Improving the employment position in West Lothian

Improving attainment and positive destinations for school children

Delivering positive outcomes and early interventions for early years

Reducing crime and improving community safety

Minimising poverty, the cycle of deprivation and promoting equality

Improving the quality of life for older people

Protecting the built and natural environment

Delivering positive outcomes on health

Delivering Better Outcomes
Planning, Economic Development &
Regeneration

Management Plan

2017/18

Contents

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1 Overview

1.1 Introduction

Welcome to the Planning, Economic Development & Regeneration Management Plan 2017/18

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, and Planning Services which includes the Education Planning, Environment and Climate Change teams, and Regeneration. The new grouping came into place on 1 April 2016 and, at the same time, the service assumed the co-ordinating role for the Community Planning Partnership. The management plan sets out the service priorities for the service grouping for 2017/18 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 matters including preparation of the development plan, and 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 2016/17

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 number of businesses continued to receive funding support during the year. 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 and making further progress in 2016/17. Although the downward trends in youth unemployment stalled at the start of the year it is encouraging to see that the downward trend has now been re-established.

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 2016/17 the number of house completions reduced to 549 completions compared with 756 in the previous year.

Key Achievements for 2016/17

- Significant progress on economic recovery and employment growth through the Economic Growth Plan.

- Collaboration on establishing an Edinburgh and South East Scotland City Region Deal.

- Implemented various projects supported by the Village Improvement and Town Centre Capital Funding.

- Engaged with the Scottish Government on European funding programmes.

- Carried out an extensive Placemaking exercise in Fauldhouse with partners.

- Supported 400 new business start-ups.

- Over 500 businesses assisted with investment, training and job creation.

- Developed the Women n2 Work course which has supported long term unemployment women with multiple barriers.

- Delivery of 8 work clubs through West Lothian engaging with 183 residents, with 66 progressing to a positive destination.

- Continuation of the wage subsidy programme.

- Continued to secure developer contributions to support infrastructure improvements and implementation of the West Lothian Local Plan.

- Input to the content of the Strategic Development Plan 2 Proposed Plan (SDP2) leading to publication of the proposed plan for consultation.

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- Submission of the West Lothian Local Development Plan Proposed Plan to the Scottish Government's Planning and Environmental Appeals Division (DPEA) for Examination.

- Securing funding from Lothian & Borders Geo-conservation group and Edinburgh geological society to reprint all West Lothian geodiversity leaflets.

- Drafting of supplementary guidance to support the West Lothian development plan.

- Achieved the national 100% target for a full technical assessment of all building warrant applications within 20 days of their receipt. This target has now been achieved for 50 consecutive months.

- Received a further positive report card on Building Standards performance from the Scottish Government.

- Successful implementation of the *eBuildingStandards* portal allowing electronic submission of building standards applications.

- Engaged with the developers building the 1,000 house, council house building programme.

- Contributed to helping reduce the uptake of smoking by younger people by ensuring that retailers complied with display and age restriction conditions of their tobacco licence.

- Protected the health of the community by inspecting 98% of the highest risk rated food premises by the planned inspection date.

- Promoted a healthy environment by finalising the air quality action plan for Broxburn and completing the declaration of air quality management areas for Linlithgow and Newton.

- Worked with partners and external agencies to consider the outcomes of the various national reviews of trading standards currently being undertaken at a Scottish and UK level.

- Responded to the Edinburgh Airport 'Let's go Further' consultation highlighting that, although growth of the airport gave potential benefits to the community, growth or airspace changes should not be delivered at the significant detriment to West Lothian citizens.

- Promoted a joined up approach to public health protection by refreshing the Joint Health Protection Plan with Lothian NHS and other Lothian authorities.

- Taken a proactive approach to health protection by including noise and air quality standards within Planning Policy documents in order to 'design out' foreseeable health issues during design stages.

The Year Ahead – 2017/18

Outcomes for 2017/18 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.

Key Priorities and Actions for 2017/18

- Complete the restructure of Economic Development and Regeneration including the integration of the employability and community planning teams.

- Working towards a City Deal for Edinburgh & South East Scotland City Region.

- Achieving the outcomes of the Economic Growth Plan.

- Lobbying for continued access to economic development and regeneration funds post Brexit.

- Supporting the achievement of the Community Planning Partnership Development Plan including:

  o Enabling enhanced leadership through a focus on cultural and behavioural change.
  o Improving resource aligning and better use of data and information.
  o Developing local community planning arrangement and focusing on place making through local regeneration plans
  o Establishing an improved and more effective governance arrangement.

- Supporting the preparation of an Edinburgh, Borders, Lothian and Fife bid to provide the Work Able contract requirements for 2018/19.

- Continuing with the delivery of Women n2 Work courses.

- Continuing the wage subsidy programmes including Steps n2 Work, Modern Apprentices and West Lothian job Fund opportunities.

- Supporting 1,400 unemployed residents with 50% progressing into a positive destination.

- Continuing the programme of projects in villages and traditional towns to achieve full spend of the capital allocation.

- Striving to ensure that building standards are reappointed sole verifier for the geographical area of West Lothian.

- Work with Food Standards Scotland to implement changes to food premises rating schemes to allow better prioritisation of resources, focussing on premises posing highest risk.

- Participate in workshops to inform the Cosla/SOLACE review of consumer protection and Trading Standards.

- Finalise, and prepare for consultation, the air quality action plans for Linlithgow and Newton.

- Monitor progression of flight path change proposals by Edinburgh Airport and contribute where appropriate to prevent negative impact upon West Lothian.

- Implement the controls and licensing requirements in relation to sales of tobacco replacement substances (Vaping).

- Adoption and implementation of the West Lothian Local Development Plan.

- 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.

- The recent news of potential job losses at Jabil & Johnson and Johnson will impact on the work of economic Development and Regeneraiton.

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.

Craig McCorriston
Head of Service

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 will deliver efficiencies to balance income and expenditure plans. Planning, Economic Development & Regeneration will support this strategy through direct delivery of a number of efficiency 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.

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. While economic circumstances appear to be improving growth remains fragile and investment still has to be balanced against risk. Managing risk will continue to be a core consideration. The implications of Brexit will inevitably create some uncertainty and, ultimately, different approaches and planning for this will have to be progressed during the year.

2017 will see a number of legislative and regulatory changes which will result in new approaches to the work carried out by large parts of the service. The review of the planning system, new operational models for delivery of trading standards and revised approaches to community planning will all be progressed during the year, although it may be that some of the changes may not come into place until 2018. Nevertheless, a significant amount of planning for the changes is likely to be required.

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.

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 encourage participation in the Food Standards 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.

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
- Food Standards Scotland
- Health & Safety Executive
- Central Scotland Green Network

- 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)
- Strategic Development Plan Authority for Edinburgh and South East Scotland (SESPLAN)
- Local Authority Building Control (LABC)
- Scottish Natural Heritage
- Scottish Environment Protection Agency (SEPA)
- Scottish Water
- Trading 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
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

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 (four 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
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)
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 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 (although this may be changed by the planning review which is currently underway)

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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
Regeneration Framework	■ Employment and Employability; ■ Early Years and Family Learning; ■ Health and Wellbeing; ■ Economic Development; and ■ Community Capacity and Cohesion	2014	2033	September 2017
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
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

