customers	255 of all process flows (36%)	Corporate Services	2,920	5-9 FTE
		Education Services	1,200	
		Finance and Property	24,830	
		HCBS	52,876	
		Operational Services	5,744	
		PEDR	3389	
		Social Policy	854	
		TOTAL	91,813	
Customer enquiry passed through an application (by email, a CRM case form, or confirm) to the service to provide the customer with a response directly.	448 of all process flows (64%)	Corporate Services	2355	4-6 FTE
		Education Services	1349	
		Finance and Property	23,802	
		HCBS	63,842	
		Operational Services	17,404	
		PEDR	1631	
		Social Policy	847	
		TOTAL	111,230	
Total			203,043	9-15 FTE

D.4.2 Options appraisal for Intelligent Automation

The Digital Office has been progressing a procurement framework for automation across Scottish Local Government and it had been hoped that the council could take advantage of this project. Unfortunately, this project stalled due to the Covid-19 pandemic, and there is no clear position as to when this project will now be delivered.

Instead, officers have engaged with the main suppliers of robotic automation to assess the products and processes. At the same time discussions have been held with the suppliers of business support that would offer practical support to get the council in the set-up and operation of automations. Officers have also engaged with other councils who are already using automation within their processes.

In September 2020, the council issued a research questionnaire via Public Contracts Scotland to gather intelligence about the automation market and where potential suppliers may be, as well as gathering costing options. There were 23 responses to this questionnaire, and in conjunction with Corporate Procurement work has been undertaken to develop a Procurement Strategy which recommends utilising a Scottish Government Software Value Added Reseller (SVAR) framework to procure the automation solution. The council is already using the SVAR framework for a number of other IT based contracts.

Working with the framework it is proposed that the council will have two elements to the contract, one which supplies the platform and associated development tools with which to build the robots, and one which supplies the expertise to create the automated processes, and support council staff to develop in-house expertise to build automations, with a view to the council becoming self-sufficient within 12 months.

An analysis has been undertaken on a range of processes, both internal and customer facing that would benefit from some robotic automation. These have been identified from analysing the customer self-service forms on the website, where the form still

requires some manual intervention in the back office, and internal processes that are still heavily paper based as part of the ongoing project to reduce the use of paper across the council. The processes have been mapped and costed and indicative efficiencies identified.

D.4.3 Customer Service Centre automation Costs and Funding

Via the SVAR framework the council has identified preferred suppliers for both the automation solution and the support required to build the initial automated processes, as well as the cloud hosted solution for the proposed CRM system.

The range of anticipated efficiencies and financial savings from the proposal for the CSC are set out below:

Table 2 – Potential savings from CSC automation

Type of efficiency	Min	Likely	Max
Total savings/released capacity (FTE)	5	9	15
Total savings per annum (£)	155,350	279,630	466,050
Self-service – released capacity calls	2,405	4,811	9,622
Proactive case updates – released capacity (calls)	4,811	7,216	12,027

This approach would ensure that the required TYC savings are achieved, and potential for further budget savings could be realised if services are able to consolidate and migrate from legacy and other customer relationship systems to the cloud-based CRM system.

The CRM supplier upgrades the CRM system every 18 months, and in order to ensure that the council's system remains current upgrades are undertaken every 2 to 3 years. These upgrade works carry an average cost of £40,000/£50,000 and are funded from the capital programme.

Moving to the cloud-based solution will require a one-off capital investment of £60,000 to purchase the required modules and build/deploy the automations. It is proposed that this cost would be funded from the council's Digital Transformation budget. The cloud-based solution would operate as a Software as a Service with an annual revenue cost of £114,000, an uplift of £66,200 per annum on the current CRM cost.

The CRM supplier has confirmed there is no technical or contractual requirement to perform a further system upgrade prior to a transition to the cloud-based platform. As such the £265,000 capital budget identified for future system upgrades would be available to fund the transition to the new system and the shortfall in years 1 and 2 at a cost of £132,400 (£66,200 x 2), with a balance of £132,600 remaining in the capital programme.

Table 3 – CSC automation Cost and Funding arrangement

Year	Cost	Funding arrangement
1	£174,000	£60,000 – Digital Transformation budget (one off) £47,800 – existing CRM revenue budget £66,200 – existing CRM capital budget
2	£114,000	£47,800 – existing CRM revenue budget £66,200 – existing CRM capital budget
3	£114,000	£47,800 – existing CRM revenue budget £66,200 – reduction in CSC FTE (2) arising from automation efficiencies
Total	£402,000	

D.4.4 Intelligent Automation Costs and Funding

Following detailed discussions with a number of vendors of the intelligent automation solutions and the scoping work undertaken to assess where automation would be of benefit, a range of potential costs and savings have been identified. Table 4 below demonstrates the initial savings that could be achieved through the deployment of intelligent automation to online forms and invoice processing.

Table 4 – Potential efficiencies from intelligent automation

Type of efficiency	Estimated saving
Automation of online forms %	£46,479
Automation of invoice and timesheet processing %	£82,971
Total saving	£129,450

Further opportunities will be identified as the project progresses, however it is anticipated that the council will be able to delivery further efficiencies of at least a further £58,464, equivalent of 2 Band D FTE posts, from internal systems processing.

Vendors have supplied quotes through the SVAR framework for both the automation platform, the “robots”, the orchestrator that allows the scheduling of work to ensure that the robots are fully employed for the maximum amount of time and test environments; as well as the support and guidance to build the initial automations and train the internal team.

The table below shows the indicative costs and the source of funding.

Table 5 indicative costs and source of funding

Year	Cost	Funding arrangement
1	£249,000	Digital Capital Fund
2	£68,000	Reduction in FTE (2) arising from automation efficiencies
3	£68,000	Reduction in FTE (2) arising from automation efficiencies

D.6 Return on Investment/Pay Back

In seeking to establish the financial business case for both systems an analysis has been undertaken of the respective costs and projected savings associated with each proposal. As a minimum the proposals would be required to meet any additional revenue costs arising as a result of the implementation and fully fund all ongoing operating costs associated. The capital investment requirements would also be recovered, with the repayment being over the length of the initial contract period.

- **CSC Automation**

The CSC currently has 44 FTE posts which support the telephone service to customers, and as set out in Table 1 above, savings of between 5 and 9 FTE could be realised in relation to activities which provide information to customers. Based on a saving of 5 FTE, and assuming savings start to be realised in part during Year 1, the payback period on the initial capital investment covering the setup costs and use of capital budget would be within 3 years of operation, as set out below in Table 6.

Table 6 – CSC Automation Payback

CSC Automation	Year 0	Year 1	Year 2	Year 3
	£	£	£	£
Purchase and Build Costs	60,000	0	0	0
Licence Costs	114,000	114,000	114,000	114,000
Total Cost	174,000	114,000	114,000	114,000
CRM Budget	(47,800)	(47,800)	(47,800)	(47,800)
FTE Saving	0	(77,675)	(155,350)	(155,350)
Net Cost/(Saving)	126,200	(11,475)	(89,150)	(89,150)
Cumulative Cost/(Saving)	126,200	114,725	25,575	(63,575)

- Robotics Automation

Based on the projected automation savings from online forms, invoice processing and internal systems processing, and assuming savings start to be realised in part during Year 1, the payback period on the initial capital investment covering the setup costs and use of capital budget would also be within 3 years of operation, as set out below in Table 7.

Table 7- Robotics Automation Payback

Robotics Automation	Year 0	Year 1	Year 2	Year 3
	£	£	£	£
Total Cost	249,000	68,000	68,000	68,000
Saving	0	(93,957)	(187,914)	(187,914)
Net Cost/(Saving)	249,000	(25,957)	(119,914)	(119,914)
Cumulative Cost/(Saving)	249,000	223,043	103,130	(16,784)

D.7 Timescales

Subject to Council Executive approval, the timescales for progressing the proposal are set out below.

	Action	Date
1	Finalise proposals	July 2021
2	Procure automation solutions	August 2021
3	Project initiation	September 2021
4	Begin build of automation for exemplar process	October 2021
5	Testing and user feedback on pilot automation	Jan/Feb 2022
6	Beta build and refinement	March 2022
7	Launch of automated process	April 2022
8	Embed and Adopt phase – monitor, support and report	Ongoing

E. CONCLUSION

The significant growth in the use of AI technologies across all industries means that the council's customers and staff now expect a higher degree of service delivery and the ability to access services in the ways that suit them. This development provides the council with an opportunity to deliver significant change in the delivery of services to customers whilst at the same time contribute to the digital transformation that is required to meet the outcomes within the council's Digital Transformation Strategy.

F. BACKGROUND REFERENCES

[West Lothian Council Corporate Plan 2018/23](#)
[Digital-Transformation-Strategy-2018-23](#)

Appendices/Attachments:

None

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Graeme Struthers
Depute Chief Executive
18 June 2021

DATA LABEL: PUBLIC



PERFORMANCE & RESOURCE POLICY DEVELOPMENT AND SCRUTINY PANEL
HOUSING, CUSTOMER AND BUILDING SERVICES MANAGEMENT PLAN 2021/22
REPORT BY HEAD OF HOUSING, CUSTOMER, AND BUILDING SERVICES

A. PURPOSE OF REPORT

The report introduces the 2021/22 Management Plan for Housing, Customer, and Building Services, which is provided as an appendix.

B. RECOMMENDATION

That the Panel considers the Customer Services section of the plan and provides comment as appropriate.

C. SUMMARY OF IMPLICATIONS

I Council Values	<ul style="list-style-type: none">• Focusing on our customers' needs;• Being honest, open and accountable;• Providing equality of opportunities;• Making best use of resources;• Developing our employees; and• Working in partnership.
II Policy and Legal (including Strategic Environmental Assessment, Equality Issues, Health or Risk Assessment)	None.
III Implications for Scheme of Delegations to Officers	None.
IV Impact on performance and performance Indicators	The plan sets targets for high level performance indicators for 2021/22.
V Relevance to Single Outcome Agreement	The activities within the Management Plan are closely linked to the overall Single Outcome Agreement and revised Corporate Plan.
VI Resources - (Financial, Staffing and Property)	The Management Plan sets out the financial and staffing resources required to deliver the activities and objectives of Housing, Customer and Building Services in 2021/22
VII Consideration at PDSP	P & R PDSP. Culture & Leisure PDSP
VIII Other consultations	Service employees and senior management.

D. TERMS OF REPORT

In accordance with council procedures, Housing, Customer, and Building Services have produced a service Management Plan for the forthcoming financial year. The Management Plan takes account of the Corporate Plan, Transforming Your Council measures, and the agreed level of budgetary provision.

The Management Plan sets out the work that the service will undertake in this role during the 2021/22 financial year. The plan also provides a summary of the work undertaken in the year prior, and the improvements achieved by the service during the period of the previous management plan. It will act as the control document against which the service will monitor progress during 2021/22, and it the benchmark for service provision as the service continues to deploy the recovery and renewal of services following Covid-19 impacts in 2020.

Tenant representatives are consulted on the service performance targets and actions as part of our ongoing consultation and performance reporting arrangements.

E. CONCLUSION

The Housing, Customer and Building Services Management Plan enables focus for the work of the service during the year as we recover and renew our services. Its delivery will ensure the service continues to deliver high quality, efficient services to our customers and will contribute to the strategic aims of the council, enabling the council to meet its obligations. The Customer Service section has been considered at Culture and Leisure PDSP.

F. BACKGROUND REFERENCES

None.

Appendices/Attachments: 1 - Housing, Building and Customer Services Management Plan 2020/21

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AnnMarie Carr

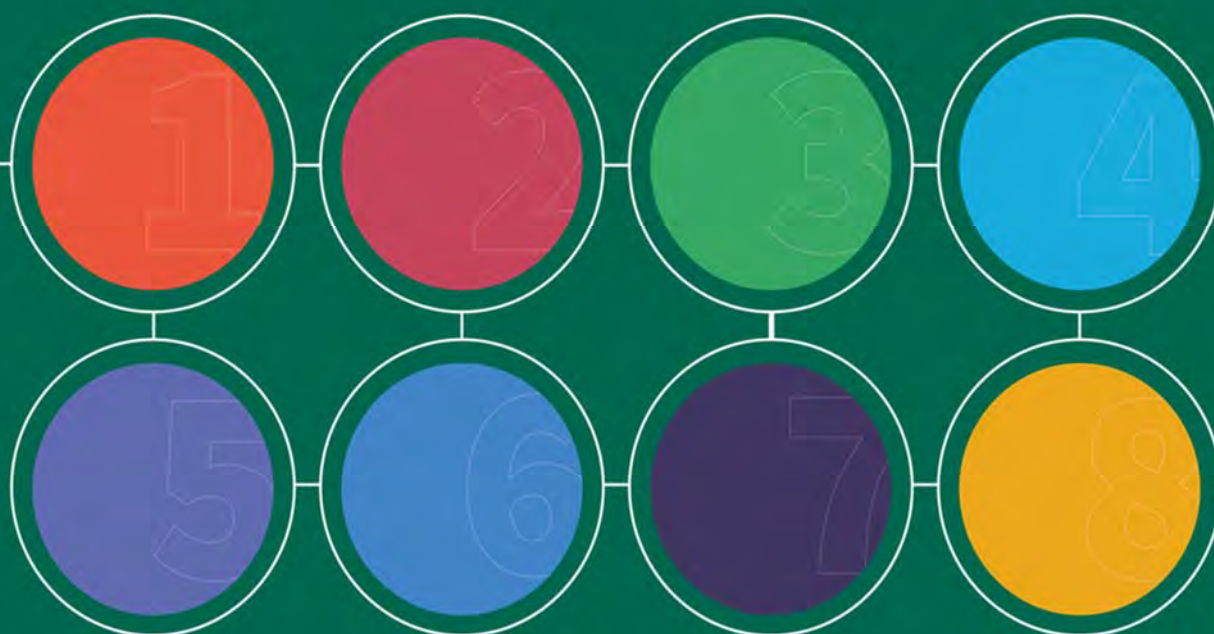
HEAD OF HOUSING, CUSTOMER AND BUILDING SERVICES

Date of Meeting: 18th June 2021

Housing, Customer and Building Services Management Plan 2019/20

Data label: OFFICIAL

Housing, Customer & Building Services Management Plan 2021/22



An introduction to the Management Plan from the Head of Housing, Customer and Building Services

Meeting Date - 18 June 2021
Item No. 22

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 2021/22.

West Lothian Council has a strong track record of delivering better outcomes for local people. Housing, Customer and Building Services play an integral role in that performance by developing and deploying corporate strategies aimed at improving the quality of life for people in West Lothian. Customer and Community Services are key to the organisation through their deployment of frontline service provision. With the continuing financial and demographic challenges ahead, the service will integrate our services to create a seamless

offering to customers, focusing on those most in need.

In Housing, Customer and Building Services we provide an extensive range of services which contribute to positive outcomes in the eight corporate priorities (see below) through provision of housing management; strategy and development, repairs and maintenance, homelessness and housing need; customer contact and frontline services in the community.

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 two 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 our services.

Housing, Customer and Building Services will continue to provide quality, sustainable housing and building functions as well as continuing to provide efficient and effective customer and community services. We will engage with our customers and tenants, partners and with other and managed. I hope that this management plan will help our customers, employees and partners to

council services to promote continuous improvement and transformation of our services.

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 and deliver efficiencies of £796,000 over the next two years. It is the result of a detailed planning process to make sure that council services are well planned understand how we will transform our services and continue to deliver for our communities.

The service, to those most in need, has remained constant during the Covid-19 pandemic. During the period of the pandemic, we have continued to deliver well against our statutory duties to maintain properties, and respond to emergencies relating to homelessness and our tenants' homes. During this time, our dedicated staff have embraced entirely new ways of working, and as a service, we have started to change and adjust our systems and processes to complement a blended approach to service delivery. We continue to grow and learn from these changes as part of a return to full

service recovery will continue this modernised, blended approach.



Ann Marie Carr
Head of Service

Our services

The services that we will deliver through collaboration with our partners in 2021/22

Housing, Customer and Building Services are a key player in developing and deploying corporate strategies aimed at improving the quality of life for all people in West Lothian. In the next two years, the service will continue to support the delivery of the council's eight key priorities with value adding activities and will also assist in the delivery of the council's transformation programme through:

- ◆ Continuing to prioritise and deliver our ambitious programme to increase the supply of new affordable homes, with the aim of delivering 3,000 affordable homes over a 10-year period to 2022.
- ◆ Increasing the supply of new tenancies where individuals are supported to live sustainably, supporting improved outcomes.
- ◆ Ensuring compliance with the Energy Efficiency Standard for Social Housing to improve council homes and tackle fuel poverty.
- ◆ Maintaining housing stock to ensure it meets the Scottish Housing Quality Standards (SHQS).
- ◆ Continuing to provide high quality customer services and facilities that are accessible and tailored to meet the needs and preferences of customers within our communities.
- ◆ Continuing to provide Facilities and services for social, recreational, educational and physical well being throughout our front-line service provision.
- ◆ Continuing to provide high quality repairs and maintenance services that meet the needs of our tenants.
- ◆ Undertaking a programme of redesign and digitisation across the service to increase

effectiveness and efficiency. This will also allow mobile working and for staff to work more flexible.

- ◆ Maximising housing rental income including arrears management, taking account of Universal Credit and through rent maximisation.
- ◆ Continuing to reduce anti-social behaviour through a range of targeted, preventative, diversionary and educational interventions.
- ◆ Implementing changes to the council's Housing Allocations Policy and implement Choice Based Letting.
- ◆ Continuing to modernise supported accommodation for people in housing need to meet the requirements of the Unsuitable Accommodation Order.
- ◆ Reducing the usage of emergency, Bed and Breakfast accommodation. The service successfully managed to do this prior to the Covid-19 pandemic and will target a return to an improved position when restrictions ease.

The biggest challenge for Housing, Customer and Building Services in the year ahead will continue to be tackling homelessness.

Over the next 2 years the service will continue to lead on the delivery of the Rapid Rehousing Transition Plan (RRTP) to reduce homelessness through:

- ◆ Working with the housing sector to transition to a West Lothian wide housing options and homeless prevention approach:
- ◆ Working together and partnership to deliver the supply of affordable housing
- ◆ Reduce the use of Bed and Breakfast accommodation and reduce lengths of stay in temporary accommodation.

