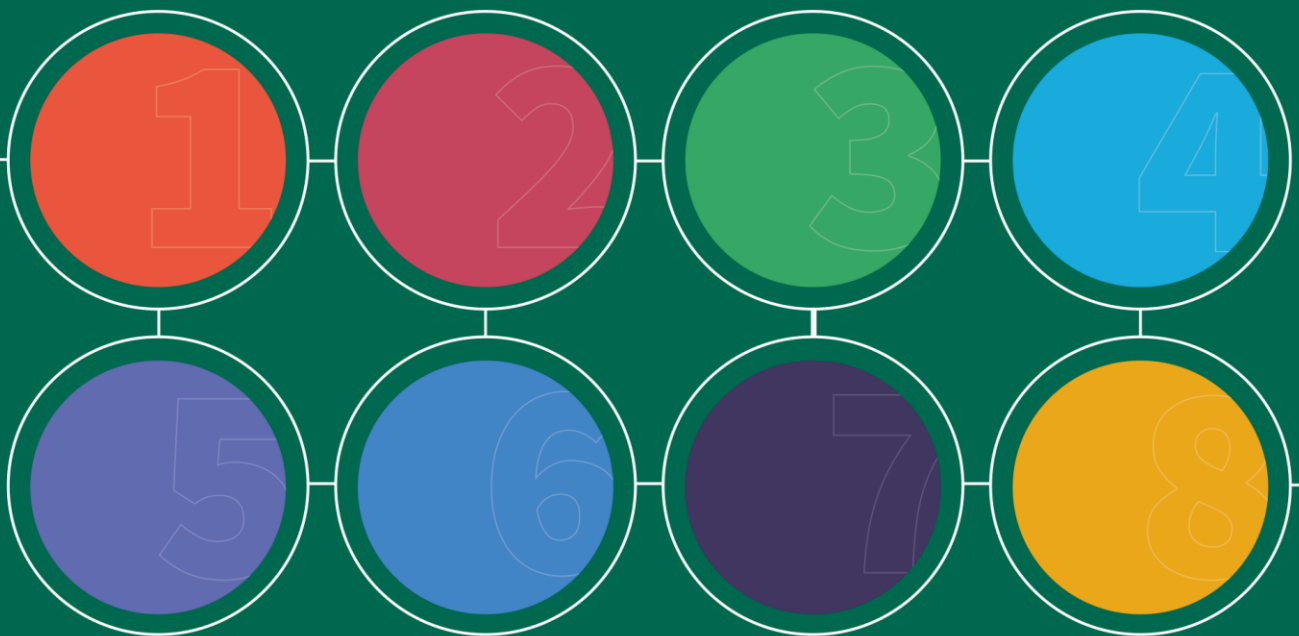


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Planning, Economic Development and Regeneration Management Plan 2019/20



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West Lothian
Council

An introduction to the Management Plan from the Head of Planning, Economic Development and Regeneration

The Management Plan is a key planning document that will explain how the service will support the delivery of the council's eight priorities in 2019/20

West Lothian Council is one of the top performing local authorities in Scotland, with a strong track record of delivering better outcomes for local people. The council aims to continue to support growth in a thriving local community and, with financial and demographic challenges ahead, will require an effective Planning, Economic Development and Regeneration service to support the delivery and transformation of our services.

In Planning, Economic Development and Regeneration service we provide a wide range of services to all areas of the council, local communities and business. Each is designed to efficiently contribute to positive outcomes in the eight corporate priorities (see below) through effective models of front line services through planning, building standards, business gateway, access2employment and environmental health and trading standards.

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



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

As well as assuring effective service delivery and compliance with statute, Planning, Economic Development and Regeneration will maintain a clear focus on delivering Best Value, whilst empowering residents and stakeholders to have their say on how council services develop and transform.

This Management Plan fulfils a number of planning and improvement requirements and

importantly, it sets out how the service will use its resources to deliver positive outcomes for West Lothian. It is the result of a detailed planning process to make sure that council services are well planned and managed. I hope that it will help our customers, employees and partners to understand how we will transform our services and continue to deliver for West Lothian.



Craig McCorrison
Head of Service

Our services

The services that we will deliver through collaboration with our partners in 2019/20

The Planning, Economic Development and Regeneration service grouping covers the functional areas of Economic Development, Regeneration and Employability, Community Planning, Environmental Health, Trading Standards, and Planning Services which includes the Education Planning, Environment and Climate Change teams.

In the next five years Planning, Economic Development and Regeneration will continue to deliver value adding activities, focusing on the following areas:

- ◆ Supporting the creation of wealth and employment,
- ◆ Focusing on effective partnership working and minimising social disadvantage through the Community Planning Partnership,
- ◆ Meeting its regulatory obligations in Building Standards and Planning, and
- ◆ Protecting the health of the community and the trading market place of customers and businesses through regulatory obligations in Environmental Health and Trading Standards.

The key activities of the service are identified in the Management Plan.

	Page
Economic Development and Regeneration	12
Environmental Health and Trading Standards	21
Planning Services	28
Developing the Management Plan and reporting progress	35
Planning, Economic Development and Regeneration Service Scorecard 2019/20	37

Supporting the delivery of Council priorities

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

The service will make a meaningful and measurable contribution to the delivery of the Council's Corporate Plan 2018/23. The service's key processes are aligned to the Corporate Plan priorities/enablers and deliverables in the following table.