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.
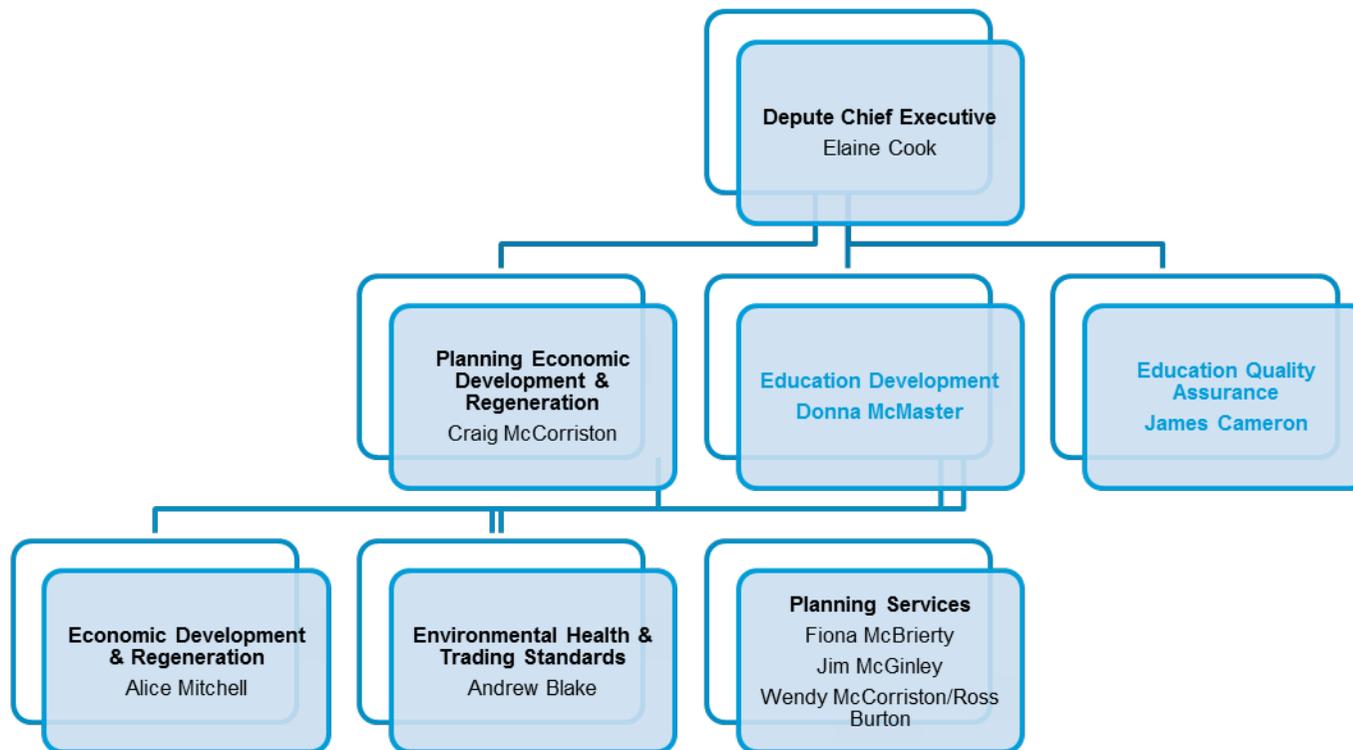

Figure 3: Planning, Economic Development & Regeneration Service Structure

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3 Service Activity

3.1 Economic Development and Regeneration

Manager:	Alice Mitchell
Number of Staff (FTE):	57.6
Location:	West Lothian Civic Centre

Purpose

The overarching purpose of Economic Development and Regeneration is "Working with others to regenerate West Lothian by enabling individuals, families, communities and businesses to achieve their potential".

The service, through the main teams of Employability, Community Planning & Regeneration and Economic Development, will support and lead on:

- Regenerating the most disadvantaged communities in West Lothian.

- Improving the life chances of individuals and groups experiencing poverty and disadvantage.

- Improving employability particularly for young people and other disadvantaged groups.

- Supporting and promote West Lothian's economy.

- Maximising the contribution of business and enterprise through creating jobs and business capacity.

- Community Planning.

- Reacting to potential closures such as Jabil & Johnson and Johnson.

Activities

The main activities of the service in 2017/18 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 Community Planning Partnership 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.

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- 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.
- Review and refresh the Economic Partnership Strategy for West Lothian.
- Provision of research, intelligence and information to assist decision making and inform delivery of services.
- 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.
- Support 1,400 unemployed resident with 700 of them progressing into a positive destination.
- Progressing the implementation 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 maximise the benefits to West Lothian from an Edinburgh and South East Scotland City Deal.
- Maximising income from external sources including ERDF, ESF and LEADER to support and enhance local delivery.
- Maximising the potential of West Lothian as a tourism/visitor destination and promoting the competitiveness of our town centres.
- Lobbying for continued access to economic development and regeneration funds post Brexit.
- Reviewing of activities across service to achieve efficiencies.
- Developing Scotland's Young Work Force.
- Providing comprehensive support to companies and employees under potential threat of closure, such as Johnson & Johnson and Jabil.,

Key Partners

The service actively works with our partners to plan, design and deliver improved services for our customers. Through partnership arrangements we aim to focus resources on key challenges, reduce duplication and maximise the impact of partners activity. Our key partners include:

- West Lothian College

- Police Scotland
- Scottish Fire and Rescue Service
- Community Councils
- Department of Work and Pensions
- B4 and Onto Work, Ability Centre
- West Lothian Youth Action Project
- 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
- The Scottish Government
- Scottish Enterprise.
- The Chamber of Commerce and Federation of Small Businesses.
- Business Improvement Districts.

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 engaged in health initiatives.	Questionnaire / stakeholder events	Annually	Team Leader	Email to customers/ community notice boards.

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	Website and feedback from forums
Wider stakeholders.	Community planning newsletter and website	Quarterly newsletter. Regular website updates	Community Planning Development Officer	Newsletter, website, inside news.
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

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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 Manager
All employees	One-to-ones	Fortnightly / monthly	Service Manager and Team Leaders
All employees	Team meetings	Fortnightly / monthly	Service Manager and Team Leaders
Employee sample	Employee survey	Annually	Service Manager
All employees	Management Plan Launch	Annually	Service Manager
All employees	Team Development day	Annually	Service Manager
All Employees	Unit Meeting	Monthly	Service Manager
All Employees	Email Updates	Regular Basis	Service Manager

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Activity Budget 2017/18

Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2017/18	PI Category	Staff Resource (FTE)	Revenue Expenditure Budget 2017/18 £	Revenue Income Budget 2017/18 £	Net Revenue Budget 2017/18 £
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	EDS034_9b - Economic Development Strategy and Policy - Total number of businesses receiving advice and support provided by European Funding Target 500	PUBLIC	5.2	162,678	(79,446)	83,232
			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 92%	PUBLIC	2.6	81,339	(39,723)	41,616
			EDS013_6a.7 - Percentage of customers who rated the overall quality of the service provided by	PUBLIC				

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Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2017/18	PI Category	Staff Resource (FTE)	Revenue Expenditure Budget 2017/18 £	Revenue Income Budget 2017/18 £	Net Revenue Budget 2017/18 £
			Business Gateway as good or excellent					
Tourism - via Visit West Lothian	To maximise the tourism offering for West Lothian through support to Visit West Lothian.	2. Improving the employment position in West Lothian	EDS035_9b - Tourism - Visit West Lothian: Visitor numbers to West Lothian Target 100 organisations	PUBLIC	0.0	0	0	0
			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 - Total number of Projects supported Target 10	PUBLIC	2.5	77,764	(37,977)	39,787
			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				

Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2017/18	PI Category	Staff Resource (FTE)	Revenue Expenditure Budget 2017/18 £	Revenue Income Budget 2017/18 £	Net Revenue Budget 2017/18 £
Entrepreneurship	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	EDS001_9b.1 - Number of new businesses started in West Lothian assisted by Economic Development Service – Business Gateway Target 400	PUBLIC	7.4	229,719	(112,185)	117,530
			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 qualitative information and research service provided to new and existing businesses Target 450	PUBLIC	1.6	49,191	(24,008)	25,153
			ED013_6a.7 - Percentage of customers who rated the overall quality of the service provided by	PUBLIC				

Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2017/18	PI Category	Staff Resource (FTE)	Revenue Expenditure Budget 2017/18 £	Revenue Income Budget 2017/18 £	Net Revenue Budget 2017/18 £
			Business Gateway as good or excellent Target 95%					
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	EDS002_9b.1a - Number of small and medium sized enterprises receiving support by the Economic Development Service's Business Gateway service Target 500	PUBLIC	9.4	293,178	(143,178)	150,000
			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				
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	11.4	997,097	(95,517)	901,580

Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2017/18	PI Category	Staff Resource (FTE)	Revenue Expenditure Budget 2017/18 £	Revenue Income Budget 2017/18 £	Net Revenue Budget 2017/18 £
			CRRE053_9a.1c Cost per resident engaged in structured activity	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	16.5	1,439,601	(137,907)	1,301,694
			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	Support activities contribute towards the overall performance of the service. Performance is monitored through the indicators for front line services.		1.1	90,579	(1,365)	89,214
	Total :-				57.6	3,421,112	(671,306)	2,749,806

Actions

Actions 2016/17 – Economic Development and Regeneration						
Action	Description	Planned Outcome	Owner	Start	End	Status (Planned, Active, Complete)
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.	Community Planning and Regeneration Manager	April 2016	December 2016	Active
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
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	Active

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Actions 2017/18						
Action	Description	Planned Outcome	Owner	Start	End	Status (Planned, Active, Complete)
Community Empowerment Act	Work with CPP partners and local communities to advise on the implications of the new act		Community Planning and Regeneration Manager	January 2017	October 2017	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 & Regeneration Manager	January 2015	June 2017	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
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.	Community Planning and Regeneration Manager	April 2016	December 2016	Active
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

Data Label: PUBLIC

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	Active

Data Label: PUBLIC

■ **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 is 98% to reflect current performance.

Data Label: PUBLIC

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.	

CRRE019_6b.3 Total number of complaints received by Regeneration and Employability
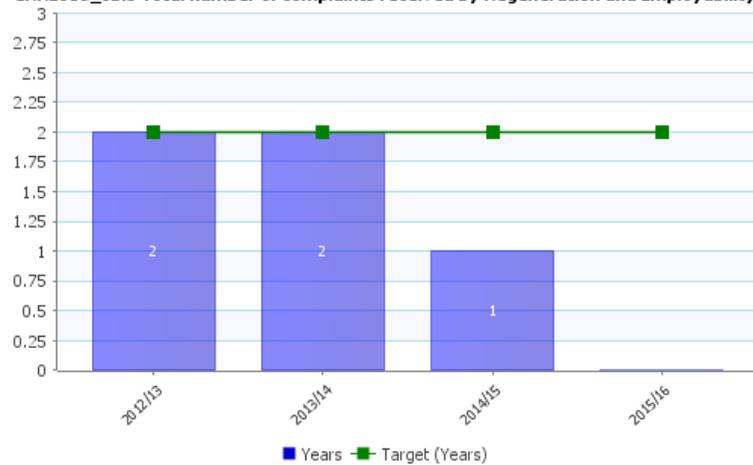
Trend Chart Commentary

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.

Data Label: PUBLIC

Performance Indicator	Number of Steps N2 Work Wage Subsidy places created.	CP:CRRE081_9a.2a
Description	The performance indicator measures the number of wage subsidy places created by the Steps n2 Work programme. The Steps n2 Work programme creates wage subsidy places for young people aged 16 - 24 year old within West Lothian Small to medium Enterprises who employ under 50 employees. Business apply to create an opportunity, this is accessed and opportunities allocated based on the assessment. Support is provided to create and sustain the opportunities. The programme is targeted to create a number of opportunities per year based on the funding available for the period. The programme experiences same seasonal variations which are reflected in the target setting. 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.	

CP:CRRE081_9a.2a Number of Steps N2 Work Wage Subsidy places created.
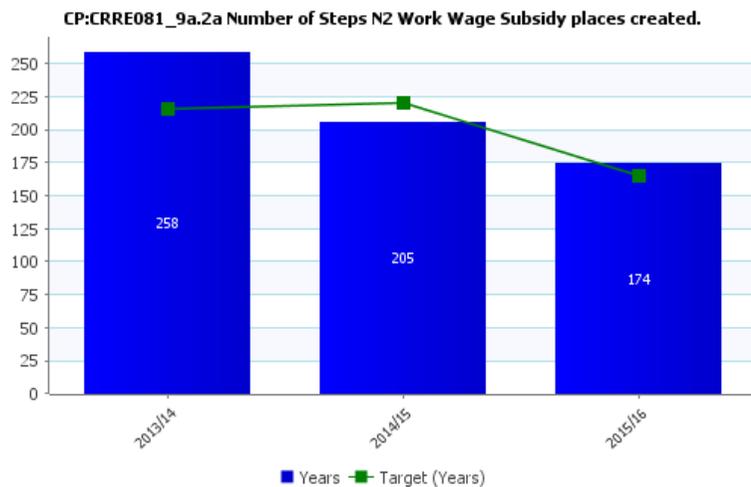
Trend Chart Commentary:

In 2015/16 the service created 174 opportunities against a target of 165 for the year. The high performance, against the target, is as a result of an increase in the number of businesses returning to the programme to create an additional opportunity following a previous positive experience.

The three year trend is above the annual target, with the exception of 2014/15. In 2014/15 the programme experience seasonal variations which had an impact on delivery at key points within the year. Plans were put in place combat this in 2015/16 including the provision of business breakfasts which ensure this did not happen again.

The high performance in 2014/15 and 2013/14 against their annual targets, is as a result of the linkages with employability partners, the support being provided to businesses and the linkages that have been established within key sectors.

Feedback from the business community reinforces the high performance.

2015/16 174 places were created against a target of 165
2014/15 205 places were created against a target of 220
2013/14 258 places were created against a target of 216

The annual target for 2016/17 is 167 based on the resource available for the year.

Data Label: PUBLIC

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.	

Business Gateway - Customer satisfaction with the service overall

Trend Chart Commentary:

In 2016/17, performance of 100% overall service quality was achieved against a target of 95%. This maintains the 100% satisfaction achieved in both 2014/15 and 2015/16. This is an improvement from 96% satisfaction achieved in 2013/14.

The longer term trend is upwards from 94.7% in 2012/13 to 100% in 2016/17. 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.

In 2016/17 47 responses received
In 2014/15 82 responses received

By aiming to drive up the volume of customer responses towards 10 per month in 2017/18, we will gather a more robust data set. We will monitor responses on a monthly basis in 2017/18 to try and exceed 100 responses in the year.

While the target for 2016/17 is 95%, we will aim to achieve a higher level than this target.

Target for 2016/17: 95%. Rationale for this is that while we aim to drive up the volume of responses, we remain susceptible to a few adverse comments having a disproportionately negative impact on the reported performance.

Data Label: PUBLIC

Performance Indicator	Percentage of complaints received by Economic Development that were upheld / partially upheld	P:EDS031_6b.4
Description	This indicator measures the total number of complaints received by Economic Development which were upheld or partially upheld as a percentage of all complaints received. 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.	

Percentage of complaints received by Economic Development that were upheld / partially upheld
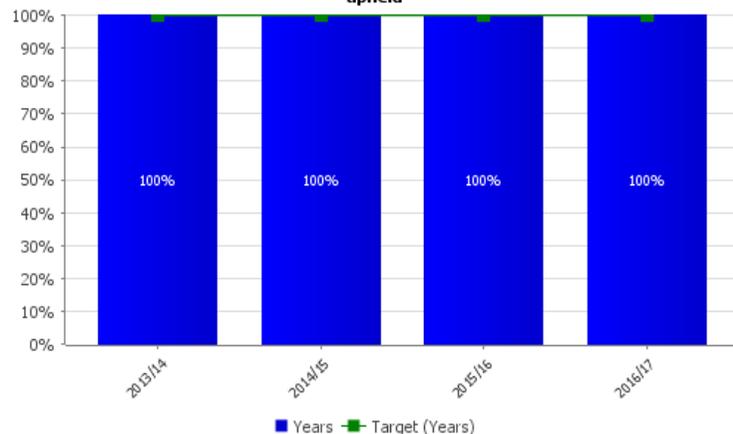
Trend Chart Commentary:

During 2016/17 only one complaint was received by the service which was upheld.

