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Delivering Better Outcomes
Planning, Economic Development & Regeneration
Management Plan
2016/17

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West Lothian Council

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1 Overview

1.1 Introduction

Welcome to the Planning, Economic Development & Regeneration Management Plan 2016/17

Following a service review which reported in late 2015/16 the Council's Planning, Economic Development & Regeneration service grouping was expanded and now covers the functional areas of Economic Development, Employability, Environmental Health & Trading Standards, Planning Services which includes the Education Planning, Environment and Climate Change teams, and Regeneration. The service has also taken over the co-ordinating role in the Community Planning Partnership. The management plan sets out the service priorities for 2016/17 and provides a review of performance over the previous management plan period.

The teams in the service group are linked in three main ways. Firstly, much of the work of the service group is regulatory in nature, covering a range of statutory processes including preparation of the development plan, processing planning and related applications, building warrants and various licence applications. In addition, the regulatory functions cover food safety, workplace safety, trading standards, metrology and a range of consumer and environmental protection activities.

Secondly, all service teams in the service group have a role in increasing economic activity in West Lothian. This is focused through the work of the Economic Development and Employability teams. However, the work of Environmental Health & Trading Standards, Planning Services and Regeneration is also focused on creating a supportive environment for increasing economic output, whilst maintaining protection for customers and the environment.

Finally, the Community Planning Partnership and Climate Change activities of the service overarch the work of not just the service group but the council as a whole.

The activity budget information set out in the body of the management plan details the full range of activities in the service.

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A Review of 2015/16

During the year continued progress was made with implementing the West Lothian Economic Growth Plan which was established following the closure of the Vion/Halls plant in Broxburn in early 2013, with the loss of 1,700 jobs. A mid term evaluation provided positive evidence of the project making a real difference to business confidence. The Steps n2 Work programme continues to go from strength to strength with the project creating its 1,000th opportunity for young people in 2015/16 since its inception in December 2010. This is reflected in significant reductions in unemployment rates, including youth unemployment, over the past year.

Economic conditions remain challenging, but good progress continued to be made with implementing the core development areas and strategic housing sites identified in the adopted West Lothian Local Plan. In 2015/16 the number of house completions remained fairly constant with 756 completions compared with 763 in the previous year.

Key Achievements for 2015/16

- Significant progress on economic recovery and employment growth through the Economic Growth Plan.
- Collaboration on establishing a Edinburgh and South East Scotland City Region Deal.
- Implemented various projects supported by the Village Improvement and Town Centre Capital Funding.
- Engaged positively with the Scottish Government on European Union funding programmes.
- Progressed the Housing Recovery Action Plan with further year on year increases in house completions.
- On-going roll out of LED streetlight replacements, progressed the council's Solar PV projects and commissioned a number of biomass boilers.
- Continued to secure significant levels of developer contributions to support infrastructure improvements and implementation of the West Lothian Local Plan.
- Completed consultation on the West Lothian Local Development Plan (Proposed Plan).
- Completed consultation on the Main Issues Report to the second Strategic Development Plan for Edinburgh and South East Scotland.

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- Published the West Lothian Carbon Management Plan 2015-2020 and the West Lothian Climate Change Strategy 2015-2020.
- Worked with partners in the Financial Harm Reduction Group to protect those most vulnerable in the community through a wide range of initiatives such as call blockers, scams hub, royal mail project and adult protection training.
- Refreshed the Joint Health Protection Plan with Lothian NHS and other Lothian authorities to ensure joint working in the event of any health risk incident.
- Achieved the national 100% target for a full technical assessment of all building warrant applications within 20 days of their receipt. This target has been achieved for 36 consecutive months since the national key performance indicators inception in October 2012.
- Receipt of a positive report card on Building Standards performance from the Scottish Government.
- Agreed a draft air quality action plan for Broxburn and commenced external community consultation.
- Established a community organisations network comprising key community organisation in areas of deprivation. The network has developed terms of reference and an action plan to delivery against in future years.
- Engaged with the developers building the 1,000 houses, council house building programme to support and deliver a range of employment and training opportunities.
- Developed a tobacco resource for schools to use as part of their continuing professional development (CPD) programme.
- Carried out an extensive Placemaking exercise in Whitburn with partners, which has resulted in an agreed master plan.
- Engaged with community planning partners to create a Community Planning Partnership Development Plan in response to Audit Scotland improvement areas and partners self-assessment.
- Supported 1,295 unemployed residents with 769 progressing into employment, education or training.
- Creating a positive destinations websites which provides information for young people to support them into a positive destination.

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The Year Ahead – 2016/17

Outcomes for 2016/17 will continue to challenge and improve on those in previous years. The service will continue to focus on supporting business and creating employment, with the commitment of supporting and creating jobs through the Economic Growth Plan. In addition, the service will continue to assist developers with progressing key development projects while ensuring that the council meets its regulatory obligations, particularly in Building Standards, Environmental Heath, Trading Standards and Planning and improving life chances for residents.

A number of strategies will be progressed during the year. The West Lothian Local Development Plan will be submitted to Scottish Ministers for Examination and the Proposed Plan to the second Strategic Development Plan for Edinburgh and the South East of Scotland will be completed and consultation undertaken.

Key Priorities and Actions for 2016/17

- Contributing to activities and projects aimed at reducing the incidence of smoking in Scotland.
- Continuing the programme of projects in villages and traditional towns to achieve full spend of the capital allocation.
- Maximising EU funding for business development support, LEADER & Employability.
- Working towards a City Deal for Edinburgh & South East Scotland City Region.
- Supporting the Chamber of Commerce led Invest in Youth Board.
- Implementing a number of education and roads projects supported through the Council's Local Infrastructure Fund.
- Continuing to tackle hygiene problems in food premises, trade in counterfeit goods and door-step selling.
- Supporting growth, particularly in the housing and construction sectors.
- Joint working with other services to deliver the council's 1,000 new houses.
- Procurement and implementation of new software to produce forecasts of school capacity requirements.
- Installation and implementation of the *eBuildingStandards* national online portal for the submission of applications and other information to building standards.
- Adoption and implementation of the West Lothian Local Development Plan.

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- Consider the outcomes of the various national reviews of trading standards currently being undertaken at a Scottish and UK level and engage as appropriate.
- Preparing the finalised air quality action plan for Broxburn and proceeding with the declaration of air quality management areas for Linlithgow and Newton, including the preparation of draft action plans for these areas.
- Consider cross service policy implications of the Scottish Government 'Cleaner Air for Scotland' strategy.
- Develop a policy document on adoption and enforcement of compulsory micro-chipping of dogs.
- Using an asset mapping and development approach with communities experiencing disadvantage to establish a replicable model to increase community capacity and resilience through development and delivery of Regeneration Plans.
- Supporting the achievement of the Community Planning Partnership Development Plan including:
    - Enabling enhanced leadership through a focus on cultural and behavioural change.
    - Improving resource aligning and better use of data and information.
    - Developing local community planning arrangement and focusing on place making.
    - Establishing an improved and more effective governance arrangement.
- Carrying out an extensive placemaking exercise in Fauldhouse, and preparing a masterplan for the village.
- Supporting the Voluntary Sector Gateway to implement operational change to the organisation.
- Developing and delivering a range of training courses to support unemployed customers with multiple barriers back into employment particularly women.
- Supporting 1,400 unemployed residents with 700 progressing into employment, education or training.
- Creating 150 wage subsidies with West Lothian Small and Medium Sized Enterprises (SMEs), 24 graduate work experience opportunities and 20 non trade modern apprentices through the Steps n2 Work programme.

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Planning, Economic Development & Regeneration has a key role in facilitating development, including through regeneration. This role remains of importance given the challenging economic circumstances that will continue to impact the development industry. During the year the service will continue to strive to support economic growth through pro-active engagement with the business sector and supporting and promoting West Lothian as an attractive place to invest and do business.

In 2017 the Scottish Government will be devolved responsibility for the provision of employability programmes for customers who are long term unemployed, who have a disability or a health condition. The Employability team will be involved in supporting the required integration into localised provision.

Craig McCorriston
Head of Service

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1.2 Context

West Lothian Council continues to operate in a challenging financial climate with the overall economic position placing severe public expenditure constraints on UK and Scottish budgets, with associated implications for council funding. The council has developed a medium term financial strategy that, through nine modernisation workstreams, will deliver efficiencies to balance income and expenditure plans. Planning, Economic Development & Regeneration will support delivery of this strategy through direct delivery of a number of projects and working in partnership to support delivery of projects in other service areas. Individual units within the service will continue to modernise structures and processes to provide the most efficient model for service delivery.

The principal focus of the work of the service is two–fold. Firstly to promote economic growth while ensuring that development is delivered in compliance with the development plan and regulatory frameworks and, secondly, to protect the health of the community through the application of statute and promoting regeneration. This includes working with individuals, groups and communities in disadvantaged areas to improve their life chances through greater participation and involvement in local decision making.

Promoting growth in the housing and construction sector remains a key focus for the service. The council has identified additional funding to invest in the infrastructure required to support growth. However, while economic circumstances appear to be improving, investment still has to be balanced against risk, and managing risk will continue to be a core consideration. The referendum on the UK membership of the European Union will inevitably create some uncertainty which will have to be managed during the year.

All parts of the service are committed to supporting existing businesses and potential investors and to minimise, as far as possible, the negative impacts created by difficulties in the wider economy.

In these demanding times, it is ever more important that the council makes the most effective use of assets and financial resources in service delivery to continue to provide the greatest positive impact upon the people, families and communities living within West Lothian.

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The purpose of the management plan is to outline the specific activities and actions that the service intends to carry out through the year. It sets out activities and related performance measures. All units within Planning, Economic Development & Regeneration play a vital role in supporting economic growth and balancing this with appropriate protection for customers and the environment. Contributing to the overall strategies, plans and values of the council and the Single Outcome Agreement is integral to all service activities.

1.3 Partnership Working

Effective partnership working is central to the delivery of many of the outcomes supported by Planning, Economic Development & Regeneration. These partnerships take a variety of forms, including statutory and non statutory arrangements. Some operate within a more rigid framework, while others are more flexible and take different forms depending on the outcome which is to be achieved. The principal partnerships are as follows:

The Community Planning Partnership is a partnership of 15 organisations including NHS Lothian, West Lothian Leisure and Jobcentre Plus.

The West Lothian Economic Partnership is a sub group of the Community Planning Partnership and is focused on promoting West Lothian as an attractive place to do business. Partners include the Chamber of Commerce, Federation of Small Businesses, Department of Work and Pensions, Scottish Enterprise, Skills Development Scotland and representatives of the private sector.

Business Gateway Consortium is a partnership between the four Lothian local authorities which oversees the operational delivery of the service and provides strategic leadership for future delivery.

SESplan is the strategic planning authority for Edinburgh and the South East of Scotland. It is a statutory partnership of six planning authorities. The partnership has responsibility for producing the Strategic Development Plan for the area.

The South East of Scotland Building Standards Consortium is an informal partnership of Building Standards services in the Lothians. It provides for peer review when an authority is authorising its own building works and ensures that these works meet the building regulations.

The Joint Health Protection Plan is a plan prepared in partnership with NHS Lothian and the other three local authorities within the Health Board area. It outlines how all partners will work together to protect the health of the community.

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The council will continue to work with Police Scotland when dealing with complex planning enforcement cases.

Key agencies including Scottish Natural Heritage, Scottish Environment Protection Agency, Transport Scotland and Historic Environment Scotland will continue to play a key role in the determination of planning applications.

Planning Services works with Central Scotland Green Network Trust in the implementation of projects that enhance the landscape of West Lothian and provide outdoor access opportunities.

The service will work with our own facilities management services to promote healthy diets in schools and other council facilities, and encouraging participation in the Food Standards Agency Scotland's *Eat Safe* project.

The service will protect those most vulnerable in our society from fraudulent activities by engaging with Police Scotland, Adult Protection and Alzheimer Scotland to identify people who would benefit most from assistance, advice and protection.

West Lothian College is an active member of the Economic Partnership Forum and Enterprise Sub Group which provide leadership to the Economic Growth Plan.

The Working Together Group is an operation sub group of the Economic Partnership Forum which brings together Skills Development Scotland, Department of Works and Pensions and the council to promote a joined up employer offer.

Regeneration and Employability work closely with key community organisations and Community Development Trusts to develop community-led responses within their areas.

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Key Partners for Planning, Economic Development & Regeneration
■ West Lothian Community Health and Care Partnership ■ NHS Lothian ■ West Lothian College ■ Oatridge College ■ Department of Work and Pensions / JobCentre Plus ■ Skills Development Scotland ■ Chamber of Commerce ■ Federation of Small Businesses (FSB) ■ Voluntary Sector Gateway West Lothian ■ Scottish Enterprise ■ HMRC ■ Quality Scotland ■ West Lothian Youth Congress ■ Management Committees ■ Youth Action ■ Education Scotland ■ Police Scotland ■ Scottish Fire & Rescue Service ■ Scottish Childrens Reporters Association ■ Scottish Courts Service ■ COSLA ■ Scottish Government Building Standards Division (BSD) ■ Local Authority Building Standards Scotland (LABSS) ■ South East of Scotland Building Standards Consortium (SESBSC) ■ Local Authority Building Control (LABC) ■ Scottish Natural Heritage ■ Scottish Environment Protection Agency (SEPA) ■ Scottish Water ■ Food Standards Scotland

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1.4 Outcomes, Priorities and Activities

The council has set eight priorities in the current Corporate Plan (2013/17) in consultation with the local community, partners, stakeholders and council staff. These priorities, along with the three enablers themes, represent all the vital activities that the council will undertake in order to achieve better outcomes for West Lothian.

Figure 1 illustrates where the WLAM units in the service *directly* contribute to the council's priorities (and/or) enablers.

Council Priorities	Economic Development	Environmental Health & Trading Standards	Planning Services	Regeneration and Employability
1. Delivering positive outcomes and early intervention for early years			✓	✓
2. Improving the employment position in West Lothian	✓		✓	✓
3. Improving attainment and positive destinations for school children	✓			✓
4. Improving the quality of life for older people		✓		✓
5. Minimising poverty, the cycle of deprivation and promoting equality	✓		✓	✓
6. Reducing crime and improving community safety		✓	✓	✓
7. Delivering positive outcomes on health		✓		✓
8. Protecting the built and natural environment		✓	✓	✓
Enablers				
Financial planning	✓	✓	✓	✓
Corporate governance and risk	✓	✓	✓	✓
Modernisation and improvement	✓	✓	✓	✓

Figure 1: Council priorities and activities

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1.5 Corporate Strategies

The council has corporate strategies that set out what we want to achieve for a particular priority, outcome or targeted group within a corporate planning period (4 years), including what we will do, with our partner services and agencies, to deliver those outcomes.