Alignment with Corporate Priorities / Enablers					
Council enabler	Deliverable	Planning, Economic Development and Regeneration key activity / process	Indicator(s)	2018/19 Performance	2019/20 Target
3 Minimising poverty, the cycle of deprivation and promoting equality	(P3.5) Providing a route out of poverty through work and continuing to support those further from the labour market to progress towards work.	<ul style="list-style-type: none"> ◆ Employment and skills service providing specialist support and training to both unemployed and low paid workers and businesses to create job opportunities. ◆ Tackling poor quality private rented homes, reducing community 'churn' and unplanned relocations. ◆ Ensuring lower cost homes are not subject to additional environmental risks. 	EDR032 Number of Job Candidates supported into work, education or training by Council's Employability Service	517	500
5 Improving the employment position in West Lothian	(P5.1) Supporting businesses through building an entrepreneurial culture, supporting business start-ups and early stage company growth to increase the overall stock of businesses.	<ul style="list-style-type: none"> ◆ Focusing on and prioritising planning applications for employment generating uses. ◆ Business Gateway Start Up to provide specialist advice and support to enable individuals to set up their own business. 	DM035 Monthly percentage of local planning applications lodged by Small and Medium Enterprises for proposals which will assist economic development that are determined within two months EDR038 Number of new businesses started in West Lothian through Business Gateway.	72%	75%
				400	375

Alignment with Corporate Priorities / Enablers					
Council enabler	Deliverable	Planning, Economic Development and Regeneration key activity / process	Indicator(s)	2018/19 Performance	2019/20 Target
5 Improving the employment position in West Lothian	(P5.2) Supporting investment through collaboration with national and local agencies and other partners, including through the City Region Deal, to develop new approaches to improving enterprise and increasing jobs. This will include, where appropriate, support for social enterprise but the overall approach and the level of funding available may be influenced by the outcome of Brexit negotiations.	◆ Business Gateway Business Development to support the growth and aspirations of local businesses in West Lothian.	EDR039 Number of small and medium sized businesses receiving support from Economic Development's Business Gateway service.	500	475
5 Improving the employment position in West Lothian	(P5.3) Maximising the potential of West Lothian's town centres and visitor attractions through targeted investment and partnership working to increase the range of employment opportunities available, including the promotion of Fairtrade.	◆ Town Centre Team work with the Town Centre Management Groups and BIDS to provide specific support in enhance our traditional town centres.	SOA1303-08 Percentage of retail occupancy in town centres.	95%	90%
5 Improving the employment position in West Lothian	(P5.4) Targeting regeneration interventions on communities with the greatest need including areas suffering disadvantage, rural areas and isolated communities, whilst attracting investment and promoting sustainable growth in those areas. Funding interventions focused on those projects most closely linked to agreed corporate priorities and which can demonstrate greatest impact on addressing disadvantage.	◆ Community Regeneration supporting the 13 most deprived areas in West Lothian to develop Regeneration Plans.	EDR037 Percentage of health checked voluntary organisations where there was evidence of a planned approach to income and expenditure and finances are robustly controlled.	100%	100%

Alignment with Corporate Priorities / Enablers					
Council enabler	Deliverable	Planning, Economic Development and Regeneration key activity / process	Indicator(s)	2018/19 Performance	2019/20 Target
5 Improving the employment position in West Lothian	(P5.5) Promoting access to employment by ensuring young people have an opportunity to progress into a positive destination on leaving school.	◆ Through Access2employment the Steps N2 Work programme provides specific support to young people to provide training and employment opportunities.	EDR028 Number of Steps N2 work wage subsidy places created.	135	100
5 Improving the employment position in West Lothian	(P5.6) Specific employability programmes will be dependent on the availability of funding but will be focused on the continuation of current initiatives within West Lothian Council, including non-trade modern apprenticeships and the West Lothian Job Fund.	◆ Through Access2employment the Steps N2 Work programme provides specific support to young people to provides training and employment opportunities.	EDR028 Number of Steps N2 work wage subsidy places created.	135	100
6 Delivering positive outcomes on health	(P6.2) Increase well-being and reduce health inequalities across all communities in West Lothian.	◆ Protect public health, workplace safety and a fair trading environment through the application of food hygiene, food composition and workplace safety legislation, to reduce illness, disease and infirmity within the local population.	CP:EH044 Percentage of commercial premises rated as high risk which are inspected on time	96%	95%

Alignment with Corporate Priorities / Enablers

Council enabler	Deliverable	Planning, Economic Development and Regeneration key activity / process	Indicator(s)	2018/19 Performance	2019/20 Target
		<ul style="list-style-type: none"> ◆ Protect the safety and welfare of the public and animals by applying statutory controls over animal licensing, breeding, boarding and riding establishments. Investigating animal related noise complaints and enquiries relating to out of control dogs. ◆ Protect public health through monitoring air quality and the application of various noise, pollution, public health and housing standards to reduce and remove the negative impacts on the physical and mental health of the population. ◆ Protect public health and damage to properties through eradication of vermin and specified pests. Fulfil the council's statutory duty to help ensure that the district is free from vermin. ◆ Tackling poor quality private rented homes to protect the health and well-being of tenants. ◆ Investigate food and water borne diseases and reported accidents to prevent further spread in community. 	<p>P:EH048 Percentage of service requests made to Environmental Health which were responded to within the specific service level targets.</p>	81%	85%
		<ul style="list-style-type: none"> ◆ Promote a fair trading environment through enforcement of product safety and weights & measures legislation to protect the safety and financial well-being of the consumers. ◆ Protect the health of the community and rural economy through enforcement of animal health, disease and animal movement control legislation. ◆ Protect young people through test purchasing activities in relation to age restricted products (tobacco/ fireworks). Protect elderly and vulnerable adults from nuisance cold calling and door step crime. 	<p>P:EH049 Percentage of service requests made to Trading Standards which were responded to within the specific service level targets.</p>	99%	96%

