



West Lothian
Council

Partnership and Resources Policy Development and Scrutiny Panel

West Lothian Civic Centre
Howden South Road
LIVINGSTON
EH54 6FF

12 August 2016

A meeting of the **Partnership and Resources Policy Development and Scrutiny Panel** of West Lothian Council will be held within the **Council Chambers, Civic Centre, Livingston** on **Friday 19 August 2016** at **8:30am**.

For Chief Executive

BUSINESS

Public Session

1. Apologies for Absence
2. Order of Business, including notice of urgent business
3. Declarations of Interest - Members should declare any financial and non-financial interests they have in the items of business for consideration at the meeting, identifying the relevant agenda item and the nature of their interest.
4. Confirm Draft Minute of Meeting of Partnership and Resources Policy Development and Scrutiny Panel held on Friday 17 June 2016 (herewith)
5. Review of People Strategy 2013/2017 - Report by Head of Corporate Services (herewith)
6. Scottish Government Consultation on Modernising the Water Industry's Use of Rateable Value to Charge Non-Households for Water and Sewerage Services - Report by Head of Finance and Property Services (herewith)

DATA LABEL: Public

7. Consultation on the Scottish Government Response to the UK Apprenticeship Levy - Report by Head of Planning, Economic Development and Regeneration (herewith)
8. Workplan (herewith)

NOTE **For further information contact Anne Higgins, Tel: 01506 281601 or email: anne.higgins@westlothian.gov.uk**

MINUTE of MEETING of the PARTNERSHIP AND RESOURCES POLICY DEVELOPMENT AND SCRUTINY PANEL of WEST LOTHIAN COUNCIL held within COUNCIL CHAMBERS, CIVIC CENTRE, LIVINGSTON, on 17 JUNE 2016.

Present – Councillors John McGinty (Chair), Carl John (substitute for Peter Johnston), Dave King (substitute for George Paul), Cathy Muldoon, Greg McCarra, Angela Moohan

Apologies – Councillors Peter Johnston, George Paul

1. ORDER OF BUSINESS, INCLUDING NOTICE OF URGENT BUSINESS

The Panel agreed a suggestion by the Chair that the report on Shared Services Delivery (Culture) (Agenda Item 11) would be taken immediately following the Minute of Meeting (Agenda Item 4).

2. DECLARATIONS OF INTEREST

There were no declarations of interest made.

3. MINUTE

The Partnership and Resources Policy Development and Scrutiny Panel approved the minute of its meeting held on 20 May 2016. The minute was then signed by the Chair.

4. SHARED SERVICES DELIVERY (CULTURE) - FUTURE MANAGEMENT OF SPORTS, LEISURE AND CULTURAL FACILITIES AND FUNCTIONS

The Panel considered a report (copies of which had been circulated) by the Depute Chief Executive updating members on developments relating to proposals for modernised trust model arrangements in West Lothian. The Panel was also being asked to agree that the recommendations detailed in the report be submitted to the Council Executive for approval, to allow for proposals for the future management of certain sports, leisure and cultural facilities and functions to be further developed and implemented.

West Lothian Leisure (WLL) was responsible for the strategic and operational management of key sport and leisure facilities which it leased from the council. These facilities provided a strong infrastructure of community leisure centres, swimming pools, sports halls, outdoor sports pitches, health and fitness centres for sport and physical activity, and centres of excellence for sports development and events.

The council was WLL's key funding partner and, as such, there were agreements and joint plans in place between the organisations covering

areas such as core outcomes, actions, resources, proposed measures of success/improvement and key targets to be met. WLL was a Community Planning Partnership member and also worked with NHS Lothian, west Lothian Health and Social Care Partnership, Sportscotland and sports governing bodies.

Earlier in 2016, WLL had agreed in principle that it would convert its legal model from an IPS to a Company Limited by Guarantee. In March 2016, the Council Executive had agreed that they could become Sole Member of WLL in the event of such a conversion, having been asked by WLL Board to consider this.

The targeted date for conversion of WLL to a Company Limited by Guarantee, with the council as Sole Member, was 1 August 2016. In line with the decision of the Council Executive in March 2016, the work required to implement such a conversion was underway.

The report recalled that £750,000 of savings had been across sports, leisure and cultural services in financial years 2016/17 and 2017/18. These savings, which would be delivered through a combination of workforce management measures and changes to activities did not directly relate to the responsibilities of WLL or its current funding agreement with the council.

The council had agreed that a further £532,000 of saving must be delivered through modernised trust model arrangements.

The report went on to advise that an option appraisal exercise had been undertaken and the report provided an option review matrix as Appendix 1 to the report.

The three options were:-

Option 1 – Do nothing

Option 2 – Transfer management certain sports, leisure and cultural facilities and functions to a new trust.

Option 3 – Transfer management of certain sports, leisure and cultural facilities and functions to the converted WLL.

Appendix 2 to the report detailed those sports, leisure and cultural facilities and functions which officers considered, as a minimum, could be transferred to the converted WLL for management through the modernised trust model arrangements. The scope had been refined to include facilities and functions which fitted strategically and operationally with WLL's current remit or which were within the remit of comparator trusts in other local authority areas.

The Depute Chief Executive concluded that, aside from the customer operational and organisational benefits associated with such a transfer, which were detailed in Appendix 1 and section D.2, there was also a financial imperative to progress the implementation of any transfer in advance of 1 April 2017.

If that objective was not achieved, other budget reduction measures would require to be developed and implemented in order to deliver the savings agreed by the council as part of the three-year revenue budget strategy for 2015/16 to 2017/18.

Officers were minded that approval of the recommendations in Section B of the report would help to strengthen further the partnership between the council and WLL, for the benefit of West Lothian's communities.