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.
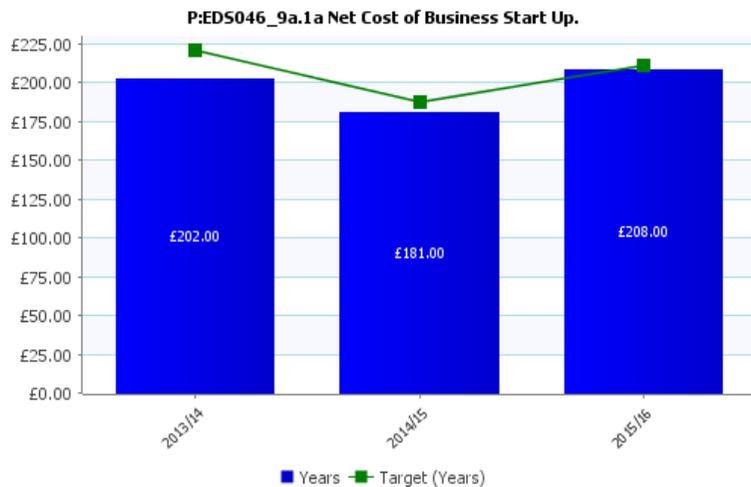
Given the volume of start-ups supported (407) and growing businesses supported (559), this level of complaints is low.

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

2016/17 - 1 out of 1 (100%)
2015/16 2 out of 2 (100%)
2014/15 4 out of 4 (100%)
2013/14 3 out of 3 (100%)

The target for 2017/18 is for no more than 2 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 divided by annual start-up target. The actual cost will be calculated through the year end data.	

P:EDS046_9a.1a Net Cost of Business Start Up.

£202.00 (2013/14), £181.00 (2014/15), £208.00 (2015/16)

Legend: ■ Years ■ Target (Years)

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 (Scottish Local Authorities Economic Development Group) 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.	

Number of new businesses started in West Lothian through Business Gateway.

Trend Chart Commentary:

In 2016/17, we helped 407 new businesses to start-up. This was against a target of 400. This target is agreed as part of the Lothian Consortium of four local authorities. The Consortium target is 2,000 starts per annum. Performance has been maintained with 407 starts also delivered in 2015/16. It is worth noting that starts are a function of wider unemployment rates and local jobs demand. In West Lothian we have lower than average unemployment and unfilled job vacancies. This combination can reduce the level of starts.

We benchmark against other areas e.g. Dundee 291 starts, Falkirk 307 starts, City of Glasgow 374 starts and North Lanarkshire 500 starts.

The longer-term trend from 2013 (377 starts) to 2017 (407 starts) is improving. 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.

The target for 2016/17 having regard to the influencing factors set out above.

Data Label: PUBLIC

Calendar of Improvement and Efficiency Activity

Action	Frequency	2017/18 (✓)											
		Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
O Performance management	Monthly	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
O Review of Performance Indicators and targets	Monthly	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
O Benchmarking	As Required												
O Collation Specified Performance Indicators (SPIs)	N/A												
O Update of PPR information	Monthly	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
O WLAM (assessment)	Annual	✓											
O Review Panel	Annual		✓										
O Performance Committee	As Required												
O Process Review (Lean/RIE activity)	N/A												
O Progress review of improvement actions	Monthly	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
O CSE preparation	Annual									✓	✓		
O Inspection or Audit activity	As Required												
O Budget Management activity	Monthly	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
O Equality Impact Assessment(s)	Annual							✓					
O Health and Safety Assessment(s)	Annual							✓					
O Business Continuity Planning	Annual							✓					
O Workforce Planning	Six Monthly	✓						✓					
O Appraisal & Development Review (ADR)	Six Monthly	✓						✓					
O Review of customer groups/segmentation matrix	Annual										✓		
O Customer consultation	Annual										✓		
O Review of Service Standards	Annual										✓		
O Planned Engagement activity	Annual										✓		
O Website content management	Monthly	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

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

Data Label: PUBLIC

3.2 Environmental Health & Trading Standards

Manager:	Andrew Blake
Number of Staff (FTE):	36.1
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 2017/18 will be to:

- 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.
- Monitor 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.

- Maintain an overview of proposed flight path changes from Edinburgh Airport and comment as appropriate on the impact upon West Lothian.
- Contribute to the Scottish Government aspirations in relation to reducing pollution from vehicle emissions.
- 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)	Annually with interim reviews	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	H.R.
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 2017/18

Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2017/18	PI Category	Staff Resource (FTE)	Revenue Expenditure Budget 2017/18 £	Revenue Income Budget 2017/18 £	Net Revenue Budget 2017/18 £
Food Safety Enforcement ; Health & Safety Enforcement.	Protect public health, workplace safety and a fair trading environment through the application of food hygiene, food composition and workplace safety 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	EH044_9a Percentage of commercial premises rated as high risk for 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	559,283	(3,417)	555,866
			EH045_9b Premises rated as broadly compliant with food hygiene legislation as a percentage of all risk rated food premises. Target 87%	PUBLIC				
Pest Control	Protect public health and damage to properties through eradication of vermin and specified pests.	8. Protecting the built and natural environment	EH059_9a.1c Resources allocated to Environmental Health delivery per 1,000 population compared to the Scottish average. Target £8,558/1000.	PUBLIC	4.0	149,939	(118,053)	31,886
			EH052_9b.1a Percentage of customer requests to pest control responded to within service targets. Target 95%	WLAM				

Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2017/18	PI Category	Staff Resource (FTE)	Revenue Expenditure Budget 2017/18 £	Revenue Income Budget 2017/18 £	Net Revenue Budget 2017/18 £
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	EH059_9a.1c Resources allocated to Environmental Health delivery per 1,000 population compared to the Scottish average. Target £8,558/1000	PUBLIC	2.0	75,498	(114)	75,384
			EH053_9b.1a - Percentage of customer requests to Animal Welfare responded to within service targets. Target 95%	WLAM				
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. Monitor air quality. Prevent detriment to health through assessing the environmental impact of planning applications and recommending safeguards.	7. Delivering positive outcomes on health	EH059_9a.1c Resources allocated to Environmental Health delivery per 1,000 population compared to the Scottish average. Target £8,558/1000	PUBLIC	5.4	303,602	(2,588)	301,014
			EH054_9b.1a - Percentage of customer requests to Public Health, Housing and Pollution responded to within service target. Target 87%	WLAM				

Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2017/18	PI Category	Staff Resource (FTE)	Revenue Expenditure Budget 2017/18 £	Revenue Income Budget 2017/18 £	Net Revenue Budget 2017/18 £
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 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.	6. Reducing crime and improving community safety	EH060_9a.1c - Resources allocated to Trading Standards delivery per 1,000 population compared to the Scottish Average. Target £8,687/1,000	PUBLIC	7.6	383,332	(2,070)	381,262
			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				

Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2017/18	PI Category	Staff Resource (FTE)	Revenue Expenditure Budget 2017/18	Revenue Income Budget 2017/18	Net Revenue Budget 2017/18
						£	£	£
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	EH059_9a.1c Resources allocated to Environmental Health delivery per 1,000 population compared to the Scottish average. Target £8,558/1,000	PUBLIC	2	175,000	(175,000)	0.0
			EH055_9b.1a Percentage of customer requests to the Vehicle Emission Testing team responded to within service targets Target 90%	WLAM				
Service Support	Provision of management and administrative support.	Enabler Service - Corporate Governance and Risk	Support activities contribute towards the overall performance of the service. Performance is monitored through the indicators for front line services.		4.1	133,554	(517)	133,037
	Total :-				36.1	1,780,208	(301,759)	1,478,449

Actions

| 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.	Trading Standards Manager	April 2016	March 2017	Active
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.	Trading Standards Manager	April 2016	March 2017	Active
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	Complete
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	AQMA Complete. Action Plans remain active.