Alignment with Corporate Priorities / Enablers					
Council enabler	Deliverable	Planning, Economic Development and Regeneration key activity / process	Indicator(s)	2018/19 Performance	2019/20 Target
8 Protecting the built and natural environment	(P8.1) Supporting the sustainable residential and commercial development of the local area through the council's 10 year West Lothian Development Plan and emerging linkages with the City Region Deal. This will involve continuation of the co-ordinated, creative and flexible approach to funding, lobbying, negotiation and policy development that is proving to be successful in the core development areas.	◆ Prepare and implement the Development Plan for West Lothian comprising the Strategic Development Plan and the West Lothian Local Development Plan and supplementary and planning guidance arising.	DP001 Percentage of population covered by the adopted West Lothian Local Development Plan.	100%	100%
		◆ Prepare and implement the Action Programme for the West Lothian Local Development Plan.	SECON10 Immediately available employment land as a % of total land allocated for employment purposes in the local development plan.	58%	50%
8 Protecting the built and natural environment	(P8.5) Protecting the environment through a range of regulatory and enforcement activities that will protect the health, wellbeing and safety of local people.	◆ Improving the percentage of planning applications dealt with within the statutory period whilst ensuring high quality development on the ground.	DM042 Quarterly percentage of all householder planning applications determined within two months.	90%	90%
		◆ Taking enforcement action where necessary to protect residential amenity and, in partnership with other regulatory agencies (SEPA, Environmental Health), to protect the wider environment.	DM054 Percentage of enforcement cases closed within the set resolution timescale.	60%	70%

Alignment with Corporate Priorities / Enablers					
Council enabler	Deliverable	Planning, Economic Development and Regeneration key activity / process	Indicator(s)	2018/19 Performance	2019/20 Target
		<ul style="list-style-type: none"> ◆ To ensure new development is undertaken in the interests of the health & safety and welfare of the general public and the environment. 	P:BS030 Percentage of applications for building warrant which receive a full technical assessment within 20 days of receipt by Building Standards.	100%	100%
		<ul style="list-style-type: none"> ◆ To ensure new development is undertaken in the interests of the health & safety and welfare of the general public and the environment. 	BS039 Quarterly number of enforcement notices issued by building standards under the Building (Scotland) Act 2003.	0	12



Transforming Your Council

How Planning, Economic Development and Regeneration will transform in the next five years

The council will embark on an ambitious programme of transformation in order to support the delivery of services that are accessible, digital and efficient. The Transforming Your Council programme is intended to deliver over £69.4 million in savings and will fundamentally change the way that council services are delivered.

Projects designed to deliver budget savings of £1,110,000 are being developed to transform the way that we work in Planning Economic Development & Regeneration Services.

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



Engagement methods

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

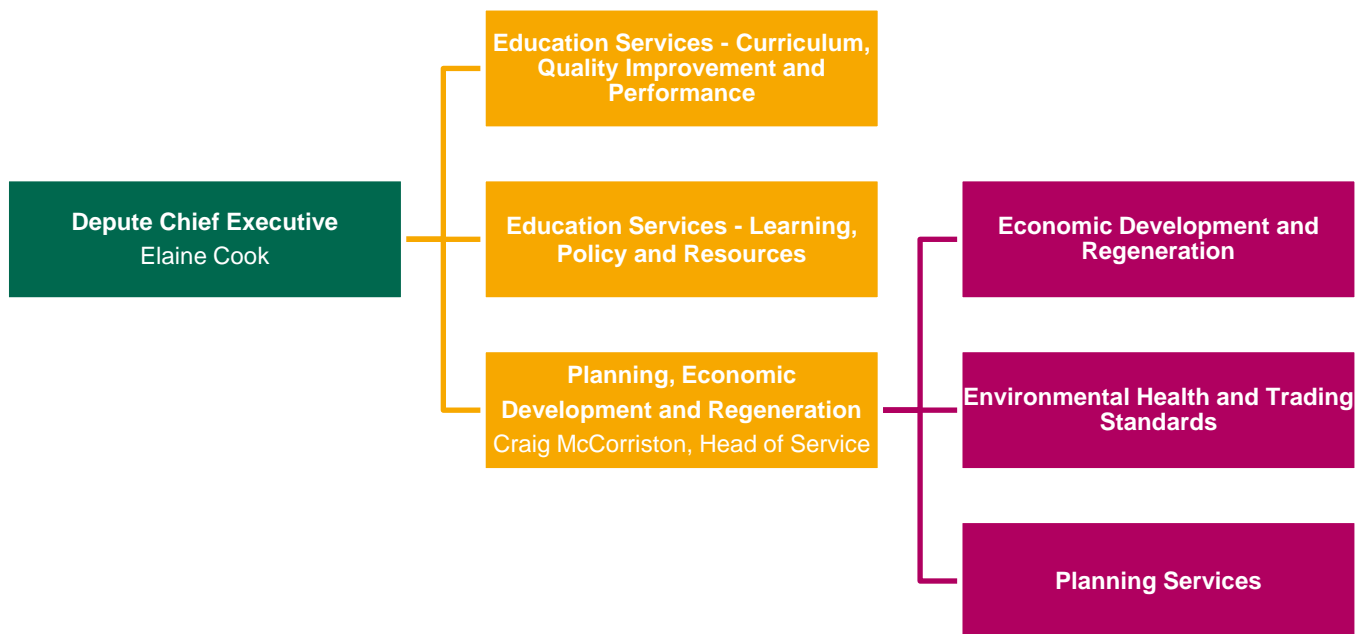
Planning, Economic Development and Regeneration make the following commitments to customers, employees and partners:

- ◆ Involve and engage employees, customers and partners in service improvement and transformation activity through a range of appropriate methods; and
- ◆ Ask willing customers about the quality and effectiveness of the services that we provide through regular consultation and surveys and use their views to inform decision making in the service.