The service has responsibility for the development and implementation of the following corporate strategies:

Corporate Strategy	Strategy Outcomes	Start	End	Review Date
Strategic Development Plan (The strategic component of the West Lothian Development Plan)	■ Provide a framework for strategic planning decisions ■ Ensure sufficient land is identified to meet housing and economic growth ■ Identify strategic infrastructure requirements	2013	2024	2015 (underway)
West Lothian Local Plan (The local component of the West Lothian Development Plan)	■ A framework for development management decisions ■ Identify sites to meet projected housing and economic growth ■ Identify local infrastructure requirements	2009	2024	N/A (Replaced by the Local Development Plan)
West Lothian Local Development Plan (The local component of the West Lothian Development Plan)	■ A framework for development management decisions ■ Identify sites to meet projected housing and economic growth ■ Identify local infrastructure requirements	2014	2024	2018

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Corporate Strategy	Strategy Outcomes	Start	End	Review Date
Economic Strategy	■ Support individuals into jobs / training ■ Reduce the unemployment rate particularly for those aged 18-24 ■ Promote West Lothian as a place to do business ■ Increase attainment levels	2014	2019	2019
Learning and Skills Framework	■ Improved skills for young people and adults. ■ Lifelong learning embedded in communities. ■ Greater capacity in community organisations. ■ Empowerment of disadvantaged communities and groups.	2015	2018	September 2017
Regeneration Framework	■ Employment and Employability; ■ Early Years and Family Learning; ■ Health and Wellbeing; ■ Economic Development; and ■ Community Capacity and Cohesion	2014	2033	September 2016
Climate Change Strategy	■ Provide a framework for reducing the council's impact on climate change ■ Provide a framework for adaptation to the impacts of climate change ■ Set a framework for carbon management and reduction	2015	2019	2019

Figure 2: Corporate Strategies

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2 Planning, Economic Development & Regeneration Service Structure

The service is part of the Education and Planning directorate and the management structure is outlined in figure 3 below. A service review of the Employability, Community Planning & Regeneration teams is on-going and appointment to posts remains to be made.

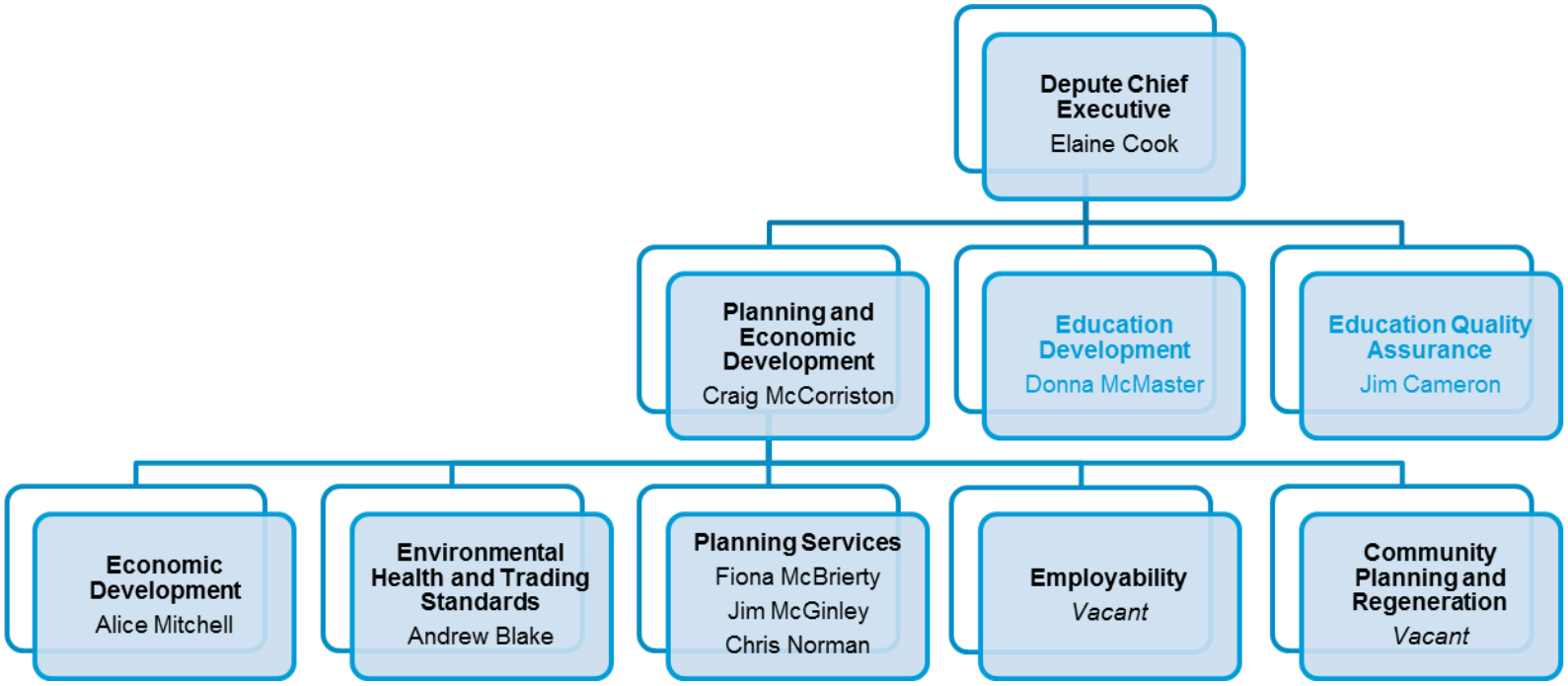

Figure 3: Planning, Economic Development & Regeneration Service Structure

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3 Service Activity

3.1 Regeneration and Employability

Manager:	Vacant
Number of Staff (FTE):	23.4
Location:	West Lothian Civic Centre

Purpose

The purpose of the Regeneration and Employability teams is to tackle inequalities by engaging with individuals and communities to improve their life chances. Evidence identifies that those living in the worst 20% of areas (as defined by the Scottish Index of Multiple Deprivation) will experience worse outcomes across a range of indicators compared to not only those in the best 20% but against the local and national averages.

Activities

The main activities of the service in 2016/17 will be:

- Enabling and facilitating community engagement and implementing the key elements of the Community Empowerment Scotland Act and the Community Justice Scotland Bill.
- Supporting the achievement of the CPP development plan.
- Providing facilitation and administrative support to the community planning partnership.
- Developing and delivering a range of training courses to support unemployed customers with multiple barriers back into employment, education or training.
- Supporting customers to alleviate the impact of welfare reform on them by supporting them back into employment, education or training.
- Continuing to support wage subsidies, West Lothian Jobs fund, graduate work experience and non trade modern apprenticeship opportunities via the Steps n2 Work programme.
- Leading the production of local Regeneration Plans in eight key communities in West Lothian
- Carrying out an extensive placemaking exercise in Fauldhouse, and develop a masterplan for the village.
- Support the implementation of the agreed action points from the Whitburn placemaking exercise with local partners.
- Supporting the Trustees of the Third Sector Interface to implement operational change in the organisation.

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- Support 1,400 unemployed resident with 700 of them progressing into a positive destination.

Key Partners

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

- West Lothian College
- Police Scotland
- Scottish Fire and Rescue Service
- Community Councils
- Adult Training Centre
- Department of Work and Pensions
- B4 and Onto Work, Ability Centre
- West Lothian Youth Action Project Business Gateway
- Local community development trusts and voluntary sector organisations
- Voluntary Sector Gateway West Lothian
- NHS Lothian
- The third and voluntary sector
- Skills Development Scotland
- Jobcentre Plus

Customer Participation

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

Customer Consultation Schedule				
Customer Group	Survey Method	Frequency	Responsible Officer	Feedback Method
Residents engaged or potentially engaged in employability initiatives.	Door knocking / Questionnaire/ stakeholders	Quarterly	Service Manager	Email to customers/ leaflets.
Key community organisations and partners in areas of high deprivation.	Questionnaire / stakeholder events	Annually	Team Leader	Email to customers/ community notice boards.
Residents engaged or potentially	Questionnaire / stakeholder events	Annually	Team Leader	Email to customers/ community

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Customer Consultation Schedule				
Customer Group	Survey Method	Frequency	Responsible Officer	Feedback Method
Citizens panel members.	Quality of Life survey and thematic focused surveys	Quality of life survey is every 3 years. Survey due 2016. Thematic surveys carried out by partners.	Community Planning Development Officer	Quality of Life (QoL) survey report. QoL survey report informs key SOA indicators.
Community groups.	Community Engagement practitioners network	Quarterly	Community Planning Development Officer	To CPP board and SG and to other forums as appropriate
Equality groups.	Through equality forums and let's talk equalities events	Let's talk Equalities bi annually, forums meet quarterly.	Community Planning Development Officer	
Wider stakeholders.	Community planning newsletter and website	Quarterly newsletter. Regular website updates	Community Planning Development Officer	Newsletter, website, inside news.

Employee Engagement

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.

Employee Engagement Schedule			
Employee Group	Engagement Method	Frequency	Responsible Officer
All employees	Appraisal & Development Review (ADR)	6 monthly	Service Managers
All employees	One-to-ones	Fortnightly / monthly	Service Managers and Team Leaders
All employees	Team meetings	Fortnightly / monthly	Service Managers and Team Leaders
Employee sample	Employee survey	Annually	Service Managers
All employees	Management Plan Launch	Annually	Service Managers
All employees	Team Development day	Annually	Service Managers

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Activity Budget

Activity Budget 2016/17

Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2016/17	PI Category	Staff Resources (FTE)	Revenue Expenditure Budget 2016/17 £	Revenue Income Budget 2016/17 £	Net Revenue Budget 2016/17 £
Community Regeneration	To work with all Community Planning Partners to ensure that they are working together in 9 multi member wards with the common aim of closing the opportunity gap.	5. Minimising poverty, the cycle of deprivation and promoting equality	CRRE082_9b Percentage of health checked voluntary organisations where there was evidence of a planned approach to income and expenditure and finances are robustly controlled. Target 95%	PUBLIC	10.1	2,091,404	0	2,091,404
			CRRE074_9b Number of people accessing health improvement initiatives Target 1200	WLAM				
Employment and Skills	Supporting residents to secure and sustain employment, education or training opportunities. This involves developing their individual employability skills. Services delivered outreach in areas of high unemployment.	2. Improving the employment position in West Lothian	CRRE051_9a.1c Cost per employability client supported into work, training and education. Target £470.98	PUBLIC	5.7	247.930	0	247,930
			CRRE070_9b.1a Number of Job Candidates Supported by Council's Employability Service. Target 1400	WLAM				
Service Support	Provision of management and administrative support.	Enabler Service - Corporate Governance and Risk		PUBLIC	0.6	37,111	0	37,111

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Activity Budget 2016/17

Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2016/17	PI Category	Staff Resources (FTE)	Revenue Expenditure Budget 2016/17 £	Revenue Income Budget 2016/17 £	Net Revenue Budget 2016/17 £
Time Limited - Employability Measures	Additional Training & Employment Opportunities for Young People.	2. Improving the employment position in West Lothian	Progress on delivery of this activity is reported to both CMT and Council Executive on a quarterly basis.	WLAM	4.0	800,000	0	800,000
Time Limited – War Veterans Wage Subsidy Scheme	Additional Training & Employment Opportunities for Young People.	2. Improving the employment position in West Lothian	Progress on delivery of this activity is reported to both CMT and Council Executive on a quarterly basis.	WLAM	0.0	30,000	0	30,000
Time Limited – Skills Training Programme	Additional Training & Employment Opportunities for Young People.	2. Improving the employment position in West Lothian	Progress on delivery of this activity is reported to both CMT and Council Executive on a quarterly basis.	WLAM	3.0	55,000	0	55,000
	Total: -				**23.4**	**3,261,445**	**0**	**3,261,445**

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Actions

Actions - Update from 2015/16 Management Plan – Regeneration & Employability						
Action	Description	Planned Outcome	Owner	Start	End	Status (Planned, Active, Complete)
Embedding the Positive Destinations website into all partners' provision and with all school leavers.	Establish a new website to bring together all employability provision for young people.	All West Lothian school leavers are aware of the website and how to use it.	Regeneration and Employability Co-ordinator and Education Officer	June 2015	January 2016	Complete
The creation of a key community organisations network.	Creation of a network of key community organisations delivering in areas of high deprivation.	Network established and meeting regularly.	Regeneration and Employability Co-ordinator	April 2015	March 2016	Complete
Delivery of the Tobacco resource created in partnership with Fallahill Primary to all primary schools in West Lothian.	Work in partnership with Education to provide CPD for Education staff in primary schools to deliver the resource to pupils.	Primary school staff are aware of the resource.	Team Leader	April 2015	March 2016	Complete
The roll out of the Together For Health Project in the Fauldhouse locality.	Together For Health Project, aimed a tackling childhood obesity, to extend delivery to Fauldhouse.	Project embedded into delivery in the Fauldhouse locality.	Team Leader	April 2015	March 2016	Active

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Actions 2016/17 – Regeneration & Employability

Action	Description	Planned Outcome	Owner	Start	End	Status (Planned, Active, Complete)
To develop eight Regeneration Plans in eight regeneration areas in West Lothian.	To lead the production of local Regeneration Plans in eight key communities in West Lothian.	Eight regeneration plans produced with partners.	Team Leader - Regeneration	April 2016	December 2016	Planned
The delivery of an intensive Placemaking exercise in Fauldhouse.	To carry out an extensive Placemaking exercise in Fauldhouse, resulting in a masterplan for Fauldhouse being developed	Placemaking exercise complete and master plan developed.	Community Planning and Regeneration Manager	March 2016	March 2017	Planned
The creation of a range of training courses to support clients with multiple barriers.	To work in partnership to develop and deliver a range of courses aimed at supporting customers furthest from the labour market, i.e. lone parents, back into work.	Courses developed. 3 courses delivered.	Employability Manager	April 2016	March 2017	Planned

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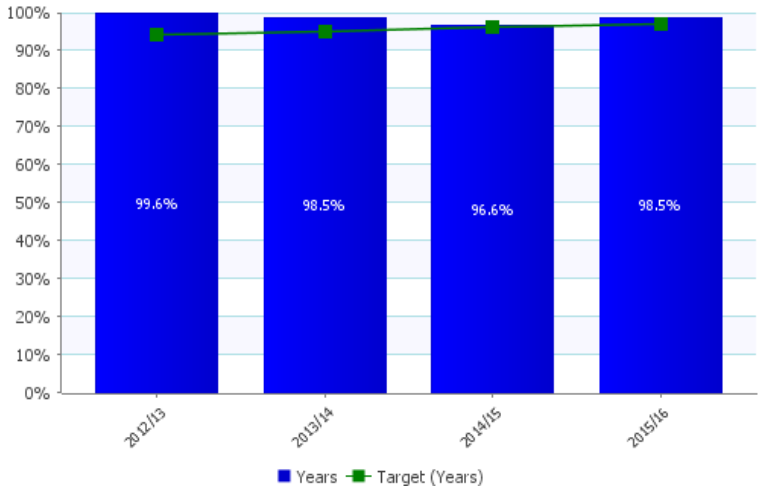
Performance

Performance Indicator	**Regeneration & Employability - Access2employment Customer satisfaction with the service overall**	*P:CRRE007_6a.7*
Description	This performance indicator measures the percentage of customers who rated the overall quality of service provided by Access2employment as good or excellent. Customer feedback is sought after advisors have supported customers via a customer survey and customers are asked to rate the overall quality of the Access2employment service provided as; excellent, good, adequate, poor or very poor. All responses ranked as either 'Excellent' or 'Good' are recorded as positive responses. For each month, the cumulative number of positive responses are divided by the total number of responses to determine a percentage. The results of customer feedback are analysed on a monthly basis in order to identify areas for improvement.	



