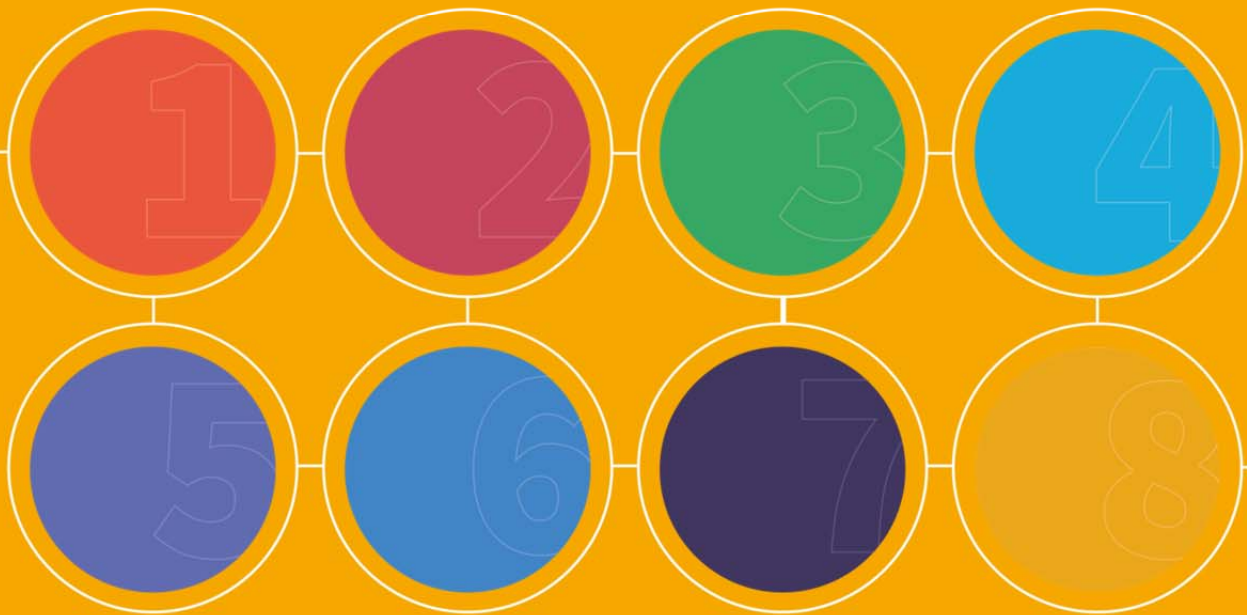


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Improvement Strategy

2018/19 to 2022/23



transforming
yourcouncil



West Lothian
Council

Welcome to the Improvement Strategy

The Improvement Strategy sets out the key outcomes, activities and behaviours that the council will pursue in support of our corporate priorities and a culture of continuous improvement

West Lothian Council has long been known as one of the top performing local authorities in the United Kingdom and has been recognised as an outstanding performer across all sectors in the UK and Europe in prestigious external assessment and benchmarking exercises.

The council's unwavering commitment to providing high performing, quality services to local people and the clarity of our long-term vision for a better, fairer West Lothian for everyone is the cornerstone of our organisation. On this, the council's leaders, employees, partners and stakeholders are united and we consistently work to improve our performance, as we know the services that we provide are making a real difference to the lives of the people living in our community.

The next five years are set to be a period of significant challenge and change for the council. The demand for our services is expected to continue to grow – in line with an increasing West Lothian population – and the available funding for our services will decrease. We have a Corporate Plan and financial strategy to deliver in the eight priority areas for West Lothian, but we also need a set of strategies that will support innovation and transformational change in the council, whilst maintaining our high performance and the high standards of governance we have set.

The Improvement Strategy is designed to support transformation and growth in a council that is still striving for *Excellence*. It reaffirms our commitment as an organisation to building a culture of continuous improvement that is shared and demonstrated by every member of staff and by our partners as well.

It sets out how we will develop and implement our improvement approaches to plan, design and deliver services that are valued by our community. The strategy also recognises that we must harness the full potential of all our assets, including data and information, to become a more agile and effective organisation.

Importantly, the Improvement strategy has been developed with the understanding that our past success has been achieved by the motivated employees that deliver our services and in a culture that supports them to participate in improvement processes. We will continue to engage and involve our employees and our customers in our improvement journey and build a better council for West Lothian.