Service Activity

The Education, Planning and Regeneration Services directorate is focused on the delivery of services that will support our community to grow and develop with better outcomes in early years, education and employability.

This includes services such as; schools, education support services, planning and economic development and culture and leisure services.



Planning, Economic Development and Regeneration comprises three services – known as West Lothian Assessment Model (WLAM) units, under the direction of the Head of Service.

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

Employee Engagement

Planning, Economic Development and Regeneration has a total of 119.5 (full time equivalent) employees delivering our services.

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

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

Employee Engagement Schedule			
Employee Group	Method	Frequency	Responsible Officer
All employees	Email	Monthly	Service Manager
All employees	One-to-ones	Fortnightly / monthly	Service Manager and service management team
All employees	Team meetings	Monthly	Service Manager and service management team
All employees	Team briefings	Quarterly	Service Manager and service management team
All employees	Employee survey	Annually	Service Manager
All employees	Appraisal and Development Review (ADR)	Annually	Service Manager and service management team
Employee sample	Employee focus group	Annually	Service Manager
All employees	Management Plan Launch	Annually	Head of Service / Service Managers
All employees	Circulation of the service CMT update report	Monthly	Service Manager
Service management team	Extended Management Team	Quarterly	Head of Service

Economic Development and Regeneration

Service manager: Alice Mitchell, Economic Development and Regeneration Manager

Number of staff: 50.8 (full time equivalents)

Location: 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.

Activities

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

- ◆ Enabling and facilitating community engagement and implementing the key elements of the Community Empowerment (Scotland) Act 2015 and the Community Justice Scotland Act.
- ◆ Supporting the achievement of the Community Planning Partnership Local Outcome Improvement Plan.
- ◆ Supporting customers to alleviate the impact of welfare reform on them by supporting them back into employment, education or training, particularly those affected by Universal Credit.
- ◆ 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 13 key communities in West Lothian.
- ◆ Review and refresh the Economic Partnership Strategy for West Lothian.
- ◆ Supporting the Third Sector Interface.
- ◆ Support 1,000 unemployed residents, with a range of interventions including accredited training, with 500 of them progressing into a positive destination.
- ◆ Continuing the progression of the West Lothian Jobs Task Force.
- ◆ Promoting enterprise and improving the competitiveness of local firms to retain and strengthen businesses that can grow and create new higher value jobs.
- ◆ 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 remaining income from external sources including European Regional Development Fund (ERDF), European Social Fund (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 the service to achieve efficiencies.

Key Partners

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

Our key partners include; other council services, West Lothian College, Police Scotland, Scottish Fire and Rescue Service, Community Councils, Department of Work and Pensions, B4 and Onto Work, 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, Department of Work and Pensions, the Scottish Government, Scottish Enterprise, the Chamber of Commerce and Federation of Small Businesses and Scotland's Improvement Districts.

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 2019/20				
Customer Group	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
Citizens panel members	Quality of Life survey and thematic focused surveys	Survey every 3 years. Thematic surveys carried out by partners	Community Planning Development Officer	Quality of Life survey report – informs key SOA indicators.
Community groups	Community Engagement practitioners network	Quarterly	Community Planning Development Officer	CPP board and SG and other forums, as appropriate
Equality groups	Through equality forums and let's talk equalities events	Let's talk Equalities bi annually, forums meet quarterly.	Community Planning Development Officer	
Wider stakeholders	Community planning newsletter and website	Quarterly newsletter. Regular website updates	Community Planning Development Officer	Newsletter, website, inside news.
Business Gateway – Start Up service users	Telephone / Online	Ongoing	Business Development Manager	Publication on the website

Customer Consultation Schedule 2019/20

Customer Group	Method	Frequency	Responsible Officer	Feedback Method
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	Electronic survey	Ongoing	Economic Development Officer	E mail
E-zine readers	Electronic survey	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	Electronic survey	Annual	Economic Development Officer	E mail

Activity Budget 2018/19

Please note that the Activity Budgets for 2018/19 would be updated following the Budget meeting.

Economic Development and Regeneration								
Activity Name and Description	Link to Corporate Plan	Performance Indicator and Target 2018/19	PI Category	Staff Resources (FTE)	Revenue Expenditure Budget 2018/19 £	Revenue Income Budget 2018/19 £	Net Revenue Budget 2018/19 £	
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.	5 Improving the employment position in West Lothian	CP:EDR039_Number of small and medium sized businesses receiving support from Economic Development's Business Gateway service. Target: 475 businesses	Public	5.4	164,126	(106,074)	58,052
			P:EDR007_Economic Development and Regeneration - Customer satisfaction with the service overall. Target: 95%	Public				
Town Centre Management and BIDS	To improve and promote traditional town centres as retail, leisure, employment and visitor locations.	5 Improving the employment position in West Lothian	SOA1303_Percentage of retail occupancy in town centres. Target: 90%	Public	0.7	20,262	(13,096)	7,166
			P:EDR007_Economic Development and Regeneration - Customer satisfaction with the service overall. Target: 95%	Public				

Economic Development and Regeneration								
Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2018/19	PI Category	Staff Resources (FTE)	Revenue Expenditure Budget 2018/19 £	Revenue Income Budget 2018/19 £	Net Revenue Budget 2018/19 £
Tourism - via Visit West Lothian	To maximise the tourism offering for West Lothian through support to Visit West Lothian.	5 Improving the employment position in West Lothian	CP:EDR041_Tourism - Visit West Lothian: Total number of tourism businesses and projects assisted. Target: 50 businesses	Public	0.0	0	0	0
			P:EDR007_Economic Development and Regeneration - Customer satisfaction with the service overall. Target: 95%	Public				
Leader	To support the development and sustainability of rural business and organisations.	5 Improving the employment position in West Lothian			1.9	58,761	(37,977)	20,784
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.	5 Improving the employment position in West Lothian	CP:EDR038_Number of new businesses started in West Lothian through Business Gateway. Target: 375 businesses	Public	5.7	173,581	(112,185)	61,396
			P: EDR007_Economic Development and Regeneration - Customer satisfaction with the service overall. Target: 95%	Public				