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

		Page
Housing Operations	This service manages the council's housing stock and tenancies to ensure that this resource, which is in high demand, is used efficiently and effectively.	12
Housing Strategy and Development	This service is focussed on the development of the council's housing strategy and policies which cover all housing and housing need across the area. The service is also responsible for management of the Housing Capital Investment programme, including the affordable housing programme and major repairs and refurbishment and includes the asset management strategies in support of this.	19
Performance and Change	This service delivers management and business support functions that enable other services. This covers provision and development of systems, income, compliance and performance management, service design and improvement. We manage several areas of service delivery to customers including Private Landlord Registration, Customer Engagement and Complaints. We set the approach to engagement with our customers and turn their experiences into improvement.	23
Building Services	The council's in-house building contractor carries out repairs, maintenance and refurbishment of council properties. This includes project works associated with housing and general services capital programmes and responsive repairs and maintenance to both housing and non-housing properties.	30
Housing Need	The service is focused on the prevention of homelessness by reducing the overall levels of homelessness within West Lothian; providing accommodation and support services as appropriate and minimising the damage homelessness causes to families, neighbourhoods and communities.	35
Customer and Community Services	The service comprises seven service areas which, together, provide the frontline delivery of council services to all communities in West Lothian. This includes the council's partnership centres, customer information offices and community facilities.	41
Customer Service Centre	The council's centre for telephone, email and web contacts manages customer enquiries from the first point of contact. The service also includes Careline – the support service for electronic care alarms used by older and vulnerable people in our community.	46
	Developing the Management Plan and reporting progress	49
	Housing, Customer and Building Services Scorecard 2021/22	51

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. The service's key processes are aligned to the Corporate Plan priorities/enablers and deliverables in the following table.

Alignment with Corporate Priorities / Enablers					
Council priority / enabler	Deliverable	Housing, Customer and Building Services key activities / processes	Indicator(s)	2020/21 Performance	2021/22 Target
3 Minimising poverty, the cycle of deprivation and promoting equality	(P3.4) Increasing the supply of affordable housing through the New Build Council Housing Programme and working with Housing Association partners. By facilitating an increase of 3,000 affordable homes over a 10-year period to 2022, we will provide greater choice in communities where people want to live.	<ul style="list-style-type: none"> ◆ Work with partners to deliver new build and increased supply of social housing, implementing the Local Housing Strategy and Strategic Housing Investment Plan. ◆ Working with partners deliver the 5 Year West Lothian RRTP ◆ Providing advice and assistance on a range of housing options to meet the needs of customers ◆ Provide support to prevent homelessness and enable tenancy sustainment 	◆ CP:HSD309_9b – The Number of New Affordable Homes Delivered	2254	2,774
			◆ HQSHOM006_9b.1a - Number of households initially presenting as homeless or potentially homeless.	425	360
			◆ P:HQSARC20.2_9b Percentage of new tenancies sustained for more than a year - homeless	90%	88%
7 Reducing crime and improving community safety	(P7.1) Through the Community Safety Unit (CSU), sharing intelligence and daily multi agency tasking, to allow smarter and earlier interventions, thereby preventing crimes and escalation of incidents within the communities. Dependent on future planning in terms of transformation and police plan review.	◆ Management and implementation of Community Safety Unit activities and processes to support early intervention. Future planning related to transformation and police plan review.	◆ CP:HQS080_9b.1a- Number of active antisocial cases	990	760

Alignment with Corporate Priorities / Enablers

Council priority / enabler	Deliverable	Housing, Customer and Building Services key activities / processes	Indicator(s)	2020/21 Performance	2021/22 Target
7 Reducing crime and improving community safety	(P7.2) Reducing antisocial behaviour and hate crime within our communities and ensuring that violence within our communities is not tolerated through a range of targeted preventative, diversionary and educational interventions.	◆ Management of Community Safety Unit activities and processes to support preventative, diversionary and educational interventions. Future planning related to transformation and police plan review.	◆ New indicator HQS083_ 9b Number of resolved antisocial behaviour cases within locally agreed targets	57	60
7 Reducing crime and improving community safety	(P7.3) Sharing information intelligence, joint tasking and coordinating resources to prevent instances of and target, disrupt and deter those involved in serious and organised crime.	◆ Management of Community Safety Unit activities and processes to support coordination and sharing of resources. Future planning related to transformation and police plan review.	◆ HQS085_6a Percentage of customers satisfied with Safer Neighbourhood Team involvement	29%	50%
8 Protecting the built and natural environment	(P8.2) Helping people to access housing appropriate to their needs by supporting them to sustain their accommodation. Repairing, maintaining, improving energy efficiency to meet national standards and building social housing.	◆ Management action to reduce homelessness. Improve how we work with people with complex needs. Increase supply of temporary accommodation. Increase access to the range of permanent outcomes.	◆ P:HQSHOM031_Percentage of repeat homeless presentations	1.8%	3%
		◆ Implement the two-year capital programme to 2022/23, ensuring compliance with the Energy Efficiency Standard for Scotland (EESH).	◆ P:HQSARC25_Average length of time (days) in temporary or emergency accommodation - All Types ◆ CP:HSD407_Number of properties improved by the Home Energy Efficiency Programme Scotland (HEEPS)	100.5 days 0 *Work had to be stopped as a result of COVID in accordance with government guidance.	90 days 77
8 Protecting the built and natural environment	(P8.3) Working with private landlords through the Private Sector Leasing Scheme to ensure that housing need can be met in a planned manner and that we maximise the supply of affordable housing.	◆ Management action to reduce homelessness. Improve how we work with people with complex needs. Increase supply of temporary accommodation. Increase access to the range of permanent outcomes.	◆ P: HQSARC25_Average length of time (days) in temporary or emergency accommodation - All Types	100.5	90
			◆ P:HQSHOM031_Percentage of repeat homeless presentations	1.8%	3%

Alignment with Corporate Priorities / Enablers

Council priority / enabler	Deliverable	Housing, Customer and Building Services key activities / processes	Indicator(s)	2020/21 Performance	2021/22 Target
8 Protecting the built and natural environment	(P8.6) Providing high quality customer services and community facilities that are accessible and tailored to meet the needs and preferences of customers.	<ul style="list-style-type: none"> ◆ Delivery of Whitburn Partnership Centre including new library provision, ensuring customers have improved access to council and partner services in local communities. ◆ Planning of the North Livingston Partnership Centre. It is proposed this will hold the local Library and will work in partnership with Social Policy. 	<ul style="list-style-type: none"> ◆ CuCS007a_Percentage of customers who rated the overall quality of Customer and Communities Service as good or excellent 	0% (no surveys carried out as offices closed due to pandemic)	99%
Modernisation and improvement	(E3.1) Providing our local communities with excellent services, looking for new and innovative ways to improve the way we plan, manage and deliver services.	<ul style="list-style-type: none"> ◆ Ongoing monitoring and reporting of the Council's 2018/23 Customer Service Strategy, for which HCBS is the lead service. ◆ Implement new technologies to enhance customer service in the council's Customer Contact Centre (CSC). ◆ The development of a new Whitburn Partnership Centre ◆ Introduction of a wider Housing Options Approach. ◆ Review and modernisation of supported accommodation. 	<ul style="list-style-type: none"> ◆ A performance scorecard and actions for the strategy. Available at: CustomerServiceStrategy ◆ CSC059a_Percentage of customers who rated the overall quality of the CSC as good or excellent ◆ HQSSAT2006_Housing Options Survey – Rate the overall quality of the service 	Various 98.06% 100%	Various 97% 95%

Alignment with Corporate Priorities / Enablers

Council priority / enabler	Deliverable	Housing, Customer and Building Services key activities / processes	Indicator(s)	2020/21 Performance	2021/22 Target
Transformation and improvement	(E3.2) Ensuring that service provision is designed and delivered to meet local needs and that service improvements are customer-led and outcome focused.	<ul style="list-style-type: none"> Implementation of the Tenant Participation Strategy jointly developed with council tenants to ensure the service is engaging with customers in service development and change. Ongoing monitoring and reporting of the Council's 2018/23 Customer Service Strategy, for which HCBS is the lead service. Where service failure has led to an upheld customer, ensure that the responsible service area has delivered proportionate improvement. Introduction of an online Council Housing Application form and Housing Options Application form. Implementation of a Homeless Services User Strategy. 	<ul style="list-style-type: none"> HQSARC06_Percentage of tenants that are satisfied with the opportunities given to them to participate in Housing and Building Services decisions making processes A performance scorecard and actions for the strategy. Available at: CustomerServiceStrategy HQSALL1000_9b Percentage of housing applications processed on time 	59.7%	72%
				Various	Various
				71.7%	70%

Alignment with Corporate Priorities / Enablers

Council priority / enabler	Deliverable	Housing, Customer and Building Services key activities / processes	Indicator(s)	2020/21 Performance	2021/22 Target
Transformation and improvement	(E3.3) Giving our communities a voice in the shaping of services, helping to build a stronger, more responsive organisation.	◆ Implementation of the Tenant Participation Strategy jointly developed with council tenants to ensure the service is engaging with customers in service development and change.	◆ HQSARC06_Percentage of tenants that are satisfied with the opportunities given to them to participate in Housing and Building Services decisions making processes.	59.7%	72%
		◆ Service developments are planned and undertaken using a service design approach where user needs and feedback are central to defining outcomes and success.	◆ CuCS007a_Percentage of customers who rated the overall quality of Customer and Communities service as good or excellent.	0% (no surveys carried out as offices closed due to pandemic)	99%
		◆ Delivery of the Whitburn Partnership Centre, ensuring customers have improved access to council and partner services in local communities.	◆ A performance scorecard and actions are included alongside the strategy but are across all council services.	Various	Various
		◆ Following implementation of the Customer Service Strategy 2018/23, ensure the service is engaging with customers on service improvement.			



Transforming Your Council

How Housing, Customer and Building Services will transform in the next few years

The council will embark on an ambitious programme of transformation in order to support the delivery of services that are accessible, digital and efficient. The Transforming Your Council programme is intended to deliver over £19.44 million in savings over the next two years and will fundamentally change the way that council services are delivered.

Digital transformation is a critical element going forward for the future structure and delivery of Housing, Customer and Building Services.

As far as is possible, the Service aims to deliver efficient systems, automation, customer self-service and improved business intelligence solutions to maximise business efficiency and effectiveness. This will enhance the customer experience and consistency in day-to-day decisions and service provision, while enabling shift of focus for employee resources to complex cases and value adding service development and improvement activity. Projects designed to deliver budget savings are being developed to transform the way that we work in Housing, Customer and Building Services.

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

Reviewing service activities

The service Spine and Ribs project is mapping customer journeys in full and enables the redesign of services around customer need. This is balanced with business priorities to optimise outcomes and resources. By adopting a customer forward approach to design, we are more efficient and effective in delivering transformation.

We will also review the core tasks and operational activity within our community facilities and Libraries and Information Service to ensure we continue to achieve value for money, efficiencies, and meet the changing demands of our service users and communities.

Digital transformation and new ways of working

As far as is possible, the Service aims to deliver efficient systems, automation, customer self-service and improved business intelligence solutions to maximise business efficiency and effectiveness.

This will enhance the customer experience and consistency in day-to-day decisions and service provision, while enabling shift of focus for employee resources to complex cases and value adding service development and improvement activity.

Empowering Communities

We will work together with management committees and community groups to enable them to take advantage of the opportunities available to them through the provisions of the Community Empowerment (Scotland) Act 2015.

This aim will see the service work in partnership with other services to build capacity, knowledge and resilience in our local communities to enable them to have greater control over community facilities and assets.

Engagement methods

Throughout the period of this plan, the Service 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.

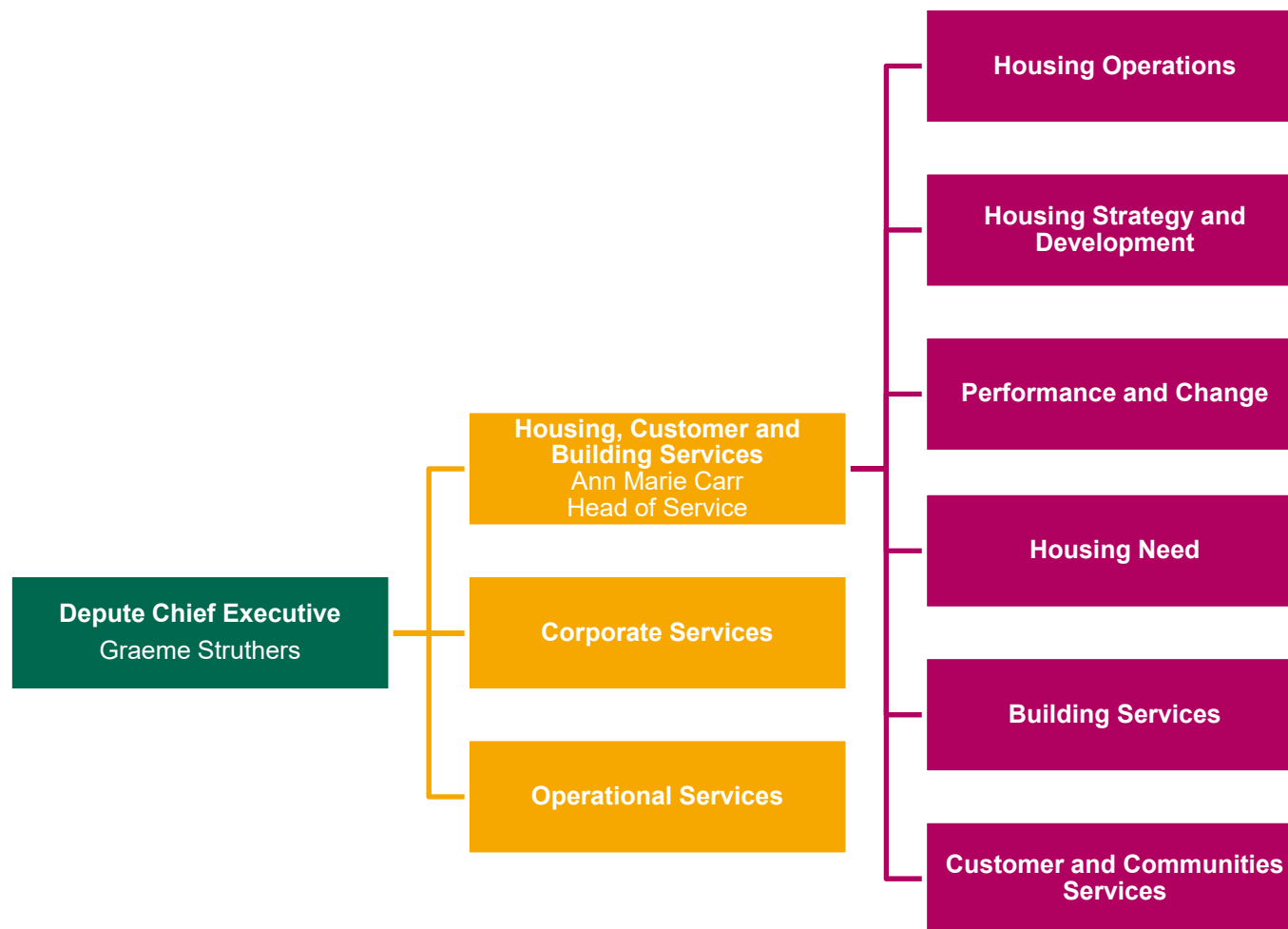
Housing, Customer and Building Services make the following commitments to customers, employees and partners:

- ◆ 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.



Housing, Customer and Building Services comprises six separate service areas. These service areas form seven West Lothian Assessment Model (WLAM) units, under the direction of the Head of Service. Customer and Communities Services, includes the Customer Service Centre but is split into two WLAM units to allow closer scrutiny of performance. The five remaining services split into individual WLAM areas.

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

- 442 -

Employee Engagement

Housing, Customer and Building Services has a total of 778.26 (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			
Employee Group	Method	Frequency	Responsible Officer
All employees	Email Updates	Monthly	Service Manager
All employees	One-to-ones	Fortnightly / monthly	Service Manager and service management team
All employees	Team meetings/ briefings	Monthly	Service Manager and service management team
All employees	Team Briefings	Quarterly	Service Manager and service management team
All employees	Employee survey	Annually	Service Manager
All employees	Appraisal and Development Review (ADR)	Annually	Service Manager and service management team
Employee sample	Employee Focus Group	Annually	Service Manager
All employees	Management Plan Launch	Annually	Head of Service / Service Managers
All employees	Circulation of the Housing, Customer and Building 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 Housing, Customer and Building 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.

Housing, Customer and Building Services is currently managing the following risks considered to be high:

Service Risks 2021/22			
Risk Title	Risk Description	Current Risk Score	Traffic Light Icon
HCBS004 Overspend of allocated Housing Need budgets	Increased demand for homeless services. This may also result in an overspend of allocated budgets.	20	
HCBS012 Breach of statutory homeless duty	Lack of adequate accommodation due to increased demand results in HCBS breaching our statutory duties to accommodate unintentionally homeless people in suitable accommodation.	20	
HQS002 Failure of contractor to deliver on time resulting in time delays/additional costs re new build housing	Ineffective performance of external contractors managed by Housing Strategy and Development in delivery of the new build housing, leading to time delays, additional pressure due to failure to allocate secondary lets, increasing waiting list time and numbers, and reputational damage due to additional costs and allocation delays.	12	
HCBS001 Death or injury to tenant, employee or member of the public	Failure to undertake or review health and safety risk assessments and method statements, or failure to properly implement them, leading to unsafe working practices and resulting in injury or death of tenant, employee, or member of the public.	10	
HCBS011 Death or injury due to house fire	Injury or death due to failure to comply with legislative standards in relation to fire protection/detection, or due to action / inaction by a tenant.	10	

Housing Operations

- Managers:** Alison Smith, Housing Management and Community Safety Manager
- Number of Staff:** 82.1 (full time equivalents)
- Locations:** Civic Centre, six local housing offices (plus local surgeries)

Purpose

Housing Operations manages the council's housing stock and tenancies to ensure that this resource, which is in high demand, is used efficiently and effectively. The local housing teams ensure a customer focused service is delivered at the frontline and co-ordinate the implementation of Council policies and procedures in compliance with current legislation, regulation and good practice. The aim is to improve the quality of life for tenants, assist individual households and promote sustainable communities.

The Safer Neighbourhood Team is part of the Community Safety Unit (CSU) and is dedicated to preventing antisocial behaviour and ensuring a safer community where people can live their lives without fear for their own or other people's safety. The CSU is made up of council staff, Police Scotland and the Scottish Fire and Rescue Service and uses a robust intelligence-led approach to dealing with local antisocial behaviour issues and co-ordinates resources to deliver prevention, intervention and diversionary work.