Trend Chart Commentary:

In 2015/16, performance of 98.6% overall service quality was achieved against a target of 97%. This is an improvement from 96.6% satisfaction achieved in the previous year. This improvement in performance is as a result of the service increasing the range of services available to customers in 2015/16 by the development of courses to support more vulnerable customers back into work.

While the three year trend between 2012/13 and 2014/15 were downwards, this was reversed in 2015/16. The dips in performance in 2013/14 and 2014/15 were as a result of the increase in demand for the service and a change in the client group to those that require addition support.

2015/16 199 customers satisfaction questionnaires completed 196 rated good or excellent
2014/15 235 customers satisfaction questionnaires completed 227 rated good or excellent
2013/14 264 customers satisfaction questionnaires completed 260 rated good or excellent
2012/13 223 customers satisfaction questionnaires completed 222 rated good or excellent

The target for 2016/17 will be increased to 98% to reflect current performance.

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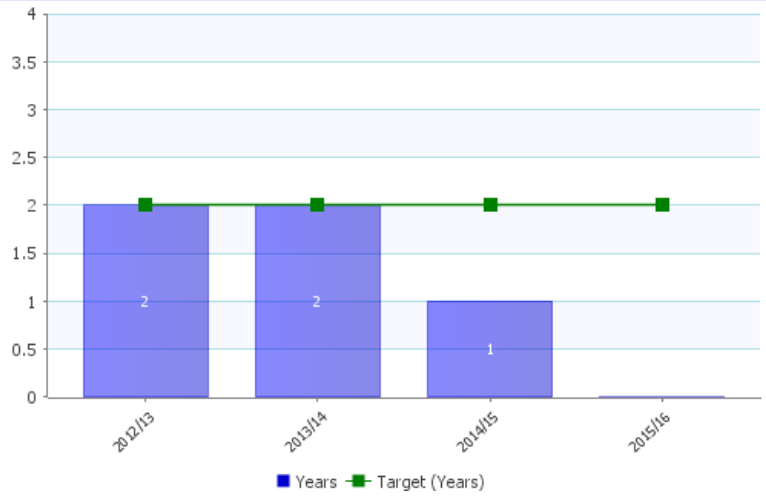
Performance Indicator	**Total number of complaints received by Regeneration and Employability**	*CRRE019_6b.3*
Description	This indicator measures the total number of complaints received during the financial year relating to Regeneration and Employability. This measure is reviewed on a monthly basis however recorded on annual basis. 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.	



Trend Chart Commentary

The trend chart shows a consistently low level of complaints, 0 in 2015/16, 1 in 2014/15, 2 in 2013/14 and 2 in 2012/13.

Customer satisfaction surveys show consistently high levels of service delivery so it is reasonable to expect correspondingly low levels of complaints. The process for encouraging complaints and logging complaints is discussed at team meetings.

Managers review the comments received from customer satisfaction forms to identify possible areas for improvement based on feedback.

The target for 2016/17 is a maximum of 2 complaints per year.

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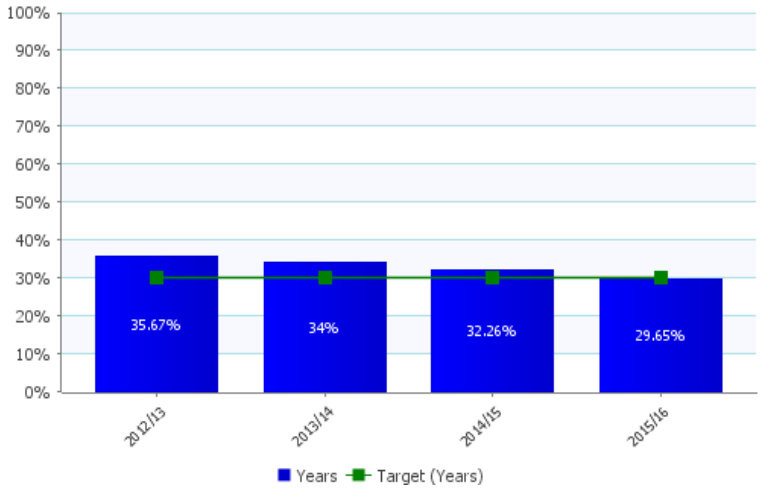
Performance Indicator	**Percentage of customer engaged by Access2employment living in the 20% most disadvantaged datazones**	*CP:CRRE079_9a.1b*
Description	The performance indicators measures the percentage of Access2employment customers who engage with the service who live in the 20% most disadvantages datazones in West Lothian. Datazones are small areas with a population of between 500 and 1000. Customers who engage with the service complete a registration form which contains contact information; this is collated on a monthly basis to monitor the level of registrations for the month. Service provision is structured around targeting disadvantaged datazones and based on the feedback from the level of registrations. This activity contributes to the council priorities of improving the employment position, improving attainment and positive destinations for school children and minimising poverty, the cycle of deprivation and promoting equality.	



Trend Chart Commentary:

In 2015/16, performance of 29.65% of new registrations coming from a Scottish Index of Multiple Deprivation area was achieved against a target of 30%. This is a reduction from 32.26% achieved in the previous year. The reduction is performance is as a result of the increase in repeat customers returning to the service which are not counted as new registrations.

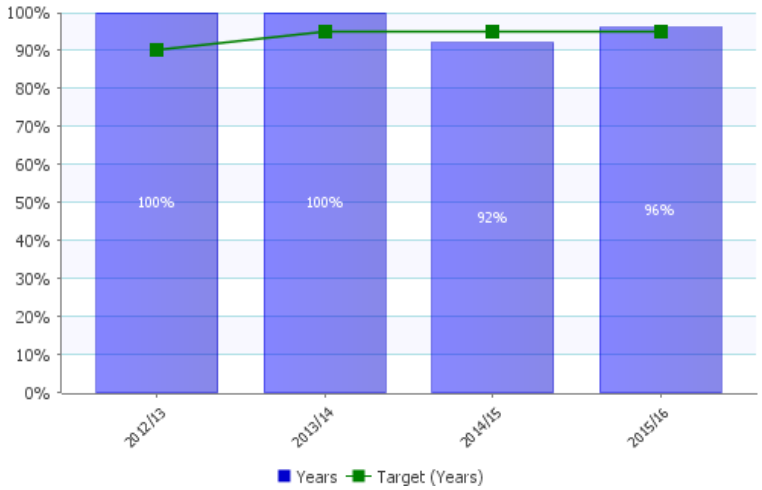
The three year trend is above the target for the indicator but downward in trend during the period. The dip in performance is as a result of the increase in demand for the service from returning customers and changes in the client group to those that require addition support. From 2016/17 the number of returning customers will be recorded and reported on to supplement the information currently being gathered.

2015/16 – 384 registrations out of 1295 registrations lived in a worst 20% area
2014/15 – 400 registrations out of 1240 registrations lived in a worst 20% area
2013/14 – 472 registrations out of 1377 registrations lived in a worst 20% area
2012/13 – 387 registrations out of 1085 registrations lived in a worst 20% area

The target for 2016/17 will remain at 30% to reflect current performance.

Data Label: PUBLIC

Performance Indicator	**Percentage of health checked voluntary organisations where there was evidence of a planned approach to income and expenditure and finances are robustly controlled.**	*CRRE082_9b*
Description	This performance indicator measures the percentage of voluntary sector organisations undertaking West Lothian Council annual health check that demonstrate they have adopted a planned approach to their income and expenditure. Organisations undergo a health check on an annual basis by a West Lothian Council link officer, part of the check it to assess their financial robustness including the adoption of effective financial controls measures. Responses are then analysed to assess to health of the organisation and risk within it. Areas of the organisation are ranked red, amber or green dependant on their performance. Where a red or amber is identified an improvement plan must be identified. This activity contributes to the council priorities of delivering positive outcomes and early intervention for early years, improving the employment position and delivering positive health outcomes.	



Trend Chart Commentary:

In 2015/16 performance of 96% of organisations that demonstrated that they have a planned approach to their income and expenditure was achieved. This is an improvement in performance from 92% in the previous year. This improvement is as a result of 2 organisations carrying out improvement actions relating to issues identified during last year's health check process.

While the four year trend shows reducing performance, this is principally a result of the drop in performance in 2014/15 and it is encouraging that the short term trend has been reversed with improved performance in 2015/16.

2015/16 23 out of 24 organisations demonstrated a planned approach to income and expenditure
2014/15 21 out of 23 organisations demonstrated a planned approach to income and expenditure
2013/14 23 out of 23 organisations demonstrated a planned approach to income and expenditure
2012/13 24 out of 24 organisations demonstrated a planned approach to income and expenditure

The target for 2016/17 will remain at 95%.

Data Label: PUBLIC

Calendar of Improvement and Efficiency Activity

Action	Frequency	2015/16 (✓)											
		Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Performance management	Monthly	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Review of Performance Indicators and targets	Monthly	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Benchmarking	As Required												
Collation Specified Performance Indicators (SPIs)	N/A												
Update of PPR information	Monthly	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
WLAM (assessment)	Six Monthly	✓						✓					
Review Panel	Six Monthly	✓						✓					
Performance Committee	As Required												
Process Review (Lean/RIE activity)	N/A												
Progress review of improvement actions	Monthly	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
CSE preparation	Annual											✓	✓
Inspection or Audit activity	As Required												
Budget Management activity	Monthly	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Equality Impact Assessment(s)	Annual						✓						
Health and Safety Assessment(s)	Annual						✓						
Business Continuity Planning	Annual						✓						
Workforce Planning	Six Monthly	✓					✓						
Appraisal & Development Review (ADR)	Six Monthly	✓					✓						
Review of customer groups/segmentation matrix	Annual										✓		
Customer consultation	Monthly	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Review of Service Standards	Annual										✓		
Planned Engagement activity	Six Monthly		✓						✓				
Website content management	Monthly	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

Performance activity Self Assessment activity Consultation & engagement activity External assessment activity Corporate management activity

Data Label: PUBLIC

3.2 Economic Development

Manager:	Alice Mitchell
Number of Staff (FTE):	28 FTE (14.4 FTE core Staff 13.6 external funded)
Location:	Civic Centre

Purpose

The Economic Development service has a key role in monitoring the West Lothian Economy and providing services to individuals and businesses to help deliver the conditions for economic growth in West Lothian. The Business & Enterprise team deliver support, advice and assistance to individuals starting up businesses in West Lothian; assist existing companies to safeguard jobs and to grow and expand locally; and help attract firms to relocate to the area. The Economic Policy & Business Intelligence team inform and develop the local economic strategy, monitor the economy and maximise income from external sources to support service delivery.

Activities

The main activities of the service in 2016/17 will be:

- Continuing the progression of the West Lothian Economic Growth Plan.
- Promoting enterprise and improving the competitiveness of local firms to retain and strengthen businesses that can grow and create new jobs.
- Supporting the West Lothian Living Wage Coalition to achieve the Living Wage and promote wider to business community.
- Working in partnership with local authorities in the Edinburgh city region to progress the business case for an Edinburgh and South East Scotland City Deal.
- Maximising income from external sources e.g. ERDF, ESF and LEADER to support and enhance local delivery.
- Reviewing West Lothian as a tourism/visitor destination and promoting the competitiveness of our town centres.
- Reviewing of activities across service to achieve efficiencies.
- Developing Scotland's Young Work Force.

Key Partners

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

Data Label: PUBLIC

- The Scottish Government
- Scottish Enterprise.
- The Chamber of Commerce and Federation of Small Businesses.
- West Lothian College.
- Department of Work and Pensions.
- Skills Development 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				
Customer Group	Survey Method	Frequency	Responsible Officer	Feedback Method
Business Gateway – Start Up Service users	Telephone / Online	Ongoing	Business Development Manager	Publication on the website
Business Gateway – Growth Service users	Telephone / Online	Ongoing	Business Development Manager	Publication on the website
Visitors to West Lothian	Market Research	Annual	Business Growth Advisor	Publication on the website
Business Information customers	Survey Monkey	Ongoing	Economic Development Officer	E mail
E-zine readers	Survey Monkey	Annual	Economic Development Officer	E mail
Traditional Town Centre users	Market Research	Annual	Tourism and Town Centre Officer	Circulation of minutes
Workshop attendees	Feedback Forms	Ongoing	Business Development Manager	E mail
Economic conference attendees	Survey monkey	Annual	Economic Development Officer	E mail

Data Label: PUBLIC

Employee Engagement

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.