It was recommended that the Panel agree to the following recommendations being submitted to the Council Executive for noting and approval where appropriate:

1. Note the intention of West Lothian Leisure (WLL) to convert to a Company Limited by Guarantee, with the council as Sole Member, by 1 August 2016.
2. Note the external legal advice received that it would be competent for the council to transfer the management of facilities and functions to the converted WLL.
3. Note the high-level options appraisal undertaken and agree the relative merits of the option for the council to transfer the management of facilities and functions detailed in Appendix 2 to the converted WLL, be explored in detail and developed by council officers for the purposes of discussion with the Board of the converted WLL.
4. Agree that, in view of the external legal advice received and the options appraisal undertaken, proposals to transfer the management of the facilities and functions detailed in Appendix 2 to the converted WLL, be explored in detail and developed by council officers for the purposes of discussion with the Board of the converted WLL.
5. Note that, in event of any transfer of functions to be assigned to those functions would also transfer, under the terms of the Transfer of Undertakings (Protection of Employment) (TUPE) Regulations.
6. Note the statutory consultation requirements under the TUPE Regulations as summarised in Section D.3 and agrees that, in addition to these requirements, in the event of any such transfer, individual members of staff affected by the proposals would be kept informed about matters relevant to any transfer and what these would mean for them.
7. Agree the high-level remit for development of the transfer proposals and the key outcomes for their implementation, as detailed at Section D.4.
8. Agree that the transfer proposals must ensure that the fees, charges and concessions, agreed by the council for the period up

to and including financial year 2017/18, for the facilities and functions detailed in Appendix 2, be maintained by the converted WLL up to and including financial year 2017/18.

9. Agree to delegate authority to the Chief Executive to implement the transfer of the management of all or part of the facilities and functions listed in Appendix 2 to the converted WLL by 1 April 2017, following development of the transfer proposals in line with the high-level remit and key outcomes, and their formal acceptance by the Board of the converted WLL.
10. Agree that regular progress updates on the above matters be reported to the Culture and Leisure PDSP and WLL Advisory Committee, as appropriate.

Questions raised by Panel members were then dealt with by officers. The Panel noted comments by Panel members and TU representatives as undernoted:-

- Trade Union representatives in attendance wished to see the TUs represented on the Board of the converted WLL.
- Panel members wished to see recommendation 9 changed to allow the proposals *“to implement the transfer of the management of all or part of the facilities and functions listed in Appendix 2 to the converted WLL by 1 April 2017”* to be subject to the council’s scrutiny and decision-making process.
- Panel members wished to see an amendment in relation to the phrase “as a minimum” in Section D.3 (page 5, final paragraph).

Decision

1. To agree that the recommendations outlined in Section B be submitted to the Council Executive for nothing and approval where appropriate.
2. To report to Council Executive comments made by Panel members as undernoted:-
 - Trade Union representatives in attendance wished to the TUs represented on the Board of the converted WLL.
 - Panel members wished to see recommendation 9 changed to allow the proposals *“to implement the transfer of the management of all or part of the facilities and functions listed in Appendix 2 to the converted WLL by 1 April 2017”* to be subject to the council’s scrutiny and decision-making process.
 - Panel members wished to see an amendment in relation to the phrase “as a minimum” in Section D.3 (page 5, final paragraph).

5. LOTHIAN VALUATION JOINT BOARD MINUTES - REPORT BY CHIEF EXECUTIVE

A report had been circulated by the Chief Executive recalling that the Council Executive had decided that the activities of certain outside bodies should be reported within the council to ensure all elected members were aware of the business of those bodies and to help to ensure their activities were more effectively scrutinised. In accordance with that decision, officers were required to report the business of Lothian Valuation Joint Board to the Partnership and Resources Policy Development and Scrutiny Panel.

It was recommended that the Panel note the terms of the minutes of the meeting of the Lothian Valuation Joint Board held on 8 February 2016, a copy of which was appended to the report.

Decision

To note the terms of the report.

6. QUARTERLY PERFORMANCE REPORT

A report had been circulated by the Depute Chief Executive examining the levels of performance for all indicators that supported the council's Corporate Plan and were the responsibility of the Panel.

The Panel was informed that of the 38 performance indicators, 33 were categorised as green, 2 were amber and there were 3 indicators categorised as red.

For each indicator, a note was provided offering an explanation from the service on the performance.

The Panel was asked to note the performance information and determine if further action or enquiry was necessary for any of the performance indicators in the report.

Decision

To note the terms of the report.

7. WELFARE REFORM: QUARTERLY UPDATE REPORT

A report had been circulated by the Head of Finance and Property Services informing the Panel of the continuing implications of the ongoing programme of welfare changes.

The report examined the position in relation to the Discretionary Housing Payment Fund, noting that all applications from those affected by the removal of the spare room subsidy, who were entitled to Housing Benefit, had been awarded full DHP to cover the shortfall. Approximately 75% of

applications in respect of the other DHP categories had been awarded DHP.

The report also presented details of the Scottish Welfare Fund and provided a table showing the 2016/17 SWF spend to the end of April 2016.

In relation to Universal Credit, the Panel was informed that in December 2015, DWP Ministers had announced to Parliament the plans to implement the full national Digital Service for Universal Credit from May 2016. The Director General of Universal Credit, in his December 2015 letter to Local Authority Chief Executives had stated that they would begin with five Job Centres a month, accelerating to 50 job centres a month from December 2016 – with full implementation for new claimants complete by the middle of 2018.

With the transition phase for new claims complete in the middle of 2018, the DWP would then start the final migration stage: converting the stock of existing claims of Housing Benefit, Tax Credits etc, onto Universal Credit – to be completed by early 2021. However, the Office for Budget Responsibility (OBR) had recently forecast a further six month delay.