Lawrence Fitzpatrick
Leader of the Council



Graham Hope
Chief Executive

Strategy outcomes

The Improvement Strategy reaffirms the council's commitment to continuous improvement. We aim to be an *excellent* organisation that compares well to the top performing organisations in Europe

Excellent organisations have a long-term vision of what they want to achieve and how they want to succeed. They will share that vision and instil a collective focus on achievement at every level of their operation. This will be evident in the strategic decisions that are taken, down to the day-to-day actions of their people.

The council has a clear mission, values and strategic outcomes. These influence every part of the way that we operate but also, how we evaluate our success as an organisation.

In order to succeed in improving the quality of lives for people in West Lothian, we must ensure that results that will be critical success factors for our priorities are identified and that we carefully manage cause and effect in these results.

Vision:

Improving the quality of life for all of those living, working and learning West Lothian

The Council's priorities:

1. Improving attainment and positive destinations
2. Delivering positive outcomes and early interventions for early years
3. Minimising poverty, the cycle of deprivation and promoting equality
4. Improving the quality of life for older people
5. Improving the employment position in West Lothian
6. Delivering positive outcomes on health
7. Reducing crime and improving community safety
8. Protecting the built and natural environment

The Improvement Strategy is part of suite of strategies that are helping the council to transform and improve in a smart, flexible and efficient way.

There are three outcomes in the Improvement Strategy and these are:



With the Improvement Strategy we will build on established good practice that has been place in the council for planning, quality and performance management. These approaches have been tested and refined over the years, and subject to external audit and assessment, and will continue to help improve our overall performance and ability to respond to challenge.

The Strategy is intended to:

- ◆ Foster a culture where continuous improvement is everyone’s responsibility and approaches are inclusive and encourage leaders, employees, partners, stakeholders and customers to participate;
- ◆ Ensure that the key performance results required to achieve the strategic priorities are understood and progress is measured and evaluated;
- ◆ Provide effective governance, monitoring and reporting of corporate and service performance and demonstrate that council services represent value for money;
- ◆ Support the efficient management of council resources, including data and information
- ◆ Support transformation, innovation and creativity in the council.

The strategy outcomes will be delivered by a range of activities and these are set out in the following sections, along with the corporate approaches, frameworks and resources that will be aligned to the delivery of the strategy.

Scope of the strategy

The Improvement Strategy is a corporate strategy and adopted across the council. It has been subject to consultation with the key stakeholders and approval by Council Executive.

The strategy covers the period 2018/19 to 2022/23, which is also the duration of the Council’s Corporate Plan. The Improvement Strategy has been developed in support of this plan and the other key plans and strategies.

Corporate strategies

The council has nine strategies to support the delivery of the Corporate Plan. Each has been developed to address specific factors that are critical to the sustained success of the council and to management and governance. The strategies have been aligned and provide specific support towards; **transformation**, **digital services** and **behavioural change** in the council.

<p>Customer service strategy A strategy to develop the council as a customer-oriented organisation through an understanding of customer needs and excellent service provision.</p>	<p>People strategy A strategy to ensure the council has the people to deliver in the priority areas and that all employees are led, managed and developed effectively.</p>	<p>Raising attainment strategy A strategy to align the council’s resources in the delivery of positive change in the council’s number one priority, improving attainment and positive destinations.</p>
<p>Digital transformation strategy A strategy to support the development of digital services in the council.</p>	<p>Improvement strategy A strategy to ensure the council has a strong culture of high performance and capacity to deliver in the priorities.</p>	<p>Risk management strategy A strategy to ensure effective management of risks that may impact on the council’s ability to deliver our priorities or objectives.</p>
<p>ICT strategy A strategy to ensure the council has the ICT infrastructure to succeed in the priority areas.</p>	<p>Asset Management Strategy A strategy to ensure the council assets are effectively and efficiently used to support service delivery.</p>	<p>Audit and Counter Fraud strategy A strategy to direct audit activity. This will ensure that the council has effective governance and controls and effective measures for the prevention, detection and investigation of fraud.</p>



Outcome 1 – The council is high performing and achieving

Description

The council has a strong record of providing high performing, customer-focused services that are delivering lasting change in the local community. This has been achieved through vision, leadership and a dedicated workforce, but also by ensuring that the correct governance, structures and strategies are in place to deliver effective services aligned to the priority areas.