Economic Development and Regeneration								
Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2018/19	PI Category	Staff Resources (FTE)	Revenue Expenditure Budget 2018/19 £	Revenue Income Budget 2018/19 £	Net Revenue Budget 2018/19 £
Business information	To provide a quality information and research service to new and existing businesses.	5 Improving the employment position in West Lothian	EDR042_Economic Development - Business Information - Total number of information and research responses provided to new and existing businesses and other stakeholders. Target: 450 responses P:EDR007_Economic Development and Regeneration - Customer satisfaction with the service overall. Target: 95%	WLAM	1.2	37,148	(24,008)	13,140
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.	5 Improving the employment position in West Lothian	CP:EDR039_Number of small and medium sized businesses receiving support from Economic Development's Business Gateway service. Target: 475 businesses P:EDR007_Economic Development and Regeneration - Customer satisfaction with the service overall. Target: 95%	Public Public	7.2	221,536	(143,178)	78,358

Economic Development and Regeneration								
Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2018/19	PI Category	Staff Resources (FTE)	Revenue Expenditure Budget 2018/19 £	Revenue Income Budget 2018/19 £	Net Revenue Budget 2018/19 £
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 Improving the employment position in West Lothian	EDR037_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%	High Level	8.6	711,351	(3,296)	708,055
			P:EDR007_Economic Development and Regeneration - Customer satisfaction with the service overall. Target: 95%	Public				
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.	5 Improving the employment position in West Lothian	EDR032_9b.1a Number of Job Candidates Supported into Work, education or training by Council's Employability Service. Target: 500 individuals	WLAM	19.1	1,446,874	(6,704)	1,440,170
			P:EDR007_6a.7 Economic Development and Regeneration - Customer satisfaction with the service overall. Target: 95%	Public				

Economic Development and Regeneration								
Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2018/19	PI Category	Staff Resources (FTE)	Revenue Expenditure Budget 2018/19 £	Revenue Income Budget 2018/19 £	Net Revenue Budget 2018/19 £
Service support	Provision of management and administrative Support.	Enabler service – Corporate Governance and Risk	Support activities contribute towards the overall performance of the service. Performance is monitored through the indicators for front line activities.		1.0	86,320		86,320
Total:					50.8	2,919,959	(446,518)	2,473,441

Actions 2019/20

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

Economic Development and Regeneration Actions 2019/20							
Action	Description	Planned Outcome	Owner(s)	Start	End	Status	Update
Digital transformation projects	A programme of activity to ensure that the council is well placed to take advantage of opportunities offered in the digital age.	To deliver improved user-focused digital public services.	Head of Service	April 2018	March 2019	Active	Project scope and plan defined
Voluntary Organisations	To review the current process and funding of the Voluntary Organisations to include participatory budgeting.	A more streamlined and efficient process maximising outcomes.	Economic Development & Regeneration Manager	April 2018	March 2019	Active	Project Board has implementing required changes during target timescales
Community Empowerment Act	Worked with CPP Partners and local communities to advise on the implications of the new Act.	Engaged third sector and local communities.	Economic Development & Regeneration Manager	April 2018	March 2019	Planned	To be reported to CPP and Community Road Shows during summer 2018.
Edinburgh and South East Scotland City Deal	Working in partnership to develop the business case for Winchburgh and work in partnership to deliver the other themes.	Improve the employment position of West Lothian.	Head of Service/ Economic Development & Regeneration Manager	April 2018	March 2019	Planned	Work on Winchburgh project underway
Develop regeneration plans	Work with local communities to develop regeneration plans in our 13 most deprived areas.	Reduced deprivation.	Economic Development & Regeneration Manager	April 2018	March 2019	Active	Seven Regeneration Plans are live, the remaining plans will be live by April 2019

Environmental Health and Trading Standards

Manager: Andrew Blake, Environmental Health and Trading Standards Manager

Number of Staff: 29.1 (full time equivalents)

Location: Linlithgow Partnership Centre – Tam Dalyell House

Purpose

The role of Environmental Health and 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; housing conditions; 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 service.

Activities

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

- ◆ Protect consumer health by ensuring compliance with food hygiene, food compositional and water quality standards.
- ◆ Protect community health by examining trends in air pollution and initiating actions as necessary to improve the air quality in communities where monitoring has shown results to be failing.
- ◆ Protect and promote safe working environments through monitoring and inspection of the highest risk premises, and carry out investigations in to the most serious accidents.
- ◆ Protect those most at risk of financial harm through joint working with partners and other protection agencies.
- ◆ Promote community safety and cohesion by investigating and abating nuisance, including concerns relating to industrial or commercial noise.
- ◆ Protect the health of individuals through investigation in to complaints of unfit housing and ensure that private sector conditions meet national standards.
- ◆ Address concerns reported to service in relation to out of control dogs.
- ◆ Protect the agricultural economy, human health and animal health, by ensuring compliance with animal health legislation relating to animal movement and disease control.
- ◆ Protect health of children by regulating the sale of age restricted products such as tobacco and by carrying out appropriate test purchasing to ensure compliance.
- ◆ Protect consumers and legitimate businesses 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 vermin and pest concerns are addressed.
- ◆ Protect health through our contributions 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, storage of petroleum, fireworks, caravan and residential mobile homes etc.

Key Partners

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

Our key partners include; other council services, 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 and Safety Executive and Police Scotland.