The report covered further development in welfare, including:- Reducing the Household Benefit Cap, Benefit/Credit Freeze, Housing Support for 18 to 21 Year Olds, Local Housing Allowance in the Social Sector and Temporary Absence Abroad.

It was noted that from May 2016, the maximum period for which a claimant, who was absent from their home and was abroad, could continue to be treated as occupying their home, and therefore paid Housing Benefit, would be limited to 4 weeks. On this issue, the Head of Finance and Property Services undertook to provide Panel members with additional information as undernoted:-

- i. What was the previous limit?
- ii. What steps would be taken to inform tenants of the change?

Finally, the Panel was informed that as the welfare changes were rolled out, and as further welfare changes took effect, officers would assess the cumulative effects of these challenges in order to develop and shape work going forward. This would include further analysis of the measures in the Scotland Act, and engagement with the Welfare Reform Committee of the Scottish Parliament, with officials in the Scottish Government, and with COSLA and the IRRV, as the practicalities of the proposed changes were considered. Engagement with the trade unions and council staff, potentially affected by the proposed changes, would also be taken forward.

It was recommended that the Panel note the impacts of the welfare changes in West Lothian and the actions which the council and community planning partners were taking in response.

Decision

1. To note the terms of the report.
2. To agree that the Head of Finance and Property Services provide Panel members with additional information relating to the 4 week period as referred to in the report on page 5 under "Temporary Absence Abroad".
3. To record the Panel's appreciation of the work undertaken by officers in managing the impacts of the welfare changes in West Lothian.

8. SICKNESS ABSENCE (1 APRIL 2015 - 31 MARCH 2016)

A report had been circulated by the Head of Corporate Services examining sickness absence performance for the 12 month period from 1 April 2015 to 31 March 2016 and providing an update on the ongoing application of the council's Policy and Procedure on Managing Sickness Absence.

The sickness absence SPI for the full council was set out at Appendix 1 to the report and the SPI for each service area was set out in Appendix 2.

Table 1 within the report showed the number of employees at each stage of the Policy and Procedure as at 31 March 2016, compared to the previously reported positions.

Table 2 showed a breakdown of live cases as at 31 March 2016 in comparison with 31 March 2015 which was set out in Table 3.

The Panel was informed that the sickness absence SPI's were due to be collated for West Lothian Council's 2015/16 figures and presented to Improvement Service as part of the ongoing benchmarking by 25 August 2016. Exact details of what these comprise of would be available for quarter 1 reporting, however, it was expected to increase in line with sickness absence stats.

Trade Union representatives in attendance at the meeting raised a concern relating to reports that staff had been referred to Occupational Health prior to going off sick, but that requests had been turned down. In response the Head of Corporate Services advised that such decisions were taken by Occupational Health. The Head of Corporate Services also undertook to discuss such cases outwith the meeting.

The Head of Corporate Services concluded that, during 2015/16, there had been an increase in sickness absence rates which was indicative of a rising trend over the previous 3 years. During the year of this year, nearly 25% of all days lost to sickness absence had been disregarded under the provision introduced with the 2011 policy changes. However, these days lost still counted towards the sickness absence SPI.

The Panel was asked to note the content of the report.

Decision

To note the terms of the report.

Councillor Muldoon took the Chair at this point in the meeting as Councillor McGinty had indicated earlier in the meeting that he would leave to attend a COSLA Leaders Meeting.

9. CONTRIBUTION OF THE ADVICE SHOP TO THE ANTI-POVERTY STRATEGY

A report had been circulated by the Head of Finance and Property Services informing the Panel of the work undertaken by the Advice Shop from April 2015 to March 2016 which evidenced the contribution and impact it made in supporting West Lothian residents to maximise their income, keep warm, remaining in their homes, manage debt, become financially included and to be “better off”.

Appendix 1 to the report was the Advice Shop Annual Report 2015-16 which highlighted a range of projects and initiatives but did not cover all the activity the Advice Shop undertook.

The Panel was informed that the Advice Shop had improved the financial circumstances of West Lothian residents by over £27 million. Income had been maximised through detailed benefits work to reduce the levels of financial hardship, stress and isolation. There had been targeted work with Kinship carers, ongoing support to offenders at Addiewell Prison and additional resource allocated to help young families through its partnership with Children 1st.

The Head of Finance and Property Services concluded that the Annual Report demonstrated the wide range of activities and projects undertaken which was clearly linked to the Anti-Poverty Strategy and, the impact on customers evidenced through the case studies, showed the difference this made to individuals, families and communities.

It was recommended that the Panel:-

1. note the positive achievements of the Advice Shop in relation to actions to implement the agreed anti-poverty strategy.
2. note the intention to report on the above to the Community Planning Partnership Board for information.

Decision

1. To note the terms of the report and that the report would be forwarded to the CPP Board for information.
2. To convey the Panel’s appreciation of the work undertaken by Advice Shop staff.

10. WORKPLAN

A copy of the Workplan had been circulated for information.

Decision

To note the terms of the report.



PARTNERSHIP AND RESOURCES POLICY DEVELOPMENT AND SCRUTINY PANEL

REVIEW OF PEOPLE STRATEGY 2013/2017

REPORT BY HEAD OF CORPORATE SERVICES

A. PURPOSE OF REPORT

To present to the Partnership and Resources Policy Development and Scrutiny Panel a review of the People Strategy 2013/17

B. RECOMMENDATION

The Panel is asked to note the content of the report.