Outcome 1 in the Improvement Strategy is focused on establishing an environment that

facilitates high performance. As well as promoting a culture of continuous improvement, the strategy identifies the planning, quality and performance structures that will ensure the council is making progress towards the agreed strategic outcomes and our core purpose of improving the quality of lives in West Lothian.

Overall, the council will continue to aim to be recognised as a high performing organisation in and out with the local government sector.

Activities

The main activities of the Council during the period of the strategy will be:

Planning and priority setting

The council has a clear vision for the future and effective priority setting to ensure that we are successful in achieving our challenging aims for a better West Lothian – within the confines of our resources.

A priority-based planning approach aligns and focuses people, processes and resources on delivering positive outcomes for West Lothian. The council's leaders set a clear direction and strategic focus – through consultation with customers, employees and partners – and this is shared with all stakeholders.

The strategic focus begins with the Community Planning Partnership's (CPP) **Local Outcome Plan** (LOIP) for West Lothian. The LOIP brings the council together with our main partners to jointly address agreed outcomes for the local area.



The council's **planning framework** (see above) translates those outcomes into corporate priorities in the Corporate Plan and then into activities and actions in the service management plans. Combined, these plans, along with employee work plans, identify the key results and objectives that are critical to success in the strategic outcomes and priorities. This also makes sure there is sufficient resources aligned to achieve our priorities and a shared responsibility and accountability is present at all levels of the council.

During the period of the Improvement Strategy, the council will concentrate on the effective implementation of the planning framework. This will ensure that we make progress in our eight priorities and help the council adapt to changes in internal and external factors and realign the direct of the council, where necessary.

Strategies

The council has identified a set of nine corporate strategies (see page 4) to support the delivery of the Corporate Plan. These strategies have been developed to drive specified, measurable outcomes that will support high performing council services and the delivery of corporate priorities.

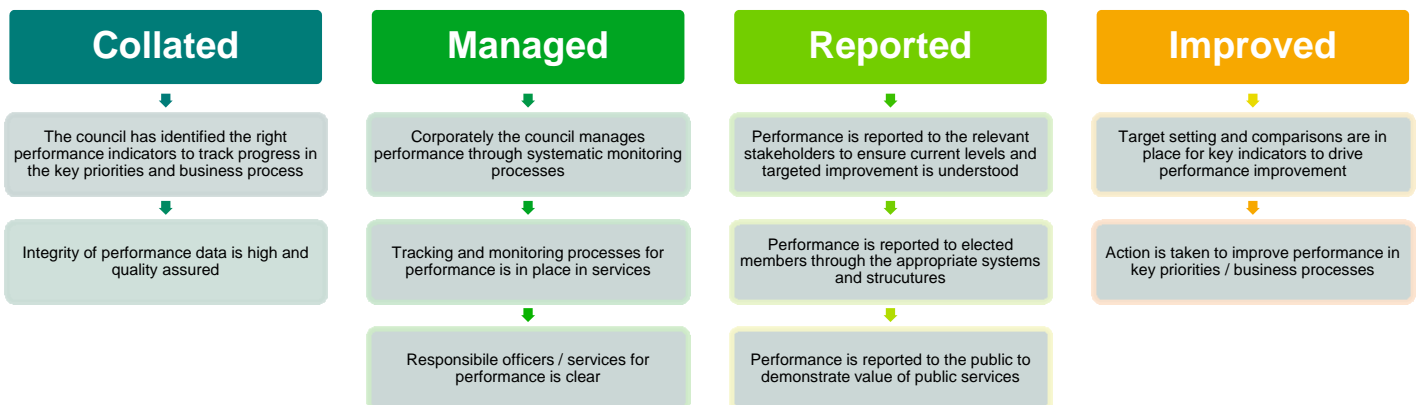
The nine corporate strategies also recognise the long-term and immediate needs of the council, and our stakeholders, and have taken into account key business drivers such as the council’s budget strategy, transformation programme, digital services and a culture of continuous improvement.

Progress in the corporate strategies is managed by named responsible officers and key governance groups and also by the council’s Corporate Management Team on an annual basis and the relevant Policy Development and Scrutiny Panel (PDSP). For more information on the corporate strategies, please see the council’s website.

Performance management

Performance management is the activity of tracking performance against specific targets and identifying opportunities for improvement.

The council has defined the strategic objectives in our planning and strategy processes and related performance indicators must also be identified to allow progress to be managed throughout the period. A framework for managing and improving performance is implemented in each service in the council, with adaptations for specific service or Regulator requirements. This has clear standards for performance reporting and management and ensures that the relevant stakeholders and the public receive information about the quality and value of council services.