Employee Engagement Schedule			
Employee Group	Engagement Method	Frequency	Responsible Officer
All employees	One-to-ones	Monthly and as required	Economic Development Manager & Team Leaders
All Employees	Appraisal & Development Review (ADR)	6 monthly	Economic Development Manager & Team Leaders
All employees	Team meetings	Fortnightly	Team Leaders (Policy and Growth)
Employee sample	Employee survey	Annually	Economic Development Manager
All Employees	Unit Meeting	Monthly	Economic Development Manager
All employees	Management Plan Launch	Annually	Economic Development Manager
All Employees	Email Updates	Regular Basis	Economic Development Manager

Data Label: PUBLIC

Activity Budget

Activity Budget 2016/17

Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2016/17	PI Category	Staff Resources (FTE)	Revenue Expenditure Budget 2016/17 £	Revenue Income Budget 2016/17 £	Net Revenue Budget 2016/17 £
Economic Development Strategy and Policy	To develop Councils and Partners economic development strategies and to promote West Lothian as a business location to provide economic intelligence and to support and inform policy.	2. Improving the employment position in West Lothian	EDS036_9b Economic Development - Business Information - Total number of information and research responses provided to new and existing businesses and other stakeholders. Target: 552	PUBLIC	5.0	108,756	(73,544)	35,212
			P: EDS013_6a.7 Percentage of customers who rated the overall quality of the service provided by Business Gateway as good or excellent. Target: 95%	PUBLIC				
Town Centre Management & BIDS	To improve and promote traditional town centres as retail, leisure, employment and visitor locations.	2. Improving the employment position in West Lothian	EDS032_9B Town Centre Occupancy Levels for Armadale, Bathgate, Broxburn/Uphall, Linlithgow, Whitburn, and Livingston. Target:94%	PUBLIC	2.5	221,118	0	221,118

Data Label: PUBLIC

Activity Budget 2016/17

Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2016/17	PI Category	Staff Resources (FTE)	Revenue Expenditure Budget 2016/17 £	Revenue Income Budget 2016/17 £	Net Revenue Budget 2016/17 £
			P:EDS013_6a.7 Percentage of customers who rated the overall quality of the service provided by Business Gateway as good or excellent. Target:95%	PUBLIC				
Leader	To support the development and sustainability of rural business and organisations.	2. Improving the employment position in West Lothian	EDS033_9B LEADER Project – NEW PI to be created to reflect the new Programme.	PUBLIC	2.4	54,928	(37,143)	17,785
			P:EDS013_6a.7 Percentage of customers who rated the overall quality of the service provided by Business Gateway as good or excellent. Target:95%	PUBLIC				

Data Label: PUBLIC

Activity Budget 2016/17

Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2016/17	PI Category	Staff Resources (FTE)	Revenue Expenditure Budget 2016/17 £	Revenue Income Budget 2016/17 £	Net Revenue Budget 2016/17 £
Entrepreneurs hip	To provide a wide range of support through Business Gateway branded services to start up and small, growing local companies through one to one consultancy, training, business planning advice, specialist support and access to finance.	2. Improving the employment position in West Lothian	CP:EDS001_9b.1a Number of new businesses started in West Lothian through Business Gateway. Target: 400	PUBLIC	7.0	179,064	(121,087)	57,977
			P:EDS013_6a.7 Percentage of customers who rated the overall quality of the service provided by Business Gateway as good or excellent. Target: 95%	PUBLIC				
Business Information	To provide a quality information and research service to new and existing businesses.	2. Improving the employment position in West Lothian	EDS036_9b Economic Development - Business Information - Total number of information and research responses provided to new and existing businesses and other stakeholders. Target: **552**	WLAM	1.5	41,196	(27,858)	13,338

Data Label: PUBLIC

Activity Budget 2016/17

Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2016/17	PI Category	Staff Resources (FTE)	Revenue Expenditure Budget 2016/17 £	Revenue Income Budget 2016/17 £	Net Revenue Budget 2016/17 £
			P:ED013_6a.7 Percentage of customers who rated the overall quality of the service provided by Business Gateway as good or excellent. Target: 95%	PUBLIC				
Business Development	To support the growth of existing business in West Lothian by supporting them to develop new products and process which will lead to higher turnover and employment.	2. Improving the employment position in West Lothian	CP:EDS002_9b.1a Number of small and medium sized enterprises receiving support by the Economic Development Service's Business Gateway service. Target: **550**	PUBLIC	9.0	165,332	(111,802)	53,530
			P:EDS013_6a.7 Percentage of customers who rated the overall quality of the service provided by Business Gateway as good or excellent. Target: **95%**	PUBLIC				

Data Label: PUBLIC

Activity Budget 2016/17

Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2016/17	PI Category	Staff Resources (FTE)	Revenue Expenditure Budget 2016/17 £	Revenue Income Budget 2016/17 £	Net Revenue Budget 2016/17 £
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 services.		0.6	78,717	0	78,717
	Total: -				**28.0**	**849,111**	**(371,434)**	**477,677**

Data Label: PUBLIC

Actions

Actions 2015/16						
Action	Description	Planned Outcome	Owner	Start	End	Status (Planned, Active, Complete)
Visit West Lothian (VWL).	Support VWL in looking at alternative funding models.	Refocus of VWL.	Economic Development Manager/ Policy Manager	April 2015	March 2016	Complete.
Post 2014 European Union (EU) Funding Action Plan.	Plan for West Lothian to ensure continued external income from EU ERDF /ESF/ Leader.	Plan completed by March 2015.	Economic Development Manager/ Policy Manager	March 2013	June 2016	Active** delayed due to Scottish Government changes in operational approvals.

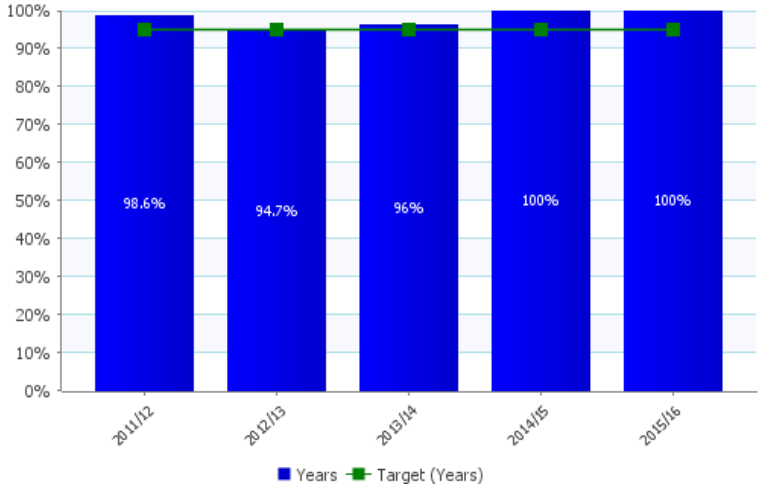
Data Label: PUBLIC

Actions 2016/17						
Action	Description	Planned Outcome	Owner	Start	End	Status (Planned, Active, Complete)
Scottish Loan Fund.	Promote the uptake of the SULCO to new start companies.	Improve the competitiveness of our companies.	Business Development Manager	January 2015	March 2016	Active
Edinburgh and the South East Scotland City Deal.	Working in partnership to develop the business case for an Edinburgh and the South East of Scotland City Region Deal.	Improve the economic prosperity of the region.	Economic Development Manager	January 2015	June 2016	Active
West Lothian Economic Growth Plan (Implementation).	Implementation and monitoring of the plan.	Delivery a series of outputs as agreed by year one of the plan.	Economic Development Manager/Business Development Manager	April 2013	January 2018	Active
Town Centre and Villages Management Projects.	Manage the implementation of the Town Centre and Villages Capital Funds.	Improve the attractiveness and competitiveness of our towns and villages.	Economic Development Manager / Town Centre Manager	June 2013	March 2018	Active

Data Label: PUBLIC

Performance

Performance Indicator	**Business Gateway - Customer satisfaction with the service overall**	*P:EDS013_6a.7*
Description	This performance indicator measures the number of Business Gateway customers that rated our 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. The survey is a representative sample of customers from the preceding month which are invited to provide feedback by means of a postal, e-mail or online feedback form. Results are analysed to identify improvements to way the service is delivered to customers. West Lothian Business Gateway provides advice and assistance for new/growing businesses and promoting entrepreneurship.	



Trend Chart Commentary:

In 2015/16 and 2014/15 performance of 100% overall service quality was achieved against a target of 95%. This is an improvement from 96% satisfaction achieved in 2013/14.

The three year trend is upwards from 94.7% to 100%. This reflects a greater emphasis on adviser awareness of this indicator. Awareness is raised through monthly job chats and service planning meetings. Where there are adverse comments from customers, this is addressed with the customer and adviser to understand the issue. In addition, advisers are recognised where customers rate service delivery as 100% good or excellent. This reinforces the culture of improvement.

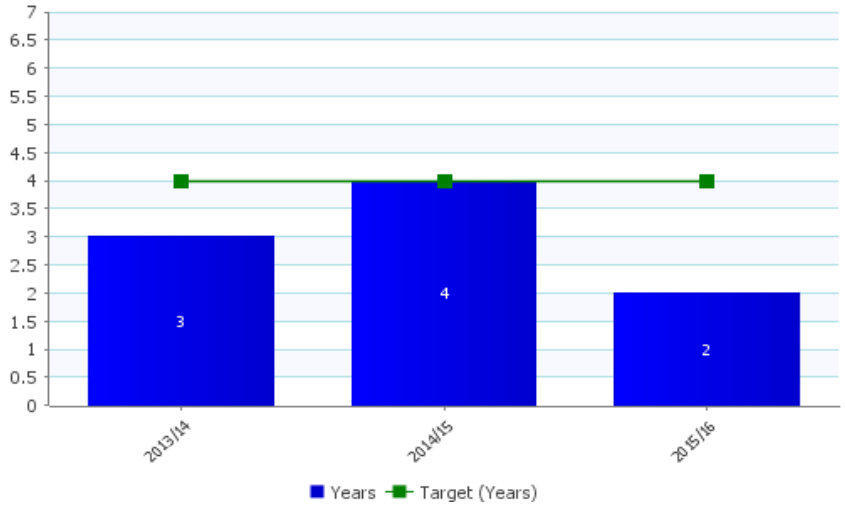
By driving up the volume of customer responses, we will gather a more robust data set.

While the target for 2015/16 is 95%, we will aim to achieve a higher level than this target.

Target for 2016/17: 95%

Data Label: PUBLIC

Performance Indicator	**The number of complaints received by Economic Development that were upheld / partially upheld.**	*P:EDS031_6b.4*
Description	This performance indicator measures the overall number of complaints to Economic Development Service that have been investigated and upheld or part upheld during each year. For each year the total number of complaints responded to within relevant time-scale. 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.	



Trend Chart Commentary:

In 2015/16, a total of 2 complaints were received. This is lower than the 4 received during 2014/15. While all 2 complaints were upheld, each case has been treated as an opportunity for continuous improvement and learning.

Given the volume of start-ups supported (407) and growing businesses supported (539), this level of 2 complaints is low.

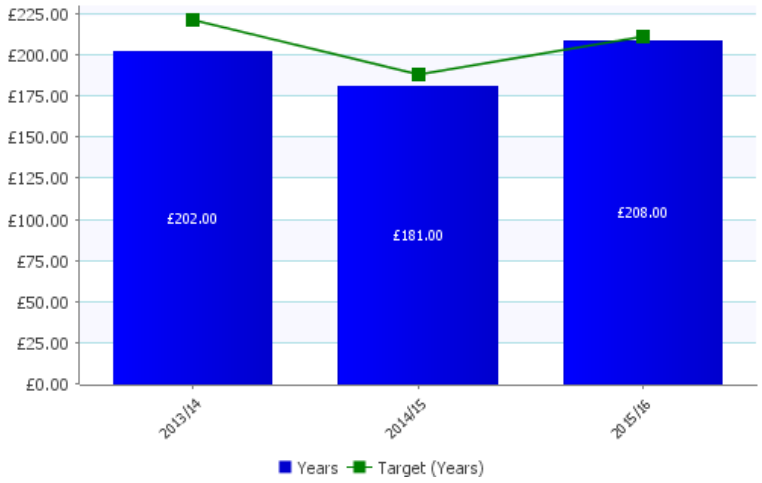
Number of complaints received by Economic Development that were upheld / partially upheld for each year is as follows:

2015/16 2 out of 2 (100%)
2014/15 4 out of 4 (100%)
2013/14 3 out of 3 (100%)

The target for 2016/17 is for no more than 4 complaints to be upheld/partially upheld.

Data Label: PUBLIC

Performance Indicator	**Net Cost of Business Start Up.**	*P:EDS046_9a.1a*
Description	This is the annual net cost of supporting a customer to start-up in business through the Council's Business Gateway service. The budget versus the actual cost will be monitored on an annual basis. The target cost will be worked out through using the activity budget prepared by Finance. This figure will then by divide by annual start-up target. The actual cost will be calculated through the year end data.	



Trend Chart Commentary

The target for 2015/16 was £211 per business. The actual number of starts achieved was 407 at a cost of £208 per business. Therefore the target was achieved. The lower number of starts compared with 2014/15 is in part a consequence of an improving job market with fewer individuals choosing a self-employment option as a means of finding employment.

In 2014/15, the budget available for the start-up service reduced to £84,515. With a start-up target of 400 businesses, this translated into a net cost target of £211 per each business start-up. Again the number of businesses supported exceeded target with 447 starts being assisted, and the net cost for each business start was £189.

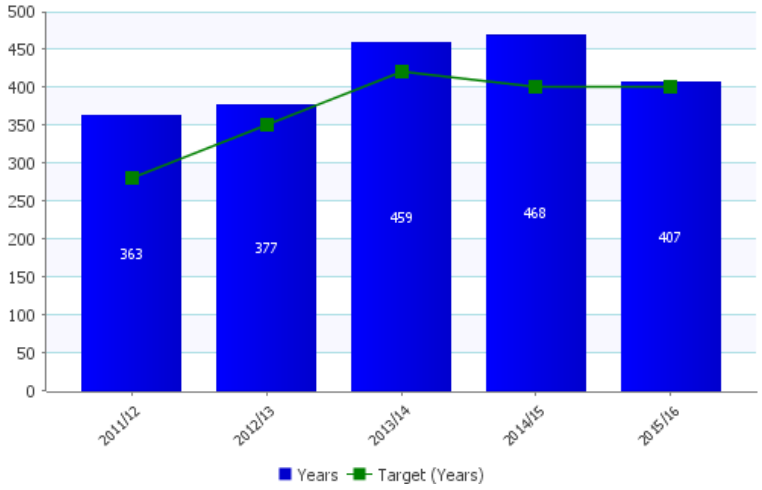
In 2013/14, the net cost of a business start-up was £202 per business, compared with a target of £221. The target was based on a net revenue budget cost of £92,727 and an aspiration of assisting 420 businesses. However, a total of 459 businesses were assisted, so the net cost was significantly lower than the target for the year.