C. SUMMARY OF IMPLICATIONS

| | |
|---|---|
| I Council Values | <ul style="list-style-type: none">• Being honest, open and accountable• Making best use of our resources |
| II Policy and Legal (including Strategic Environmental Assessment, Equality Issues, Health or Risk Assessment) | None |
| III Implications for Scheme of Delegations to Officers | None |
| IV Impact on performance and performance Indicators | The People Strategy is designed to support the improvement of services by recognising that achievement of this is dependent on the skills and commitment of employees. Progress in achieving the outcomes is monitored using a range of performance indicators. |
| V Relevance to Single Outcome Agreement | Supporting the delivery of outcomes at a local, council wide and partnership level. |
| VI Resources - (Financial, Staffing and Property) | None. |
| VII Consideration at PDSP | Yes |
| VIII Other consultations | Regular consultation takes place with the Trade Unions on progressing the key activities and actions set out in the People Strategy action plan. |

D. TERMS OF REPORT

D.1 Background

The People Strategy 2013/17 is designed to support the council's key aim of improving the quality and value of the services it provides to the people of West Lothian. The strategy acknowledges the critical role that a skilled, motivated and capable workforce plays in every aspect of service delivery and continuous improvement and sets out a plan for key activities and actions which support and drive the development and leadership of employees.

The Strategy provides a framework and related action plan for delivering on the following five strategic outcomes:

- Engaging and motivating our employees
- Recognised as a good employer
- Helping our employees to succeed
- Ensuring equality for all
- Ensuring a healthy and safe workforce

D.2 Performance Indicators

There are nineteen performance indicators used to monitor progress of the People Strategy outcomes. Of these indicators, fifteen are green, one is amber and three are red. Detail of performance against target is contained in the People Strategy Scorecard which is attached as Appendix 1. Actions in place to increase performance for those reported as amber or red are detailed in Appendix 2.

D.3 Implementation of Action Plan Activities

There were nine key activities agreed as part of the People Strategy action plan. Good progress has been made in implementing these actions with seven complete. The remaining two activities are on schedule to be completed in the lifetime of the strategy. A summary of progress with these is detailed below:

Develop and implement a new framework for performance review. Active

Development of the new ADR framework is complete and this action is now at the implementation stage. All Service Management Teams were briefed in May 2016 and these meetings have been followed by bitesize training sessions which all Team Managers/Leaders and Supervisors responsible for undertaking reviews are required to attend.

All employees have an annual performance review and that learning and development activities are identified to address competency gaps. Active

The revised ADR being rolled out will ensure a standard approach to performance review across all council services. Data gathered from the reviews will be collated at service level to produce an annual learning and development plan which will ensure the effective utilisation of training budgets.

Details of all nine actions are included in Appendix 3.

E. CONCLUSION

The People Strategy 2013/17 is designed to support the council's key aim of improving the quality and value of the services it provides to the people of West Lothian, focusing on building capacity through the effective deployment, development and management of employees.

Good progress has been made in implementing the nine key activities agreed in the People Strategy, with seven complete and two active. It is expected that all of the actions will be implemented during the lifetime of the strategy.

F. BACKGROUND REFERENCES

- The People Strategy 2013/17

| | | |
|-------------------------|------------|--|
| Appendices/Attachments: | Appendix 1 | People Strategy Scorecard |
| | Appendix 2 | Summary of Actions – Amber and Red Pls |
| | Appendix 2 | People Strategy Action Plan Update |

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Julie Whitelaw





Head of Corporate Services

19 August 2016




Corporate Strategy - People Strategy 2013-17(Summary)

Corporate Strategy - People 2013-17(Linked SC)



(a) Outcome 1 - Engaging and motivating our employees



| Status | Performance Indicator | Last Update | Current Value | 2017 Target | Lead officer(s) for Performance Monitoring |
|---|--|-------------|---------------|-------------|--|
|  | corw005_7a.5 Percentage of employees who agree or strongly agree there is effective teamwork in the council | 2015/16 | 84% | 75% | .Head of Corporate Services(J Whitelaw) |
|  | corw007_7b.3 Percentage of responders to annual employee survey | 2015/16 | 65% | 60% | .Head of Corporate Services(J Whitelaw) |
|  | corw010_9b.1c Percentage of managers who participated in corporate learning and development events | 2015/16 | 100% | 100% | .Head of Corporate Services(J Whitelaw) |
|  | HRS401_6a.8 Percentage of attendees at training courses who said their personal learning objectives were fully met | Q4 2015/16 | 90% | 90% | .Head of Corporate Services(J Whitelaw) |

(b) Outcome 2 - Recognised as a good employer





| Status | Performance Indicator | Last Update | Current Value | 2017 Target | Lead officer(s) |
|---|--|-------------|---------------|-------------|---|
|  | corw006_7a.2 Percentage of respondents who agree or strongly agree there is reward and recognition for employees | 2015/16 | 77% | 75% | .Head of Corporate Services(J Whitelaw) |
|  | PIS221_9b.1c Percentage of services compliant against Investors in People (IiP) Framework. | 2014/15 | 100% | 100% | .Head of Corporate Services(J Whitelaw) |
|  | corw013_9b.1c Percentage of annual employee reviews completed. | 2015/16 | 22% | 100% | .Head of Corporate Services(J Whitelaw) |

(c) Outcome 3 - Helping our employees to succeed




| Status | Performance Indicator | Last Update | Current Value | 2017 Target | Lead officer(s) |
|---|--|-------------|---------------|-------------|---|
|  | corw009 Percentage of services who have a targeted employee development plan | 2015/16 | 100% | 100% | .Head of Corporate Services(J Whitelaw) |
|  | corw011_9b.1c Number of successful outcomes for displaced employees | 2015/16 | 100% | 100% | .Head of Corporate Services(J Whitelaw) |

| | | | | | |
|---|---|------------|-----|------|---|
|  | corw012_9b.1c Percentage of human resources policies reviewed | 2015/16 | 93% | 100% | .Head of Corporate Services(J Whitelaw) |
|  | HRS215_9b.1c Number of days to recruit to a vacancy | March 2016 | 19 | 25 | .Head of Corporate Services(J Whitelaw) |