The council will continue to refine the performance framework and the supporting systems to ensure that performance management and reporting continues to be fit for purpose and reflects good practice and Best Value requirements.

This will be accompanied by regular performance audits and reviews to ensure the requisite level of internal challenge and scrutiny is applied. In the next five years there will be a particular focus on enriching the performance datasets used by services to ensure there is a good range and balance of information across the performance management framework.

Internal scrutiny

Effective internal scrutiny provides performance challenge and helps ensure a proportional approach to internal and external scrutiny activity, based on a strong understanding of current performance and the capacity to improve.

The main forum for internal scrutiny will continue to be the West Lothian Assessment Model (WLAM) Review Panel, which engages senior officers in the improvement and performance process and instils rigour in self-evaluation activity. Each council service will attend the Review Panel a minimum of once in a three year rolling programme. Services with identified performance challenges will attend the Panel on an annual basis, until the required level of improvement is achieved.

Elected Member scrutiny

Robust challenge from elected members in driving improvement of council performance is a key to a culture of continuous improvement and the challenge helps ensure that our services represent Best Value.

As well as nine Policy Development and Scrutiny Panels (PDSPs) that scrutinise performance in specific areas of service provision, the Council has two committees dedicated to the scrutiny and improvement of corporate performance.

- ◆ Performance Committee: undertakes an overview of corporate performance across the Council, ensuring that performance management arrangements cover Best Value considerations.
- ◆ Education Quality Assurance Committee: considers the outcomes of reports from HMIE and internal school reviews carried out by council officers in relation to the council's education establishments.

Key performance indicators

We have identified the key measures of the success for this strategy outcome and will track, monitor and report on our performance in these performance indicators throughout the lifetime of our strategy:





Outcome 2 – The council effectively controls and utilises data assets

Description

We aim to foster a culture of collaboration and effective joint working throughout the council and our partnerships that encourages sharing of information. This supports the delivery of joined up services as well as innovation and better public services. As a local authority delivering services to anyone who lives, works or learns in West Lothian, the council has extensive data assets that must be transformed into information in order to be shared and effectively used.

Outcome 2 in the Improvement Strategy is focused on ensuring that the right people are

provided with accurate and sufficient information to support them in timely decision making. This requires the council to continue to develop systems and data sharing policies and procedures that ensure data assets are captured, managed, utilised and secured effectively. These approaches will make the council more agile and build capability in the organisation.

This outcome has a strong dependency on the ICT and Digital Transformation Strategies and the council's ability to successfully apply the correct technologies.

Activities

The main activities of the council during the period of the strategy will be:

Data management

Data is one of the council's important and abundant resources. It derives from operational and transactional systems and is provided through an increasing number of customer contact points; calls, face-to-face contacts, emails, forms, portals and an array of media platforms.

The value of our data is dependent upon the quality and also, in the way that we use it. During the period of this strategy the council must cleanse, enrich, secure, and consolidate data coming from all parts of the organisation to increase knowledge and our capacity to develop. Key factors will be taken into consideration:

- ◆ Data quality: making sure data is accurate and usable for its intended purpose
- ◆ Data integration: combining different datasets to increase knowledge, responsiveness and understanding of needs and preferences
- ◆ Data access: employees can access and retrieve information through the effective application of technologies; ensuring processes are more efficient and effective

The council understands the importance of managing and securing our data and have put in place robust policies, procedures and technical controls to do so. The council introduced a new Electronic Content Management (ECM) system in 2017 and during the period of this strategy, will extend it's application in the next period to improve records management across services (excluding schools). This will help ensure our

records are stored, managed and destroyed efficiently and securely and information can be shared appropriately and safely. We will continue to develop our information management approach in the next five years to ensure it reflects good practice standards.

Data Protection

The General Data Protection Regulations (GDPR) that came into effect in May 2018 represented a significant change in the way that organisations approach data privacy. In preparation for the legislation being implemented the council undertook significant reviews of data handling and retention procedures and introduced new measures to ensure compliance with GDPR.