Actions 2017/18						
Action	Description	Planned Outcome	Owner	Start	End	Status (Planned, Active, Complete)
Animal Feed Ongoing since 2016	Deliver the outcomes proposed following Food Standards Scotland's review of animal feed enforcement in Scotland.	Ensure continuity of animal feed enforcement which meets EU standards.	Trading Standards Manager	April 2017 (review started in 2016)	March 2018	Active
Trading Standards review Ongoing since 2016	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.	Trading Standards Manager	April 2017	March 2018	Active
Public protection – targeting resources	Work with Food Standards Scotland to implement changes to food premises rating schemes to allow better prioritisation of resources, focussing on premises posing highest risk.	Undertake and provide feedback on a pilot project to assist in developing new risk rating systems.	Environmental Health Manager	Project commenced Nov 2016	October 2018	Active
Health protection – tobacco replacements.	Implement the controls and licensing requirements in relation to sales of tobacco replacement substances	Tobacco replacement substances will not be available to younger persons.	Trading Standards Manager	April 2017	March 2018	Active
Health protection – Air Quality	Complete the draft air quality action plans for Linlithgow and Newton and prepare them for public consultation.	Action plans will be available for public consultation.	Senior Officer Public Health	April 2016	March 2018	Active
Flight path change proposals	Contribute to flight path change proposal consultations	Submit West Lothian Council's views on stage 2 flight path changes	Environmental Health Manager	April 2016	May 2017	Active

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 for the purpose of the indicator and are divided by the total number of responses received to determine a percentage. Monitoring this indicator contributes towards ensuring that we are working with and for our communities.	

P:EH050_6a.7 Customer satisfaction with the service overall.

89.2% 82.8% 88.2% 80% 85.3%

2012/13 2013/14 2014/15 2015/16 2016/17

■ Years ─■─ Target (Years)

Trend Chart Commentary:

The trend shows that customer satisfaction levels with Environmental Health & Trading Standards services hovers around the current target of 85%; the 2016/17 survey results showed 85.3% satisfaction. Of the 5 who did not rate the service as good or excellent, 3 rated it adequate, and 2 rated it poor. Those rating it poor did so because they disagreed with the officer's advice on how to prevent condensation.

Analysis of other comments identified that time delays in getting through to the customer service centre prevailed. These matters were raised with the appropriate management. Comments were also particularly complementary of some staff members.

The dip in 2013/14 coincided with a reduced animal welfare/dog warden service, and the improvement in 2014/15 coincided with resolution of that issue.

No specific external benchmark information is available for this indicator.

2016/17   29 out of   34 rated the service either Excellent or Good
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 2017/18 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.5
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.	

Percentage of service requests made to Trading Standards which were responded to within the specific service level targets.

97.4%	98.3%	97.7%	99%	98.9%
2012/13	2013/14	2014/15	2015/16	2016/17

■ Years ━■━ Target (Years)
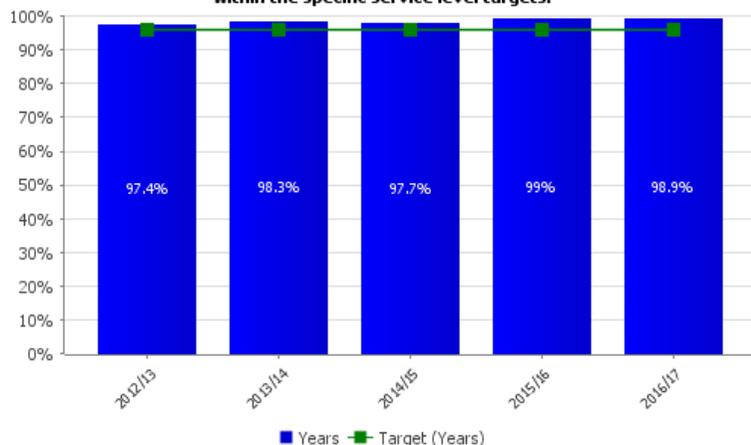
Trend Chart Commentary:

The 2016/17 figure of 98.9% of service requests responded on time was closely comparable to the 99% recorded in 2016/17, both of which were an improvement from previous figures.

The trend over the last few years' shows a consistently high performance and variations of 1% or 2% are not unexpected.

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

2016/17 – 813 out of 822
2015/16 – 891 out of 900
2014/15 – 929 out of 951
2013/14 – 1196 out of 1216
2012/13 – 979 out of 1005

Although service performance is currently above target and would therefore justify raising the target, changes to service priorities and staffing planned for 2017/18 may make maintaining the current level of performance challenging therefore the target for 2017/18 will not be raised but will remain at 96% of service requests responded to within target until the impact of the changes have been established.

Performance Indicator	Resources allocated to Environmental Health delivery per 1,000 population compared to the Scottish average.	*P:SENV05b_9a.1d*
Description	This indicator monitors the resources allocated to protecting the public through delivery of 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 are gathered by the Improvement Service as part of the Local Government Benchmark Framework from returns provided by the financial management unit and include finances allocated to the provision of public conveniences. The resources allocated impact other indicators measured by environmental health such as percentage of service requests responded to on time. 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. The allocation of resources to the delivery of environmental health services contribute to all of the council priorities, but in particular those relating to positive outcomes on health, safety and protecting the built and natural environment.	

P:EH059_9a.1d Resources allocated to Environmental Health delivery per 1,000 population compared to the Scottish average.
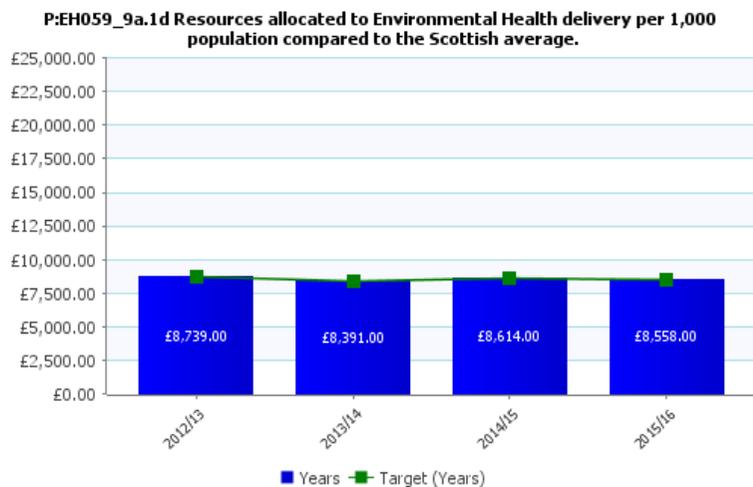
Trend Chart Commentary

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 (LGBF) for 2015/16, was £8,558. The Scottish average for the same period was £16,849.

This is a reduction from the 2014/15 figure due to 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, reduction in staffing and implementation of charges for pest control.

The benchmark information of average cost per 1,000 population in Scotland (currently £16,849) is provided as part of the LGBF information gathered by the Improvement Service. Benchmark activities have shown particular difficulties in using this indicator as a comparator as not all Environmental Health services deliver the same functions hence the wide variation in the figures across Scotland. The Association of Public Service Excellence (APSE) are considering figures for specific service areas which may in the future allow more targeted benchmarking.