(d) Outcome 4 - Ensuring equality for all



| Status | Performance Indicator | Last Update | Current Value | 2017 Target | Lead officer(s) |
|---|---|-------------|---------------|-------------|--|
|  | corEO007_9b.1c Council's Score against the Stonewall Workplace Equality Index maximum of 200 points | 2015/16 | 67 | 140 | .Head of Corporate Services(J Whitelaw) |
|  | corEO008_9b.1c Percentage of targeted employees who have completed equality and diversity training in the last 3 years. | 2015/16 | 11% | 100% | Head of Corporate Services (J Whitelaw) |
|  | corEO014 Percentage of services who have procedures in place for equality impact assessment. | 2015/16 | 100% | 100% | .Head of Corporate Services(J Whitelaw) |
|  | corw008_7a.7 Percentage of respondents who agree or strongly agree the organisation effectively manages equality and diversity. | 2015/16 | 77% | 75% | .Head of Corporate Services(J Whitelaw) |

(e) Outcome 5 - Ensuring a healthy and safe workforce

| Status | Performance Indicator | Last Update | Current Value | 2017 Target | Lead officer(s) |
|---|--|-------------|---------------|-------------|--|
|  | HRS104_9b.2 Percentage of incidents not reportable to the Health and Safety Executive. | 2015/16 | 97% | 100% | .Head of Corporate Services(J Whitelaw) |
|  | HRS305_9b.1c Percentage of employees returning to normal monitoring under sickness absence | Q4 2015/16 | 61% | 70% | .Head of Corporate Services(J Whitelaw) |
|  | HRS403_9b Percentage of employees participating in active health at work events | 2015/16 | 19% | 20% | .Head of Corporate Services(J Whitelaw) |
|  | Percentage of properties complaint with property related health and safety legislation (PI narrative updated to reflect areas where a record of compliance is centrally recorded) | 2015/16 | 100% | 100% | Head of Housing, Construction & Building Services (A Shaw) |

People Strategy 2013-17 - Amber and Red Summary Action Plan

| Status | Performance Indicator | Last Update | Current Value | 2017 Target | Action |
|---|--|-------------|---------------|-------------|--|
|  | corw013_9b.1c Percentage of annual employee reviews completed. | 2015/16 | 22% | 100% | <p>The council's Employee Engagement Framework, which was developed as an action from this Strategy, sets out a range of agreed standards of communication between manager and employee. This includes the requirement to undertake an annual performance review.</p> <p>The performance information reported for 2015 reflects those service areas that currently measure the implementation of the annual review process. Implementation of the revised Appraisal and Development Review (ADR) process brings with it the requirement for services to develop mandatory performance indicators to monitor compliance. As a result, the performance for 2016 will more accurately reflect the number of employees who do receive an annual review.</p> |
|  | corEO007_9b.1c Council's Score against the Stonewall Workplace Equality Index maximum of 200 points | 2015/16 | 67 | 140 | <p>The result for 2015/16 shows a slight improvement on the previous year with a score of 67 points. The 2014/15 reduction in performance should be set within the context of a change in the Stonewall assessment criteria with a significant increase in the standard expected. This increase is as a result of organisations, particularly in the private sector, investing significant resources in equality and diversity. Although the score has reduced from 2012, the council has retained its position within the top 20 organisations across all sectors in Scotland and is 29 of 44 participating councils UK wide.</p> <p>The Corporate Working Group on Equality will take forward an improvement plan in preparation for the 2016/17 submission. It is also anticipated that the delivery of the corporate programme of equality and diversity training will improve future performance.</p> |

| Status | Performance Indicator | Last Update | Current Value | 2017 Target | Action |
|---|--|-------------|---------------|-------------|--|
|  | corEO008_9b.1c Percentage of targeted employees who have completed equality and diversity training in the last 3 years. | 2015/16 | 11% | 100% | A programme of equality and diversity training has been developed and is currently being delivered to employees in all council services. The training programme is scheduled to be completed by 31 March 2017. |
|  | HRS305_9b.1c Percentage of employees returning to normal monitoring under sickness absence | Q4 2015/16 | 61% | 70% | <p>This performance indicator records quarterly the percentage of employees who have ceased to be monitored under the sickness absence triggers in the period in relation to all those under monitoring. A contributing factor to this reduction in employees returning to normal monitoring is the discretion being exercised by managers to extend stage 2 monitoring for employees.</p> <p>HR Advisers attend management team meetings and support individual managers in effective management of sickness absence.</p> |

People Strategy 2013/17 – Action Plan Update

| Action Plan | | | | | | |
|---|--|--|----------------------------|----------|----------|---------------------------------------|
| Action | Description | Planned Outcome | Owner | Start | End | Status (Planned, Active, Complete) |
| Produce an updated Workforce Plan each financial year as a baseline for managing resource issues. | Identify current and future staffing requirements to produce a Workforce Plan at the start of each financial year providing a summary within the annual Management Plan and aligned with activity based budgets. | Services have a detailed understanding of workforce profile and develop appropriate strategies to address issues arising from workforce audits | Heads of Service | 01/04/14 | Annually | Complete |
| Develop and implement a standardised process for conducting service reviews. | To implement a Service Restructure Process that ensures service reviews are consistently conducted and that appropriate governance is part of the process. | Service reviews will be carried out consistently and in accordance with recognised best practice and council policy | HR Services Manager | 01/04/13 | 31/03/14 | Complete |
| Undertaken annual employee survey | Conduct employee survey to obtain the views of employees. Produce an action plan to be included in Employee Communication & Engagement Strategy | Improved employee morale which results in improved service performance | Head of Corporate Services | 01/04/13 | Annually | Complete |
| Publish an annual Employee Communication and Engagement Strategy. | Produce an Employee Communication & Engagement Strategy in line with the management planning process. This should incorporate an analysis of the employee survey results | Improved employee morale which results in improved service performance | Heads of Service | 01/04/14 | Annually | Complete |