Moving forward the council will aim to uphold the highest standards of data protection, by implementing the following:

- ◆ Improved regulatory compliance: ensuring that all aspects of GDPR are met across the council
- ◆ Governance arrangements: creating a robust governance structure responsible for monitoring compliance, education of staff on their responsibilities and cooperating wherever necessary with the Information Commissioner's Authority
- ◆ IT security: in conjunction with the ICT Strategy, providing the assurance that information is only made available to those authorised to access it when required. Information will be held securely with the appropriate retention schedules applied.

Data and information provision

It is one of the council's core Values to be open, honest and transparent in our way of working and engaging with the community and stakeholders. Several factors that will support this activity are:

- ◆ Easier decision making: easily accessible data and information will be used to inform intelligence-led service change and redesign.
- ◆ Enhanced customer experience: in conjunction with the Customer Strategy, using the right customer data to redesign service processes and activities will ensure a high level of customer satisfaction is achieved.
- ◆ Better reporting: council performance and reporting will be easily accessible through the effective use of performance dashboards, service reporting and the performance management system

Engagement and innovation

The council's continued strong performance will be partly reliant on our ability to continue to evolve as an organisation and change with the external environment and the needs and expectations of our stakeholders.

Harnessing ideas from our service users, staff, partners and citizens through processes such as consultation and engagement, Citizen Led Inspection and process redesign, will allow the council to improve services. We will continue to involve stakeholders in the design and review of our services to ensure that we are connected to the needs of our community and open and transparent in our decision making processes.

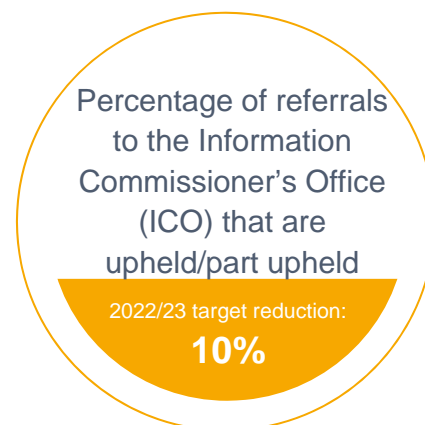
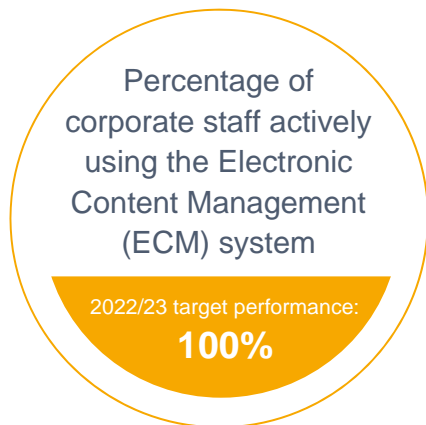
Benchmarking

The council will continue to promote corporate and service engagement in benchmarking activities that will challenge the performance of services against the top performing organisations in Scotland and where possible, the UK and Europe.

The most reliable comparators will be with other Scottish local authorities through the Specified Performance Indicators (SPIs), but the depth, quality and relevance of comparator data will be improved by national data sharing through the SOLACE benchmarking, professional organisations and service-level benchmarking.

Key performance indicators

We have identified the key measures of the success for this outcome and will track, monitor and report on our performance in these performance indicators throughout the lifetime of our strategy:





Outcome 3 – Council services are self-aware and improving

Description

Excellent organisations are self-aware and open to learning and improving their performance. This allows them to become more agile in the way that they work and more able to predict and respond to challenge.

The council strongly reflects this characteristic and was one of the earliest adopters of self-assessment in Scottish local government. We have sought to develop an in-depth

understanding of our performance and capacity for improvement through adoption of effective internal and external scrutiny processes.

Outcome 3 in the Improvement Strategy is focused on ensuring that processes are in place to support the organisation to discern clearly our strengths and areas in which improvements can be made and culminates in planned improvement actions that are then monitored for progress.

Activities

The main activities of the Council during the period of the strategy will be:

Self-assessment

Self-assessment is an important part of the council's Improvement Strategy, encouraging innovation from within and positively engaging employees in service planning and improvement.