The service area has operated in a fully remote manner during the pandemic and have utilised more technology and digital means of supporting customers in their homes. We have been undertaking a programme of welfare calls to every council tenancy to determine if any support is required for those who are vulnerable or shielding. This will help shape our future plans to deliver the services customers need in their communities, in a way that reflects how they interact with other organisations. Using more digital methods of having conversations and making requests is something our customers are clearly engaging with, and we will carry this with us in our renewal plans.

Activities

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

- ◆ Maximising housing rental income including arrears management, taking account of Universal Credit and supporting tenants to engage for debt and money advice.
- ◆ Void management and lettings of council properties.
- ◆ Managing tenancies to make the best use of the housing stock.
- ◆ Sustaining tenancies and communities and preventing homelessness by working in partnership through a multi-agency approach.
- ◆ Reducing antisocial behaviour in conjunction with other partners in the Community Safety Unit.
- ◆ Providing housing options information and advice.
- ◆ Encouraging and promoting tenant participation.

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, Tenants and Residents, Other RSL partners, Police Scotland, Scottish Fire Rescue Service, West Lothian Youth Action Project, Capita, Scottish Government, Scottish Housing Network, Scottish Community Safety Network, Shelter, Chartered Institute of Housing, Department for Work and Pensions, Integrated Joint Board.

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 2021/22				
Customer Group	Method	Frequency	Responsible Officer	Feedback Method
Tenant representatives	Tenants Panel Meeting	Monthly	Housing Management and Community Safety Manager	Tenants Panel minutes available
	Tenant Led Inspections	Annual	Housing Management and Community Safety Manager	Feedback session, Tenants News
	Tenant Participation Development Working Group	On-going	Housing Management and Community Safety Manager	Tenants News, Tenants Panel, Housing Networks
	Tenants Editorial Panel	As required	Housing Management and Community Safety Manager	Feedback to authors of published material on views, accessibility and presentation of information
	Housing Networks	Monthly	Housing Management and Community Safety Manager	Tenants News, Homeless Networks, Tenants Panel
Current Tenants	Local Tenants Information Events	Annual	Housing Management and Community Safety Manager	Tenants News, Housing Networks, Tenants Panel
	Annual Tenant Satisfaction survey	Biennial	Performance and Change Manager	Results and what we will do to improve reported to tenant groups, in Tenants News and on the website
	Tenant Facebook Group	On-going	Performance and Change Manager	Tenant feedback to inform policies and initiatives
	Tenant Focus Groups	Annual	Performance and Change Manager	Tenant feedback on service issues and processes
New Tenants (lettings survey)	Survey completed during tenancy sign up	On-going	Housing Managers	Reported in Tenants News and to tenant groups
Safer Neighbourhood Team Customer Survey	Survey completed following case closure	On-going	Housing Managers	Reported in Tenants News and to tenant groups
Local housing strategy stakeholders (tenants, RSLs, private landlords, developers, service users, service providers)	Quarterly meetings with developing landlords Annual meetings with other RSLs Quarterly Private Sector Landlord's forum and steering group	Quarterly	Housing Strategy and Development Manager	Minutes and updated action plans

Activity Budget 2021/2022

Housing Operations (Housing Revenue Account)

Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2021/22	PI Category	Staff Resources (FTE)	Revenue Expenditure Budget 2021/22 £	Revenue Income Budget 2021/22 £	Net Revenue Budget 2021/22 £
Responsive Repairs - Sustaining council housing and communities	To provide repairs, gas servicing and estate management service to our customers that meets their needs	8 Protecting the built and natural environment	BUSMT015_Average cost of housing emergency repair Target: £70	WLAM	8.0	20,544,415	(20,544,415)	0
			BUSMT016_Average cost of housing non-emergency repair Target: £106	WLAM				
			BUS002_Percentage of Housing Repairs completed to timescale Target: 95%	Public				
Management of voids - Void Management and Letting	To improve letting and minimise loss of rental income.	8 Protecting the built and natural environment	SSHC Indicator 34_The percentage of void rent lost through properties being empty Target: 0.60%	Public	30.0	3,180,193	(3,180,193)	0
			HQSLETS001_Average length of time taken to re-let mainstream properties Target: 32 days	Public				
Rent Collection & Arrears Management - Managing Tenancies	To maximise the collection rate for rental income and ensure that customers in difficulty are provided with appropriate support and advice.	8 Protecting the built and natural environment	SSHC Indicator 31_Gross rent arrears as at 31 March each year as a percentage of rent due for the reporting year Target: 5%	WLAM	24.7	5,039,602	(5,039,602)	0

Housing Operations (Housing Revenue Account)

Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2021/22	PI Category	Staff Resources (FTE)	Revenue Expenditure Budget 2021/22 £	Revenue Income Budget 2021/22 £	Net Revenue Budget 2021/22 £
including arrears			SSHC Indicator 30_Rent collected as a percentage of total rent due in the reporting year Target: 99%	High Level				
Tenant Participation - Encourage and Promote tenant participation	To actively engage with tenants through tenant participation and identify new ways to involve tenants, particularly in hard to reach groups.	Enabler Service - Modernisation and Improvement	HQSFIN059_Unit cost of Managing Tenancies in the Housing Service Target: £320	WLAM	9.5	654,986	(654,986)	0
			HQSARC03_Percentage of tenants who feel their landlord is good at keeping them informed about their services and decisions of tenants Target: 85%	WLAM				
			HQSCOM013_Percentage of Housing Operations Stage 1 complaints resolved within 5 days Target: 85%	WLAM				
Total:								

Community Safety

Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2021/22	PI Category	Staff Resources (FTE)	Revenue Expenditure Budget 2021/22 £	Revenue Income Budget 2021/22 £	Net Revenue Budget 2021/22 £
Antisocial Behaviour	To reduce anti-social behaviour in West Lothian in conjunction with the Community Safety Unit and other community partners	7 Reducing crime and improving community safety	SSHC Indicator 21 Percentage of anti-social behaviour cases reported which were resolved within locally agreed targets (3 months) Target: 80%	Public	7.9	412,913	(28,000)	384,913
			SSHC Indicator 17 Percentage of tenants satisfied with the management of the neighbourhood that they live in Target: 79%	Public				
Noise Related Complaint Service	To provide an efficient and effective response to deal with noise related complaints under Part V of the Antisocial Behaviour legislation	7 Reducing crime and improving community safety	SSPi20a_ The average time (hours) between the time of the complaint and attendance on site Target: 1 hour	High Level	2.0	101,547	0	101,547
			cspASP040_ Number of visits made - monthly comparison with last year Target: 1,140	Public				
Total:					82.1	29,933,656	29,447,196	486,460

Actions 2021/22

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

Housing Operations Actions 2021/22

Action	Description	Planned Outcome	Owner(s)	Start	End	Status	Update
Tenant Participation Strategy	Review and implement new Tenant Participation Strategy	A joint strategy with council tenants that will ensure the service is engaging with customers in service development and change.	Housing Operations and Community Safety Manager	April 2021	March 2025	Active	Strategy review underway
Community Safety Plan 2019-2022	Implementation and ongoing monitoring and reporting of the strategy.	To continue to protect the people living, working and visiting West Lothian enabling them to feel safe in inclusive communities where their health and well-being is promoted.	Housing Operations and Community Safety Manager	April 2021	March 2022	Ongoing	Ongoing monitoring and reporting of the strategy.
Income maximisation and management	Process review in response to Universal Credit and implement various arrears reduction campaigns and initiatives.	Minimise impact of welfare reform on our customers and improve customer engagement and continue to reduce overall rent arrears debt.	Housing Operations and Community Safety Manager	April 2021	March 2022	Ongoing	Ongoing, fluid analysis to support arrears reduction.
Rent Harmonisation	Assist in the process to realign the current rent structure.	To create a more streamline, efficient and equitable rent system for tenants.	Performance and Change Manager	April 2021	March 2022	Planned	Project scope and plan to be defined.
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 Service	April 2021	March 2022	Ongoing	Project scope and plan defined across all services.

Housing Strategy and Development

Manager: Marjory Mackie
Number of Staff: 13.6 (full time equivalents)
Locations: Civic Centre

Purpose

The Housing Strategy and Development team undertakes strategic planning and development for housing in West Lothian. The team promote the development of new affordable housing and improvement of the condition of existing housing. The team will manage a capital programme of £43.828 million in 2021/22.

In recovering our service area following lockdown restrictions, we are mobilising all construction sites to continue the programme of new build council housing.

Activities

The main activities of Housing Strategy and Development during the period of the Management Plan will be:

- ◆ Planning and implementing the council house new build programme and increasing new housing supply.
- ◆ Co-ordinating the Registered Social Landlord affordable housing new build through the Strategic Local Programme.
- ◆ Co-ordinating and implementing the housing capital improvement programme of investment across the existing housing stock.
- ◆ Development and maintenance of the Housing Asset Register and undertaking stock condition surveys in support of this.
- ◆ Supporting the delivery of the West Lothian Rapid Rehousing Transition Plan
- ◆ Updating and Administering Private Sector Improvement and Repair Grants through the Scheme of Assistance.
- ◆ Preparing and programming for compliance with EESSH2 – (Energy Efficiency Standard for Social Housing) the new legislated standard for all Social Landlords to meet by 2032.
- ◆ Home Energy Efficiency Programme (HEEPS) – continuing the programme using in-house staff to improve energy efficiency of our stock and to reduce fuel poverty and carbon emissions through maximising the funding awarded for HEEPS.
- ◆ Coordinating the delivery of actions within the Local Housing Strategy which sets out its strategy, priorities and plans for the delivery of housing.

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, Tenants and Residents, Shelter (Empty Homes Officer), Capita Software Solutions, Scottish Government, Scottish Housing Regulator, Scotland's Housing Network (SHN), Chartered Institute of Housing and other local Registered Social Landlords (RSLs).

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 2021/22				
Customer Group	Method	Frequency	Responsible Officer	Feedback Method
Tenant representatives	Tenants Panel Meeting	Monthly	Housing Strategy and Development Manager	Tenants Panel minutes available
	Tenant Led Inspections	Annual	Housing Strategy and Development Manager	Feedback session, Tenants News
	Tenant Participation Development Working Group	On-going	Housing Strategy and Development Manager	Tenants News, Tenants Panel, Housing Networks
	Tenants Editorial Panel	As required	Housing Investment Manager and Development Manager	Feedback to authors of published material on views, accessibility and presentation of information
	Housing Networks	Monthly	Housing Strategy and Development Manager	Tenants News, Homeless Networks, Tenants Panel
	Registered Tenant Organisations	Monthly	Housing Strategy and Development Manager	Reported in Tenants News
Current Tenants	Local Tenants Information Events	Annual	Housing Management and Community Safety Manager	Tenants News, Housing Networks, Tenants Panel
	Annual Tenant Satisfaction survey	Bi-Annual	Performance and Change Manager	Results and what we will do to improve reported to tenant groups, in Tenants News and on the website
	Tenant Facebook Group	On-going	Performance and Change Manager	Tenant feedback to inform policies and initiatives
	Tenant Focus Groups	Annual	Performance and Change Manager	Tenant feedback on service issues and processes
New Tenants (lettings survey)	Survey completed during tenancy sign up	On-going	Housing managers	Reported in Tenants News and to tenant groups
Local housing strategy stakeholders (tenants, RSLs, private landlords, developers, service users, service providers)	<ul style="list-style-type: none"> Quarterly meetings with developing landlords Annual meetings with other RSLs Bi-annual Private Sector Landlord's forum and steering group 	Quarterly	Housing Strategy and Development Manager	Minutes and updated action plans

Activity Budget 2021/2022

Housing Strategy and Development (Housing Revenue Account)

Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2021/22	PI Category	Staff Resources (FTE)	Revenue Expenditure Budget 2021/22 £	Revenue Income Budget 2021/22 £	Net Revenue Budget 2021/22 £
New Build Programme	To build new council houses for rent and work with development partners to invest in housing in West Lothian.	8 Protecting the built and natural environment	CP:HSD309_The Number of New Affordable Homes Delivered Target: 2,313	Public	5.6	14,270,911	(14,270,911)	0
			HSD414_Percentage of new build capital programme delivered against approved budget Target: 100%	High Level				
Other Housing Capital Investment Programme	To invest in our homes to make sure we comply with our statutory responsibilities as landlord and owner.	8. Protecting the built and natural environment	HSD413_Percentage of capital programme delivered against approved budget Target: 100%	WLAM	8.0	11,361,416	(11,361,416)	0
			P:HSD419_Percentage of Houses Maintained or Upgraded to Ensure their use is Safe and Secure Target: 100%	Public				
			P:HSD111_Percentage of Housing Strategy and Development Stage 1 complaints resolved within 5 days Target: 85%	Public				
Total:					13.6	25,632,327	(25,632,327)	0

Actions 2021/22

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

Housing Strategy and Development Actions 2021/22

Action	Description	Planned Outcome	Owner(s)	Start	End	Status	Update
Local Housing Strategy	Implementation and ongoing monitoring and reporting of the strategy.	An effective strategy that will ensure the service is delivering on its strategic local housing development priorities.	Housing Strategy and Development Manager	October 2017	October 2022	Active	Annual update on the strategy will be reported to Services for the Community PDSP in the first quarter of 2021/22.
Increased housing supply and new build social homes for rent.	Work with partners to deliver new build and increased supply of social housing, implementing the Local Housing Strategy and Strategic Housing Investment Plan.	Delivery of 3000 affordable homes for rent over ten years to 2022.	Housing Strategy and Development Manager	April 2017	March 2022	Ongoing	Various new build sites completed or under development. Open Market Acquisitions ongoing. Partnerships with local RSLs underway.
Delivery of Capital Programme, Asset Management Plan and EESSH compliance.	Implement the two-year capital programme to 2022/23, ensuring compliance with the Energy Efficiency Standard for Scotland (EESH).	Deliver a holistic approach to regeneration in partnership with other services to improve project planning, delivery, management information, customer satisfaction. 100% compliance with EESH.	Housing Strategy and Development Manager	April 2021	March 2022	Ongoing	2021/22 to 2022/23 Capital Programme approved. Implementation of agreed programme.
Digital transformation projects	A programme of activity to ensure that the council is well placed to take advantage of opportunities offered in the digital age.	To deliver improved user-digital public services.	Head of Service	April 2021	March 2022	Ongoing	Project scope and plan defined across all services.

Performance and Change

Managers: Sarah Kelly, Performance and Change Manager
Number of Staff: 15.17 (full time equivalents)
Locations: Civic Centre

Purpose

The specialist Performance and Change Service ensure that the outcomes and targets outlined in the Management Plan, and the council's strategic priorities are achieved. Support is provided for the service across a range of improvement activities including, quality development, tenant participation, research and analysis, complaints management, systems administration and governance and compliance (e.g. FOIs, subject access requests).

Performance and Change ensures that our service developments remain focussed on user needs, and achieves this by utilising tools and approaches such as Service Design, Agile and other project management methodologies.

The service has continued to deliver a full programme of service and system development during the pandemic to enable colleagues to mobilise digitally, and to redesign processes and services and ensure customer were kept informed about changes to services. We have also been involved in contacting all of our tenants to ensure wellbeing and support is prioritised . We have run a full calendar of digital tenant participation, and our Tenants News e edition was successfully launched. Our renewal plans will see these new ways of engaging with our customers and getting them involved continue as the norm, and we will be supporting other services to develop new ways of working.

Activities

The main activities of Performance and Change during the period of the Management Plan will be:

- ◆ Strategic quality development, including service plans and strategies and the associated and corporate planning contributions. Leading on service performance and complaints management approaches and ensuring appropriate monitoring, guidance and support is in place for staff in these activities.
- ◆ Service Design, including facilitating the redesign and integration of services and efficient process management. Delivery of project management and lead role on improvement projects across the service. Ensure compliance with statutory requirements and corporate and external accreditations through a programme of self-assessment and internal scrutiny.
- ◆ Providing strategic direction and operational leadership on the Spine and Ribs service development model, which sets out our customer journeys, key processes, outputs and internal/external feedback and how this informs strategies, plans and development work in the service. All programmes of development work stem from this model, and the service maintain controls, plans and reactive targeting as a result of the model in practice.
- ◆ Coordinate and monitor customer engagement across the service to ensure the needs of our customers remain our highest priority. Seeking new means of enabling customer involvement through innovation, improving access and ensuring the security of customer data.
- ◆ Supporting income management and delivering effective financial strategies in the service, continuing to support the management and mitigation of the impact of UK welfare reforms on service revenue and providing future planning/proofing for further reforms.

- ◆ Delivery of the service IT infrastructure and development needs. Provide fit for purpose processes and systems to enable service efficiency, continuous improvement and to support digitisation through the development of Open Housing. Enable the development of services designed to prioritise the needs of customers and staff, and meet expectations for self-service functionality.
- ◆ Provision of ongoing support for new and existing tenants through the implementation of the Tenant Participation Strategy, with specific focus on supporting further service scrutiny through Tenant Led Inspections and Customer Experience surveying, and using this intelligence to build robust financial and performance scrutiny.
- ◆ Administration and process development of the Private Landlord Registration Scheme to encourage a range of good quality, well managed, affordable housing options across all tenures in order to meet housing demand in West Lothian.
- ◆ Delivery of the factoring service, ensuring compliance in statutory duties as a registered factor.

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, Tenants and Residents, West Lothian Youth Action, Victim Support, Police Scotland, Scottish Fire and Rescue Service, West Lothian Drug and Alcohol Service (WLDAS), local equality groups, Shelter (Empty Homes Officer), Capita Software Solutions, Verint, Housemark, Scottish Government, Scottish Housing Regulator, Third Tier Tribunal System, Crown Office, Scotland's Housing Network (SHN), Department of Work and Pensions (DWP), Hallnet, Chartered Institute of Housing and other local Registered Social Landlords (RSLs), The Digital Office, Objective, The Office of the Chief Designer, Scottish Digital Academy, Under one Roof.