The figures are provided one year in arrears by the Improvement Service therefore the 2016/17 figures are not likely to be available until November 2017.

2015/16 - £8558 per 1000 Head of Population (Scottish Ave = £16,849 per 1000)
2014/15 - £8614 per 1000 Head of Population (Scottish Ave = £17,697 per 1000)

	2013/14 - £8391 per 1000 Head of Population (Scottish Ave = £18,322 per 1000)
	2012/13 - £8739 per 1000 Head of Population (Scottish Ave = £17,130 per 1000)
	The target for 2016/17 will reflect the service budgets agreed as part of the council approved revenue budget for the year. For monitoring purposes this will be taken as £8558 per 1000 population

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.1a
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.	

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.
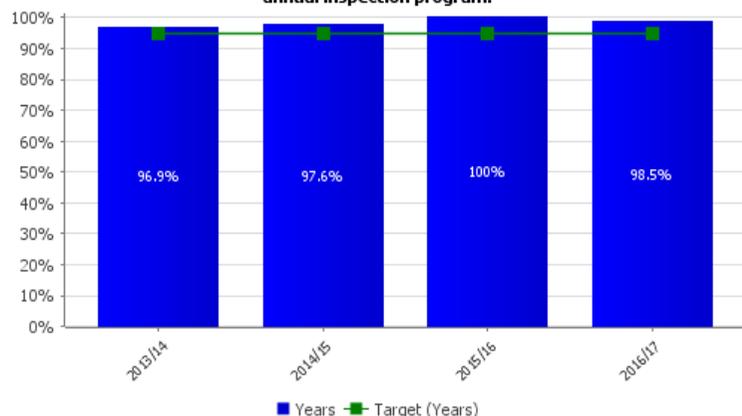
Trend Chart Commentary:

During 2016/17 98.5% of highest risk premises were inspected by the planned inspection date. This is a drop from the 100% reported in 2015/16 however remains above the target of 95%.

The dip in the performance was due encountering a challenge in recruiting suitably qualified following a member of the team leaving and, although remaining staff re-prioritised their workloads, five inspections were still missed due to competing demand on the small team. It is also relevant that the number of higher risk premises has increased. Even although the target date was missed, all highest risk premises were inspected during the year. Steps are being taken to have the vacancy filled.

Staff are 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 is currently unavailable for this indicator.

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

2016/17 – 337 out of 342
2015/16 – 291 out of 291
2014/15 – 205 out of 210
2013/14 – 220 out of 227

49

	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 will be retained at 95% for 2017/18 as conflicting priority demands, out with the control of the service, mean that higher levels may not be sustainable. However, if exceeded again during 2017/18, it will be reviewed upwards for 2018/19.

Calendar of Improvement and Efficiency Activity

Action	Frequency	2017/18 (✓)											
		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)	As Required												
○ Health and Safety Assessment(s)	As Required												
○ 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

3.3   Planning Services

Managers:	Fiona McBrierty / Jim McGinley / Wendy McCorriston / Ross Burton
Number of Staff (FTE):	42.9
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 2017/18 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)
- Education 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
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, Education Scotland 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. and Customer Charter

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 & Environment) and Team Leaders
All Employees	Appraisal & Development Review (ADR)	6 monthly	Service Managers (Building Standards, Development Management and Development Planning & Environment) and Team Leaders
All employees	Team meetings	Weekly / fortnightly / monthly	Service Managers (Building Standards, Development Management and Development Planning & Environment)
Employee sample	Employee survey	Annually	Service Managers (Building Standards, Development Management and Development Planning &

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

Activity Budget

| Activity Budget 2017/18 |

Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2017/18	PI Category	Staff Resource (FTE)	Revenue Expenditure Budget 2017/18 £	Revenue Income Budget 2017/18 £	Net Revenue Budget 2017/18 £
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	DM033_9b.1a Annual percentage of all applications, excluding major applications, determined in two months Target 80%	PUBLIC	10.6	569,902	(892,491)	(322,589)
			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	WLAM	1.3	71,216	(108,920)	(37,704)
			DM052_9a.1a Quarterly average budget cost for a Development Management enforcement enquiry Target £350	WLAM				

Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2017/18	PI Category	Staff Resource (FTE)	Revenue Expenditure Budget 2017/18 £	Revenue Income Budget 2017/18 £	Net Revenue Budget 2017/18 £
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	BS030_9b.1a Percentage of applications for building warrant which receive a full technical assessment within 20 days of receipt by Building Standards Target 97%	PUBLIC	9.5	694,344	(824,954)	(130,610)
			BS036_9a.2b Average fee received per FTE building standards officer Target £55,746	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 by building standards under the Building (Scotland) Act 2003. Aim to minimise indicator based on mediation in lieu of proceeding straight to statutory action Target 3 notices	HIGH LEVEL	0.5	37,170	(43,276)	(6,106)
			BS041_9a Annual Average Budget Cost For A Building Standards Enforcement Enquiry Target £500	WLAM				

Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2017/18	PI Category	Staff Resource (FTE)	Revenue Expenditure Budget 2017/18 £	Revenue Income Budget 2017/18 £	Net Revenue Budget 2017/18 £
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 gazateer (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 working days	WLAM	8.2	659,862	(39,290)	620,572
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	CMP001_9b.1a Carbon Footprint. Total annual emissions from non-domestic operational buildings, transport, external lighting, waste and water total (tonnes Co2e) Target 59,967 tonnes	PUBLIC	1.8	147,456	(8,625)	138,831
			DP004_9b.1a Percentage of Contaminated Land enquiries responded to within service level agreement Target 95%	WLAM				

Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2017/18	PI Category	Staff Resource (FTE)	Revenue Expenditure Budget 2017/18 £	Revenue Income Budget 2017/18 £	Net Revenue Budget 2017/18 £
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	DP008_9b.1a Percentage of Education Planning Enquiries responded to within Service Standards Target 95%	WLAM	3.0	114,201	0	114,201
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.		8.0	216,114	(819)	215,295
	Total :-				42.9	2,510,265	(1,918,375)	591,890

Actions

| 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	October 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	Building Standards Manager	April 2016	March 2017	Active
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 2016	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.	Development Management Manager	April 2016	March 2017	Active
Introduction of charging for certain service activities.	Pre-application advice service introduced	An improved quality of applications and a new revenue stream for the council	Development Management Manager	April 2016	March 2017	Active

Actions 2016/17						
Action	Description	Planned Outcome	Owner	Start	End	Status (Planned, Active, 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.	Development Management Manager	April 2016	March 2017	Active
Full electronic assessment of planning applications	Full electronic assessment of planning applications and no use of paper plans	Print and postage savings and improved efficiency	Development Management Manager	April 2016	January 2017	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.	Development Management Manager	April 2016	March 2017	Active

Actions 2017/18						
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 2017	October 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 2017	March 2018	Active
Migrate the case management software system from Acolaid to Uniform	Change case management software system for building standards and development management from Acolaid to Uniform	Align software with other Scottish local authorities	Building Standards Manager	April 2017	October 2017	Active
Introduction of specific project plan using enterprise workflow systems for all planning applications.	Channel shift using enterprise workflow system to provide greater certainty for the delivery of all planning decisions.	Set procedures for all planning applications to ensure applicants know what to expect at appropriate stages.	Development Management Manager	April 2017	March 2018	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 2017	March 2018	Active
Introduce case management software system for Contaminated land and Tree Preservation Orders	Introduce Uniform case management software system for Contaminated land and Tree Preservation Orders	Align software with other Scottish local authorities	Building Standards Manager	April 2017	December 2017	Active

Actions 2017/18						
Action	Description	Planned Outcome	Owner	Start	End	Status (Planned, Active, Complete)
Investigate options for IT software package to assist in development plan preparation	New IT management system to assist in review of the West Lothian Local Development Plan and delivery of replacement Local Development Plan	Agreement to source and implement new software	Development Planning & Environment Manager	April 2017	March 2018	Active
Implementation of Edge-u-cate education planning system	New education planning system	Full implementation of system to allow monitoring of the education estate	Development Planning & Environment Manager	April 2017	December 2017	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.	