Self-assessment processes also contribute to the council's Best Value Framework, ensuring that there is rigorous challenge of performance and continuous improvement is embedded at all levels of the organisation. Regular, programmed self-assessment is also an integral part of improvement planning and preparation for external inspection. There are a range of benefits in relation to self-assessment and these include:

- ◆ Assessing, in a coherent manner, the organisation at a macro and/or micro level
- ◆ Improving the development of strategy and corporate planning
- ◆ Creating a common framework for the way we manage and improve as an organisation
- ◆ Involving people at all levels and in service improvement
- ◆ Identifying and facilitating the sharing of "good practice" within the council
- ◆ Facilitating comparisons with other organisations, of a similar or diverse nature, using a set of criteria that is widely accepted across Europe and beyond

The council has operated a cyclical corporate programme of self-assessment since 2003/04 to evaluate achievement in services and support improvement across the organisation. There are two recognised programmes of self-assessment and both are based on the same framework the European Foundation for Quality Management. The Education sector use Validated Self Evaluation (VSE) and all other services use the West Lothian Assessment Model (WLAM).

West Lothian Assessment Model

The WLAM is used to assess the quality and cost effectiveness of council services provided to the community and provides a consistent structure around which performance and improvement in council services can be supported.

Using a rigorous framework of statements – taken from good practice standards and models – WLAM helps encourage a strong sense of self awareness and understanding amongst services of their capability to respond to change and achieve the long-term outcomes and targets.

Over a three-year cycle every service will complete at least one assessment and attend the Review Panel – a panel chaired by the Chief Executive, a member of the Corporate Management Team and a peer (service manager). The panel will assess the performance of the service, the level risk presented and future scrutiny.

Services will also report to Performance Committee on the outcome and findings from the WLAM process. This ensures Elected Members are appropriately engaged in improvement processes and provided with information about service performance and progress in key outcomes on a scheduled basis. It also allows members to influence the direction and pace of improvement in services.

Validated Self Evaluation (VSE)

West Lothian schools, in partnership with the inspection body Education Scotland, use a combination of external inspection, validated self-evaluation (VSE) and self-evaluation with How Good Is Our School (HGIOS) to assess and evaluate the effectiveness of the school. The council's programme for VSE ensures that over a three year cycle every Education establishment will undergo an independent evaluation and validation of its work.

VSE is a process which aims to build the capacity of schools to evaluate their own performance and improve the quality of outcomes for learners. The principles of VSE have informed proposals for a next step change in quality improvement practices.

VSE involves a partnership between the school and education services where collective expertise in evaluation extends, challenges and supports the school's own self evaluation process and offers independent evaluation and validation of its work. This enhances practice and supports continuous improvement.

Business/process improvement

Business improvement is part of the quality improvement toolkit and can be used to support significant changes to current processes and activities, as required. Rapid Improvement Events (RIEs) allow a structured approach to process improvement to be implemented, evaluating the effectiveness and efficiency of service delivery to help reduce activities that do not add value and help remove unnecessary cost.

External assessment

To supplement our internal improvement processes, the council undertakes planned external assessment on a periodic basis. This ensures that the council is scrutinised across different standards and frameworks promoting excellence and the highest standards of practice. It also allows comparison with the best performers across all sectors in the UK and beyond.

The key external assessment processes for the council are:

Assessment	Assessment Method	Improvement focus	Assessed level
Investors in People (IIP)	Three year programme of corporate assessment	Assessment of the management and development of employees to deliver business objectives.	IIP Gold (2016)
Investors in Young People (IIYP)	Three year programme of corporate assessment	Assessment of the management and development of employees to deliver business objectives.	IIYP Gold (2015)
Customer Service Excellence	Three year programme of corporate assessment	Assessment of the organisation's customer focus and overall standards of customer service and delivery.	CSE standard (2018)
European Foundation for Quality Management (EFQM)	Period corporate assessment	Assessment against fundamental concepts of Excellence against a global framework	EFQM 5-star (2017) EFQM Excellence Award Finalist (2017)

During the period of this strategy, the council will continue to work to improve our performance in these frameworks to ensure we develop in line with the best performing organisations across all sectors.

Key performance indicators

We have identified the key measures of the success for this outcome and will track, monitor and report on our performance in these performance indicators throughout the lifetime of our strategy:



Developing the strategy and reporting progress

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

Context

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

The development of the Corporate Plan 2018/23 has been directly influenced by the views of the

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

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

Influences

There will be many internal and external factors that influenced the strategy. The prevalent influence on the Improvement Strategy is the Local Government in Scotland Act 2003 and Best Value guidance that sets out the conditions for defining 'value for money' in public service provision. The council has to demonstrate that it has a strong commitment to continuous improvement and also the maturity to report honestly and transparently on performance and achievement.