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 2021/2022				
Customer Group	Method	Frequency	Responsible Officer	Feedback Method
Tenant representatives	Tenants Panel Meeting	Monthly	Housing Management and Community Safety Manager	Tenants Panel minutes available
	Tenant Led Inspections	Annual	Housing Management and Community Safety Manager	Feedback session, Tenants News
	Tenant Participation Development Working Group	On-going	Housing Management and Community Safety Manager	Tenants News, Tenants Panel, Housing Networks
	Tenants Editorial Panel	As required	Housing Management and Community Safety Manager	Feedback to authors of published material on views, accessibility and presentation of information
	Housing Networks	Monthly	Housing Management and Community Safety Manager	Tenants News, Homeless Networks, Tenants Panel
	Registered Tenant Organisations	Monthly	Housing managers	Reported in Tenants News
Current Tenants	Local Tenants Information Events	Annual	Housing Management and Community Safety Manager	Tenants News, Housing Networks, Tenants Panel
	Customer Experience and Satisfaction surveying	Ongoing	Performance and Change Manager	Report back outcomes and planned improvements as a result of surveying activity online and over social media channels
	Tenant Facebook Group	On-going	Performance and Change Manager	Tenant feedback to inform policies and initiatives
	Tenant Focus Groups	Annual	Performance and Change Manager	Tenant feedback on service issues and processes

Activity Budget 2021/2022

Performance and Change (Housing Revenue Account)

Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2021/22	PI Category	Staff Resources (FTE)	Revenue Expenditure Budget 2021/22 £	Revenue Income Budget 2021/22 £	Net Revenue Budget 2021/22 £
Tenant Participation - Encourage and Promote tenant participation	To actively engage with tenants through tenant participation and identify new ways to involve tenants, particularly in hard to reach groups.	Enabler Service - Modernisation and Improvement	HQSFIN059_Unit cost of Managing Tenancies in the Housing Service Target: £320	WLAM	9.5	654,986	(654,986)	0
			HQSARC03_Percentage of tenants who feel their landlord is good at keeping them informed about their services and decisions of tenants Target: 86%	WLAM				
Performance and Change activities	To provide management and business support functions for Housing, Customer and Building Services.	Enabler Service - Modernisation and Improvement	HQSPC026_Percentage of FOI Act requests responded to within 20 working days Target 85%	WLAM	13.1	1,524,113	(1,524,113)	0
			HQSCOM009_Percentage of complaints received by HCBS upheld/partially upheld against total no of complaints closed in full Target 50%	WLAM				
Total:								

Landlord Registration (General Fund)

Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2021/22	PI Category	Staff Resources (FTE)	Revenue Expenditure Budget 2021/22 £	Revenue Income Budget 2021/22 £	Net Revenue Budget 2021/22 £
Landlord Registration	The administration, provision and maintenance of an up to date register of almost all Private Landlords within the authority area is a statutory function delivered by the service. This includes registration and application of checks to ensure applicants are fit and proper to let property. The activity also requires instigating enforcement action against unregistered or non-compliant landlords where required.	8. Protecting the built and natural environment	HQSPC030_9b.1c Total number of Private Landlord Applications Completed Target: 100	Public	2.0	81,828	(80,000)	1,828
Total:					24.6	2,260,927	2,259,099	1,828

Actions 2021/22

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

Performance and Change Actions 2021/22

Action	Description	Planned Outcome	Owner(s)	Start	End	Status	Update
Performance improvement against SHR regulatory standards	Coordination and validation of return to Scottish Housing Regulator. Deliver improvement, audit and performance activity.	Improved performance within priority Housing Regulator indicators. Ensuring good governance, value for money and legislative compliance across HCBS.	Performance and Change Manager	April 2021	March 2022	Ongoing	<p>Timescales and project management arrangements developed for ongoing delivery of priority compliance and governance activity.</p> <p>Performance is benchmarked throughout the year, and the service has constructed programmes of training and support on a range of activities such as complaints handling, performance management, customer engagement and handling difficult conversations. This work has seen the understanding of individual contribution to our performance in the ARC widen across the service.</p>
Rent Review	Assist in the process to realign the current rent structure.	To create a more streamline, efficient and equitable rent system for tenants.	Performance and Change Manager	April 2021	March 2023	Planned	Finalise project plan and timelines. Outline plans for customer experience engagement and use of Housemark affordability model and how this will shape the rent review.

Performance and Change Actions 2021/22

Action	Description	Planned Outcome	Owner(s)	Start	End	Status	Update
Service design delivery and capability building	Lead on a programme of service design led projects to transform the culture and processes across HCBS.	Co-designed customer journeys which are built to respond to customer needs, and that inform service developments in all areas of the service. This will improve outcomes for customers, drive our programmes of investment and resource planning, and increase the service capacity for transformation in future.	Performance and Change Manager	April 2021	March 2022	Planned	<p>The Spine and Ribs Model has evolved to encompass a strategic level and a practitioner level of viewing and reviewing processes in the service. The model now sets out the users view point of all service delivery and how scrutiny informs the service as to our performance.</p> <p>These outputs help define strategies and plans and the service programme of performance and business intelligence throughout the year. This enables early interventions, targeted activity and a program of review and audit appropriate to need. This model is now embedded in every area of the service and defines our workplan for the year.</p>
Digital transformation	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 Service	April 2021	March 2023	Planned	<p>Overall digital project scope and plan defined across all services. Current projects underway in all service areas to align the digital capability to deliver services at the point of need either through improved access or self-service. This will be combined with planned customer experience (CX) activity to ensure plans are on track to reflect needs.</p>

Building Services

Manager: Grant Taylor, Building Services Manager
Number of Staff: 471.1 (full time equivalents)
Location: Kirkton Service Centre

Purpose

Building Services is the council's in-house building contractor, carrying out responsive repairs, maintenance and refurbishment of council properties. There are two teams; the Contracts Team who undertake project works associated with the Housing and General Services capital programmes, and the Repairs Team who carry out responsive repairs and maintenance to both housing and non-housing properties. Operatives cover all trades including:

- ◆ Plumber
- ◆ Joiner
- ◆ Builder
- ◆ Electrician
- ◆ Gas Engineer
- ◆ Blacksmith
- ◆ Glazier

Activities

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

- ◆ Responsive repairs and maintenance to housing and non-housing properties, including an emergency standby service
- ◆ Gas servicing and repairs
- ◆ Enhanced estates management to housing communal areas
- ◆ Project works associated with both Housing (90% of works) and General Services Capital Programmes (10% of works)
- ◆ Maximising Void property turnaround for the management and lettings of council properties to assist with the elimination of the use of Bed and Breakfast accommodation and reduce lengths of stay in temporary accommodation

Key Partners

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

Our key partners include; other council services, local sub-contractors and trade suppliers, Health and Safety Executive (HSE), all relevant trade accreditation bodies, Gas Safe Register and National Inspection Council for Electrical Inspecting Contractors.

Customer Participation

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

Customer Consultation Schedule 2021/22

Customer Group	Method	Frequency	Responsible Officer	Feedback Method
Tenants representatives	Telephone survey of tenants who have recently had their gas servicing completed	On-going	Building Services Manager	Reported in Tenants News and to tenant groups
	Tenants asked to complete survey following repairs	On-going	Building Services Manager	Reported in Tenants News and to tenant groups
Non-housing repairs recipients (schools, community centres, etc.)	Face to face questionnaire, on completion of repair work	On-going	Building Services Manager	Reported on Intranet
Non-housing contracts recipient community (e.g. a school's head teacher and business manager)	Pre-start meetings	Quarterly	Building Services Manager	Site specific plans produced and circulated to all relevant parties

Activity Budget 2021/22

Building Services

Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2021/22	PI Category	Staff Resources (FTE)	Revenue Expenditure Budget 2021/22 £	Revenue Income Budget 2021/22 £	Net Revenue Budget 2021/22 £
Responsive repairs – housing repairs and enhanced estates management service	To provide a repairs service to our customers that meets their needs.	8 Protecting the built and natural environment	BUSMT015_Average length of time to complete emergency repair Target: 6 hours	Public	235.1	12,991,331	(12,991,331)	0
			BUSMT016_Average length of time to complete non-emergency repair Target: 7 days					
			BUS002_Percentage of Housing Repairs completed to timescale Target 95%	WLAM				
Gas servicing	To provide gas servicing to our customers that meets their needs.	8 Protecting the built and natural environment	BUSGAS103_Average cost of gas service Target: £46.50	WLAM	24.0	1,758,750	(1,758,750)	0
			BUSGAS106_Percentage of gas services completed within 12 months Target: 100%	Public				
Housing Capital Investment Programme	To invest in our homes to make sure we comply with our statutory responsibilities as landlord and owner.	8 Protecting the built and natural environment	BUSMT003_Percentage of Housing Capital Programme delivered of budget allocated to Building Services Target: 100%	WLAM	176.0	12,092,000	(12,092,000)	0

Building Services

Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2021/22	PI Category	Staff Resources (FTE)	Revenue Expenditure Budget 2021/22 £	Revenue Income Budget 2021/22 £	Net Revenue Budget 2021/22 £
Non-housing repairs – education and general services	To provide an excellent repair and maintenance service for internal council services and other partner agencies.	8 Protecting the built and natural environment	BUS003_Percentage of non-housing repairs completed to timescale Target 90%		36.0	1,000,000	(1,000,000)	0
			BUS003_Percentage of non-housing repairs completed to timescale Target 90%	WLAM				
Total:					471.1	27,842,081	(27,842,081)	0

Actions 2021/22

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

Building Services Actions 2021/22

Action	Description	Planned Outcome	Owner(s)	Start	End	Status	Update
Health and Safety	Promote best practice across HCBS. Improve procedures and practice, sharing appropriate information with partners.	Ensure a safe workplace and that repair work is carried out to high standards of safety. Reduce violent behaviour towards staff.	Building Services Manager	April 2021	March 2022	Ongoing	HCBS wide procedures and practices in place. Monitored at CMT and via Health and Safety Committee structures.
Building Services process efficiency	Implementation of priority process review actions in support of improved consistency and customer service.	To improve internal efficiency and increase customer satisfaction with Building Services.	Building Services Manager	April 2021	March 2022	Planned	Priority process review activity currently ongoing, identifying action to be implemented within service.
Digital transformation projects	A programme of activity to ensure that the council is well placed to take advantage of opportunities offered in the digital age.	To deliver improved user-focused digital public services.	Head of Service	April 2021	March 2022	Planned	Project scope and plan defined across all services.

Housing Need

Manager: Katy McBride, Housing Need Manager

Number of Staff: 51.5 (full time equivalents)

Location: Civic Centre and three emergency accommodation units

Purpose

The Housing Need Service is responsible for delivering the statutory function of homelessness, support and allocation of council properties.

The service takes a proactive, housing options approach to preventing homelessness occurring in the first place. When homelessness does happen, the objective of the service is to ensure the provision of appropriate emergency or temporary accommodation and re-housing into settled accommodation as soon as possible. Housing support is provided where required, to help people sustain their accommodation.

The Allocations Team works in partnership with Common Housing Register, Social Landlords and private sector landlords to let settled accommodation that meets the housing needs of all applicant groups.

We have continued to provide support, advice and access to accommodation for those most in need in our communities during the pandemic. As part of our renewal plan, the service will be launching self-service options for housing options and applications, and we are planning to move to a fully digitised service in the next year – this will mean we have faster access to information, and that customers can update their records and applications themselves.

Activities

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

- ◆ Delivery of Year three of the Rapid Rehousing Transition Plan (RRTP) Action Plan
- ◆ A key priority is to provide housing information and advice on housing options to help people access appropriate housing/sustain existing housing and prevent homelessness
- ◆ Review and modernisation of supported accommodation to align with the West Lothian RRTP and to meet the requirements of the Unsuitable Accommodations Order.
- ◆ Assessing housing and support needs
- ◆ Delivering housing support services to vulnerable tenants, residents and homeless people
- ◆ Managing 24-hour emergency accommodation at three units
- ◆ Implementation of the new Allocation Policy and introduction of choice based letting.
- ◆ Allocating temporary and permanent accommodation
- ◆ Managing delivery of the Common Housing Register in partnership, and on behalf of, local Registered Social Landlords
- ◆ Increase/ Develop/manage the Private Sector Leasing Scheme by also increasing the numbers of shared space accommodation
- ◆ Encouraging and promoting participation from Housing Need service users
- ◆ Management, support and ongoing engagement to ensure the successful community integration of refugee families to the area through the Vulnerable Persons Resettlement Scheme (VPRS).

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, Local Registered Social Landlords in West Lothian, private sector landlords in West Lothian, service users and partner agencies, local support service providers and the voluntary sector, NHS Lothian, Integration Joint Board and Police Scotland.

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 2021/22

Customer Group	Method	Frequency	Responsible Officer	Feedback Method
People who have presented as homeless	Face to face	On-going	Housing Need Manager	Reported in Tenants News, on the website and to tenant groups
People living in temporary or emergency accommodation	Face to face survey in persons home	Annual	Housing Need Manager	Reported in Tenants News, on the website and to tenant groups
The Big Lunch	The Big Lunch	Monthly	Housing Need Manager	Reported in Tenants News
People who have received Housing Support Service	Face to Face	Bi-Annual	Housing Need Manager	Reported in Tenants News
Homelessness stakeholders	Joint Strategy Group	Quarterly	Housing Need Manager	Minutes and updated action plans
Strategic Partners	RRTP Board	Quarterly	Head of Service	Minutes and updated action plans
RRTP Working Group	RRTP Working Group	Quarterly	Head of Service	Minutes and updated action plans

Activity Budget 2021/22

Housing Need Service

Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2021/22	PI Category	Staff Resources (FTE)	Revenue Expenditure Budget 2021/22 £	Revenue Income Budget 2021/22 £	Net Revenue Budget 2021/22 £
Homelessness prevention and assessment	To improve our support services to prevent people from becoming homeless including providing mediation, counselling personal housing plans and rent deposits schemes. Enhance the role of the private sector and other partner agencies to promote sustainable outcomes.	3 Minimising poverty, the cycle of deprivation and promoting equality	SOA1307_12 Number of applicants where homelessness is prevented Target: 260 households prevented	Public	17.1	819,818	(16,441)	830,377
			HQSHOM006_Number of households initially presenting as homeless or potentially homeless Target:333 per quarter	High Level				
Homelessness provision	To assess need and provide temporary and emergency accommodation.	3 Minimising poverty, the cycle of deprivation and promoting equality	HQSARC25.1_Average length of time in temporary or emergency accommodation - Ordinary LA dwelling Target: 190	WLAM	7.7	5,174,340	(3,677,723)	1,496,617
			HQSARC25.10_Average length of time in temporary or emergency accommodation - All types Target: 90	High Level				
Housing support	To help vulnerable tenants sustain their tenancy and support vulnerable homeless people in securing a sustainable housing solution.	3 Minimising poverty, the cycle of deprivation and promoting equality	SOA1307_13 Percentage of council tenancies that are sustained after 12 months for previously homeless people Target: 85%	Public	26.7	1,510,857	(22,440)	1,488,417

Housing Need Service							
Activity Name and Description	Link to Corporate Plan	Performance Indicator and Target 2021/22	PI Category	Staff Resources (FTE)	Revenue Expenditure Budget 2021/22 £	Revenue Income Budget 2021/22 £	Net Revenue Budget 2021/22 £
Total:				51.5	7,505,015	3,716,604	3,788,411

Actions 2021/22

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

Housing Need Service Actions 2021/22

Action	Description	Planned Outcome	Owner(s)	Start	End	Status	Update
Housing Need management activities to reduce homelessness	Review and Implement Year 3 the RRTP to reflect the position due to Covid-19. Continue to shift focus further to the prevention of homelessness and reducing the use of Bed and Breakfast accommodation. To provide settled, permanent housing solutions as quickly as possible.	Improve housing options to prevent homelessness. Promote sustainability by ensuring housing need is met in a planned manner, where possible. Ensure access to range of housing support.	Housing Need Manager	April 2021	March 2022	Ongoing	Review and Implement Year 3 the RRTP to reflect the position due to Covid-19. RRTP to continue to be monitored quarterly by RRTP board.
Implementation of the new Allocation Policy	Implementation of the new Allocation Policy and introduction of Choice Based Letting	To align with the preventative approach of RRTP, meet the requirements of the statutory functions and legislation and address local housing issues.	Housing Need Manager	April 2021	March 2022	Planned	New Policy at implementation Stage.
Modernisation and Improvement of Accommodation for People in Transition	Meet statutory requirements regarding homeless people's accommodation standards.	Increase satisfaction with the quality of accommodation for people in transition.	Housing Need Manager	April 2021	November 2023	Planned	Planning permission refused for accommodation at Nellburn Rd. Options being reconsidered for submission to planning.
Digital transformation projects	A programme of activity to ensure that the council is well placed to take advantage of opportunities offered in the digital age.	To deliver improved user-focused digital public services.	Head of Service	April 2021	March 2022	Planned	Project scope and plan defined across all services.

Housing Need Service Actions 2021/22

Action	Description	Planned Outcome	Owner(s)	Start	End	Status	Update
Modernisation of Housing Options	Review and remobilise the Housing Options approach due to the impacts of Covid-19.	Shift to a preventative approach in line with RRTP	Housing Need Manager	April 2021	March 2022	Planned	Review as Covid-19 restrictions are reduced

Customer and Community Services

Manager: Ralph Bell, Customer and Community Services Manager
Number of Staff: 118 (full time equivalents)
Locations: Operates from 46 buildings across West Lothian

Purpose

Customer and Community Services comprises five functions which, together, provide the frontline delivery of council services to all communities in West Lothian. The service operates from 46 locations which include; 7 Partnership centres, 31 community centres and village halls, a further 6 buildings support and deliver library and museum services, as well as CIS delivery from Arrochar House and Registration services from the Civic centre. The service generally engages with customers on a transactional basis, that is, they tend not to have long term relationships with customers; they are very likely to refer customers to other services. However, in Library and Museum Services, focus is on creating long term engagement with customers.

The service continues to work to increase the diversity of services that can be delivered by staff at the frontline, therefore creating a better customer journey and experience.

The service also works in partnership with the 36 local management committees who lease community centre facilities in West Lothian. This model encourages active citizenship and community capacity building through local people who programme the community centres and take ownership of the facilities on a day to day basis. We also work closely with our partners, stakeholders and the voluntary sector to help build a dynamic inclusive learning community which encourages customers to develop their potential to the full.

The service has corporate responsibility for developing and overseeing the delivery of the council's Customer Services Strategy.

Activities

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

- ◆ Promotion and ongoing monitoring of the Customer Services Strategy
- ◆ Provide customers with personal access to all council services and payment facilities through a network of local service centres
- ◆ Providing housing information and advice on housing options to help people access appropriate services
- ◆ Provide access to formal and informal leisure and learning opportunities for individuals and groups in West Lothian through a comprehensive range of libraries, community centres and community museums and associated outreach activities including the use of digital and social media platforms
- ◆ Work with management committees to maximise the use of facilities through programmes which meet the needs of the community
- ◆ Maximise efficiency, effectiveness and promote 'best value', through resource management and energy systems.

Key Partners

The service actively works with our partners to plan, design and deliver improved services for our customers. Regular and structured engagement with key internal partners improves the quality of information delivery to front line staff.