| Action Plan | | | | | | |
|---|--|--|----------------------------|----------|----------|---------------------------------------|
| Action | Description | Planned Outcome | Owner | Start | End | Status (Planned, Active, Complete) |
| Develop and implement a new framework for performance review. | Develop new framework for identifying and managing employee performance. | Employee performance is reviewed annually against service delivery. | Head of Corporate Services | 01/04/13 | 31/03/14 | Active |
| All employees have an annual performance review and that learning and development activities are identified to address competency gaps. | Services have an established process managing employee performance and identifying learning and development needs. A collective Learning and Development Plan should also be produced for prioritising needs and training budgets. | Individuals receive constructive and honest feedback on their performance. The process records performance, health and safety and development needs. | Heads of Service | 01/04/14 | Annually | Active |
| Develop and implement framework for equality outcomes. | Provide guidance and agree action plans and monitoring arrangements for agreed equality outcomes. | Progress is made in achieving equality outcomes. | Head of Corporate Services | 01/04/13 | 31/03/14 | Complete |
| Monitor progress of actions and arrangements for equality outcomes. | Progress action plans and for agreed equality outcomes. | Progress is made in achieving equality outcomes. | Heads of Service | 01/04/14 | Annually | Complete |
| Review health and safety policies, procedures and arrangements and provide an annual plan. | Services will produce a Health and Safety Action Plan as part of the annual management planning and budgeting process. | Plans are established to progress health and safety issues within the services. | Heads of service | 01/04/14 | Annually | Complete |



West Lothian
Council

PARTNERSHIP AND RESOURCES POLICY DEVELOPMENT AND SCRUTINY PANEL

SCOTTISH GOVERNMENT CONSULTATION ON MODERNISING THE WATER INDUSTRY'S USE OF RATEABLE VALUE TO CHARGE NON-HOUSEHOLDS FOR WATER AND SEWERAGE SERVICES

REPORT BY HEAD OF FINANCE AND PROPERTY SERVICES

A. PURPOSE OF REPORT

The purpose of this report is to advise the panel of a Scottish Government consultation on the future use of updated rateable values for charging non-domestic customers for water and sewerage services and to agree the council's response to the consultation.

B. RECOMMENDATION

It is recommended that the panel notes:

1. the proposed response to the consultation attached as Appendix 1, and;
2. that the proposed response will be presented to Council Executive for approval prior to submission to the Scottish Government.

C. SUMMARY OF IMPLICATIONS

| | |
|---|---|
| I Council Values | Focusing on our customers' needs; being honest, open and accountable; making best use of our resources |
| II Policy and Legal (including Strategic Environmental Assessment, Equality Issues, Health or Risk Assessment) | None |
| III Implications for Scheme of Delegations to Officers | None |
| IV Impact on performance and performance Indicators | None |
| V Relevance to Single Outcome Agreement | None |
| VI Resources - (Financial, Staffing and Property) | It is likely that the revised costs at individual sites will vary, however the government's proposals are designed not to be revenue raising. New charges are to be based on a 2017 |

valuation and therefore the exact impact cannot be quantified until those values are known.

VII Consideration at PDSP

This is the first consideration at PDSP.

VIII Other consultations

Discussions on the implications of the proposed changes have taken place with colleagues in Finance and Property Services.

D. TERMS OF REPORT

D1 Background

Water industry charges for some premises in Scotland are based on the most recently assigned rateable value (currently based on the 2010 valuation roll). However, for many the charges are based on an historic rateable value – in some cases dating back to 1995. These values can be higher or lower than the value most recently assigned by the Assessor.

This inconsistency of charging was addressed in the Principles of Charging for Water Services 2015-21, issued in October 2014. This confirmed that the Scottish Government would require, from a date specified by Ministers, that water industry charges which are based on rateable values must be based on those most recently assigned by the Assessor.

Scottish Water has carried out an assessment based on the 2010 roll which indicates that 57% of premises would see a reduction their rateable value based water charges. Their analysis also shows that to ensure that no additional revenue is raised, the charge per pound of rateable value will need to be reduced by around 30%.

D2 Proposed Changes

The Scottish Government recognises that while the change to charges based on the most recent valuation will benefit some, it will have an adverse impact on others. As such, and due to the Rates Revaluation scheduled for 2017 (from which the new charges will be based), it is proposed that the earliest practicable date to implement any changes is 1 April 2018. In order to balance the impact of the proposed changes, a phased approach is suggested with full implementation being achieved by April 2020.

D3 Consultation

The consultation is in the form of a questionnaire consisting of five questions. A completed copy of the consultation is attached as Appendix 1. It is proposed that the attached questionnaire forms the council's official response and should be submitted to the Scottish Government following approval by Council Executive. As Ministers have already made it clear that it is their intention to move to a system of charging on the most recent rateable value, the questionnaire is focused on the dates of implementation and the length of any transitional period.

E. CONCLUSION

In order to ensure consistency of charging, water rates for some properties will change to reflect the most recent Rateable Value at some point in the future. This consultation seeks views on the Scottish Government's proposals to introduce revised charges with full implementation by 2020. Officers are proposing a response to the consultation which agrees with the approach taken of using rateable values from 2017 and allowing a transition period between April 2018 and April 2020.

F. BACKGROUND REFERENCES

[Scottish Government - General Statement of Policy - Principles of Charging For Water Services 2015-2021](#)

[Full Consultation Document](#)

Appendices/Attachments: Appendix 1 – Consultation Response

Contact Person: Peter Rogers, Energy Manager Tel:01506 281107 peter.rogers@westlothian.gov.uk

Donald Forrest

Head of Finance and Property Services

19th August 2016

Appendix 1: Consultation Response Form

Modernising the water industry's use of rateable value to charge non-households for water and sewerage services



RESPONDENT INFORMATION FORM

Please Note this form **must** be returned with your response.