This requires an extensive performance management framework, robust quality improvement arrangements and mature and rigorous internal challenge processes – for officers and elected members. The Improvement Strategy is broad in scope and accounts for the national and statutory requirements of the main audit and inspection bodies and will adapt to future changes to ensure that it remains fit for purpose.

The council will have to be responsive to change and flexible in our approach to performance and quality activity. As well as ongoing transformation activity in the council there will be a range of external influences that will impact upon performance and improvement activity. This includes any review of the EFQM Excellence Model, known as the West Lothian Assessment Model (WLAM) in the council.

Strategy development process

The strategy was developed using a range of information to ensure that outcomes, activities and resources are aligned to:

- ◆ The council's Corporate Plan and the deliverables, specifically the enabling section which addresses the council's key deliverables for modernisation and improvement;
- ◆ Supporting the delivery of the council's transformation programme and Digital Transformation strategy;
- ◆ Supporting the proliferation of technology to improve service performance and data and information management in the council, as set out in the ICT Strategy
- ◆ Supporting more effective management and development of the council's employees, as set out in the People Strategy, through application and sharing of assessment information from the WLAM, IIP, IYYP and EFQM processes;
- ◆ Supporting better standards of service delivery and a more customer focused council, as set out in the Customer Strategy, through application and sharing of assessment information from the WLAM, CSE and EFQM processes.

The process and timescales for the development, publication and review of the strategy is set out, including consultation with the appropriate stakeholders.

Strategy governance		
Group	Governance Scrutiny role	Reporting Frequency
Council Executive	a) Approval of the strategy	◆ Approval
Performance Committee	a) Engagement on the strategy and strategy outcomes at the development stage b) Regular updates to the Committee on the progress of specific programmes of work	◆ Approval ◆ WLAM programme reports and annual updates ◆ End of strategy review
Partnership and Resources PDSP	a) Engagement on the strategy and strategy outcomes at the development stage b) Regular updates to the Corporate Management Team on the progress of specific programmes of work	◆ Consultation ◆ Annual strategy review ◆ End of strategy review
Corporate Management Team	a) Engagement on the strategy and strategy outcomes at the development stage b) Regular updates to the Corporate Management Team on the progress of specific programmes of work	◆ Consultation ◆ Annual strategy review
Stakeholders	a) Engagement on the strategy and strategy outcomes at the development stage	◆ Consultation
Customers (internal)	a) Engagement on the strategy and strategy outcomes at the development stage	◆ Consultation

Strategy monitoring

The strategy lead and the Corporate Management Team will ensure that appropriate arrangements are in place to track and monitor in-year progress.

An annual review will be undertaken and reported to the council's Corporate Management Team and to the relevant PDSP. This will include an update on the agreed performance scorecard and action plan and will also be published on the performance pages of the council [website](#).

An end of strategy review will be undertaken in the final year of the strategy to report on the achievement in the outcomes and final position in the performance indicators (against the target) and the agreed actions.

Supporting the delivery of Council priorities

This strategy will support the delivery of the Council's Corporate Plan

Corporate strategies are designed to support the delivery of the Corporate Plan 2018/23 by improving the culture, agility, resilience and performance of the council. Each strategy has clearly defined outcomes and measurable indicators of success and actions for the period. Specifically, this strategy aligns to the enablers and deliverables that have been identified as key to the success of the Corporate Plan, this outlined in the following table.

Alignment with Corporate Enablers					
Council enabler	Deliverable	Strategy key activity / process	Indicator(s)	2017/18 Performance	2022/23 Target
(E3.7) Modernisation and improvement	Supporting and encouraging a strong performance culture where there is accountability and effective management of performance at all levels and that all employees understand how their role contributes to council priorities.	<ul style="list-style-type: none"> ◆ Performance management framework ◆ Self-assessment ◆ Internal scrutiny ◆ External assessment 	Percentage of services scoring over 500 in the WLAM process	100%	100%

Appendix 1: Strategy Scorecard

The council will report on the following key measures of the success throughout the lifetime of our strategy, targeting performance improvement against the baseline year (2017/18)

OUTCOME 1 – THE COUNCIL IS HIGH PERFORMING AND ACHIEVING						
Indicators	Baseline Performance 2017/18	Target 2018/19	Target 2019/20	Target 2020/21	Target 2021/22	End of Strategy Performance Target 2022/23
Percentage of Corporate Plan priority indicators achieving target performance	New indicator	70%	70%	75%	75%	80%
Percentage of performance reporting meeting the corporate standards	85%	87%	89%	92%	95%	98%
Percentage of council services on an annual monitoring cycle	8%	10%	9%	8%	7%	6%
The council will rank at number 1 in Local Government Benchmarking Framework (LGBF)	1	1	1	1	1	1