Our key partners include; other council services, Management Committees, Community Councils, NHS Lothian, West Lothian Leisure and Police Scotland.

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 2021/22				
Customer Group	Method	Frequency	Responsible Officer	Feedback Method
Library users	Focus groups and paper-based surveys	Quarterly / Monthly	Neighbourhood Manager	Notice boards and notes from meetings
Community groups with an interest in development of partnership centres	Meetings	Monthly	Project Manager	Notes from meetings and reports to committees
Community centre users and management committees	Meetings / paper-based surveys	Monthly	Neighbourhood Manager	Monthly meetings and notice board
Users of CIS or Registration services	Papers based surveys	Monthly	Team Managers	Monthly reports, quarterly newsletters
Customer Service Participation Group	Focus Group	Quarterly	Neighbourhood Manager	Notes from meeting and reports to committee.
Museum Development Plan Group	Focus Groups/ paper based and online surveys	Biennial	Senior Manager	Biennial public report

Activity Budget 2021/22

Customer and Community Services

Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2021/22	PI Category	Staff Resources (FTE)	Revenue Expenditure Budget 2021/22 £	Revenue Income Budget 2021/22 £	Net Revenue Budget 2021/22 £
Registration Service	To record all registrations for births, marriages and deaths accurately and issue extracts from the registers.	Enabler service – Corporate Governance and Risk	CuCS023_Unit cost of each registration activity Target: £5	High Level	6.0	222,244	(282,000)	59,756
			CuCS515_Percentage accuracy for the registration of births, deaths and marriages Target: 98%	WLAM				
Neighbourhood Services	To provide customers with personal access to all council services and cash collection facility, access to informal learning opportunities, and access to a comprehensive range of lending and reference books through a network of local service centres.	Enabler service – Modernisation and Improvement	CP:CuCS026_Percentage of CIS enquiries resolved at first point of contact Target: 72%	Public	111.3	3,886,105	(1,219,499)	2,666,606
			P:CuCS050_9a.1a Net cost per item borrowed from branch libraries	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.		0.7	61,835	0	61,835
Total:					118.0	4,170,184	(1,501,499)	2,668,685

Actions 2021/22

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

Customer and Community Services Actions 2021/22

Action	Description	Planned Outcome	Owner(s)	Start	End	Status	Update
Customer Service Strategy 2018/23	Ongoing monitoring and reporting of the Council's corporate strategy.	Continue to deliver an effective strategy that will support the development of digital council services.	Customer Services Manager	December 2018	March 2023	Active	Customer Service Champions and Customer Consultation Groups ongoing.
Review Customer and Community Services	Rationalisation of customer services.	To enable the council and service to deliver more effective, flexible and affordable services.	Customer Services Manager	April 21	May 2021	Planned	Implementation and review of changes
Partnership Centres and reducing the number of community facilities	As the number of buildings required to deliver council services reduces, community groups will have the opportunity to request ownership of properties. With the partnership model, there is an opportunity to consolidate the number of community centres and village halls. Review the provision of facilities at community centres.	To enable the council and service to deliver more effective, flexible and affordable services.	Customer Services Manager	April 2021	March 2022	Active	Implementation and review of changes
Development of new Partnership Centre Delivery	Delivery of Whitburn Partnership Centres. Relocation of Library service to Livingston North Partnership Centre.	Customers have improved access to council and partner services in local communities.	Customer Services Manager	April 2021	March 2022	Active	Construction phase complete

Customer and Community Services Actions 2021/22

Action	Description	Planned Outcome	Owner(s)	Start	End	Status	Update
Digital transformation projects	A programme of activity to ensure that the council is well placed to take advanced of opportunities offered in the digital age.	To deliver improved user-focused digital public services.	Head of Service	April 2021	March 2022	Planned	Project scope and plan defined across all services.

Customer Service Centre

Manager: Ralph Bell, Customer and Community Services Manager
Number of Staff: 58.1 (full time equivalents)
Locations: Civic Centre and various locations

Purpose

The council's centre for telephone, email and web contacts manages customer enquiries from the first point of contact. The service also includes Careline – the telephone support service for electronic care alarms used by older and vulnerable people in our community.

The service engages with customers on a transactional basis and is likely to refer customers to other services where specialist or professional support is required.

Activities

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

- ◆ Providing customers with access to all council services and payment facilities through a centrally based contact centre
- ◆ Handling a range of customer enquiries through to resolution
- ◆ Providing 24 hour / 7 days a week support for older and vulnerable people through the electronic care alarm system (Careline).

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 and the Health and Social Care Partnership.

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 2021/22

Customer Group	Method	Frequency	Responsible Officer	Feedback Method
Careline users	Paper based / electronic survey	Monthly	Customer Service Centre Co-ordinator	Results are published via the service's reported performance indicators
Customer Service Centre users	Phone surveys	Monthly	Customer Service Centre Co-ordinator	Results published via the service's reported performance indicators

Activity Budget 2021/22

Customer Service Centre

Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2021/22	PI Category	Staff Resources (FTE)	Revenue Expenditure Budget 2021/22 £	Revenue Income Budget 2021/22 £	Net Revenue Budget 2021/22 £
Telephone service	Provide customers with access to all council services through a centrally based telephone service	Enabler Service - Modernisation and Improvement	P:CSC080_Unit cost of each CSC call Target: £1.88	Public	44.0	1,650,304	(903,918)	746,386
			P:CSC104_Percentage of CSC calls resolved at first point of contact Target: 75%	Public				
Care Alarm system	Provide 24/7 support for older and vulnerable people through the electronic care alarm system	Enabler Service - Financial Planning	CSC081a_Unit cost of each Careline customer contact: Target £3.47	Public	13.8	598,668	0	598,668
			CSC107m_Percentage of Careline calls answered within 30 seconds: Target 95%	WLAM				
Service support	Provision of management and administrative Support.	Enabler Service - Corporate Governance and Risk	Support activities contribute towards the overall performance of the service. Performance is monitored through the indicators for front line activities.		0.3	26,500	0	26,500
Total:					58.1	2,275,472	(903,918)	1,371,554

Actions 2021/22

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

Customer Service Centre Actions 2021/22

Action	Description	Planned Outcome	Owner(s)	Start	End	Status	Update
Digital transformation projects	A programme of automated activity to ensure that the council is well placed to take advantage of opportunities offered in the digital age.	To deliver improved user-focused digital public services.	Head of Service	April 2021	January 2022	Planned	Project scope and plan defined across all services.

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 two 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 was 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 Housing, Customer and Building Services during the period. The more prominent include: the ongoing economic challenges for communities; the continued roll out of Universal Credit and other welfare changes; continuing to meet the challenges of the Scottish Social Housing Charter; availability of Government grant funding for new homes and energy efficiency programmes and continuing implementation of relevant legislation, including the Housing Act 2014.

Planning Process

The Management Plan was developed by the Housing, Customer and Building 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 Housing, Customer and Building Services will be responsible for achieving or contributing to;
- ◆ Supporting the delivery of the council's transformation programme and Digital Transformation strategy;
- ◆ The requirements and standards set out within the Scottish Social Housing Charter; and
- ◆ The priorities of council employees, tenants, customers and partners.

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 is approved by West Lothian Council, setting out the key priorities for all council services for the period 2018/19 to 2022/23.	February 2021
Housing, Customer and Building Services planning	The service management team develop the plan taking account of a range of factors, business requirements and customer needs.	February to March 2021
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 2021
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 2021
Management Plan launch	The service cascades the plan to Housing, Customer and Building Services employees to ensure that they understand the key priorities and challenges ahead and how they will contribute to successful outcomes.	April to June 2021
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 2021
Management Plan updates	The Management Plan progress is reviewed by the appropriate PDSP each year	April to June 2021











Continuous Improvement

Housing, Customer and Building Services will continue to play a key role in the development and support of high quality customer services. Housing, Customer and Building 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. We will do this by:

- ◆ Continuing to deliver a programme of quality assurance and quality improvement review across Housing Operations, Strategy and Development, Building Services and Housing Need;
- ◆ Agreeing and implementing a programme of Tenant Led Inspections (TLIs) to enable customers to review key services and recommend improvements;
- ◆ Participate in corporate activities such as Citizen Led Inspections (CLIs) within customer and communities and Customer Service Centre, as required;
- ◆ Introducing the Customer Service Participation Group to ensure effective and ongoing delivery of the Customer Service Strategy 2018/23.
- ◆ Implement and evaluate both employee and customer satisfaction surveys to learn and change as a result of feedback for the whole service; and
- ◆ Continue to analyse service complaints to understand key strengths and weaknesses within service processes and implement improvement measures as required.

Housing, Customer and Building Services Scorecard

The service will report on the following key measures of the success throughout the lifetime of our plan (short term trend arrows: 2020/21 performance exceeded the target =  / 2020/21 performance met the target =  / 2020/21 performance was below the target = ):

Indicators					
WLAM unit / service	PI Code and Short Name	2020/21 Performance	2020/21 Target	Performance against Target	2021/22 Target
Housing Operations	P:HQSARC01_6a.7 Percentage of tenants who are satisfied with the overall service from Housing and Building Services.	83.6%	88%		88%
	HQSCOM022_6b.3 Housing Operations - Total number of complaints received by Housing Operations.	48	50		50
	HQSARR700_9b.1a Total rent collection	97.09%	96%		96%
Housing Strategy and Development	P:HSD110_6a Percentage of tenants satisfied with their new build home	100%	95%		95%
	HSD113_6b.3 Housing Strategy and Development – Total number of complaints received by Housing Strategy and Development	40	60		60
	HSD410_9a Percentage of Home Energy Efficiency Programme budget spent	7%	80%		80%
	*No work has started on HEEPS properties due to Pandemic				
	CP:HSD309_9b Number of new affordable homes delivered	2254	2313		2774
Performance and Change	HQSPC032_9b.1c Number of Private Landlord Registration cases referred to Licensing Committee	0	2		2
	HQSPC034_9b.1c Number of Rent Penalty Notices Served	0	5		5
	HQSPC045_9b.1c Monthly number of system admin requests received from users <i>*Target changed at months 6 & 12 to include additional user request not previously reported</i>	286	300		300

Indicators					
WLAM unit / service	PI Code and Short Name	2020/21 Performance	2020/21 Target	Performance against Target	2021/22 Target
	HQSPC036_8b.4 Percentage of Freedom of Information (FOI) Act- requests responded to within 20 working days.	100%	85%	↑	85%
Building Services	P:BUS005_6a.2 Percentage of customers who are satisfied with the housing repair service (yearly).	99.83%	98%	↑	98%
	BUSMT020a_6b.3 Total number of complaints received by Building Services.	379	440	↑	440
	BUSMT016_9a Building Services - Average cost of Housing Non-Emergency Repairs.	£108.57	£106	↓	£106
	P:HQSARC13_9b Percentage of housing repairs carried out in the last year completed 'Right First Time'.	93.1%	92%	↑	92%
	BUSGAS106_9b.1b Percentage of gas services completed within 12 months	99.97%	100%	↓	100%
Housing Need Service	P:HQSARC28_6a Percentage of homeless households satisfied with the quality of temporary or emergency accommodation	84.5%	87%	↓	87.5%
	HQSCOM016a_6b.3 Housing Needs - Total number of complaints received by Housing Needs	74	120	↑	120
	P:HQSFIN058_9a1a Unit cost of Housing Needs Prevention and Assessment Service.	£433	£474	↑	£439
	P:HQSHOM034_9b The proportion of priority, unintentionally homeless applicants for whom permanent accommodation was secured.	79.8%	78%	↑	78%
Customer and Communities Service	CuCS007a_6a.7 Customer and Communities - Percentage of customers who rated the overall quality of service as good or excellent.	0% *No surveys carried out as services closed due to the Pandemic	99%	▬	99%
	CuCS010a_6b.3 Customer and Communities - Total number of complaints received by Customer and Community services.	8	48	↑	48
	CuCS023_9a.1a Unit cost of each registration of a birth, marriage or death. This does not include handling requests for copies of birth, marriage and death certificates.	Figure unavailable until 2022	£5	▬	£5

Indicators					
WLAM unit / service	PI Code and Short Name	2020/21 Performance	2020/21 Target	Performance against Target	2021/22 Target
	CP:CuCS026_9b.1a Percentage of Customer Information Service (CIS) enquiries resolved at first point of contact.	32.1%	75%	↓	75%
Customer Service Centre	CSC059a_6a.9 Customer Service Centre (CSC) - Percentage of customers who rated the overall quality of the service as good or excellent.	98.06%	97%	↑	97%
	CSC062a_6b.3 Total Number of Complaints against Customer Service Centre (CSC).	54	84	↑	84
	P:CSC080_9a.1a Unit cost of each Customer Service Centre (CSC) call.	Available June 2021	£2.56	NA	£1.80
	P:CSC105a_9b.1a Percentage of Customer Service Centre enquiries resolved at first point of contact.	80%	75%	↑	75%

Housing, Customer and Building Services Management Plan 2021/22

April 2021

For more information:

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

DATA LABEL: PUBLIC



PARTNERSHIP AND RESOURCES POLICY DEVELOPMENT AND SCRUTINY PANEL

VIOLENCE AGAINST WOMEN IN PUBLIC SPACES AND PLACES

REPORT BY HEAD OF CORPORATE SERVICES AND HEAD OF SOCIAL POLICY

A. PURPOSE OF REPORT

To provide an update to the Panel on progress made to date on the actions arising from the composite motion approved by Council on 25 May 2021.

B. RECOMMENDATION

To note the terms of the report and that a further update will be presented to the meeting of the Panel on 1 October 2021.

C. SUMMARY OF IMPLICATIONS

I	Council Values	Focusing on our customers' needs; being honest, open and accountable; providing equality of opportunities; making best use of our resources; working in partnership
II	Policy and Legal (including Strategic Environmental Assessment, Equality Issues, Health or Risk Assessment)	Legislative provisions which will facilitate the development of initiatives to improve safety for women in public spaces will be reviewed once the analysis of incident data and best practice has been undertaken.
III	Implications for Scheme of Delegations to Officers	None
IV	Impact on performance and performance Indicators	None
V	Relevance to Single Outcome Agreement	Reducing crime and improving community safety
VI	Resources - (Financial, Staffing and Property)	Recommendations to progress actions identified via consultation with community partners may have budget implications and these will be called out in future reports to PDSP.
VII	Consideration at PDSP	None
VIII	Other consultations	Consultation will be undertaken with women in

West Lothian, community groups, Police Scotland and the Violence against Women and Girls Committee.

D. TERMS OF REPORT

D.1 Background

At its meeting on 25 May 2021, Council approved a composite motion which recognised that the onus of keeping women safe should not rest with women and that a wider conversation is needed around the safety of our public places and spaces. A copy of the composite motion is set out in Appendix 1.

Officers were instructed to conduct a consultation with women in West Lothian and organisations/agencies working with local women; to include but not limited to:

- General concerns about safety in public places and spaces
- Concerns about particular areas
- How fears may manifest in changes to their own behaviour

Officers were also instructed to engage with community partners to determine interest/support in the consultation and to consider the following and any ongoing work that may result:

- Relevant literature on VAWG in public spaces;
- Examples of good practice, worldwide, in terms of policy interventions to alleviate or prevent VAWG in public spaces;
- Examples of policy development in other local authorities in the UK, aimed at the alleviation or prevention of VAWG in public spaces;
- The number of reported incidents of a) physical violence, b) sexual violence and c) sexual harassment against women and girls in public spaces during the past 5 years in West Lothian;
- The geographical spread, that is, where do most incidents occur
- Demographics, in terms of age, in relation to any reported incidents
- Time frame, in relation to any reported incidents;
- Any particular locus which is of particular concern in relation to any reported incidents.

In the first instance council further instructed that officers should report back on the possible legal powers available to the Council and responses from community partners. Other actions were also set out requiring a further report to the Panel on 1 October 2021.

D.2 Progress to Date and Planned Actions

In the period following the Council meeting on 25 May 2021, officers have undertaken a number of actions in progressing the requirements of the composite motion. A summary of the progress to date and planned actions is set out below:

- Legislation

Officers have confirmed that, whilst community safety is a matter for Police Scotland in terms of enforcement, there are various legislative provisions which will support/are available to the council in terms of ability to consider making public spaces safer places for women. The council engages with women across West Lothian in terms of every day service delivery, in accordance with the powers set out in the Local Government etc (Scotland) Act 2004 and associated

legislation. In delivering those services we can determine whether we should develop initiatives either on our own or with partners to support women in public spaces. A review of the data around incidents and trends etc will inform the areas of concern and that in turn will allow us to consider specific legislative provisions which will facilitate the development of initiatives to improve safety for women in public spaces.

- Consultation

Officers have started preparations for conducting consultation with women in West Lothian and with organisations/agencies working with women. The council will engage with Community Planning partners, the Violence against Women and Girls Committee and Womens Aid in promoting the consultation and analysing the responses to the consultation. The council's equality officer will support equality groups to engage in the consultation. The outcome of the consultation will be reported to the Panel.

- Review of reported incidents

The council already gathers and holds data on gender based violence. These data sets will be reviewed to identify statistics relating to violence against women in public spaces and places. Police Scotland and Health data will also be reviewed, along with DASAT referrals, complaints/enquiries relating to the council's open spaces, licensed premises and national information available in relation to violence against women.

Officers will review this data to identify any trends or patterns in terms of geographical spread of violent incidents against women in open spaces, demographics in terms of age and any particular locus which is of particular concern. The outcome of that analysis will be reported to the Panel.

Officers will also identify any gaps in data capture and seek to develop reporting mechanisms to ensure that all relevant data and information in relation to violence against women in public spaces is being captured.

- Review of good practice

Officers will conduct a review of good practice and examples of policy development across local authorities and will consider what policy interventions can be introduced to alleviate or prevent violence against women in public spaces. For example, officers will consider the impact of the "ask for Angela" campaign introduced in England in 2016 that is used by bars and other venues to keep women safe from sexual assault by using a codeword to identify when they are in danger or are in an uncomfortable situation. Officers will also consider the UN Women's global initiative, [Safe Cities and Safe Public Spaces for Women and Girls](#),

The above actions will be progressed in order to provide a further report to the Panel on 1 October 2021, which will include a review of consultation feedback, Community Planning Partner views, officer advice and any recommendations, with a view to a report to the Council Executive on 26 October 2021.

E. CONCLUSION

Consultation with women and womens groups in West Lothian on concerns about safety in public places and spaces, analysis of data on reported incidents and a review of good practice will support the development of recommendations on

actions which could be taken to improve the safety of women in public places in West Lothian.