Further work on benchmarking the cost of business start-up activity across Scotland is being undertaken through SLAED and the Improvement Service.

The estimated target for 2016/17 is £145 per business. This is based on a further significant reduction in the activity budget with 400 start-ups supported.

Data Label: PUBLIC

Performance Indicator	**Number of new businesses started in West Lothian through Business Gateway.**	*CP:EDS001_9b.1a*
Description	This performance indicator measures the number of new businesses which are helped to start trading by the Council's Business Gateway service. Business start-up is a key element in creating a diverse and sustainable local economy. Every pre-start business is assigned a dedicated business adviser. Each adviser records when one of their clients starts trading. Starts are recorded monthly and the target is reported annually. This service is delivered as part of the Business Gateway contract.	



Trend Chart Commentary:

In 2015/16, we helped 407 new businesses to start-up. We agreed a target of 400 starts for 2015/16.

This is down on the previous two years as unexpected staffing issues arose, however due to the flexibility of the team the target was exceeded.

The achievement of 468 starts in 2014/15 was an increase of over 24% on the 377 starts achieved during 2012/13. The three year trend in starts from 2012/13 to 2014/15 is improving from 377 starts to 468. This can be explained by two key changes in service. In October 2012, a new Business Gateway contract was agreed which enables more flexibility over local delivery. In particular, our service can engage in more depth with local partners including Job Centre and West Lothian College. The second factor helping improve performance from 2011/12 onwards is the establishment of outreach promotion and better partnership working.

Target for 2016/17: 400

Data Label: PUBLIC

Calendar of Improvement and Efficiency Activity

Action	Frequency	2015/16 (✓)											
		Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Performance management	Monthly	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Review of Performance Indicators and targets	Monthly	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Benchmarking	As Required												
Collation Specified Performance Indicators (SPIs)	N/A												
Update of PPR information	Monthly	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
WLAM (assessment)	Annual	✓											
Review Panel	Annual		✓										
Performance Committee	As Required												
Process Review (Lean/RIE activity)	N/A												
Progress review of improvement actions	Monthly	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
CSE preparation	Annual									✓	✓		
Inspection or Audit activity	As Required												
Budget Management activity	Monthly	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Equality Impact Assessment(s)	Annual							✓					
Health and Safety Assessment(s)	Annual							✓					
Business Continuity Planning	Annual							✓					
Workforce Planning	Six Monthly	✓						✓					
Appraisal & Development Review (ADR)	Six Monthly	✓						✓					
Review of customer groups/segmentation matrix	Annual										✓		
Customer consultation	Annual										✓		
Review of Service Standards	Annual										✓		
Planned Engagement activity	Annual										✓		
Website content management	Monthly	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

Performance activity Self Assessment activity Consultation & engagement activity External assessment activity Corporate management activity

Data Label: PUBLIC

3.3 Environmental Health & Trading Standards

Manager:	Andrew Blake
Number of Staff (FTE):	36.9
Location:	County Buildings Annex, Linlithgow

Purpose

The role of Environmental Health & Trading Standards is to protect and enhance, through the application of statute, the health, welfare, environment, safety, and trading marketplace of the people of West Lothian. Teams within the service deliver health protection in relation to food safety and composition; workplace safety; pollution control, including air quality and noise issues; animal health, welfare and control; pest control; consumer protection and compliance with fair trading legislation. Without the fundamental principles of a clean and safe environment, food which will not harm you, and trust in trading operations, the other aspirations of the council would be diminished, highlighting the importance of this small service.

Activities

The main activities of the service in 2016/17 will be:

- Protect those most at risk of financial harm through joint working with partners and other protection agencies.
- Initiate actions to improve the air quality in communities where monitoring has shown results to be failing or borderline.
- Protect consumer health by ensuring compliance with food hygiene, food compositional and water quality standards.
- Monitoring the highest risk workplace health & safety activities and accident investigation.
- Promote community safety and cohesion by investigating and abating nuisance, including concerns relating to unfit housing conditions and noise.
- Address public concern in relation to out of control dogs.
- Protect the agricultural economy by enforcing animal health legislation in relation to animal movement and disease control.
- Protect children from early introduction to age restricted products, such as tobacco, by carrying out appropriate test purchasing.
- Promote a fair trading environment, and protect consumers, through enforcement of weights and measures legislation and provision of advice and calibration facilities to businesses.
- Fulfil the council's statutory duty to ensure that the district is free from vermin.
- Contribute to the Scottish Government aspirations in relation to reducing pollution from vehicle emissions.

Data Label: PUBLIC

- Fulfil the council's statutory licensing duty in relation various regulated activities such as animal breeding and boarding, sale of petroleum, fireworks etc.

Key Partners

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

- Food Standards Scotland
- Trading Standards Scotland
- NHS Lothian
- Financial Harm Reduction Group
- Scottish Government
- Scottish Environment Protection Agency
- Citizen's Advice National Consumer Helpline
- Health & Safety Executive
- 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				
Customer Group	Survey Method	Frequency	Responsible Officer	Feedback Method
Business owners	Enquiry questionnaire to premises subjected to inspection within a specific time period.	Annually	Environmental Health & Trading Standards Manager	Collated survey results are displayed on the web
Public using service	Enquiry questionnaire to customers accessing the service within a specific time period.	Annually	Environmental Health & Trading Standards Manager	Collated survey results are displayed on the web

Data Label: PUBLIC

Employee Engagement

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.

Employee Engagement Schedule			
Employee Group	Engagement Method	Frequency	Responsible Officer
All employees	One-to-ones	Fortnightly	Team Leaders
All Employees	Appraisal & Development Review (ADR)	6 monthly	Environmental Health & Trading Standards Manager (EH&TS) & Team Leaders
All employees	Team meetings	Monthly	Team Leaders
All employees	Service review event	Annually	EH&TS Manager
Employee sample	Employee survey	Annually	EH&TS Manager
All employees	Management Plan Launch	Annually	EH&TS Manager
All employees	Direct communication and dissemination of corporate information	As required on significant issues	EH&TS Manager

Data Label: PUBLIC

Activity Budget

Activity Budget 2016/17

Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2016/17	PI Category	Staff Resources (FTE)	Revenue Expenditure Budget 2016/17 £	Revenue Income Budget 2016/17 £	Net Revenue Budget 2016/17 £
Food Safety Enforcement; Health & Safety Enforcement.	Protect public health, workplace safety and a fair trading environment by application of food hygiene, food compositional and Safety at work legislation. Assist new businesses comply. Investigate food and water borne diseases and reported accidents. Carry out licensing functions and facilitate food export from West Lothian.	7. Delivering positive outcomes on health	CP:EH044_9b Percentage of commercial premises rated as high risk or food hygiene, food standards, trading standards or health & safety, which were inspected on time as per the annual inspection program Target: 95%	PUBLIC	11.0	516,408	(3,487)	512,921
			CP:EH045_9b Premises rated as broadly compliant with food hygiene legislation as a percentage of all risk rated food premises Target:85%	PUBLIC				
Pest Control	Protect public health and damage to properties through eradication of vermin and specified pests.	8. Protecting the built and natural environment	P:EH050_6a.7 Percentage of customers who rated the service delivered as good or excellent Target:85%	PUBLIC	4.0	157,185	(120,513)	36,672

Data Label: PUBLIC

Activity Budget 2016/17

Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2016/17	PI Category	Staff Resources (FTE)	Revenue Expenditure Budget 2016/17 £	Revenue Income Budget 2016/17 £	Net Revenue Budget 2016/17 £
			EH052_9b.1a Percentage of customer requests to Pest Control Team responded to within Service Level Agreement. Target:90%	Management				
Animal Welfare	Protect the safety and welfare of the public and animals by applying animal licensing, breeding, boarding and riding establishment controls. Investigating animal related noise complaints and complaints relating to out of control dogs, dog fouling and dog straying.	8. Protecting the built and natural environment	EH053_9b.1a Percentage of customer requests to Animal Welfare responded to within service level agreement Target:90%	Management	2.0	81,801	(116)	81,685
			P:EH050_6a. 7 Percentage of customers who rated the service delivered as good or excellent Target:85%	PUBLIC				

Data Label: PUBLIC

Activity Budget 2016/17

Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2016/17	PI Category	Staff Resources (FTE)	Revenue Expenditure Budget 2016/17 £	Revenue Income Budget 2016/17 £	Net Revenue Budget 2016/17 £
Public Health, Housing & Pollution Control	Protect public health and prevent deterioration of wellbeing through the application of various noise, pollution, public health and housing standards. Prevent increase in detriment to health through assessing the environmental impact of planning activities.	7. Delivering positive outcomes on health	EH054_9b.1a Percentage of customer requests to Public Health, Housing and Pollution responded to within service level agreement Target:85%	Management	5.5	284,945	(2,642)	282,303
			P:EH050_6a.7 Percentage of customers who rated the service delivered as good or excellent Target:85%	PUBLIC				
Fair Trading, Commercial & Agriculture Enforcement	Protect consumer and business interests by ensuring a safe and fair trading environment through the application of statute. Issue advice to public and traders to assist in this aim. Deliver statutory weights & measures services. Protect young people through test purchasing	6. Reducing crime and improving community safety	CP:EH044_9b Percentage of commercial premises rated as high risk or food hygiene, food standards, trading standards or health & safety, which were inspected on time as per the annual inspection program. Target:95%	PUBLIC	7.6	358,527	(2,113)	356,414

Data Label: PUBLIC

Activity Budget 2016/17

Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2016/17	PI Category	Staff Resources (FTE)	Revenue Expenditure Budget 2016/17 £	Revenue Income Budget 2016/17 £	Net Revenue Budget 2016/17 £
	activities in relation to age restricted products. Protect the health of the community and farming economy through enforcement of animal health and movement control legislation.		P:EH047_9b Percentage of business owners who rated the quality of officers explanation of how to comply with relevant legislation as Excellent or Good Target:95%	PUBLIC				
Vehicles Emissions Testing	Reduce negative health effects caused by vehicle emissions; carrying out testing and promoting good vehicle operation. Education and enforcement relating to vehicle idling. Delivered across four local authorities.	8. Protecting the built and natural environment	EH055_9b.1a Percentage of customer requests to Vehicle Emission Team responded to within Service Level Agreement Target: 90%	Management	2.0	0 Cost neutral from external grant	0	0
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 services.		4.8	247,424	0	247,424
	Total :-				**36.9**	**1,646,290**	**(128,871)**	**1,517,419**

Data Label: PUBLIC

Actions

Actions 2015/16						
Action	Description	Planned Outcome	Owner	Start	End	Status (Planned, Active, Complete)
Improve resilience.	Improve resilience to deal with any outbreak by progressing more formal arrangements with neighbouring authorities.	A formal agreement will be in place to give mutual assistance in the event of a serious public health incident.	Environmental Health & Trading Standards Manager	April 2013	August 2015	Planned
Trusted Trader.	Introduce charging to the Trusted Trader scheme to make it self-financing.	The income from the membership fee will cover the cost of advertising the scheme.	Team Leader Trading Standards	April 2015	August 2015	Complete
Tobacco display.	Extend display of tobacco products in to smaller premises.	All tobacco products will be out of sight .	Team Leader Trading Standards	April 2015	March 2016	Complete

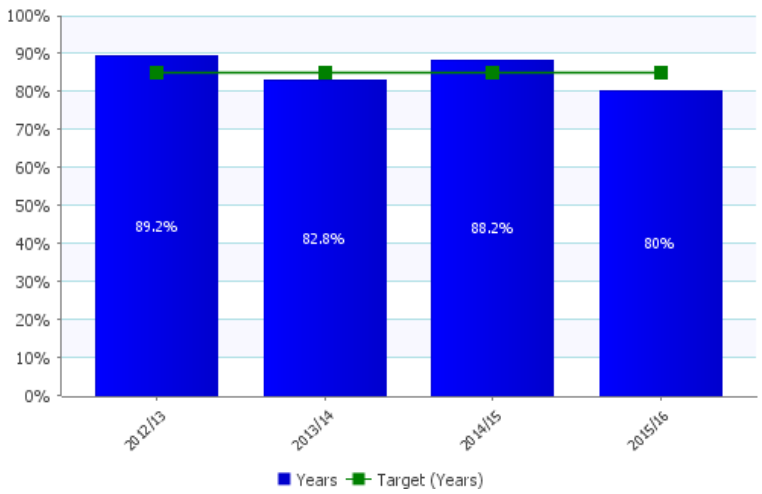
Data Label: PUBLIC

Actions 2016/17						
Action	Description	Planned Outcome	Owner	Start	End	Status (Planned, Active, Complete)
Trading Standards review	Consider the outcomes of the various national reviews of trading standards currently being undertaken at a Scottish and UK level and engage as appropriate.	Through engagement, WL will assist in ensuring the best possible protection through trading standards services.	Team Leader Trading Standards	April 2016	March 2017	Planned
Animal Feed	Engage with Food Standards Scotland in relation to their review of feed enforcement in Scotland.	Depending upon the direction instructed by FSS, ensure continuity of animal feed enforcement.	Team Leader Trading Standards	April 2016	March 2017	Planned
Air Quality	Preparing the finalised air quality action plan for Broxburn.	The draft action plan for Broxburn will be consulted upon and made in to a final action plan.	Senior Officer Public Health	April 2016	March 2017	Planned
Air Quality	Progress declaration of air quality management areas for Linlithgow and Newton, including the preparation of draft action plans for these areas.	AQMA will be declared. Draft action plans will be prepared.	Senior Officer Public Health	April 2016	March 2017	Planned

Data Label: PUBLIC

Performance

Performance Indicator	**Customer satisfaction with the service overall.**	*P:EH050_6a.7*
Description	This performance indicator measures the percentage of customers who rated the overall quality of service provided by Environmental Health & Trading Standards as good or excellent. Customer feedback is sought via customer survey and customers (both businesses and public) are asked to rate the overall quality of the service provided as; excellent, good, adequate, poor or very poor. All responses ranked as either 'Excellent' or 'Good' are recorded as positive responses. Number of positive responses are divided by the total number of responses to determine a percentage. The results of customer feedback are analysed on an annual basis in order to identify areas for improvement.	