OUTCOME 2 – THE COUNCIL EFFECTIVELY CONTROLS AND UTILISES DATA ASSETS

Indicators	Baseline Performance 2017/18	Target 2018/19	Target 2019/20	Target 2020/21	Target 2021/22	End of Strategy Performance Target 2022/23
Percentage of corporate staff actively using the Electronic Content Management (ECM) system	70%	75%	80%	85%	90%	100%
Percentage of Freedom of information requests responded to within 20 days	91%	91%	91%	92%	92%	92%
Percentage of Subject Access requests responded to within 20 days	83%	83%	84%	84%	84%	85%
Percentage of staff with an email account who have completed the council's online training in data protection, FOI and user security awareness.	100%	100%	100%	100%	100%	100%
Percentage of referrals to the Information Commissioner's Office (ICO) that are upheld/part upheld	62%	60%	58%	56%	54%	52%

OUTCOME 3 – COUNCIL SERVICES ARE SELF-AWARE AND IMPROVING

Indicators	Baseline Performance 2017/18	Target 2018/19	Target 2019/20	Target 2020/21	Target 2021/22	End of Strategy Performance Target 2022/23
Council average score in the West Lothian Assessment Model (WLAM)	524	530	535	540	545	550
Percentage of council services scoring over 500 points in the WLAM	100%	100%	100%	100%	100%	100%
Percentage of schools evaluated as 'good' or better for 'Leadership and Change'	71%	75%	80%	85%	90%	100%
Percentage of business improvement recommendations completed	60%	70%	80%	80%	90%	90%

Appendix 2: Strategy Action Plan

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

Actions 2018/23						
Action	Description	Planned Outcome	Owner(s)	Start	End	Status Update
Enhancing performance reporting to PDSP	Review and implementation of new reporting to PDSP	Elected member scrutiny of performance is more effective and supports improvement.	Depute Chief Executive	April 2018	March 2019	Active
Enhancing performance reporting to performance committees	Review and implementation of new reporting to Performance Committee	Elected member scrutiny of corporate performance is more effective and supports improvement.	Depute Chief Executive	January 2018	October 2018	Active
Corporate performance reporting	Development of corporate performance reporting options	Extend the range of corporate performance reporting to the public.	Designation	April 2018	March 2020	Active
EFQM assessment	Corporate assessment against a recognised improvement framework and standard for excellence.	<ul style="list-style-type: none"> ◆ Validated improvement actions ◆ Comparison against high performers outwith the sector ◆ Recognition for the council of organisational strengths 	Improvement Manager	October 2019	May 2020	Active
Investors in People assessment	Three-year corporate programme of external assessment against a recognised improvement framework and standard for excellence.	<ul style="list-style-type: none"> ◆ Validated improvement actions ◆ Comparison against high performers outwith the sector ◆ Recognition for the council of organisational strengths 	Improvement Manager	August 2018	March 2019	Planned

Actions 2018/23

Action	Description	Planned Outcome	Owner(s)	Start	End	Status Update
Investors in Young People assessment	Three-year corporate programme of external assessment against a recognised improvement framework and standard for excellence.	<ul style="list-style-type: none"> ◆ Validated improvement actions ◆ Comparison against high performers outwith the sector ◆ Recognition for the council of organisational strengths 	Improvement Manager	June 2018	October 2018	Active
Customer Service Excellence assessment	Three-year corporate programme of external assessment against a recognised improvement framework and standard for excellence.	<ul style="list-style-type: none"> ◆ Validated improvement actions ◆ Comparison against high performers outwith the sector ◆ Recognition for the council of organisational strengths 	Improvement Manager	October 2017	October 2020	Active
Review of information policies and procedures	The council will undertake a review of information policies and procedures on a three-year rolling basis.	<ul style="list-style-type: none"> ◆ Information is managed and secured in accordance with the law and best practice ◆ Information management and security policies are fit for purpose policies ◆ Information management procedures are adopted 	Head of Corporate Services	June 2018	June 2020	Planned

Improvement Strategy 2018/23

West Lothian Council

June 2018

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