Customer Participation

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

Customer Consultation Schedule 2019/20

Customer Group	Method	Frequency	Responsible Officer	Feedback Method
Business owners	Offer to participate in online questionnaire to all premises subjected to inspection.	Ongoing	Environmental Health and Trading Standards Manager	Survey results are reported via the council's website
Public using service	Offer to participate in online questionnaire to all customers accessing the service.	Ongoing	Environmental Health and Trading Standards Manager	Survey results are reported via the council's website

Activity Budget 2019/20

Environmental Health and Trading Standards								
Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2019/20	PI Category	Staff Resources (FTE)	Revenue Expenditure Budget 2018/19 £	Revenue Income Budget 2018/19 £	Net Revenue Budget 2018/19 £
Food Safety Enforcement; Health and 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.	6 Delivering positive outcomes on health	EH044_Percentage of commercial premises rated as high risk for food hygiene, food standards, trading standards or health and safety, which were inspected on time as per the annual inspection program. Target: 95%	Public	11.60	600,472	(3,417)	597,055
			EH045_Premises rated as broadly compliant with food hygiene legislation as a percentage of all risk rated food premises. Target: 90%	Public				
Pest Control	Protect public health and damage to properties through management control and eradication of vermin and specified pests.	6 Delivering positive outcomes on health	P:SENV05b_Resources allocated to Environmental Health delivery per 1,000 populations compared to the Scottish average. Target: £8,582	Public	3.0	133,758	(126,053)	7,705
			EH052_Percentage of customer requests to pest control responded to within service targets. Target: 85%	Management				

Environmental Health and Trading Standards

Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2019/20	PI Category	Staff Resources (FTE)	Revenue Expenditure Budget 2018/19 £	Revenue Income Budget 2018/19 £	Net Revenue Budget 2018/19 £
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 and dog straying.	8 Protecting the built and natural environment	P:SENV05b_Resources allocated to Environmental Health delivery per 1,000 population compared to the Scottish average. Target:£8,582	Public	1.0	45,979	(114)	45,865
			EH053_Percentage of customer requests to Animal Welfare responded to within service targets. Target: 85%	Management				
Public Health, Housing and 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 development of Planning policy, assessing the environmental impact of planning applications, designing out potential problems and recommending safeguards.	6 Delivering positive outcomes on health	P:SENV05b_Resources allocated to Environmental Health delivery per 1,000 population compared to the Scottish average. Target:£8,582	Public	4.4	311,462	(2,588)	308,874
			EH054_Percentage of customer requests to Public Health, Housing and Pollution responded to within service target. Target: 85%	Management				

Environmental Health and Trading Standards

Activity Name and Description	Link to Corporate Plan	Performance Indicator and Target 2019/20	PI Category	Staff Resources (FTE)	Revenue Expenditure Budget 2018/19 £	Revenue Income Budget 2018/19 £	Net Revenue Budget 2018/19 £	
Fair Trading, Commercial and 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 and 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.	7 Reducing crime and improving community safety	P:SENV05a_Resources allocated to Trading Standards delivery per 1,000 population compared to the Scottish Average. Target: £9,098 EH047_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 Public	7.0	394,668	(2,070)	392,598
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.	6 Delivering positive outcomes on health	EH059_Resources allocated to Environmental Health delivery per 1,000 population compared to the Scottish average. Target: £8,582 EH055_Percentage of customer requests to Vehicle Emission Team responded to within Service Level Agreement. Target: 90%	Public Management	1.0	175,000	(175,000)	0

Environmental Health and Trading Standards								
Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2019/20	PI Category	Staff Resources (FTE)	Revenue Expenditure Budget 2018/19 £	Revenue Income Budget 2018/19 £	Net Revenue Budget 2018/19 £
Service support	Provision of management and administrative support.	Enabler Service – Corporate Governance and Risk	Support activities contribute towards the overall performance of the service. Performance is monitored through the indicators for front line activities.		1.1	69,722	0	69,722
Total:					29.1	1,731,061	(309,242)	1,421,819

Actions 2019/20

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

Environmental Health and Trading Standards Actions 2019/20

Action	Description	Planned Outcome	Owner(s)	Start	End	Status	Update
Digital transformation projects	A programme of activity to ensure that the council is well placed to take advanced of opportunities offered in the digital age.	To deliver improved user-focused digital public services.	Head of Service	April 2018	March 2019	Active	Project scope and plan defined
Restructure and move towards cost recovery for pest control	Environmental Health and Trading Standards efficiencies including increasing pest control income to full cost recovery.	Pest control income will deliver full cost recovery.	EH&TS Manager	April 2018	March 2023	Active	Project Board is implementing required changes during target timescales

Planning Services

Service managers: Jim McGinley, Planning Services Manager

Number of staff: 39.6 (full time equivalents)

Location: 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 during the period of the Management Plan will be:

- ◆ Implementation of the local development plan and monitoring of the local development plan via the Local Development Plan Action Programme.
- ◆ Assisting in the preparation and delivery of Strategic Development Plan 2 for Edinburgh and South East Scotland.
- ◆ Preparation of a new local development plan (LDP2).
- ◆ Implementing, monitoring and reviewing the Climate Change Strategy, Carbon Management Plan and Adaptation Action Plan.
- ◆ Carrying out the council's statutory duties on biodiversity.
- ◆ Preparing, monitoring and reviewing supplementary and 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, including associated planning obligations.
- ◆ Processing appeals through written submissions, hearings and public inquiries and participating in local reviews against decisions on planning applications.
- ◆ Enforcement of planning control through action to regulate or stop unauthorised development, remove unauthorised advertisements, and protect West Lothian's listed buildings and conservation areas from inappropriate development.
- ◆ Conservation and design of the built heritage.
- ◆ Preparing school roll projections.
- ◆ Assisting in progressing school consultations to support the development plan alongside appropriate school provisioning and capacity increases.
- ◆ Assisting in the delivery of improved workflow, procedural practices and digital transformation measures for development management and building standards.