Trend Chart Commentary:

The trend chart shows that customer satisfaction levels with Environmental Health & Trading Standards dipped to 80% which is below the service target and is the lowest recorded performance. Analysis of negative comments identified that time delays in contacting the service prevailed. These matters were raised with the contact centre management.

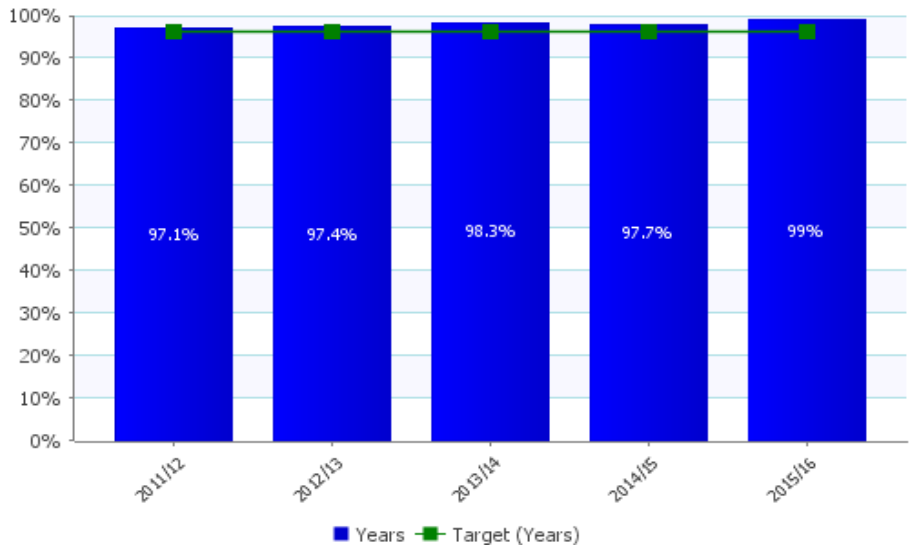
It is anticipated that the dip in 2013/14 was due to a reduced service in relation to animal welfare/dog warden and the improvement in 2014/15 was due to a resolution of that issue. Of those not marking the service good or excellent, 13% marked it adequate and 7% poor or very poor.

No specific external benchmark information is available for this indicator.

2015/16 56 out of 70 rated the service either Excellent or Good
2014/15 120 out of 136 rated the service either Excellent or Good
2013/14 120 out of 145 rated the service either Excellent or Good
2012/13 121 out of 144 rated the service either Excellent or Good

The service is keen to try and improve satisfaction levels therefore the target for 2016/17 will remain at 85%.

Performance Indicator	**Percentage of service requests made to Trading Standards which were responded to within the specific service level targets.**	*P:EH049_6b*
Description	This performance indicator measures the percentage of customer service requests made to Trading Standards responded to within specific service level targets. Different targets exist depending upon the nature of the request. Targets are allocated to each type of service request on a computerised database which is used to report performance against individual type of service requests. Due to the time allowed to response, performance for the year-end, cannot be reported until one month after the year-end. This activity contributes to the council priorities of delivering positive health outcomes, reducing crime and improving community safety. It assesses the effectiveness and efficiency of key activities of the service.	



Trend Chart Commentary:

There was a marginal improvement in performance from the 2014/15 result of 97.7% service requests responded to within the timescale to a figure of 99% in 2015/16. The trend over the last few years shows a consistently high performance and variations of 1% or 2% are not unexpected.

The high number of service requests in 2010/11 was due to the service delivering first tier consumer advice – this service was moved to Consumer Direct in 2011 and resources within the team reduced accordingly.

Number of service requests made to Trading Standards which were responded to within the specific service level targets are as follows:

2015/16 - 891 out of 900
2014/15 - 929 out of 951
2013/14 - 1196 out of 1216
2012/13 - 979 out of 1005
2011/12 - 1133 out of 1167

Although service performance is currently above target changes to service priorities may make achieving the currently level of performance sustainable. As a result the target for 2016/17 will remain at 96% of service requests responded to within target.

Performance Indicator	**Resources allocated to Environmental Health delivery per 1,000 population compared to the Scottish average.**	*P:EH059_9a.1c*
Description	This indicator is measuring the resources allocated to protecting the public through delivery or environmental health enforced services relating, amongst other things, to food safety, workplace safety, pollution control, dog warden, pest control, public health nuisances and air quality monitoring. The figures also include finances allocated to the provision of public conveniences. The figures are gathered by the Improvement Service as part of the Local Government Benchmark Framework from returns provided by the financial management unit. The resources allocated impact other indicators measured by environmental health such as percentage of service requests responded to on time. The allocation of resources contribute to all of the council priorities, but in particular, those relating to delivering positive outcomes on health and protection the built and natural environment. The figures show the finances allocated to Environmental Health and Public Convenience provision in West Lothian per 1000 head of population compared to the Scottish average.	

Trend Chart Commentary

The combined figure for costs of Environmental Health and Public Conveniences per 1000 population in West Lothian as reported by the Local Government benchmark Framework as £8,614. The Scottish average for the same period is £17,697.

The reduction in costs during 2013/14 were a result of implementation of efficiency strategies during the period along with a growth in population which is the denominator. Within Environmental Health the savings were delivered, amongst other things, through changes to the food sampling contracts.

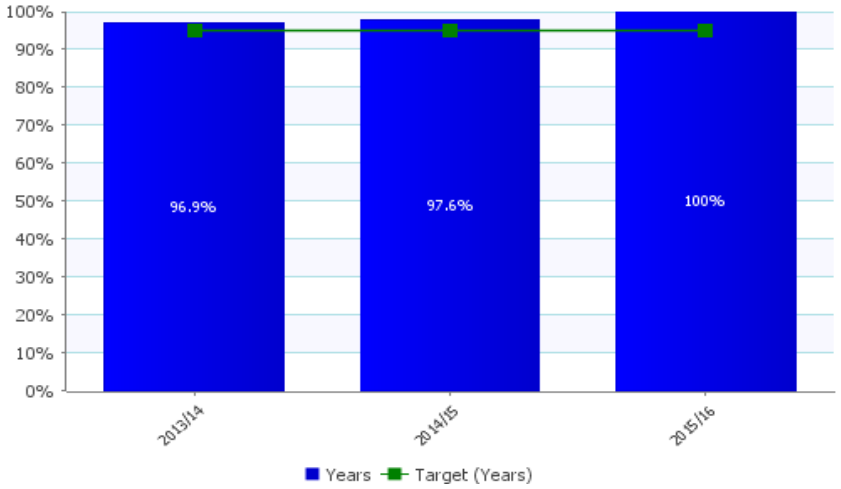
The benchmark information of average cost per 1,000 population in Scotland (currently £17,697) is provided as part of the Local Government Benchmark Framework gathered by the Improvement Service. It should be noted, that the benchmark information includes pubic conveniences and as not all local authorities provide these services, this will impact the overall Scottish Average.

The figures are provided one year in arrears by the Improvement Service therefore the 2015/16 figures are not yet available. The target for 2014/15 included further efficiency targets including the introduction of charges for pest control services.

2014/15 £8614 per 1000 Head of Population (Scottish Ave £17,697)
2013/14 £8391 per 1000 Head of Population (Scottish Ave £18,322)
2012/13 £8739 per 1000 Head of Population (Scottish Ave £17,130)

Targets for 2015/16 will reflect the service budgets agreed as part of the council approved revenue budget for the year.

Performance Indicator	**Percentage of commercial premises rated as highest risk for food hygiene, food standards, trading standards or health & safety, which were inspected on time as per the annual inspection program.**	*CP:EH044_9b*
Description	Commercial properties are given a risk rating depending upon their inherent risk and the management controls applied. This rating, based on national guidelines, determines how often the business is inspected; higher risk premises being inspected more frequently than lower risk premises. Inspections are carried out for the purposes of workplace health & safety, food hygiene, food standards (composition) and trading standards. For the purpose of this indicator, highest risk premises are considered to be category A and B1 for Health & Safety, category A and B for food hygiene, category A for food standards, and High for trading standards. 'On time' is within 28 days of the planned inspection date for Environmental Health and by the planned date for Trading Standards - this is in keeping with national guidance. This permitted period means that year-end figures will not be available until one month after the year-end period (May). Inspections lists are prepared annually and premises risk scores are refreshed following every inspection. Inspections are carried out to ensure that the premises are operating safely and within the law therefore this activity contributes towards the council priorities of protecting those at risk and living healthier lives.	



Trend Chart Commentary:

During 2015/16 100% of higher risk premises were inspected by the planned inspection date. This is an improvement from the 2014/15 figure of 97.6%; both are above the target of 95%. This was achievable due to the service having a slight increase in resource for part of the year.

The dip in the performance in 2013/14 was due to seven inspections being missed, and in 2014/15 due to 5 inspections being missed. The reason for missing the inspection date was due to officer time being prioritised on other higher risk reactive tasks. Even although the target date was missed, all high risk premises were inspected during the year.

Staff were reminded of the need to carry out scheduled inspections in advance of the due date in order that unforeseen reactive work had a reduced impact on inspection performance.

Benchmarking information has only just become available in Feb 2016 and the service will work with the Association for Public Service Excellence (APSE) to identify family groups in which performance and improvements can be discussed during 2016.

The numbers of high risk premises inspections done on time are as follows:

2015/16 - 291 out of 291
2014/15 - 205 out of 210
2013/14 - 220 out of 227

Comparative figures are not available prior to 2013/14 as the rating criteria changed at that time.

	Even although the target has been exceeded each year, it is intended to retain it at 95% for 2016/17 as inspections may be missed due to other reactive high risk incidents out with the control of the service therefore any higher target would be considered unreasonable.

Calendar of Improvement and Efficiency Activity

Action	Frequency	2015/16 (✓)											
		Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Performance management	Monthly	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Review of Performance Indicators and targets	Monthly	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Benchmarking	As Required												
Collation Specified Performance Indicators (SPIs)	Annual		✓										
Update of PPR information	Monthly	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
WLAM (assessment)	Annual	✓											
Review Panel	Annual		✓										
Performance Committee	As Required												
Process Review (Lean/RIE activity)	N/A												
Progress review of improvement actions	Monthly	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
CSE preparation	Annual									✓	✓		
Inspection or Audit activity	As Required												
Budget Management activity	Monthly	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Equality Impact Assessment(s)	Annual							✓					
Health and Safety Assessment(s)	Annual							✓					
Business Continuity Planning	Annual							✓					
Workforce Planning	Six-Monthly	✓						✓					
Appraisal & Development Review (ADR)	Six-Monthly	✓						✓					
Review of customer groups/segmentation matrix	Annual										✓		
Customer consultation	Annual										✓		
Review of Service Standards	Annual										✓		
Planned Engagement activity	Annual										✓		
Website content management	Monthly	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

Performance activity Self Assessment activity Consultation & engagement activity External assessment activity Corporate management activity

3.4 Planning Services

Manager:	Fiona McBrierty / Jim McGinley / Chris Norman
Number of Staff (FTE):	39.2
Location:	West Lothian Civic Centre

Purpose

The principal purpose of Planning Services is to carry out the statutory planning and building standards functions of the council and ensure that sufficient education capacity exists for predicted levels of demand in nurseries and schools. The service also leads on delivering the council's duties and responsibilities in responding to climate change. The overall aim of the service is to promote economic development and ensure protection of the environment.

Activities

The main activities of the service in 2016/17 will be:

- Finalising the preparation of the local development plan, and its subsequent implementation.
- Assisting in the preparation and delivery of Strategic Development Plan 2 for Edinburgh and South East Scotland.
- Implementing, monitoring and reviewing the climate change strategy, carbon management plan and adaptation action plan.
- Carrying out the council's statutory duties on biodiversity and outdoor access.
- Preparing, monitoring and reviewing supplementary planning guidance.
- Implementing, monitoring and reviewing the Contaminated Land Inspection Strategy.
- Verifying applications for building warrants and recording completion certificates.
- Enforcement of Building (Scotland) Act 2003 in relation to dangerous buildings and unauthorised works.
- Processing planning and related applications.
- Processing appeals and participating in local reviews against decisions on planning applications.
- Enforcement of planning control.
- Conservation and design of the built heritage.
- Preparing school roll projections.
- Progressing school consultations to support the development plan alongside appropriate school provisioning and capacity increases.

Key Partners

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

- SESplan
- Scottish Government
- Other key Government agencies including the Scottish Environment Protection Agency (SEPA), Scottish Natural Heritage (SNH) and Historic Environment Scotland.(HES)
- Her Majesty's Inspector of Schools (HMIe)

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				
Customer Group	Survey Method	Frequency	Responsible Officer	Feedback Method
Development Planning Customers	Online and Newsletter	Linked to development plan timetable.	Development Planning and Environment Manager	Development Plan
Development Planning Customers	Questionnaires	Annually	Development Planning and Environment Manager	Service Improvement Plan as part of the Planning Performance Framework
School Consultations	Online, in writing, ad hoc meetings, public meetings, HMI review	As required per consultation	Education Planning Officer	Education Executive
Applicants and agents – Development Management	Focus group	Bi-annually	Development Management Manager	Minutes and follow up meeting
Applicants and agents – Development Management	Questionnaires	Annually	Development Management Manager	Service Improvement Plan as part of the Planning Performance Framework

Customer Consultation Schedule				
Customer Group	Survey Method	Frequency	Responsible Officer	Feedback Method
Applicants and agents – Building Standards.	Focus group	Biennial	Building Standards Manager.	Minutes and follow up meeting.
Applicants and agents – Building Standards.	Questionnaires	Annually	Building Standards Manager.	Balanced Scorecard.

Employee Engagement

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.