Customer satisfaction with the service overall
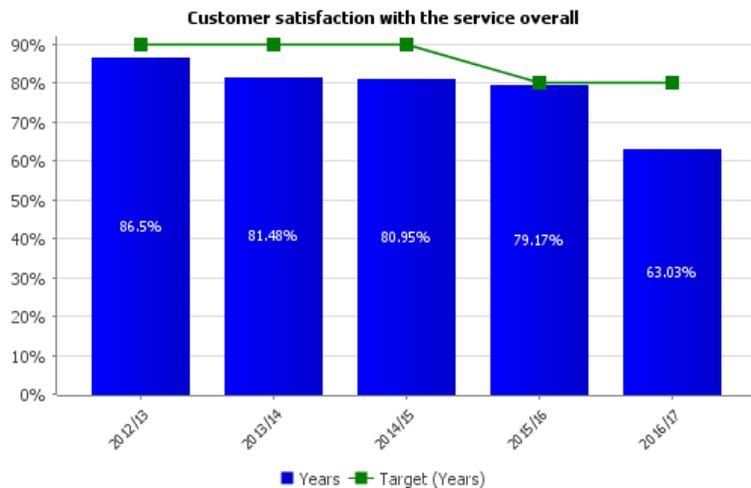
Trend Chart Commentary:

The trend chart shows that the reported performance of 63.03% for 2016/17 was lower than the reported performance of 79.17% for 2015/16.

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 2017/18 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 chart period from a high of 81.48% in 2012/13 to a low of 63.03% in 2016/17.

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.

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 contributed to a further drop in customer satisfaction to 79.17% for 2015/16 and as a result the customer satisfaction target was reduced to 80% for 2015/16 to allow these changes to operating procedures to bed in and become the norm for customers.

For information the number of customer surveys responded to in each financial year was as follows:
2016/17 104 out of 165
2015/16 55 out of 73
2014/15 34 out of 42

	2013/14 88 out of 108 2012/13 64 out of 74 The 80% target was reassessed and retained for 2016/17 to allow the changes to service delivery to become embedded within both the service and in our customers' experience however given the reported performance for 2016/17 is 63.03% this may have been too challenging given the ongoing channel shift initiatives. This target had been reassessed for 2017/18 and will be 75% to allow changes to operating procedures to bed in and become the norm for customers and will be reassessed for 2018/19.

Performance Indicator	Annual Percentage of building warrants issued or refused, up to and including the sixth working day of receiving information.	*P:BS037_6b.5*
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.	

Annual Percentage of building warrants issued or refused, up to and including the sixth working day of receiving information.
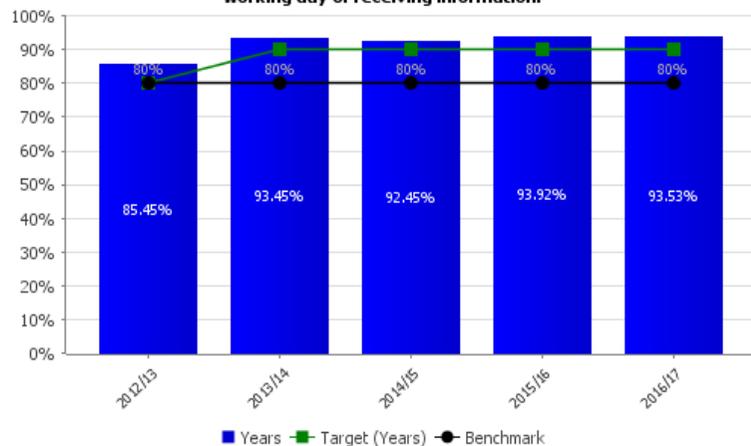
Trend Chart Commentary

The trend shows that the 2016/17 performance of 93.53% was lower than the 2015/16 performance of 93.92%.

The trend chart shows that year on year performance, with the exception of the 2014/15 when there was a 1% reduction in performance and 2016/17 when there was a 0.39% reduction in performance, has improved.

The increase in performance from 2012/13 through to 2013/14 occurred as a result of the introduction, in October 2012, of a weekly performance meeting whereby all outstanding work is monitored and redistributed if required.

This management change led to the increase in performance shown during 2012/13 when half the year was covered by this change in procedure and also the increase in performance for 2013/14 the first full year at which these procedures were in place.

We have benchmarked our performance against both Aberdeenshire Council's reported 2015/16 annual performance of 91% and Renfrewshire Council's reported 2015/16 annual performance of 66% 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:

2016/17 1114 out of 1191
2015/16 1051 out of 1119
2014/15 1028 out of 1112
2013/14 985 out of 1054
2012/13 1010 out of 1182

	Although performance was above target for 2016/17, 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 for 2017/18 will be retained at 90% and will be reviewed for financial year 2018/19.

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.	
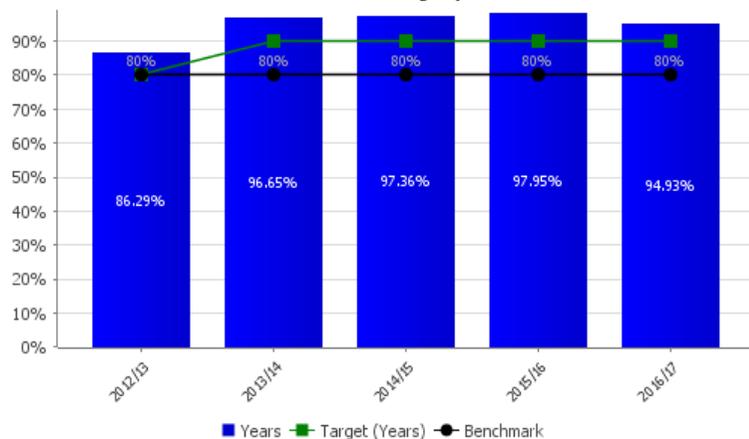
Trend Chart Commentary

The trend shows that the 2016/17 performance of 94.93% was lower than the 2015/16 performance of 97.95%.

This reduction occurred as a result of a large number of completion submissions being received for external wall insulation upgrade programmes where every property required an individual completion submission.

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 council's target of 95%.

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

2016/17 1891 out of 1992
2015/16 1480 out of 1511
2014/15 1585 out of 1628
2013/14 1270 out of 1314
2012/13 1051 out of 1218

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. Notwithstanding this the target will be raised to 95% for 2017/18 and will be reviewed for financial year 2018/19.

Annual percentage of completion certificates submitted to building standards accepted within 3 working days

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.	

Annual percentage of all applications, excluding major applications, determined in two months.
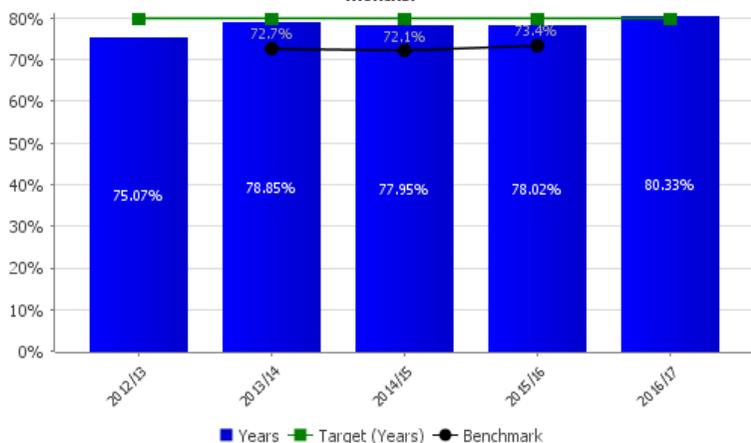
Trend Chart Commentary:

The council's performance in 2016/17 at 80.33% (588 out of 732 applications determined) is an improvement on the previous year's performance of 78.02% (614 of 787 applications determined) and is the highest reported performance against this indicator in recent years. It is the first time that performance has exceeded the council's 80% target for this indicator.