Key Partners

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

Our key partners include; other council services, SESplan, Scottish Government, other key government agencies including the Scottish Environment Protection Agency (SEPA), Scottish Natural Heritage (SNH), Historic Environment Scotland (HES) and 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 2019/2020

Customer Group	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	Principal Education Planning Officer	Education Executive
Applicants and agents (Development Management)	Focus group	Biennial	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
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	Annual Performance Report and Customer Charter

Activity Budget 2019/20

Planning Services								
Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2019/20	PI Category	Staff Resources (FTE)	Revenue Expenditure Budget 2019/20 £	Revenue Income Budget 2019/20 £	Net Revenue Budget 2019/20 £
Development Management – processing planning and other applications and appeals	To determine applications for planning permission, advertisement consent and listed building consent in accordance with the development plan and other material considerations.	8 Protecting the built and natural environment	P:DM037_Annual percentage of local review body decisions made in favour of the original decision under delegated powers. Target: 60%	Public	12.0	630,759	(862,043)	(231,284)
			P: DM033_Annual percentage of all applications, excluding major applications, determined in two months. Target: 80%	Public				
Development Management – Enforcement	To regulate unauthorised development in the interests of our communities and the environment.	8 Protecting the built and natural environment	DM054_Monthly percentage of enforcement cases closed within the set resolution timescale. Target: 70%	High Level	2.0	86,982	(143,674)	(56,692)
			DM055_Quarterly Fee Income received as a result of enforcement action. Target: £12,000 per annum	High Level				
Building Standards – processing applications for building warrants, completion certs, letters of comfort	To ensure new development is undertaken in the interests of the health and safety and welfare of the general public and the environment.	8 Protecting the built and natural environment	P:BS036_Average fee received per FTE building standards officer. Target: £57,140	Public	16.1	620,859	(863,931)	(243,072)
			P:BS030_Percentage of applications for building warrant which receive a full technical assessment within 20 days of receipt by Building Standards. Target: 100%	Public				

Planning Services								
Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2019/20	PI Category	Staff Resources (FTE)	Revenue Expenditure Budget 2019/20 £	Revenue Income Budget 2019/20 £	Net Revenue Budget 2019/20 £
Dangerous Building Notices and 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	BS041_Annual Average Budget Cost For Building Standards enforcement enquiry. Target: £500 BS039_Quarterly number of enforcement notices issued by Building Standards under the Building (Scotland) Act 2003. Target: 3 notices	WLAM High Level	0.5	26,629	(45,470)	(18,841)
Development Planning – Development Plan, supplementary and planning guidelines	Maintain and implement an up to date development plan and provide a statutory framework for development and to implement plan policies and proposals. Prepare, monitor and review supplementary planning guidance (SPG) and prepare planning guidelines to assist in the delivery of development. Maintain the corporate address gazetteer (CAG).	8 Protecting the built and natural environment	DP002_Average time taken to handle Development Planning Consultation Enquiry per Officer. Target: 2.5 working days DP012 _ Number of developer funded school extensions and new schools in West Lothian Target: 2 school extensions and new schools	Management Management	4.5	454,683	(22,987)	431,696
Environment - Environmental Projects, Climate Change Projects, Contaminated	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	P:CMP001_Total annual emissions from non-domestic operational buildings, transport, external lighting, waste and water total (tonnes Co2e). Target: 54,570 tonnes	Public	1.3	131,353	(6,641)	124,712

Planning Services								
Activity Name and Description	Link to Corporate Plan	Performance Indicator and Target 2019/20	PI Category	Staff Resources (FTE)	Revenue Expenditure Budget 2019/20 £	Revenue Income Budget 2019/20 £	Net Revenue Budget 2019/20 £	
Land and Tree Preservation Orders		DP010_Percentage of Contaminated Land enquiries from Building Standards responded to within service level agreement. Target:70%	Management					
		DP011_Percentage of Contaminated Land enquiries from Development Management responded to within service level agreement. Target:70%						
School Provisioning including Section 75 Development	Ensure sufficiency of places to meet statutory requirements and to secure Best Value and education service.	1 Improving attainment and positive destinations for school children	DM056_West Lothian Planning Receipts (all) – monthly summary of Actual Financial Receipts. Target: 80%	WLAM	1.0	101,041	(5,108)	95,933
			DM057_West Lothian Planning Obligations (all) – monthly summary of estimated Financial Commitments arising from Granted Planning Applications. Target: 100%	WLAM				
Service support	Provision of management and administrative support.	Enabler service – Corporate Governance and Risk			2.2	84,074	0	84,074
Total:					39.6	2,136,380	(1,949,854)	186,526

Actions 2019/20

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

Planning, Economic Development and Regeneration Actions 2019/20							
Action	Description	Planned Outcome	Owner(s)	Start	End	Status	Update
Digital transformation projects	A programme of activity to ensure that the council is well placed to take advanced of opportunities offered in the digital age	To deliver improved user-focused digital public services.	Head of Service	April 2018	March 2019	Active	Project scope and plan defined
Carry out restructure and reprioritisation of Planning Services	Restructure and reprioritisation of Planning Services	Planning Services restructured	Planning Services Manager	April 2018	March 2023	Active	Project Board is implementing required changes during target timescales
Carry out restructure of Planning, Economic Development and Regeneration Enabler Services	Restructure of Planning, Economic Development and Regeneration Enabler Services	Technical and Support Services restructured	Planning Services Manager	April 2018	March 2023	Active	Project Board is implementing required changes during target timescales
Implementation of Edge-U Cate education planning system	Full implementation of new education planning system	Full implementation of system to allow monitoring of the education estate	Development Planning & Environment Manager	April 2018	March 2020	Active	School roll projections anticipated to be reported to the Education PDSP and Council Executive in the first quarter of 2019/20 for approval
Commence preparation of LDP2	Replacement local development plan for West Lothian	Full up to date development plan coverage	Development Planning & Environment Manager	spring 2019	2022	Planned	Progress dependent on Planning Bill