Employee Engagement Schedule			
Employee Group	Engagement Method	Frequency	Responsible Officer
All employees	One-to-ones	Fortnightly / monthly	Service Managers (Building Standards, Development Management and Development Planning) and Team Leaders
All Employees	Appraisal & Development Review (ADR)	6 monthly	Service Managers (Building Standards, Development Management and Development Planning) and Team Leaders
All employees	Team meetings	Weekly / fortnightly / monthly	Service Managers (Building Standards, Development Management and Development Planning)
Employee sample	Employee survey	Annually	Service Managers (Building Standards, Development Management and Development Planning)

Employee Engagement Schedule			
Employee Group	Engagement Method	Frequency	Responsible Officer
All employees	Management Plan Launch	Annually	Service Managers (Building Standards, Development Management and Development Planning)
Extended Management Team (Staff Representatives)	Management Meeting	Quarterly	Service Managers (Building Standards, Development Management and Development Planning)
All employees	Direct communication and dissemination of corporate information	As required on significant issues	Service Managers (Building Standards, Development Management and Development Planning)

Activity Budget

Activity Budget 2016/17

Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2016/17	PI Category	Staff Resources (FTE)	Revenue Expenditure Budget 2016/17 £	Revenue Income Budget 2016/17 £	Net Revenue Budget 2016/17 £
Development Management - Processing Planning Applications and appeals	To determine applications for planning permission, advertisement consent and listed building consent in accordance with the development plan and other material considerations.	8. Protecting the built and natural environment	P:DM033_9b.1a Annual percentage of all applications, excluding major applications, determined in two months. Target: 75%	PUBLIC	10.6	466,733	(939,844)	(473,111)
			P:DM037_9a.3 Annual percentage of local review body decision made in favour of the original decision made under delegated powers Target: 100%	PUBLIC				
Development Management - Enforcement	To regulate unauthorised development in the interests of our communities and the environment.	8. Protecting the built and natural environment	DM051_9b.1a Quarterly number of enforcement cases received Target: 25 cases	Management	1.3	58,867	0	58,867
			9a Cost to investigate each reported case	WLAM				

Activity Budget 2016/17

Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2016/17	PI Category	Staff Resources (FTE)	Revenue Expenditure Budget 2016/17 £	Revenue Income Budget 2016/17 £	Net Revenue Budget 2016/17 £
Building Standards-Processing applications for Building Warrants, Completion Certs, Letters of Comfort	To ensure new development is undertaken in the interests of the health & safety and welfare of the general public and the environment.	8. Protecting the built and natural environment	P:BS030_9b.1a Percentage of applications for building warrant which receive a full technical assessment within 20 days of receipt by Building Standards. Target: 95%	PUBLIC	9.5	496,051	(807,891)	(311,840)
			P:BS036_9a.2b Average Fees received per Building Standards Officer. Target: £54,386	PUBLIC				
Dangerous Building Notices & Other Enforcement Notices	To ensure new development is undertaken in the interests of the health & safety and welfare of the general public and the environment.	8. Protecting the built and natural environment	BS039_9b.1a Quarterly number of enforcement notices issued Target: 3 notices	HIGH LEVEL	0.5	29,681	0	29,681
			BS041_9a2 budget per enforcement enquiry. Target:£500	Management				

Activity Budget 2016/17

Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2016/17	PI Category	Staff Resources (FTE)	Revenue Expenditure Budget 2016/17 £	Revenue Income Budget 2016/17 £	Net Revenue Budget 2016/17 £
Development Planning - Development Plan, supplementary and planning guidelines	Maintain and implement an up to date development plan and provide a statutory framework for development and to implement plan policies and proposals. Prepare, monitor and review supplementary planning guidance (SPG) and prepare planning guidelines to assist in the delivery of development. Maintain the corporate address gazetteer (CAG)	8. Protecting the built and natural environment	DP002_9a.2b Average time taken to handle Development Planning Consultation Enquiry per Officer Target: 2.5 DP003_9b.1aCorporate Address Gazetteer (CAG) percentage of compliance with British Standard and National CAG guidance Target: 80%	Management	8.2	608,361	(49,817)	558,544

Activity Budget 2016/17

Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2016/17	PI Category	Staff Resources (FTE)	Revenue Expenditure Budget 2016/17 £	Revenue Income Budget 2016/17 £	Net Revenue Budget 2016/17 £
Environment - Environmental Projects, Climate Change Projects, Contaminated Land and Tree Preservation Orders	Protect and enhance the environment. To make West Lothian a more sustainable environment for working, living and leisure.	8. Protecting the built and natural environment	CP:CMP001_9b.1 Carbon Footprint - Total annual carbon emissions (tonnes CO2e) from non-domestic buildings, transport, external lighting, waste and water. Target: 21,123	PUBLIC	1.8	134,029	0	134,029
			DP004_9b.1a Percentage of Contaminated Land Enquiries responded to within Service Standards Target: 95%	Management				
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 services.		4.0	195,855	0	195,855
	Total :-				**35.9**	**1,989,577**	**(1,797,552)**	**192,025**

Activity Budget 2016/17

Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2016/17	PI Category	Staff Resources (FTE)	Revenue Expenditure Budget 2016/17 £	Revenue Income Budget 2016/17 £	Net Revenue Budget 2016/17 £
School Provisioning including Section 75 Development	Ensure sufficiency of places to meet statutory requirements and to secure Best Value and education service.	3. Improving attainment and positive destinations for school children	EPI001_9b.1a The number of additional houses supported through interventions to remove education capacity constraints Target: 550	Management	3.0	134,849	0	134,849
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 services.		0.3	9,248	0	9,248
	Total :-				**3.3**	**144,097**	**0**	**144,097**

Actions

Actions 2015/16						
Action	Description	Planned Outcome	Owner	Start	End	Status (Planned, Active, Complete)
Review building standards customer charter.	Review building standards customer charter in line with Scottish Government performance framework.	Standardise information in local customer charter and include information with national context.	Building Standards Manager	April 2016	July 2016	Complete
Provide Scottish Government with information in line with the Building Standards Performance Framework	Provide quarterly return to Scottish Government in line with the Building Standards Performance Framework	Quarterly submission to Scottish Government showing performance and improvements both undertaken and planned	Jim McGinley	April 2015	September 2015	Complete
Planning training for community councils, including design awareness.	Quarterly evening presentation on planning practice and procedures.	Better informed community councils that are able to engage more fully with the planning process.	Chris Norman	April 2015	December 2015	Complete
Improvements to processing procedures and reporting	Implement revised procedures for processing planning applications and revise reporting procedures to conform to Government guidance.	Average processing timescales reduced and percentage of applications processed within statutory timescales increased.	Chris Norman	April 2015	March 2016	Complete
Monitoring process for pre application discussions.	Implement a system which meets Scottish Government requirements.	Aid the submission of planning applications.	Chris Norman	April 2015	September 2015	Complete

Actions 2015/16

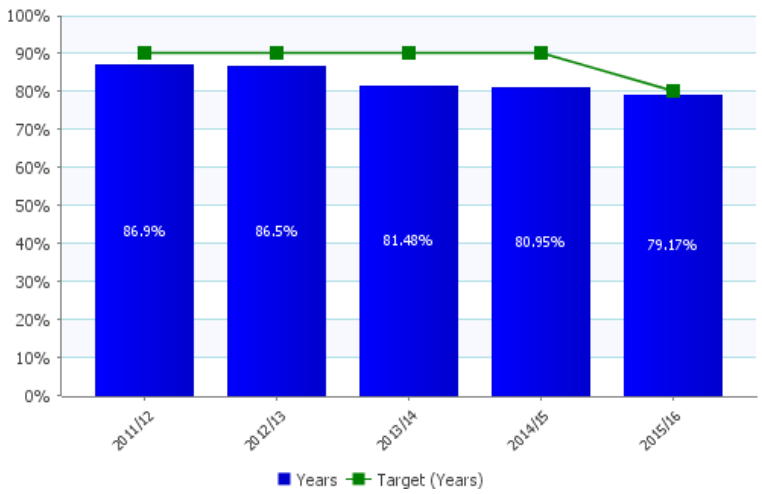
Action	Description	Planned Outcome	Owner	Start	End	Status (Planned, Active, Complete)
Introduce processing agreements for major planning applications.	To provide greater certainty for the delivery of major planning decisions.	Formal processing agreements set up for major applications.	Chris Norman	April 2015	March 2016	Complete
Carbon Management Plan	Update, approve and implement a carbon management plan.	Targets set and achieved for carbon reduction	Craig McCorriston	May 2015	August 2015	Complete
Environmental Behaviour Change Project.	Implement a programme to encourage behavioural change with respect to energy efficiency.	Targets for reduced energy use in schools achieved. Programme incorporated into the school curriculum. CPD requirements on environmental awareness for teachers achieved.	Craig McCorriston	April 2015	March 2016	Complete
Respond to improvement tasks resulting from the planning performance framework.	A more holistic annual account of the performance of the planning service.	Annual submission to Scottish Government showing improvements undertaken.	Chris Norman	April 2015	September 2015	Complete

Actions 2016/17						
Action	Description	Planned Outcome	Owner	Start	End	Status (Planned, Active, Complete)
Review building standards customer charter.	Review building standards customer charter in line with Scottish Government performance framework.	Standardise information in local customer charter and include information with national context.	Building Standards Manager	April 2016	July 2016	Planned
Implement the national *eBuildingStandards* system for the online submission of applications and documentation.	Provide *eBuildingstandards* in conjunction with government portal to facilitate online submission of building standards applications and documentation.	Implementation of online *eBuildingstandards* system.	Building Standards Manager	April 2016	October 2017	Active
Improvements to processing procedures and reporting.	Implement revised procedures for processing planning applications and revise reporting procedures to conform to Government guidance.	Average processing timescales reduced and percentage of applications processed within statutory timescales increased.	Development Management Manager	April 2016	March 2017	Active
Provide Scottish Government with information in line with the Building Standards Performance Framework.	Provide quarterly return to Scottish Government in line with the Building Standards Performance Framework	Quarterly submission to Scottish Government showing performance and improvements both undertaken and planned	Building Standards Manager	April 2016	March 2017	Planned
Introduction of charging for certain service activities.	Implement revised procedures for processing planning applications and revise reporting procedures to conform to Government	Average processing timescales reduced and percentage of applications processed within statutory timescales increased.	Development Management Manager	April 2016	March 2017	Active

Actions 2016/17						
Action	Description	Planned Outcome	Owner	Start	End	Status (Planned, Active, Complete)
	guidance.					
Introduce processing agreements for major planning applications.	To provide greater certainty for the delivery of major planning decisions.	Formal processing agreements set up for major applications.	Development Management Manager	April 2016	March 2017	Active
Respond to improvement tasks resulting from the planning performance framework.	A more holistic annual account of the performance of the planning service.	Annual submission to Scottish Government showing improvements undertaken.	Development Management Manager	April 2016	September 2017	Active
Planning training for community councils, including design awareness.	Quarterly evening presentation on planning practice and procedures.	Better informed community councils that are able to engage more fully with the planning process.	Development Management Manager	April 2016	March 2017	Active
Respond to improvement tasks resulting from the planning performance framework.	A more holistic annual account of the performance of the planning service.	Annual submission to Scottish Government showing improvements undertaken.	Development Management Manager	November 2015	July 2016	Active

Performance

Performance Indicator	**Customer satisfaction with the service overall**	*P:STP005_6a.7*
Description	This performance indicator measures the percentage of customers who rated the overall quality of service provided by Planning Services as good or excellent. Customer feedback is sought via customer survey and customers are asked to rate the overall quality of the audit service provided as; excellent, good, adequate, poor or very poor. All responses ranked as either 'Excellent' or 'Good' are recorded as positive responses. Number of positive responses is divided by the total number of responses to determine a percentage. The results of customer feedback are analysed on annual basis in order to identify areas for improvement.	



Trend Chart Commentary:

The trend chart shows that the reported performance of 79.17% for 2015/16 was lower than the reported performance of 80.95% for 2014/15.

The customer comments received are currently being analysed and service managers will identify areas for improvement from these. These areas for improvement will be included in an action plan for 2016/17 and upon satisfactory conclusion will be included in a service “You Said, We Did” communication to customers.

The trend chart shows that the levels have dropped over the 5 year period from a high of 86.9% in 2011/12 to a low of 79.17% in 2015/16.

The drop in customer satisfaction between 2012/13 and 2013/14 occurred at a time when there was a significant change in the way the service deals with customer contact, with customers being directed to the Customer Service Centre and to an on-line service delivery. Further changes occurred at the start of 2014/15 when the duty service which had allowed customers to obtain advice from a duty officer was removed.

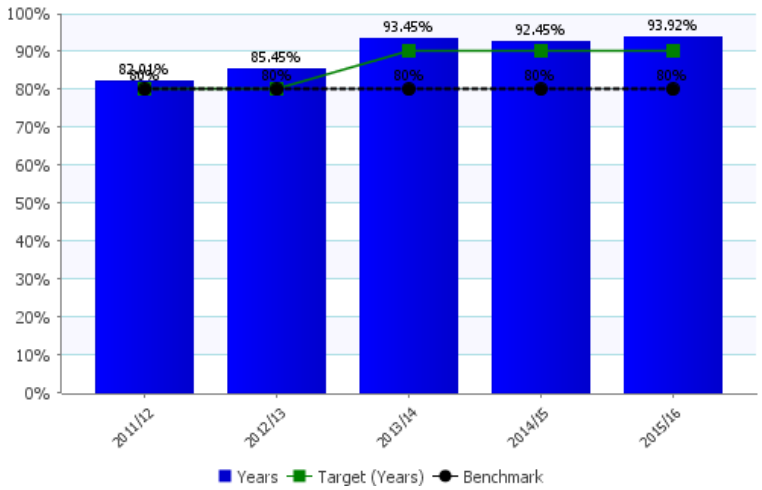
As reported satisfaction had been reducing between 2011/12 and 2014/15 the target was reduced from 90% to 80% for 2015/.16 to allow these changes to operating procedures to bed in and become the norm for customers.

During 2015/16 a service restructure was completed and further associated channel shift changes to service delivery were introduced to the service. This on-going change has contributed to a further drop in customer satisfaction to 79.17 for 2015/16.

The 80% target has been reassessed for 2016/17 and will be retained to allow the changes to service delivery to become embedded within both the service and in our customers’ experience.

As a result the customer satisfaction target has been reduced to 80% for 2015/16 to allow these changes to operating procedures to bed in and become the norm for customers.

Performance Indicator	**Annual Percentage of building warrants issued or refused, up to and including the sixth working day of receiving information.**	*P:BS037_6b.2*
Description	This performance indicator measures the percentage of building warrants issued or refused, up to and including the sixth working day, from receipt of all necessary information from the applicant or their agent. The applicant or agent will previously have been advised of the information or amendments required. The approval of building warrants to allow building work to progress on site is one of the key regulatory activities of building standards and relates to council key outcomes of protecting the built and natural environment and improving the economic situation of West Lothian. This indicator is based on data collected at the end of a financial year.	



Trend Chart Commentary

The trend shows that the 2015/16 performance of 93.92% was higher than the 2013/14 performance of 92.45%.