Are you responding as an individual or an organisation?

- ☐ Individual
☒ Organisation

Full name or organisation's name

West Lothian Council

Phone number

01506 280000

Address

West Lothian Civic Centre
Howden South Road
Livingston

Postcode

EH54 6FF

Email

peter.rogers@westlothian.gov.uk

The Scottish Government would like your permission to publish your consultation response. Please indicate your publishing preference:

- ☒ Publish response with name
☐ Publish response only (anonymous)
☐ Do not publish response

We will share your response internally with other Scottish Government policy teams who may be addressing the issues you discuss. They may wish to contact you again in the future, but we require your permission to do so. Are you content for Scottish Government to contact you again in relation to this consultation exercise?

- ☒ Yes
☐ No

Written Responses – Questions

The Government's Proposal

1) Question 1 - do you agree that the water industry should use the most recent Rateable Values to calculate charges from April 2020?

Yes ☒ No ☐

Comments

2) Question 2 – if you have replied ‘yes’ to question 1, do you agree that there should be transitional arrangements?

Yes ☒ No ☐

Comments

Question 3 – If you have replied ‘yes’ to question 2, do you agree that transitional arrangements should be from 1 April 2018 to 1 April 2020?

Yes ☒ No ☐

This is a logical approach as it aligns with current charging period and allows consumers time to fully transition, lessening the immediate impact for those premises where charges will increase.

Question 4 – if you have replied ‘no’ to question 3, what do you think is the appropriate period for transitional arrangements?

Yes ☐ No ☐

N/A

Question 5 – If you have replied ‘no’ to question 1, on what date should the most recent Rateable Values be used to calculate charges?

Yes ☐ No ☐

N/A



West Lothian
Council

PARTNERSHIP AND RESOURCES POLICY DEVELOPMENT AND SCRUTINY PANEL

CONSULTATION ON THE SCOTTISH GOVERNMENT RESPONSE TO THE UK APPRENTICESHIP LEVY

REPORT BY HEAD OF PLANNING, ECONOMIC DEVELOPMENT AND REGENERATION

A. PURPOSE OF REPORT

The purpose of this report is to seek agreement of the Partnership and Resources Policy Development and Scrutiny Panel to recommend to Council Executive that a response be submitted on a consultation on the Scottish Government response to the UK Apprenticeship Levy. The consultation has been issued by the Scottish Government to seek views on options for the use of the Apprenticeship Levy funding being transferred to the Scottish Government.

The closing date for submissions is 26 August 2016. Officers have requested an extension to allow for full PDSP and Council Executive consideration.

B. RECOMMENDATION

It is recommended that the Panel agrees to recommend to Council Executive on 29 August that they progress a submission to the Scottish Government's consultation on the UK Apprenticeship Levy as detailed in appendix 2 to this report and summarised in section D.3 of this report.

C. SUMMARY OF IMPLICATIONS

| | |
|---|--|
| I Council Values | <ul style="list-style-type: none"> • Focusing on our customer's needs. • Being honest, open and accountable. • Providing equality of opportunities. • Making best use of our resources. • Working in partnership. |
| II Policy and Legal (including Strategic Environmental Assessment, Equality Issues, Health or Risk Assessment) | None. |
| III Implications for Scheme of Delegations to Officers | None. |
| IV Impact on performance and performance Indicators | None. |
| V Relevance to Single | Increasing employment and employability is a |

| | | |
|-------------|---|---|
| | Outcome Agreement | priority for both West Lothian Council and the Community Planning Partnership. |
| VI | Resources - (Financial, Staffing and Property) | West Lothian Council's Apprenticeship Levy payment is estimated to be £1.2 million per annum. |
| VII | Consideration at PDSP | None. |
| VIII | Other consultations | Financial Management Unit, Community Youth Services, Social Policy and Operational Services. |

D. TERMS OF REPORT

D1 INTRODUCTION

In July 2015 the UK Government announced its plans to introduce a UK wide Apprenticeship Levy from April 2017. Employers will pay 0.5% of their annual pay bill in excess of £3m through the PAYE system. Those with an annual paybill of £3m or less will be exempt. The Levy will apply to employers in the public, private and third sectors.

It is estimated that West Lothian Council will pay £1.2 million per annual in levy.

The UK Government will use the funding generated through the Levy to support its commitment to deliver apprenticeships in England during the lifetime of the current UK Parliament and will allocate a share to the Scottish Government through the existing Barnett arrangements.

The consultation asks for views on options for the use of the Apprenticeship Levy funding that the Scottish Government will receive.

D2 Key Discussion Areas

The consultation is designed to seek the views of all interested parties including employers.

The questions focus on the following areas, should the Levy be used for:

- increasing the number of Apprenticeships
- supporting growth in the number of Graduate Level Apprenticeships
- establishing a flexible skills fund for workforce development
- supporting the expansion of Foundation Apprenticeships
- helping unemployed people move into employment and helping to meet the workforce needs of employers.

The consultation document has six questions in total with have been drafted with input from a range of services.

D3 Key points from the proposed submission

The draft West Lothian submission supports, in principle, the areas of provision that the Scottish Government has proposed to support with the levy. The main issues that have been raised through the questions include:

- provision will need to be delivered by Apprenticeship Levy paying organisations on a full cost recovery basis rather than a co-investment model;
- provision will need to meet the needs of the local labour market;
- provision will need to be flexible to meet the needs of individuals rather than prescriptive programmes; and
- provision will need to complement West Lothian Council's established Employability pipeline.