F. BACKGROUND REFERENCES

West Lothian Council meeting 25 May 2021 – Agenda item 19

Appendices/Attachments: 1

Contact Person: Julie Whitelaw, Head of Corporate Services, 01506 281626,
julie.whitelaw@westlothian.gov.uk

Julie Whitelaw
Head of Corporate Services
18 June 2021

Jo Macpherson
Head of Social Policy

Agenda Item 19 – Women’s Safety in Public Places and Spaces - Composite Motion – Cllr Kirsteen Sullivan and Cllr Moira Shemilt

Council notes that the recent murders of Sarah Everard and Julia James have brought into sharp focus the safety fears and concerns of women across the country in going about their daily lives.

Council agrees that the onus of keeping women safe should not rest with women and that a wider conversation is needed around the safety of our public places and spaces.

Council instructs officers to conduct a consultation with women in West Lothian and organisations/agencies working with local women, to include but not limited to:

- general concerns about safety in public places and spaces
- concerns about particular areas
- how fears may manifest in changes to their own behaviour

Council also instructs officers to engage with community partners to determine interest/support in the consultation and to consider the following and any ongoing work that may result:-

- Relevant literature on VAWG in public spaces;
- Examples of good practice, worldwide, in terms of policy interventions to alleviate or prevent VAWG in public spaces;
- Examples of policy development in other local authorities in the UK, aimed at the alleviation or prevention of VAWG in public spaces;
- The number of reported incidents of a) physical violence, b) sexual violence and c) sexual harassment against women and girls in public spaces during the past 5 years in West Lothian;
- The geographical spread, that is, where do most incidents occur?;
- Demographics, in terms of age, in relation to any reported incidents;
- Time frame, in relation to any reported incidents;
- Any particular locus which is of particular concern in relation to any reported incidents.

Council further instructs officers to:

- Report to P&R PDSP on 18th June on possible legal powers available to the council and responses from community partners
- Further engage with community partners after consultation has closed to discuss approach
- Report to P&R PDSP on 1st October to review consultation feedback, community planning partners’ views, officers’ advice and officers’ recommendations to include but not limited to the following:
 - actions that could be taken to improve the safety of women in public places in West Lothian
 - any partnership measures/initiatives that could be put in place to increase safety and improve the confidence of women when going out alone
 - recommendations for how safety considerations can be embedded into planning and design of public spaces
- Report to Council Executive on 26th October with recommendations including any budget required to implement decisions.

DATA LABEL: PUBLIC



PARTNERSHIP AND RESOURCES POLICY DEVELOPMENT PANEL

PLANA GAIDHLIG COMHAIRLE LODAINN AN LAR/ WEST LOTHIAN COUNCIL GAELIC LANGUAGE PLAN

REPORT BY HEAD OF CORPORATE SERVICES

A. PURPOSE OF REPORT

The purpose of the report is to present to the Panel a revised Gaelic Language Plan for West Lothian Council, in accordance with the terms of the Gaelic Language (Scotland) Act 2005, following feedback from the Bord na Gaidhlig.

B. RECOMMENDATION

It is recommended that the Panel considers and provides comment on the Gaelic Language Plan for West Lothian Council which is included in this report (Appendix 1) and notes that it will be presented to Council Executive for approval

C. SUMMARY OF IMPLICATIONS

I	Council Values	Focusing on our customers' needs; providing equality of opportunities; working in partnership
II	Policy and Legal (including Strategic Environmental Assessment, Equality Issues, Health or Risk Assessment)	The Gaelic Language (Scotland) Act 2005 requires Local Authorities to develop a Gaelic Language Plan.
III	Implications for Scheme of Delegations to Officers	None
IV	Impact on performance and performance Indicators	None
V	Relevance to Single Outcome Agreement	None
VI	Resources - (Financial, Staffing and Property)	Requirements to include Gaelic language on new signage may incur additional costs, mainly associated with translation. There may also be a requirement for other resources, such as

Education resources to be included as part of the council's plan. However various funding streams are available should the council wish to pursue these routes.

VII Consideration at PDSP Policy and Resources PDSP 18 June 2021

VIII Other consultations Public consultation completed
Staff consultation completed

D. TERMS OF REPORT

D.1 Background

The Gaelic Language (Scotland) Act 2005 establishes the “Bòrd na Gaidhlig” (the “Bòrd”) to promote and facilitate the promotion of the use and understanding of the Gaelic language, Gaelic education and Gaelic culture and to advise on matters relating to the Gaelic language. The functions conferred on the Bòrd by the Act are stated as being with a view to securing the status of the Gaelic language as an official language of Scotland commanding equal respect to the English language.

The 2005 Act required the Bòrd to develop a national Gaelic language plan. The national plan was approved in June 2010.

Section 3 of the 2005 Act empowers the Bòrd to issue a notice to a public authority to require the development of a local Gaelic language plan, setting out the measures to be taken in relation to the use of the Gaelic language in connection with the exercise of the authority's functions. To date, West Lothian is one of the few councils not to have implemented a Gaelic Language Plan. West Lothian, East Lothian, Midlothian and Scottish Borders are amongst the final councils required to adopt a plan.

The plan should be introduced incrementally and over a five-year time span, to be renewed every five years. Initially the plan should look at the first steps the Council needs to take in order that we can move towards using Gaelic in communications and respond to any communications from Gaelic users.

In preparing a Gaelic language plan, the council must have regard to:-

- the most recent national Gaelic language plan,
- the extent to which the persons in relation to whom the authority's functions are exercisable use the Gaelic language,
- the potential for developing the use of the Gaelic language in connection with the exercise of those functions,
- any representations made to the authority in relation to the use of the Gaelic language in connection with the exercise of those functions, and
- any guidance given by the Scottish Ministers or the Bòrd.

The Bòrd are empowered to monitor implementation of the plan on an annual basis and recommend that a commitment to submit an annual monitoring report is included in local plans.

D.2 West Lothian Council Gaelic Language Plan development

The Council received statutory notice to develop a Gaelic Language Plan and was required to submit a draft plan to the Bòrd for comment and approval by 20 December 2019. The Council's draft plan was approved for submission to the Bòrd by Council Executive on 17 December 2019.

The Council's Gaelic language plan and the actions contained in the plan recognised that the West Lothian Council area has not been one of Scotland's traditional Gaelic speaking areas, nor has a large number of people who speak Gaelic today. The plan is therefore proposing that the Council will pursue a pragmatic approach to help develop the Gaelic language. The actions have therefore focused on an incremental approach to the introduction of dual language signage, responses to communications in Gaelic where this is appropriate, to provide training to staff who require Gaelic language in order to undertake their duties and to enhance and develop the use of Gaelic language through education in schools.

The Council received formal feedback from Bòrd na Gaidhlig in April 2021 and has until 7 July to formally approve our plan. The majority of the proposed amendments were minor and do not alter the proposed actions or planned outcomes of the draft plan. However, two requests were made to include further text and these are summarised as follows:-

Page 23 and 25:

The Bòrd requested that the following was included:

The council provides a commitment to consider what the West Lothian position and strategy would be in the event that provision by City of Edinburgh Council is unavailable or insufficient to meet West Lothian's GME needs, including entering into dialogue with other local authorities to explore alternative partnership arrangements.

Page 35:

The Bòrd requested that the following was included:

The council's corporate logo will be made fully bilingual when next renewed.

In terms of the 2005 Act, the Bord na Gaidhlig must consider the council's response to their proposed modifications and within 2 months (7 July) must approve the plan as originally submitted, or approve the plan subject to such modifications (including all or any of those proposed by them) as the Bord and the authority may agree. If the plan is not agreed by 7 July they must refer the matter to the Scottish ministers.

E. CONCLUSION

The Bord na Gaedhlig has proposed modifications to the Council's Gaelic Language plan. The plan must be approved by the Bord by 7 July, failing which the matter will be referred to Scottish Ministers.

BACKGROUND REFERENCES

**Report to Partnership and Resources Policy Development and Scrutiny Panel
on 6 December 2019**

Report to Council Executive on 17 December 2019

F.

Appendices/Attachments:

Appendix 1 – West Lothian Council Gaelic Language Plan

Contact Person: Garry Heron

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Julie Whitelaw

Head of Corporate Services

22 June 2021

WEST LoTHIAN COUNCIL GAELIC LANGUAGE PLAN

2021 – 2026

This plan has been prepared under Section 3 of the Gaelic Language (Scotland) Act 2005

FOREWORD

West Lothian Council is committed to the use and promotion of the Gaelic Language in recognition of its status as one of Scotland's national languages and its unique contribution to the richness and diversity of Scottish culture today. In taking this forward we recognise that our contribution will help to sustain and develop the Gaelic language and its place as a part of the Scottish way of life and within the nation's heritage.

The West Lothian Council area has not been one of Scotland's traditional Gaelic speaking areas. This is an opportunity to positively and incrementally grow the use of the language in West Lothian in a way that is proportionate. The council will develop an approach which supports and responds positively to this heritage and demographic.

This will include proposals to enhance the status of Gaelic across the area and promote the acquisition and learning of the language as well as encourage its increased use. The council's actions will aim to support the aspirations and objectives included in the *National Gaelic Language Plan* and the Gaelic Language (Scotland) Act 2005.

Graham Hope
Chief Executive

Appendix 1 DRAFT

Summary

Chapter 1

Introduction

- **The Gaelic Language Plan**
- **West Lothian Council**
- **Gaelic in West Lothian**
- **Implementing the National Plan for Gaelic**

Chapter 2

Commitments

- **Key Principles**
- **High Level Aims and Implementing the National Gaelic Language Plan**
- **Corporate Services Aims**

Chapter 3

Implementation and Monitoring

Appendix 1 DRAFT

Summary

West Lothian Council recognises that Gaelic is an integral part of Scotland's heritage, national identity and cultural life. West Lothian Council is committed to the objectives set out in the *National Gaelic Language Plan* and has put in place the necessary structures and initiatives to ensure that Gaelic has a sustainable future in Scotland.

Our Gaelic Language Plan aims to:

- Enhance the status of Gaelic
- Promote learning of Gaelic
- Encourage increased use of Gaelic

This document is West Lothian Council's Gaelic Language Plan prepared within the framework of the Gaelic Language (Scotland) Act 2005. It sets out how we will use Gaelic in the operation of our functions, how we will enable the use of Gaelic when communicating with the public and key partners, and how we will promote and develop Gaelic.

This Gaelic Language Plan has been prepared in accordance with statutory criteria set out in the 2005 Act, and having regard to the *National Gaelic Language Plan* and the *Guidance on the Development of Gaelic Language Plans*.

The key components of our Gaelic Language Plan are:

Chapter 1 – Introduction

This chapter provides the background and context relating to the preparation of Gaelic Language Plans under the 2005 Act and the structure of West Lothian Council's main areas of operation. It also provides a summary of the use of the Gaelic language in West Lothian.

It also shows how we intend promoting the use of Gaelic in service planning and delivery and how we will take account of Gaelic and our Gaelic Language Plan when drafting new policies and considering new strategies.

Appendix 1 DRAFT

Chapter 2 – Commitments

This chapter sets out how West Lothian Council will use and enable the use of Gaelic in relation to our main business functions. It covers key areas of operation such as corporate identity, signage, communication with the public and the use of Gaelic on our website. This chapter sets out the level of Gaelic language provision which we are committed to providing in the lifetime of the Plan.

Chapter 3 – Implementation and Monitoring

This chapter sets out how the implementation of our Gaelic Language Plan will be taken forward, and how implementation and outcomes will be monitored.

1. INTRODUCTION

Gaelic Language Plan

The Gaelic Language (Scotland) Act 2005 (The Act) seeks to secure the status of the Gaelic language as an official language of Scotland commanding equal respect to the English language.

The Act builds on and sits beside other measures to support the rights of minority languages, including: the UN Declaration on the Rights of Persons Belonging to National or Ethnic, Religious and Linguistic Minorities (1992) and the Council of Europe's European Charter for Regional or Minority Languages (1992).

The Act established Bòrd na Gàidhlig as an executive non-departmental public body, responsible through Ministers to the Scottish Parliament with responsibility for promoting Gaelic development and providing advice to the Scottish Ministers on Gaelic issues. The Act requires Bòrd na Gàidhlig to prepare a National Gaelic Language Plan and gives it the power to request that public authorities, including local authorities, prepare and publish Gaelic Language Plans. This provision was designed to ensure that the public sector in Scotland plays its part in creating a sustainable future for Gaelic by raising its status and profile and creating practical opportunities for its use.

Bòrd na Gàidhlig provides public authorities with official notification of when they must prepare their Plan and details of the high level aims which should be met by the Plan. West Lothian Council received official notification from Bòrd na Gàidhlig in June 2018 that it has to prepare a statutory Gaelic Language Plan under the framework of the Act. The notification set out the corporate service aims and the high level aims the Plan should meet.

The categories align with the 2018-2023 National Gaelic Language Plan which contains the following three key aims: namely:

- **Increasing the use of Gaelic**
- **Increasing the learning of Gaelic**
- **Promoting a positive image of Gaelic**

Appendix 1 DRAFT

West Lothian Council has consulted publicly on the draft of this Gaelic Language Plan and has considered representations made to it during the consultation process.

West Lothian Council's Gaelic Plan was submitted to Bòrd na Gàidhlig for approval in June 2021.

West Lothian

West Lothian has a population of round 181,000 and has one of the fastest growing and youngest populations in Scotland, reflecting the area's location and attractiveness as a place to invest, live, work and visit. West Lothian Council is a publicly accountable organisation. West Lothian Council is one of 32 Scottish unitary local authorities, serving a community of over 175,000 citizens in central Scotland. West Lothian is home to an extensive business base with almost 72,000 jobs in the area.

Appendix 1 DRAFT



Appendix 1 DRAFT

West Lothian Council's mission statement is

"striving for excellence... working with and for our communities"

... and the following **values** demonstrate the practices West Lothian Council employees should adopt.

values - we are striving for excellence in:

- focusing on our customers` needs
- being honest, open and accountable
- providing equality of opportunities
- developing employees
- making best use of our resources
- working in partnership

West Lothian Council's priorities are:

1. Improving attainment and positive destinations for school children
2. Delivering positive outcomes and early interventions for early years
3. Minimising poverty, the cycle of deprivation and promoting equality
4. Improving the quality of life for older people
5. Improving the employment position in West Lothian
6. Delivering positive outcomes on health
7. Reducing crime and improving community safety
8. Protecting the built and natural environment

Appendix 1 DRAFT

The council employs around 8,000 employees. Over 3,100 full time equivalent (FTE) staff (47% of the total) are employed in the education service, including teachers and support staff.

The council has 33 elected members across nine multi-member wards. Those members meet periodically at meetings of full council, and these take place approximately every six weeks. The area also has two Scottish Parliament constituencies Almond Valley and Linlithgow, and two parliamentary constituencies Livingston and Linlithgow and East Falkirk.

West Lothian Council operates from three main locations: West Lothian Civic Centre (Livingston), Whitehill Depot (Bathgate) and Kirkton Service Centre (Livingston). The Council has 242 operational properties including:

- 11 secondary schools
- 67 primary schools / early years centres
- 5 assisted special needs schools
- 8 partnership centres
- 3 children's residential care homes
- 3 care homes for the elderly
- 14 libraries
- 10 sports centres / swimming pools (operated by a Leisure Trust)
- 33 community centres/village halls

Gaelic in West Lothian

There are Gaelic speakers located across the Council area. The 2011 census recorded that there are:

667 residents able to speak Gaelic – 0.4% of the population compared to 1.1% across Scotland.

1,179 residents with 'any Gaelic skill' (0.7% of the population) compared to the Scottish average of 1.7%.

Appendix 1 DRAFT

With 'any Gaelic skill' (age 3+) breakdown:

- Age 3-15 (71)
- Age 16-24 (105)
- Age 25-34 (185)
- Age 35-49 (347)
- Age 50-64 (279)
- Age 65+ (192)

	Gaelic Language skills in West Lothian		% change to 2011 & comparison with Scottish average
	2001	2011	
Residents able to speak Gaelic	573	667	(+16.4% change to 2011). The Scottish average is -1.8%
Residents who can read Gaelic	350	408	(+16.6% change to 2011). The Scottish average is -1.9%
Residents with 'any Gaelic skill'	1155	1179	(+2.1% change to 2011). The Scottish average is -5.8%
Gaelic literate speakers	276	354	(+28.3% change to 2011). The Scottish average is +2.8%

- Gaelic Medium Education (GME) is currently provided by West Lothian Council through a partnership arrangement with City of Edinburgh Council. This partnership arrangement supports delivering of high-quality GME for children and young people from West Lothian through effective use of resources across the Lothians. Children and young people attending GME travel to Parkside Primary or Gillespie's High School in Edinburgh. During academic sessions 2017-18 and 2018-19, under ten pupils attended GME in the City of Edinburgh.
- We already have 40 Gaelic language library and reference books in libraries across schools and communities. We will increase this provision and encourage uptake as part of our active offer of Gaelic service.
- There are no Gaelic adult learning courses in West Lothian

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- The council offers a translation and interpretation service and this requires further development and promotion to increase uptake. has and there has been no requests for Gaelic interpretation or translation services

Gaelic within West Lothian Council

The council does not hold data on the total number of Gaelic speaking staff within the organisation.

A staff survey was conducted in April 2019 to identify information relating to staff. 947 members of staff responded to the survey. This included:

1. *Number of staff that do not understand any Gaelic – 842*
2. *Number of staff who are Gaelic learners – 2*
3. *Number of staff who have expressed a desire to learn Gaelic - 437*
4. *Number of staff who can speak in Gaelic (basic words and phrases through to fluent) – 88*
5. *Number of staff who can speak in Gaelic comfortably and/or fluently -*

A commitment will be made to maintain viable data on the above.

Implementing the National Gaelic Language Plan

West Lothian Council recognises that the various priority areas identified in the National Gaelic Language Plan will be primarily implemented through our Gaelic Language Plan but that opportunities will arise to promote and develop the language through existing policy measures. West Lothian Council will examine policy commitments to identify areas where Gaelic can be pro-actively incorporated and the priorities of the National Gaelic Language Plan initiated through additional methods. We see this development as corresponding to the normalisation principle which aims to include Gaelic as an everyday part of life in Scotland.

2. COMMITMENTS

In its statutory *Guidance on the Development of Gaelic Language Plans*, Bòrd na Gàidhlig notes that creating the right environment for the use of Gaelic in public life is one of the key components of language regeneration.