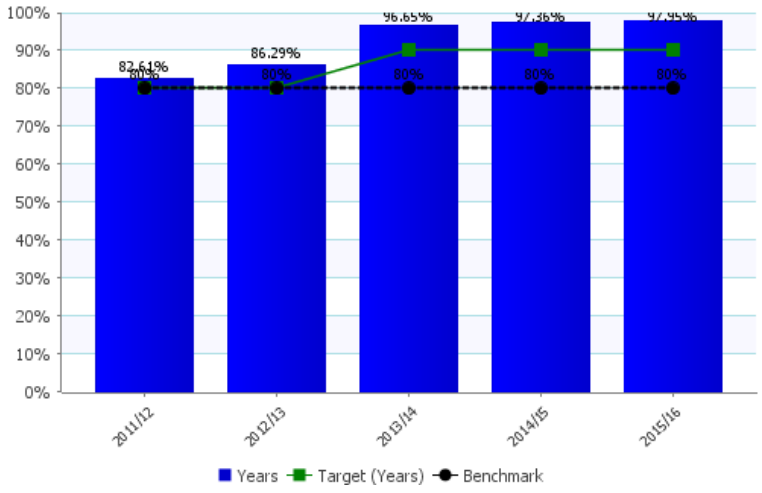
The trend chart shows that year on year performance, with the exception of the 2014/15 when there was a 1% reduction in performance, has improved.

We have benchmarked our performance against both Aberdeenshire Councils reported 2014/15 annual performance of 88% and Renfrewshire Councils reported 2014/15 annual performance of 90% along with the accounts commission previous statutory indicator target of 80% which is shown on the chart.

For information, the number of applications determined each financial year was as follows:
2015/16 (1119),
2014/15 (1112),
2013/14 (1054),
2012/13 (1182) and
2011/12 (1167).

Although performance has exceeded target, an increase in the number and complexity of applications being received as a result of the economic recovery will make achieving this performance more challenging in the year ahead. The target has been retained at 90% for 2016/17 and will be reviewed for financial year 2017/18.

Performance Indicator	**Annual percentage of completion certificates submitted to building standards accepted within 3 working days**	*P:BS040_9a.2b*
Description	This performance indicator measures the percentage of completion certificates submitted by applicants to building standards, after the completion of building works on site, which are then accepted by building standards within 3 working days. That is 3 working days between the date that building standards verify, by reasonable enquiry, that the completed works on site appear to comply with the approved building warrant and the date that the completion certificate acceptance is posted out to the applicant. The acceptance of completion certificates after building works have been completed on site is one of the key regulatory activities of building standards and this indicator relates to council key outcomes of protecting the built and natural environment and improving the economic situation of West Lothian. All dates are held within the database that building standards use and this indicator is based on data collected at the end of a financial year.	



Trend Chart Commentary

The trend shows that the 2015/16 performance of 97.95% was an improvement on the 2014/15 performance of 97.36%.

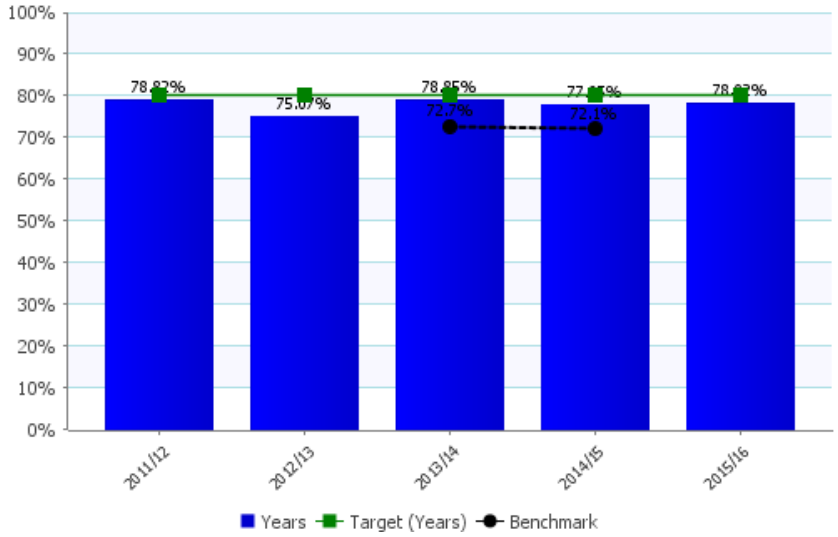
In 2013/14 the target was raised to 90% as prior to this the trend showed that the service had maintained a level of performance exceeding the original target of 80% of completion of certificates accepted within three days. The 80% of completion of certificates accepted within three days is the former accounts commission national target and is used for benchmarking purposes. We also benchmark against Renfrewshire councils target of 95%.

For information, the number of completion certificate submissions accepted each financial year was as follows:

2015/16 (1511),
2014/15 (1628),
2013/14 (1314),
2012/13 (1218) and
2011/12 (1150).

Although performance has exceed the target, an increase in the number and complexity of applications being received as a result of economic recovery will make achieving this level of performance more challenging in the coming year. Consequently, the 90% target has been maintained for 2016/17 and will be reviewed for financial year 2017/18.

Performance Indicator	**Annual percentage of all applications, excluding major applications, determined in two months.**	*P:DM033_9b.1a*
Description	This performance indicator measures the percentage of all local planning and other applications determined (fully assessed and decision has been issued) within 2 months by the council. It includes householder planning applications. This category excludes major applications. Major applications are generally for the large development proposals including housing sites for 50 or more units and developments on sites of greater than 2 Ha. The assessment of a planning application relates to the council's key outcomes for protecting the natural and built environment, and improving the economic situation of West Lothian.	



Trend Chart Commentary:

The council's performance in 2015/16 at 78.02% (of 787 applications determined) was a marginal improvement on the previous year's performance of 77.95% (of 703 applications determined), despite the 12% increase in the number of applications validated. It is above the average figure for the past five years of 77.74%, despite the fact that the number of applications determined in this category is, at 787, the highest figure for five years. The figure remains slightly below the statutory target of 80%.

Performance has remained generally consistent over the last 5 years.

For the purposes of benchmarking and from figures available in the council's latest Planning Performance Framework submission for 2014/15, in a national context the council's performance for this indicator is above the annual Scottish average of 72.1%. The 2015/16 national figures are not yet available.

West Lothian Council, in a Scottish context, had the fourth highest proportion of local planning applications that were subject to a legal agreement, and this will inevitably extend the time period for determination of this category of planning application.

Over the last five years the number of all non-major applications determined in 2 months, out of the total number of all such applications, is as follows:

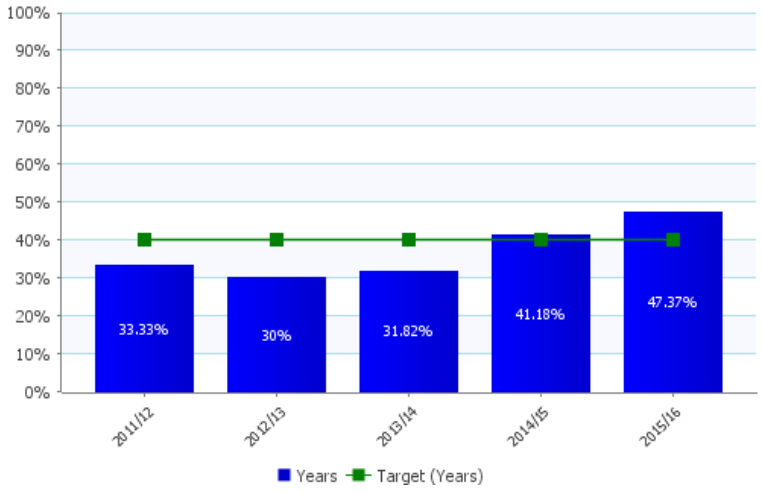
2015/16 614 out of 787

2014/15 548 out of 703
2013/14 578 out of 733
2012/13 542 out of 722
2011/12 603 out of 765

The target has been reviewed and is remaining at 80% for 2016/17, to reflect the target

	for householder applications (85%) and 'local' applications excluding householders (75%) and to give a target which is achievable but challenging.

Performance Indicator	**Annual percentage of all major planning applications determined in 4 months.**	*P:DM034_9b.1a*
Description	This performance indicator measures the percentage of all major planning applications determined (fully assessed and decision has been issued) within 4 months which is the statutory period for determination of this category of application. 'Major' applications are statutorily defined and are the more complex planning applications dealt with by the council. Examples of major planning applications are sites for more than 50 houses, or sites for any form of development where the site area is greater than 2 hectares. The assessment of a major planning application relates to the council's key outcomes for protecting the natural and built environment, and improving the economic situation of West Lothian.	



Trend Chart Commentary:

The council's performance in 2015/16 at 47.37% (of 19 applications determined) was a significant improvement over the previous year when 41.18% (of 17 applications determined) were determined within the longer statutory period 4 months, and continues the trend of continuous improvement established over the previous two years.

Of the 10 applications which took over 4 months to determine, 5 were elements of CDA developments, 4 encountered delays in agent or consultee responses, and one was delayed for reasons relating to a legal agreement.

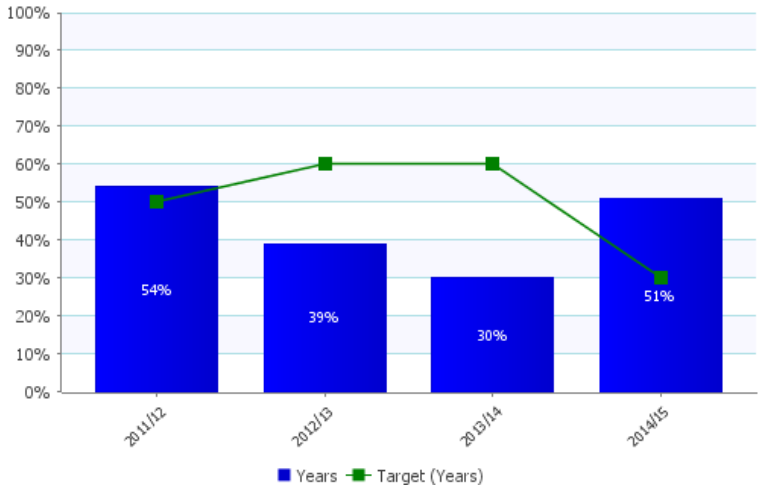
Performance has varied over the past 5 years from 30.0% in 2012/13 to 47.37 % in 2015/16. While major applications are by their nature complex and generally include legal agreements which can be difficult to conclude, the year on year improvement in performance since 2013 is encouraging. The increase in performance can be attributed to the fact that 7 of the 19 applications were applications for Matters Specified in Condition, and 3 were Section 42 applications, to vary conditions attached to an existing consent, none of which required to be the subject of further legal agreement,

For the purposes of benchmarking, and from the most recent figures available in the council's latest Planning Performance Framework submission for 2014/15, in a national context West Lothian Council has the 7th highest number of major planning applications in Scotland and 4th highest proportion in Scotland of all major planning applications when measured against the total number of applications received. National benchmarking figures for 2015/16 are not available.

Performance data over the last five years shows the number of major applications determined in 4 months, out of the total number of all such applications, is as follows:

2015/16 9 out of 19
2014/15 7 out of 17
2013/14 7 out of 22
2012/13 6 out of 20
2011/12 4 out of 12
The target has been retained at 40% for 2016/17 and will be reviewed for financial year 2017/18.

Performance Indicator	**Percentage of new houses built on land which has previously been developed.**	*CP:DP009_9b.1a*
Description	This performance indicator measures the percentage of new houses built on land which has previously been developed, otherwise known as 'brownfield' land. Planning authorities are required by statute to promote the efficient use of land and buildings, direct development towards sites within existing settlements where possible, make effective use of existing infrastructure and to reduce energy consumption. Development on 'brownfield' land, provides an indication of how much development is taking place and assists in monitoring the amount of vacant and derelict land. It can be used as a measure of how successful planning policies are in helping to make the best use of scarce land resources. The assessment of development on brownfield land relates to the council's key outcomes for protecting the natural and built environment, and improving the economic situation of West Lothian.	



Trend Chart Commentary:

House completion figures for 2014/15 will not be confirmed until the 2015 Housing Land Audit is agreed however, early indications are that out of a total of 763 house completions during 2014/15, 51% of these were on brownfield land.

The target increase from 50% in 2011/12 to 60% in 2012/13 and 2013/14 was reflective of the council agreeing to relax the level of financial contributions from developers associated with new residential development. This was to help reduce overall development costs and improve the viability of the remaining 'brownfield' sites. The target was revised to 30% for 2014/15 to reflect the total number of housing units on brownfield land proposed for development in the emerging West Lothian Local Development Plan. However, this target was exceeded principally due to development moving forward on two large brownfield development sites – Wester Inch and Little Boghead, Bathgate.

The number of housing completions on brownfield land against the total number of housing completions is as follows:

2014/15 373 out of 775
2013/14 184 out of 615
2012/13 202 out of 523
2011/12 123 out of 229

The target for 2016/17 will remain at 30% to reflect the number of housing units anticipated to come forward on other sites proposed for development, principally greenfield development associated with the core development areas of Armadale, Calderwood and Winchburgh.

Calendar of Improvement and Efficiency Activity

Action	Frequency	2016/17 (✓)											
		Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Performance management	Monthly	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Review of Performance Indicators and targets	Monthly	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Benchmarking	As Required	✓											
Collation Specified Performance Indicators (SPIs)	Annual		✓										
Update of PPR information	Monthly	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
WLAM (assessment)	1 Yr Cycle	✓											
Review Panel	1 Yr Cycle	✓											✓
Performance Committee	As Required												
Process Review (Lean/RIE activity)	As Required	✓											
Progress review of improvement actions	Monthly	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
CSE preparation	Annual									✓	✓		
Inspection or Audit activity	As Required												
Budget Management activity	Monthly	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Equality Impact Assessment(s)	Annual							✓					
Health and Safety Assessment(s)	Annual							✓					
Business Continuity Planning	Annual							✓					
Workforce Planning	Six-Monthly	✓						✓					
Appraisal & Development Review (ADR)	Six-Monthly	✓						✓					
Review of customer groups/segmentation matrix	Annual										✓		
Customer consultation	Annual										✓		
Review of Service Standards	Annual										✓		
Planned Engagement activity	Annual										✓		
Website content management	Monthly	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

Performance activity Self Assessment activity Consultation & engagement activity External assessment activity Corporate management activity

Planning, Economic Development & Regeneration

Management Plan 2016/17

Craig McCorriston
Head of Service

April 2016

For more information:

Email address:craig.mccorriston@westlothian.gov.uk

Telephone number:01506 282443

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