Planning, Economic Development and Regeneration Actions 2019/20

Action	Description	Planned Outcome	Owner(s)	Start	End	Status	Update
Assist in the progression of the Strategic Development Plan 2 (SDP2) to approval	Adoption of the development plan for West Lothian	Full up to date development plan coverage	Development Planning & Environment Manager	April 2018	spring 2019	Active	The SDP will proceed to the D&T PDSP and Council Executive in spring 2019 for ratification
Prepare and implement new supplementary and planning guidance in support of the West Lothian Local Development Plan	Prepare and implement supplementary and planning guidance arising from the West Lothian Local Development Plan.	Review and replace current supplementary planning guidance	Development Planning & Environment Manager	April 2018	March 2023	Active	Supplementary and planning guidance will proceed to the D&T PDSP and Council Executive during the course of 2019/20 for approval.
Improvements to processing procedures and reporting	Prepare and implement a revised scheme of delegation	Reduce processing time for planning applications	Development Management Manager	April 2018	June 2019	Active	To be reported to PDSP in April, and Council Executive in June.

Developing the Management Plan and reporting progress

The Management Plan was developed to support the delivery of the Council's Corporate Plan and to take account of a range of factors that are likely to impact the delivery of council services in the next 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 which will influence the work of Planning, Economic Development and Regeneration. The more prominent include:

- ◆ Brexit
- ◆ Legislative Change
- ◆ Transforming Your Council work streams

Planning Process

The Management Plan was developed by the Planning Economic Development and Regeneration Management team, using a range of information to ensure that services, activities and resources are aligned to:

- ◆ The council's Corporate Plan and the deliverables for which Planning, Economic Development and Regeneration are responsible
- ◆ Supporting the delivery of the council's transformation programme and Digital Transformation strategy
- ◆ Local Outcome Improvement Plan
- ◆ Economic Strategy
- ◆ Relevant Legislative Processes

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




Corporate Plan	The Corporate Plan is approved by West Lothian Council, setting out the key priorities for all council services for the period 2018/19 to 2022/23.	February 2019
Planning, Economic Development and Regeneration planning	The service management team develop the plan taking account of a range of factors, business requirements and customer needs.	February to March 2019
Executive Management Team approval	The council's Executive Management Team (EMT) will review all service Management Plans to ensure they are sufficiently focused on corporate priorities. The EMT will also review the plans annually, scrutinising performance and progress in the stated outcomes and actions.	March 2019
PSPS consultation	The Management Plan is taken to the relevant Policy Development and Scrutiny Panel(s) for consultation, providing Panel members the opportunity to shape planning and resource allocation.	April to June 2019
Management Plan launch	The service cascades the plan to service employees to ensure that they understand the key priorities and challenges ahead and how they will contribute to successful outcomes.	April to June 2019
WLC website	The Management Plan is published on the council's website to provide detailed information for the public and external stakeholders on council services, resource allocation and performance.	July 2019
Management Plan updates	The Management Plan progress is reviewed by the appropriate PDSP each year.	April to June













Continuous Improvement

Planning, Economic Development and Regeneration will continue to play a key role in the development and support of high quality customer services. Planning, Economic Development and Regeneration will continue to engage with our customers to modernise structures and processes to ensure that they continue to provide the most efficient and effective model for service delivery.

Planning, Economic Development and Regeneration Scorecard

The service will report on the following key measures of the success throughout the lifetime of our plan (short term trend arrows:

2018/19 performance exceeded the target =  / 2018/19 performance met the target =  / 2018/19 performance was below the target = ):

Indicators					
WLAM unit / service	PI Code & Short Name	2018/19 Performance	2018/19 Target	Performance against Target	2019/20 Target
Economic Development and Regeneration	P:EDR007_Customer satisfaction with the service overall	94.36%	95%		95%
	P:EDR011_Percentage of complaints received by Economic Development and Regeneration that were upheld / partially upheld	0%	25%		25%
	CP:EDR028_Number of Steps N2 Work Wage Subsidy places created	78	100		80
	CP:EDR038_Number of new businesses started in West Lothian through Business Gateway	385	400		380
Environmental Health and Trading Standards	P:EH050_Customer satisfaction with the service overall	100%	85%		85%
	P:EH048_Percentage of service requests made to Environmental Health which were responded to within the specific service level targets	81%	89%		85%
	P:SENV05b_Resources allocated to Environmental Health delivery per 1,000 population compared to the Scottish average	£8,687	£8,687		£8,687
	CP:EH045_Premises rated as broadly compliant with food hygiene legislation as a percentage of all risk-rated food premises	93.5%	90%		90%
Planning Services	P:STP005_Customer satisfaction with the service overall	73.13%	70%		70%
	STP021_Percentage of complaints received by Planning Services that were upheld / partially upheld	30%	25%		25%
	P:BS031_Average number of working days to respond to a request for completion certificate	1.56	1.5		1.7
	P:DM031_Annual percentage of all householder planning applications determined within two months	88.48%	90%		90%

This scorecard offers a high level snapshot of the service performance. More information about the performance of the service can be viewed via the council's website: www.westlothian.gov.uk/performance

Planning, Economic Development and Regeneration Management Plan 2019/20

April 2019

For more information:

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