2.1 – Key Principles

The Key principles included within our Statutory Notice are:

Equal Respect

Gaelic language plan commitments to deliver to an equal standard in both Gaelic and English

Active Offer

Practical measures to ensure that staff and public are kept regularly informed of all opportunities that exist to use Gaelic in relation to the work of the public authority.

Third Parties:

Ensure that Arm's Length Executive Organisations and other contractors help deliver the public authority Gaelic language Plan

Normalisation

Gaelic Plan commitments are normalised within the structures of the public authority over time, with opportunities to grow Gaelic within existing budgets constantly assessed.

Corporate Parenting

That the authority is aware of the duties of a Corporate Parent to ensure that looked after children and young people and care leavers with Gaelic receive the same opportunities as those with other languages. Looked after young people and children will be offered the same opportunities to learn Gaelic, as those who are not care experienced.

2.2 - High Level Aims and delivering the National Gaelic Language Plan

West Lothian Council recognises that the various priority areas identified in the National Gaelic Language Plan will be primarily implemented through our Gaelic Language Plan but that opportunities will arise to promote and develop the language through existing policy measures. West Lothian Council will examine policy commitments to identify areas where Gaelic can be pro-actively incorporated and the priorities of the national Plan for Gaelic initiated through additional methods. We see this development as corresponding to the normalisation principle which aims to include Gaelic as an everyday part of life in Scotland. West Lothian Council and Bòrd na Gàidhlig have agreed a strategic set of High Level Aims closely linked to the following three headings in the National Gaelic Language Plan; increasing the use of Gaelic, increasing the learning of Gaelic and promoting a positive image of Gaelic.

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The council's high level aims included within our Statutory Notice are:

- **Using Gaelic**
- **Promoting Gaelic**
- **Learning Gaelic**

The following sections – Gaelic Acquisition, Usage, Status and Corpus – demonstrate how West Lothian Council will deliver the high-level aims and the National Gaelic Language Plan.

Acquisition and Usage

The National Plan sets out a vision for Gaelic of a healthy, vibrant language increasingly used, valued and respected in a modern, multicultural and multilingual Scotland. The National Plan explains why, in order to achieve that vision, four key concepts of language development must be addressed: how people are enabled to acquire Gaelic; how they are enabled to use Gaelic; how the status of Gaelic can be enhanced; and how the Gaelic corpus can be developed.

The 2005 Act is structured to require public authorities that have been issued with a statutory notice by the Bòrd to develop a Gaelic Language Plan, to engage with the National Plan.

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Education

West Lothian Council recognises and values the importance of the development of Gaelic language learning and of the rights of young people to access education in Scotland's indigenous languages.

In terms of education, Gaelic is defined by two distinct approaches; Gaelic Medium Education (GME) and Gaelic Learner Education (GLE). Bòrd na Gàidhlig provides the following definitions in its Statutory Guidance on Gaelic Education.

- GME from early years until the end of primary school is delivered through immersion. With this form of education, Gaelic is the sole language of learning, teaching and assessment in the first three years of primary school. From P4-P7 immersion education continues and English is introduced. From P4 onwards, Gaelic remains the predominant language of the classroom. The purpose being to ensure that children achieve equal fluency and literacy in both Gaelic and English whilst reaching expected attainment levels in all areas of the curriculum.
- GME in secondary education continues the immersion process begun in early years and primary GME, and delivers a range of subjects in the broad General Education and Senior Phases through the medium of Gaighlig.
- GLE is distinct from GME in that it is delivered to pupils who are in English medium education and Gaelic is offered as an additional language.

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Gaelic Medium Education (GME)

Gaelic Medium Education is currently provided by West Lothian Council through a partnership arrangement with City of Edinburgh Council. This partnership arrangement supports delivering of high-quality GME for children and young people from West Lothian through effective use of resources across the Lothians. Children and young people attending GME travel to Bun-sgolie Taobh na Paire or Gillespie's High School in Edinburgh.

Provision of GME is supported by West Lothian Council and information about its availability is provided to parents on the councils' website and on application. Further support and communication for parents wishing their children to access GME has been identified as an aim of the West Lothian Gaelic Language Plan and is included in the actions listed below. West Lothian Council will continue its dialogue with communities about GME with an invitation to Parent Councils to contribute to the draft Gaelic Language Plan consultation.

Under the Education (Scotland) Act 2016 parents have the right to request GME in their Council area. Parents have access to Gaelic Medium Playgroups in City of Edinburgh through partner providers at a range of locations in the city. More information is available via Cròileagan Dhùn Èideann's website here <http://www.gaelicplaygroup.com/> and this will be further promoted to West Lothian residents during the lifetime of the plan. Resources are also available at www.e-sgoil.com

The demand for, and provision of, GME will be monitored on an ongoing basis by West Lothian Council in partnership with City of Edinburgh Council and this will be a key feature of ongoing strategic planning. West Lothian Council officers will also support the ongoing development of effective partnership working across the Forth Valley and West Lothian Regional Improvement Collaborative.

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Gaelic Learner Education (GLE)

Gaelic Learner Education (GLE) provides young people with progressive opportunities to learn Gaelic language and experience Gaelic culture as part of the wider offer of languages in schools. Opportunities for schools to engage with GLE will be developed in collaboration with key local and national partners including Bòrd na Gaidhlig, regional local authorities, higher and further education establishments, schools and parents.

A West Lothian Gaelic Education Steering group will be convened to support the strategic development of GLE in schools and this group will include key local authority officers, primary and secondary teachers, parents and local partners. West Lothian officers will seek advice and expertise of colleagues at Newbattle Abbey College, where professional development and engagement opportunities for schools, parents and adult learners are offered, in order to explore the scope to participate in existing programmes or to develop local alternatives. Teachers who have experience or an interest in Gaelic learning have been identified and local training opportunities will be developed and offered. West Lothian Council is also planning to work with other schools where GLE is currently being delivered (James Gillespie's High School, City of Edinburgh) to offer digital opportunities to open up Gaelic learning to learners across the region.

Awareness of Gaelic is included in cultural and educational provision as appropriate to the curriculum rationale and contexts for learning in individual schools. Through the Gaelic Language Plan there will be further exploration of how learning opportunities can be planned which raise awareness of Gaelic in primary and secondary schools through Curriculum for Excellence and community and cultural activities

A stock of Gaelic language books is available through West Lothian Library Services and 22 items are available in children's collections across West Lothian libraries. Requests for Gaelic items are infrequent however this may be due to a lack of awareness and so has been identified as an area for development in the Gaelic Language Plan.

Library services provide Bookbug bags in Gaelic at each stage:

- Baby (gifted by the health visitor at around 6 weeks)
- Toddler (gifted by the health visitor at around 18 months)
- Explorer (gifted by nurseries at 3)

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- Family Bag (gifted through schools in P1)

Gaelic Bookbug packs have been provided to the Bathgate Gaelic circle and there is scope to explore opportunities for Gaelic Bookbug sessions which has also been identified for future development in the Gaelic Language Plan.

Language Acquisition

West Lothian Council recognises that a sustainable future for Gaelic requires more people to learn the language and that attention requires to be focused on the home, education and adult learning as the key means of achieving this. We will take the following steps to help create a supportive environment for growing the number of Gaelic speakers in Scotland. Information is available here: <https://www.duolingo.com/course/gd/en/Learn-Scottish%20Gaelic> and <https://learngaelic.scot/a1.jsp>

- Gaelic in the Home
- Gaelic in Education
- Gaelic in Adult Learning

Function	Current Position	Proposed Action	Proposed Outcome/ Indicator	Lead Service/ Officer	Timescale
Gaelic in the Home	This is currently undeveloped in West Lothian.	Signpost Comann nam Parant, the national parent representation body, Bord na Gaidhlig and other national organisations via the council's website. Further promote Gaelic resources such as Bookbug packs and online activities to encourage usage of Gaelic in the home. Explore Family Learning opportunities, and identify	Raised awareness of the importance of the home in the acquisition and usage of Gaelic.	Education Services	September 2021 ongoing

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		facilitators, initially through the Gaelic Circle group in Bathgate.			
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Function	Current Position	Proposed Action	Proposed Outcome/ Indicator	Lead Service/ Officer	Timescale
Gaelic Learner Education (GLE)	<p>There is currently no GLE in West Lothian.</p> <p>Interested teachers / teachers with knowledge of Gaelic are being identified.</p>	<p>Establish a Gaelic steering group for education.</p> <p>Support schools with planning and development of GLE through provision of learning and teaching resources. https://go-gaelic.scot/</p> <p>Develop GLE opportunities as part of the 1+2 Languages approach.</p> <p>Promote opportunities for digital learning of Gaelic in secondary, including opportunities for regional SQA accredited courses (for example through the E-Sgoil or schools in Edinburgh).</p> <p>Explore opportunities for learner involvement in Gaelic cultural experiences. Increased opportunities for young people to be involved in Gaelic cultural experiences.</p>	<p>Increased support and opportunities for GLE at all levels.</p> <p>Increased number of learners experiencing GLE.</p> <p>Increased opportunities for professional learning in Gaelic for teachers and improve education.</p>	Education Services	September 2021 ongoing

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		Offer professional learning opportunities for interested teachers / teachers with a knowledge of Gaelic (for example through adult learning opportunities and the Gaelic Learning in Primary School Consortium).	Better staff awareness of Gaelic learning, resources and funding opportunities.		
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Function	Current Position	Proposed Action	Proposed Outcome/ Indicator	Lead Service/ Officer	Timescale
		Raise awareness across school communities of GLE through established communication channels (for example via 1+2 Twitter account, school Twitter accounts, school websites, council communications, etc)			
Gaelic Medium Education (GME)	GME is currently provided through a partnership agreement with City of Edinburgh Council.	Review existing information on GME provided on West Lothian Council's website to include broader information about GME provision at all levels in line with the statutory guidance for Gaelic education. Communicate and promote pre-school age Gaelic Medium Playgroup opportunities through Early Learning and Childcare communication channels and via West Lothian Council's website. In order to increase the	Clear information on GME at all levels is easily available through West Lothian Council's website.	Education Services	September 2021 ongoing

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		learning of Gaelic in the area at early years level, we will support Gaelic early years' organisations.			
		Track and monitor uptake of	Sustained or increased uptake of GME		

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Function	Current Position	Proposed Action	Proposed Outcome/ Indicator	Lead Service/ Officer	Timescale
		<p>GME in partnership with City of Edinburgh Council.</p> <p>Work in partnership with City of Edinburgh Council to support and sustain current arrangements and to align planning around GME.</p> <p>Provide opportunities for dialogue with Parent Councils and wider parent body regarding Gaelic Language Plan and GME / GLE provision.</p> <p>The council provides a commitment to consider what the West Lothian position and strategy would be in the event that provision by City of Edinburgh Council is unavailable or insufficient to meet West Lothian's GME needs, including entering into dialogue with other local authorities to explore alternative partnership arrangements.</p> <p>Commitment to support adult learning opportunities and promote where possible.</p>	<p>partnership provision with ongoing review of arrangements and capacity.</p> <p>Positive evaluation of GME arrangements and co-ordinated planning in place.</p>		

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Gaelic in Adult Learning	There is currently no Gaelic Adult Learning provision in West Lothian	<p>A commitment to support adult learning opportunities and promote these where possible.</p> <p>A commitment to support adult learning opportunities and promote these where possible, particularly for adult learning community classes (paid for) and offer as part of the community schools programme.</p> <p>Develop opportunities for digital Gaelic learning for adults. A commitment to support adult learning opportunities and promote these where possible.</p> <p>Work with partners/schools to</p>	<p>Adults in West Lothian have access to Gaelic language provision where there is a demand for this.</p> <p>Adults in West Lothian increase their Gaelic language skills where there is a demand for this.</p>	Adult Learning (Education Services)	September 2021 ongoing

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Function	Current Position	Proposed Action	Proposed Outcome/ Indicator	Lead Service/ Officer	Timescale
		support Family Learning in Gaelic.			
Working with Partners	An Education Officer and 1+2 Languages Development Officer (with Gaelic as part of remit) are engaging with national organisations and local authorities to support Gaelic Language Planning and build networks.	<p>Maintain dialogue and co-operation with East and Mid Lothian Councils in development, implementation and review of Gaelic Language Plan.</p> <p>Develop dialogue regarding Gaelic learning with partners in the Regional Improvement Collaborative and explore opportunities for joint working.</p> <p>Work in partnership with City of Edinburgh Council to sustain GME provision.</p> <p>The council provides a commitment to consider what the West Lothian position and strategy would be in the event that provision by City of Edinburgh Council is unavailable or insufficient to meet West Lothian's GME needs, including entering into dialogue with other local</p>	Partnership working leads to strategic planning, increased collaboration and sharing effective practice in development of Gaelic learning.	Education Services	September 2021 ongoing

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		<p>authorities to explore alternative partnership arrangements.</p> <p>Establish a Gaelic steering group for education including key stakeholders</p>			
	<p>There is currently no Gaelic provision with local further education providers</p>	<p>Consult with local further education sector regarding Gaelic provision and seek expertise of colleagues at</p>	<p>Opportunities are developed for adults to engage in Gaelic learning.</p>		

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Function	Current Position	Proposed Action	Proposed Outcome/ Indicator	Lead Service/ Officer	Timescale
	or local businesses/tourism.	Newbattle Abbey College to explore development of local opportunities. Identify key local partners (for example from business or tourism) and explore potential for collaboration to support Gaelic learning and usage.			

Language Usage

The National Plan seeks to encourage greater use of Gaelic, to provide opportunities to use the language and to promote access to Gaelic forms of expression. The Council will encourage its use, and seek to support them. For example, the Council will continue to offer Gaelic groups access to council controlled meeting accommodation free of charge, where this is possible. The council will continue to work with Gaelic groups and Management Committees to provide alternative accommodation, where required. The Council is working, through the tackling depopulation outcome in the SOA, to develop its tourism offer, and the National Plan will be used to inform this development.

West Lothian Council recognises that creating a sustainable future for Gaelic requires not only increasing the number of people able to speak the language, but increasing actual usage. We recognise the importance of enabling more people to use Gaelic as their preferred and normal mode of communication in an increasingly wide range of daily activities.

- Gaelic in Communities
- Gaelic in the Arts
- Gaelic in Tourism, Heritage and Recreation

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Function	Current Position	Proposed Action	Proposed Outcome/ Indicator	Lead Service/ Officer	Timescale
Gaelic in Communities	There is currently no Gaelic Adult Learning provision in West Lothian	<p>A commitment to support adult learning opportunities and promote these where possible.</p> <p>Consider opportunities for digital Gaelic learning for adults.</p> <p>Work with partners/schools to support Family Learning in Gaelic.</p>	<p>Adults in West Lothian have access to Gaelic language provision where there is a demand for this.</p> <p>Adults in West Lothian increase their Gaelic language skills where there is a demand for this.</p>	Adult Learning (Education Services)	September 2021 ongoing
Gaelic in the Arts	<p>There is currently no routine consideration of the Gaelic language when programming Public and Visual Arts provision.</p> <p>There is currently no routine consideration of the Gaelic</p>	<p>On an annual basis, the Public Art Strategy Group will identify options to enhance the use of Gaelic in the council's Public and Visual Art programmes.</p> <p>The council will work with its partners who have responsibility for the operation of West Lothian's Performing Arts.</p> <p>A commitment is made to include information about Feisean and</p>	<p>The council can demonstrate inclusion of Gaelic language in its Public and Visual Art programmes.</p> <p>The council can demonstrate inclusion of Gaelic language and/or culture in key</p>	<p>Education Services (Culture and Sport)</p> <p>Education Services (Culture and Sport)</p>	September 2021 ongoing

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		Gaelic Books Council on the council's website			
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Function	Current Position	Proposed Action	Proposed Outcome/ Indicator	Lead Service/ Officer	Timescale
	language when working with key delivery partners on programming the Performing Arts.	venues to encourage programming which incorporates the Gaelic language and/or culture.	delivery partners Performing Arts programmes		
Gaelic in Tourism, Heritage and Recreation	There is currently no routine consideration of the barriers to participating in physical activity for Gaelic language speakers	<p>The partnership agreement with sportscotland for the delivery of Active Schools and Community Sports will include a commitment to considering the barriers to participation for Gaelic language speakers and this consideration will be given when developing annual programmes of activity on a school by school basis. Community sports clubs will also be encouraged to consider such barriers and be supported to identify approaches to overcome them.</p> <p>A commitment to liaise with Visit Scotland regarding opportunities to promote Gaelic tourism in the area</p>	Increased levels of participation in physical activity for Gaelic language speakers and in the number of community sports clubs whose plans identify approaches to overcome barriers for Gaelic language speakers	Education Services (Culture and Sport)	Sept 2021

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Language Status

The National Plan seeks to increase the visibility of Gaelic, enhance its recognition and create a positive image for Gaelic in Scottish public life. In preparing this Gaelic Language Plan West Lothian Council is helping to raise the profile of the Gaelic language in the West Lothian area.

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Function	Current Position	Proposed Action	Proposed Outcome/ Indicator	Lead Service/ Officer	Timescale
Language Status	There is currently no routine consideration of the Gaelic language when considering signage	Recognising the importance of Gaelic, the Council will seek to promote a positive image of Gaelic locally and increase the visibility of Gaelic, for example in new signage.	The council will demonstrate inclusion of Gaelic language and ensure that the language is more visible in West Lothian	Road Services Manager/Asset Manager	September 2021 ongoing
Language Status	There is currently no routine Consideration of consultation with Gaelic groups or promotion of the Gaelic language	The council will continue to consult with Gaelic groups in West Lothian on the development and progression of the Gaelic Language Plan. Gaelic will feature in the council's communications guidelines	West Lothian Council recognises that the status of a language is affected by its presence in the daily environment and the extent to which it is used, valued and perceived to be valued by those institutions which play an important role in our daily lives.	Customer Services Manager/Corporate Communications Manager	September 2021 ongoing

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Language Corpus

West Lothian Council recognises the need to strengthen the relevance and consistency of Gaelic, the importance of facilitating translation services.

Function	Current Position	Proposed Action	Proposed Outcome/Indicator	Lead Officer/Service	Timescale
Language Corpus	There is currently no routine consideration of Gaelic language in the council's translation services.	<p>The Council will adhere to the most recent Gaelic Orthographic conventions and place-names as advised by The Gaelic Place-names of Scotland.</p> <p>A commitment is provided to ensure Gaelic translations are provided to a high professional standard.</p>	West Lothian Council recognises that the status of a language is used consistently, correctly	Asset Manager/Customer Services Manager/Roads Manager/Corporate Communications Manager	September 2021 ongoing

2.3. Corporate Service Aims

The Bòrd has identified four core areas of service delivery that it wishes public bodies to address when preparing Gaelic Language Plans:

1. **Identity and Status** including, corporate identity and signage and expanding visibility of Gaelic
2. **Communications**, including, reception, telephone, mail and e-mail, forms and complaints procedures
3. **Publications**, including, public relations and media, printed material and websites
4. **Staffing**, including recruitment and training

West Lothian Council recognises that action in each of these areas can help raise the visibility and profile of Gaelic and bring greater opportunity for Gaelic speakers to use the language.