There has been a steady improvement in performance against this indicator over the last 5 years. There has also been a new management structure in place since October 2016 which has overseen the introduction of more regular weekly performance monitoring. Performance for this indicator has improved to the extent that over 80% performance has been achieved in each of the last six months.

For the purposes of benchmarking and from figures available in the council's latest Planning Performance Framework submission for 2015/16, in a national context the council's performance for this indicator is above the 2015/16 annual Scottish average of 73.4%. Comparative national figures for 2016/17 will not be available until August 2017. The data will be updated at that time.

West Lothian Council, in a Scottish context, had the fourth highest proportion of local planning applications of the 32 authorities that were subject to a legal agreement in 2015/16 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:

2016/17 588 out of 732
2015/16 614 out of 787

	2014/15 548 out of 703 2013/14 578 out of 733 2012/13 542 out of 722 The target has been reviewed and will remaining at 80%, which is the statutory target for 2017/18. This target will, however, be reviewed during 2017/18 if month on month performance remains above the 80% target.

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 and a 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. This category includes applications for more than 50 houses or for development over two hectares, and which can include applications for the approval of matters specified in conditions following approval of a major application for planning permission in principle. 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.	

Annual percentage of all major planning applications determined in 4 months.
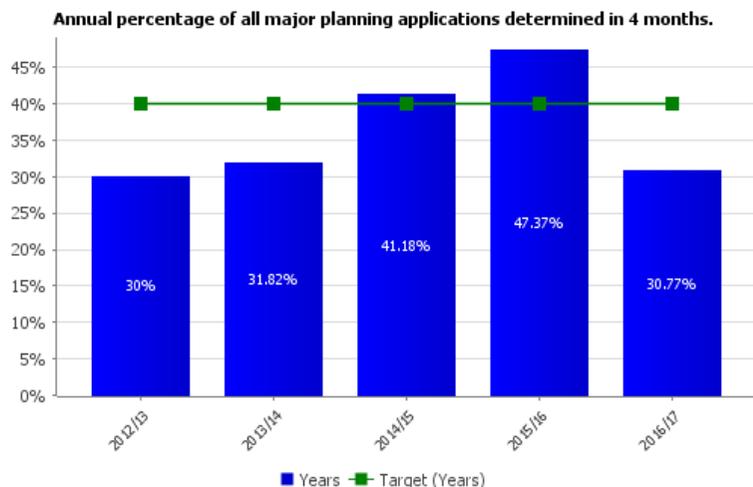
Trend Chart Commentary:

The council's performance in 2016/17 against this indicator at 30.77% (4 out of 13 applications determined) is a significant drop from the previous years when 47.36% were determined within the statutory period. Performance in 2016/17 is similar to the performance in 2013/14 and 2012/13 of 31.82% and 30% respectively.

Of the 9 applications which took over four months to determine, seven were major housing proposals, two of which required referral to Full Council, four which encountered delays in agent or consultee responses, and two which were delayed for reasons relating to a legal agreement. The other two delayed applications were for Tormywheel wind farm development and Levenseat Quarry waste management site which involved protracted negations.

Performance has varied from a low of 30.0% in 2012/13 to the highest figure, 47.37 % in 2015/16. While major applications are in their nature complex and generally include legal agreements which can be lengthy to conclude, there has been a year on year improvement in performance since 2012/13 until the drop last year. The high number of complex housing applications in this period, coupled with the fact that small overall numbers of applications result in a high percentage swing, can account for the drop in performance.

For the purposes of benchmarking, and from the most recent figures available in the council's latest Planning Performance Framework submission for 2015/16, in a national context West Lothian Council has the 10th highest number of major planning applications in Scotland. The benchmarking information is now given in terms of the average processing times of major planning applications. West Lothian is 4th poorest in terms of this timescale against this indicator. National benchmarking figures for 2016/17

are not available until August 2017.

The high number of complex housing applications in this period, coupled with the fact that small overall numbers of applications result in a high percentage swing, can account for the drop in performance. Nevertheless, performance statistics in this category continue to be analysed and issues discussed with Legal Services on a regular basis in respect of those which are subject to a legal agreement.

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:

2016/17 4 out of 13
2015/16 9 out of 19
2014/15 7 out of 17
2013/14 7 out of 22
2012/13 6 out of 20

The target has been reviewed and will remain at 40% for 2017/18 in view of the variable complexity of applications in this category.

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.	

Percentage of new houses built on land which has previously been developed
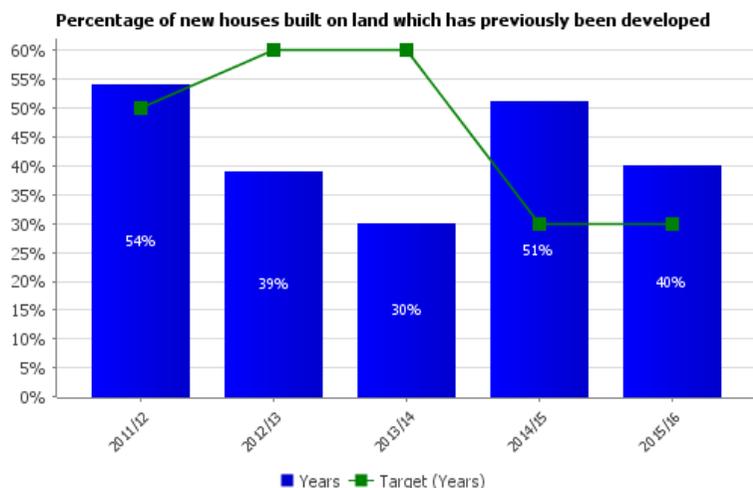
Trend Chart Commentary:

House completion figures for 2015/16 were 895 house completions, 40% of these were on brownfield land.

The percentage of completions on brownfield land in 2015/16 is a decrease on the percentage of completions on brownfield land in the previous year when, during 2014/15 the percentage of brownfield land developed was 51%. However, both the 2014/15 and 2015/16 returns show an increase on 2013/14 when the percentage of brownfield land developed was 30% and on 2012/13 when the percentage of brownfield land developed was 39%.

Targets for new houses built on land which has previously been developed (brownfield land) are influenced to an extent by the allocation of land for development in the West Lothian Local Plan and the West Lothian Local Development Plan. As sites are developed the supply of brownfield land may well reduce unless other sites come forward. To reflect the increase in the number of new houses built on land which has been previously been developed during 2015/16, and having regard to the level of house completions on such land in previous years, an average number of completions over the years 2011/12 to 2015/16 can be identified at 54%.

Housing completion figures for 2016/17 will only become available upon completion of the 2017 Housing Land Audit.

Performance data over the period 2012/13 to 2015/16 for the number of housing completions on brownfield land against the total number of housing completions is as follows:
2015/16 340 out of 895
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 decrease 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 target for 2015/16 was amended to reflect this and will be further reviewed for 2016/17 having been informed by housing completion figures from the agreed 2016 Housing Land Audit. A further review of the target will be undertaken for 2017/18 having been informed by the agreed target for 2016/17, the 2017 Housing Land Audit and the site allocations in the West Lothian Local Development Plan as it moves forward to adoption.

Calendar of Improvement and Efficiency Activity

Action	Frequency	2017/18 (✓)											
		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)	As required												
⦾ Health and Safety Assessment(s)	As required												
⦾ 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 2017/18

Craig McCorriston
Head of Service

April 2017