The plan has been developed taking account of the West Lothian residents who are Gaelic speakers and of the demand made for information or communication in Gaelic. The council provides a commitment to better promote Gaelic learning opportunities to staff, customers and community.

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Identity and Status

Rationale

The presence of Gaelic in the corporate identity and signs of a public authority enhances the visibility of the language, increases its status and makes an important statement about how Gaelic is valued and how it is given recognition. Developing the use of Gaelic through signage can also enrich the vocabulary of Gaelic users, raise public awareness of the language and contribute to its development. West Lothian Council recognises the importance of raising the visibility of Gaelic, increasing its status and creating a positive image of the language.

Summary of current practice:

West Lothian Council does currently have an agreed policy for the use of Gaelic in its corporate identity.

Function	Current Position	Proposed Action	Proposed Outcome/ Indicator	Lead Service/ Officer	Timescale
Corporate Identity	West Lothian Council's corporate identity does not include any Gaelic language elements	<p>We will review the Council's corporate identity and engage with stakeholders to identify how Gaelic language should be reflected in the Council's corporate identity. Guidelines will be disseminated across the organisation.</p> <p>The council's corporate logo will be made fully bilingual when next renewed.</p> <p>Until then, a bilingual version of the council's logo and corporate letterhead will be developed and used on any Gaelic</p>	<p>The Council's corporate guidelines will incorporate guidelines for the use of Gaelic language in the Council's corporate identity.</p> <p>To show equal respect to Gaelic.</p> <p>Should any communications be received or</p>	Communications Manager	Year one ongoing

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		correspondence with equal respect to English. Guidelines will be disseminated across the organisation.	requested in Gaelic, a Gaelic version of the council's logo will be used on correspondence from the council (letterheads etc)		
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Function	Current Position	Proposed Action	Proposed Outcome/ Indicator	Lead Service/ Officer	Timescale
Signage	No council owned bilingual signage exists in West Lothian	<p>A commitment to create fully bilingual “West Lothian Council” boundary signs and ‘Welcome to West Lothian’ signs will be introduced on a renewal basis</p> <p>When signage is being renewed or replaced at council-owned visitor locations or key council buildings (e.g. country parks and arts venues), a commitment is provided that the new signage shall include Gaelic</p>	<p>Welcome signs at the main entry points into West Lothian will include Gaelic, demonstrating equal respect for Gaelic and English</p> <p>All new signage at council-owned visitor locations will include Gaelic, demonstrating equal respect for the Gaelic and English languages.</p>	<p>Road Services Manager</p> <p>Park & Woodlands Manager/Arts Manager</p>	Year one ongoing

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Communications

West Lothian Council recognises the importance of creating opportunities for the practical use of Gaelic in a wide range of everyday situations and is committed to increasing its level of provision in this area.

Rationale

The use of Gaelic at the initial point of contact that members of the public have with a public authority increases the visible and audible presence of the language, and contributes to the sense that the use of Gaelic is possible and welcome. In addition to raising the profile of the language, it also creates opportunities for its practical use and encourages members of the public to use Gaelic in subsequent dealings with the public authority.

The use of Gaelic in interactions with the authority by mail, e-mail and by telephone is important in creating practical opportunities for the use of the language, and in contributing to the sense that its use is possible and welcome. The presence of Gaelic in a wide range of bilingual forms and Gaelic only forms can also greatly enhance the visibility and prestige of the language. The preparation of Gaelic versions of forms, applications and similar documents can also help the development of the language itself.

Summary of current practice

The council has a translation service contract in place. However West Lothian Council doesn't currently have an agreed policy for the use of Gaelic in its corporate communications or customer service strategy.

Function	Current Position	Proposed Action	Proposed Outcome/ Indicator	Lead Service/ Officer	Timescale
Reception	The Council does not currently have any Gaelic provision in reception areas	The Council's Translation and Interpretation services includes provision of Gaelic	Customers coming into reception areas in Council offices will be engaged with in Gaelic	Customer Services Manager	September 2021 ongoing

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Function	Current Position	Proposed Action	Proposed Outcome/ Indicator	Lead Service/ Officer	Timescale
		<p>Reception/customer services/contact centre staff will be offered and encouraged to uptake Gaelic language skills training to enable them to meet the needs of Gaelic customers.</p> <p>Customers who speak Gaelic will be will be actively offered translation in the Gaelic language</p>	<p>All customer services / contact centre staff will be encouraged and supported to communicate in Gaelic</p>		
Telephone	The Council does not currently have any provision for telephone call handling in Gaelic	<p>The Council's Translation and Interpretation services includes provision of Gaelic</p> <p>Training for customer services/ contact centre staff in how to meet customer needs and ensuring that the needs of people who speak languages other than English including the Gaelic language.</p> <p>Customers who speak Gaelic will be actively offered translation in the Gaelic language</p>	<p>Customers contacting the Council by telephone will be engaged with in Gaelic</p> <p>All customer services / contact centre staff will be encouraged and supported to communicate in Gaelic</p>	Customer Services Manager	September 2021 ongoing

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Function	Current Position	Proposed Action	Proposed Outcome/ Indicator	Lead Service/ Officer	Timescale
Mail and E:Mail	The Council does not currently have an agreed policy on how to respond to Gaelic mail and e:mail	<p>The Council's Translation and Interpretation services includes provision of Gaelic</p> <p>Any mail or e:mail received in Gaelic will be translated and responses will be provided in Gaelic</p> <p>The council will publicise the council's Gaelic services, such as translation, to the public and stakeholders.</p>	<p>All staff will be made aware of the provision to translate mail and e:mail from and into Gaelic.</p> <p>All correspondence received in Gaelic will be replied to in Gaelic</p>	Customer Services Manager & HR (equality)	September 2021 ongoing
Forms (including complaints procedure and handling of complaints)	The Council does not currently have any forms in Gaelic	<p>The Council's Translation and Interpretation services include provision of Gaelic.</p> <p>The Council's website includes an accessibility and translation facility that includes Gaelic. All forms and documents on the Council's website, such as the Council's complaints procedure, can be translated into languages other than English, including Gaelic.</p> <p>Forms or complaints submitted</p>	All staff will be made aware of the website facility that allows all on-line forms to be translated into languages other than English, including Gaelic.	Customer Services Manager/Project and Systems Manager	September 2021 ongoing

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Function	Current Position	Proposed Action	Proposed Outcome/ Indicator	Lead Service/ Officer	Timescale
		<p>in Gaelic will be dealt with in line with English-medium Council standards and protocol.</p> <p>The council will actively publicise the council's Gaelic services, such as translation, to the public and stakeholders.</p>			
Communications Guidelines	The Council does not currently have reference to or guidance on the use of Gaelic within its communications guidelines (West Lothian Way)	The Council's communications guidelines, "The West Lothian Way", will be updated to inform staff on how to respond to communications via mail and email in Gaelic.	Guidance will be in place on the council's website about the Gaelic Language Plan and the requirement to communicate with customers in Gaelic if that is their language of choice.	Corporate Communications Manager	September 2021 ongoing
Website	The council does not currently have any website information aimed at a Gaelic audience	The council will develop a specific web page, with Gaelic content, setting out information relating to the council's Gaelic Language Plan. The council will follow the BnG national guidance on public authority websites when developing our website.	Provide Gaelic speaking customers with information without the need to translate the content	Corporate Communications Manager	September 2021 ongoing

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Publications

West Lothian Council is committed to increasing the use of Gaelic in these areas where the subject matter is of most interest to the general public or relates specifically to Gaelic issues.

The use of Gaelic in a range of printed material can assist Gaelic development in a variety of ways. It helps increase the visibility of the language, it enhances Gaelic's status by being used in high profile publications and it can help develop new and enhance existing terminology. The use of Gaelic in the media helps demonstrate a public authority's commitment to making important information available through the medium of Gaelic, as well as enhancing the visibility and status of the language. As more people access information about public authorities through their websites, making provision for the use of Gaelic can significantly enhance the status and visibility of the language.

Summary of current practice

- West Lothian Council does not currently print material in Gaelic or issue any communications in Gaelic.
- West Lothian Council currently has no Gaelic content on its webpages and no reports are published in Gaelic.

Function	Current Position	Proposed Action	Proposed Outcome/ Indicator	Lead Service/ Officer	Timescale
Website	No content on the website is provided in Gaelic	Review the use of the translation facility. Ensure Gaelic function is fully operational via web translation Review word and PDF forms. Ensure that any documents and forms are available on the web as non PDFs thereby allowing them to be more easily	The council website has an accessibility and translation facility that enables the site and all documents on the site to be translated into Gaelic	Communications Manager	September 2021 Ongoing

Appendix 1 DRAFT

Function	Current Position	Proposed Action	Proposed Outcome/ Indicator	Lead Service/ Officer	Timescale
		<p>translated</p> <p>The council will provide a commitment to actively publicise the council's Gaelic services, such as translation services, to the public and stakeholders.</p>			
Public Relations and Social Media	The Council does not currently have guidelines relating to the use of Gaelic in press releases and social media	Review the use of Gaelic in press releases when requested. The Council's communications guidelines, "The West Lothian Way", will be updated accordingly.	<p>All press releases will be provided in Gaelic and English if related to Gaelic language or culture and when requested by news/media outlets</p> <p>Guidelines will set out how the Council will use Gaelic in press releases relating to Gaelic subject matter</p>	Communications Manager	September 2021 Ongoing

Appendix 1 DRAFT

Function	Current Position	Proposed Action	Proposed Outcome/ Indicator	Lead Service/ Officer	Timescale
		<p>Social Media will be utilised to raise awareness of Gaelic activities.</p> <p>The council will promote the council's Gaelic Language Plan in the council's corporate publications (e.g. Bulletin)</p>	<p>Promotion of Gaelic activities (internal or external) will be promoted on council's Social Media channels and other available channels. Promotion of Gaelic via social media will be recorded and reported on.</p> <p>Promotion of the council's plan and responsibilities contained within the council's corporate newspaper and distributed to all homes</p>		
Printed material – Council documents and papers	The Council does not have a policy relating to the use of Gaelic in printed material	Ensure that guidelines are in place via the West Lothian Way to ensure that content aimed at a Gaelic audience is available in Gaelic.	Documents and printed material that are available on the Council's website can be translated using a new online facility	Customer Services Manager/Communications Manager/Education Services	September 2021 ongoing

Appendix 1 DRAFT

	The Council's Translation and Interpretation	Materials that exist to reach a Gaelic audience will be produced in Gaelic online	Materials that exist to reach a Gaelic audience will be		
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Appendix 1 DRAFT

Function	Current Position	Proposed Action	Proposed Outcome/ Indicator	Lead Service/ Officer	Timescale
	services includes provision of Gaelic	and print	produced in Gaelic online and print		
Printed material in libraries	There is over 40 Gaelic language library and reference books in libraries across schools and communities	The Library service will review its book purchasing policy and practice and source relevant books and printed resources in Gaelic to meet demand	Gaelic books and printed material will be available	Customer Services Manager	September 2021 Ongoing
Public Exhibitions	The Council has not made any provision for Gaelic in any exhibitions it holds	The Museum and Library services will review their exhibitions policies and will make provision for Gaelic in exhibitions	Where there is a demand, will make provision for Gaelic in exhibitions	Customer Services Manager	September 2021 Ongoing

Appendix 1 DRAFT

Staffing

West Lothian Council recognises the importance of seeing Gaelic as an important job skill for some job roles. The council will identify all job roles where it is essential or desirable to learn Gaelic and enable those staff to develop their Gaelic skills.

Rationale

In order to deliver services through the medium of Gaelic, it is necessary to develop the requisite job skills and language skills of staff. The provision of language learning for staff helps promote adult Gaelic learning and promotes Gaelic as a useful skill in the workplace. The identification of jobs in which Gaelic is a designated skill will contribute greatly to the status of the language and to identifying it as a positive skill to acquire.

Function	Current Position	Proposed Action	Proposed Outcome/ Indicator	Lead Service/ Officer	Timescale
Recruitment	There are currently no jobs where speaking Gaelic is an occupational requirement.	If a job has an occupational requirement to speak Gaelic, a commitment is provided to advertise the vacancy in both English and Gaelic.	Bilingual advertisements for posts requiring Gaelic language will appear on myjobscotland and Gaelicteaching.com	HR	September 2021 Ongoing
Training	As there are currently no services provided through the	Employees will be made aware of the council's Gaelic Language Plan and will be provided with contact	The council's Gaelic Language Plan will be available on the intranet and staff will	HR	September 2021 Ongoing

Appendix 1 DRAFT

Function	Current Position	Proposed Action	Proposed Outcome/ Indicator	Lead Service/ Officer	Timescale
	medium of Gaelic, there is no training provided for employees.	information should they wish to develop their own learning in Gaelic. Awareness training on the council's Gaelic Language Plan will be delivered to staff.	be directed to Gaelic personal learning opportunities should they wish to pursue these		
Language Learning	As there are currently no services provided through the medium of Gaelic, there is no training provided for employees.	Employees will be made aware of the council's Gaelic Language Plan and will be provided with contact information should they wish to develop their own learning in Gaelic. A commitment will be provided to promote community classes and this will be promoted to staff. Should any staff member require to learn or improve their knowledge of Gaelic language to fulfil their work remit, then the council will offer language learning opportunities 2019 staff survey results suggested that there is a healthy interest amongst staff to learn Gaelic. As included as	The council's Gaelic Language Plan will be available on the intranet and staff will be directed to Gaelic personal learning opportunities should they wish to pursue these. The council will offer language learning opportunities for staff where this is required to fulfil work remit.	HR	September 2021

Appendix 1 DRAFT

		part of future Employee skills audits/questionnaires, the council will seek to include			
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Appendix 1 DRAFT

Function	Current Position	Proposed Action	Proposed Outcome/ Indicator	Lead Service/ Officer	Timescale
		questions relating to staff Gaelic skills			
Policy development	Gaelic is not currently included as part of the council's Integrated Impact Assessment Process	The Council's Integrated Impact Assessment process will include screening questions relating to Gaelic and signposting those who are developing relevant new policies to the council's Gaelic Language Plan and the National Gaelic Language Plan to ensure that policies are developed in line with these policies.	Ensure council policies are considered and in line with Gaelic Language Plan and national policies	HR	September 2021 ongoing

3. IMPLEMENTATION AND MONITORING

Timetable

This Gaelic Language Plan will formally remain in force for a period of 5 years from this date or until a new plan has been put in place.

The plan will be publicised on the council's website and intranet so that employees can be made aware of the councils' duties under The Gaelic Language (Scotland) Act 2005 and what actions the council intends to take.

Publicising the Plan

West Lothian Council's Gaelic Language Plan will be published bilingually on its website. In addition, we shall:

- issue a press release announcing the plan
- make copies of the plan available in our public offices and reception areas
- make the plan known to employees via our Intranet
- distribute copies of the Plan to Gaelic organisations
- make copies available on request.

Administrative Arrangements for Implementing the National Gaelic Language Plan

This plan is the policy of West Lothian Council and has been endorsed both by our senior management team and Council members.

Overall Responsibility:

The Chief Executive and elected members will be responsible for ensuring that the Council delivers on the commitments set out in this plan.

Individual Staff members:

All employees will be provided with information on the content of the plan via the council intranet and developments will be notified via internal email and departmental meetings. Staff will also be made aware of the plan via the staff induction.

Services delivered by third parties:

All third party organisations which deliver services on behalf of the Council will be advised of the commitments within the Gaelic Language Plan.

Informing other organisations of the Plan

Partner organisations will be advised of the Council's commitments within this Gaelic Language Plan through the Community Planning Partnership. There is a commitment that all third party organisations, partner organisations and others delivering services are aware of the Council's expectation and requirements.

Resourcing the Plan

West Lothian Council will resource the activities outlined through the budgets of responsible services.

Monitoring the Implementation of the Plan

Progress towards the delivery of the plan will be reported annually to the Policy and Resources Policy Development and Scrutiny Panel annually. These progress reports will then be submitted to Bòrd Na Gaidhlig. The council's internal Gaelic officer group – with representation from all Council services – will oversee the delivery and monitoring of the plan.

Appendix 1 DRAFT

Contact details

The senior officer with operational responsibility for overseeing preparation, delivery and monitoring of West Lothian Council's Gaelic Language Plan is:

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Alternatively, contact:

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Livingston
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01506 282006
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**PARTNERSHIP AND RESOURCES POLICY DEVELOPMENT AND SCRUTINY PANEL
WORKPLAN – TO 20 AUGUST 2021**

	Agenda Item	Lead Officer	P&R PDSP Date / Month
1.	Code of Conduct Annual Report	Chief Executive	Annually 3 December 2021
2.	Lothian Valuation Joint Board Annual Report	Chief Executive	Annually 22 April 2022
3.	West Lothian Development Trust Annual Report	Head of Planning, Economic Development & Regeneration	Annually 3 June 2022
4.	Annual Complaints Report	Depute Chief Executive, Corporate, Operational and Housing Services	Annually 20 August 2021
5.	Quarterly Performance Report	Depute Chief Executive, Corporate, Operational and Housing Services	Quarterly 20 August 2021 3 December 2021 22 April 2022 3 June 2022
6.	Horizon Scan Report	Head of Finance and Property Services	Quarterly 20 August 2021 3 December 2021 4 February 2022 3 June 2022
7.	Quarterly Sickness Absence Update	Head of Corporate Services	Quarterly 20 August 2021 3 December 2021 4 February 2022 3 June 2022
8.	Social Security Benefits and Welfare Reform	Head of Finance and Property Services	Biannually 20 August 2021 4 February 2022

DATA LABEL: PUBLIC

	Agenda Item	Lead Officer	P&R PDSP Date / Month
9.	Fire Safety, Asbestos and Legionella Policies and Risk Management Plans	Head of Finance and Property Services	20 August 2021
10.	Draft funding conditions for the award of capital grants to community groups	Head of Finance and Property Services	20 August 2021
11.	TNRP Policies and Practices	Head of Finance and Property Services	20 August 2021
12.	Lothian Valuation Joint Board minutes	Chief Executive	As available

Graham Hope
Chief Executive

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