The response highlights the fact that the levy will add pressure to the current Council budget, any increases in provision, that result from the use of the levy, will need to be met on a full cost recovery basis for the public sector. No additional resources will be available to cover the real cost of employing an apprentice over and above their training contribution or creating a further opportunity for a young person.

Apprenticeships are promoted as free but the reality is that they are delivered via a co-investment model with employers including West Lothian Council, as the training contribution can be on average 10% of the total real costs of employing an Apprentice. West Lothian Council currently creates a number of trade and non-trade opportunities through this model. Opportunities are funded through core budget and time limited resources.

It is recommended that further exploration is required to determine whether a number of the elements of proposed support should only be available for levy paying organisations on a full cost recovery basis and on a co-investment model for non-levy paying organisations.

The response also highlights the success of the Steps n2 Work wage subsidy programme and encourages the Scottish Government to explore further a similar programme.

E. CONCLUSION

The Apprenticeship Levy will have a significant financial impact on West Lothian Council. It is critical that the use of the levy, by the Scottish Government, is done in a way that support current local employability provision and at no additional cost to the council.

The PDSP is asked to agree that a recommendation be made to Council Executive that a submission to the consultation should be made as per Appendix 2.

F. BACKGROUND REFERENCES

Notice of consultation

<https://consult.scotland.gov.uk/employability-and-training/apprenticeship-levy>

Appendices/Attachments: Two

Appendix 1: Consultation on the Scottish Government response to the UK Apprenticeship Levy paper

Appendix 2: Apprenticeship Levy Consultation - West Lothian Council

Contact Person: Clare Stewart, Regeneration and Employability Co-ordinator, 01506 281100,
clare.stewart@westlothian.gov.uk

Craig McCorriston
Head of Planning, Economic Development and Regeneration

19 August 2016

Apprenticeship Levy Consultation

West Lothian Council

| |
|---|
| <p>1. Should the Government's commitment to 30,000 Modern Apprenticeships starts a year by 2020: a) be maintained or b) be increased</p> |
| <p>The commitment to Modern Apprenticeship should, as a minimum, be maintained and increased where there is evidence of demand and need within the labour market. In addition to labour market demand Modern Apprentice opportunities should be encouraged within emerging growth sectors at a local level. The supply side, in terms of young people seeking opportunities, also has to be a factored into any commitment to increase numbers.</p> <p>In establishing a commitment or a target it has to be recognised that funding currently provided, via Skills Development Scotland, is only a contribution to training costs and many of the direct costs are met by employers. Given that it is likely that only 2% of employers will pay the levy it is important to recognise how the current approach will sit alongside this. Apprenticeships are promoted as free but the reality is that they are delivered via a co-investment model with employers, as the training contribution can be on average 10% of the total real costs of employing an Apprentice.</p> <p>West Lothian Council currently create a number of trade and non-trade apprenticeships annually. These are funded through one-off time limited council investment, West Lothian Councils budget and time limited investment. Payment of the levy will add significant pressure to local authority budgets, and any increase in provision from the public sector should be fully supported from additional funding raised from the levy.</p> <p>In addition to reviewing the level of support available, should the number of Apprenticeships be increased, the process for creating, claiming and verifying opportunities should be reviewed and brought in line with the cost of delivering the programme. This is currently resource intensive.</p> <p>In line with tackling in work poverty recognition and support needs to be provided to those organisations that choose to not pay the national apprenticeship rate. A possible option would be to remove support to those that do pay apprentice minimum wage as an incentive to redress low wage levels.</p> |
| <p>2. Should Apprenticeship Levy funding support growth in the number of Graduate Level Apprenticeships in Scotland? a)Yes or b) No</p> |
| <p>In principle this should be supported but not at the expense of entry level support. West Lothian Council has a well-developed partnership lead employability pipeline, this support could be seen at one option for the pipeline but it would need to be led by the needs of West Lothian young people and not be introduced at a prescriptive rate of delivery.</p> <p>The age of a graduate level Apprenticeships should be reviewed to include the provision of opportunities for those over 24.</p> <p>Further exploration is required to determine whether this support should only be available for levy paying organisations on a full cost recovery basis and on a co-investment model for non-levy paying organisations.</p> |
| <p>3. Should Apprenticeship Levy funding be used to establish a flexible skills fund to support</p> |

| |
|---|
| <p>wider workforce development? a)Yes or b) No</p> |
| <p>In principle this should be supported especially to assist with workforce planning. It is important however to consider any links with low skills and in-work poverty and to what degree the fund would target improved earnings in an effort to increase prosperity and/or whether different policy perspectives would be supported by employers who are subject to the levy.</p> <p>Further exploration is required to determine whether this support should only be available for levy paying organisations on a full cost recovery basis and on a co-investment model for non-levy paying organisations.</p> |
| <p>4. Should Apprenticeship Levy funding be used to support the expansion of Foundation Apprenticeships? a)Yes or b) No</p> |
| <p>In principle this should be supported as investing in Foundation Apprenticeships will support the employability of young people in Education who are likely to benefit from the vocational route.</p> <p>West Lothian Council have been offering foundation apprenticeships to West Lothian young people with positive results.</p> <p>Further development work is required to broaden the scope of foundation apprenticeship to increase the opportunities available.</p> |
| <p>5. Should Apprenticeship Levy funding be used to help unemployed people move into employment, and to help meet the workforce needs of employers? a)Yes or b) No</p> |
| <p>West Lothian Council are supportive of the delivery of support unemployed people need to secure and sustain employment. Particularly support designed to remove barriers for vulnerable groups and individuals who face particular challenges finding jobs, and enabling people to participate fully in the labour market.</p> <p>Any additional provision would need to be person centred and meet the needs of that individual client. It would also need to be designed to be flexible in delivery, support the existing local employability pipeline and meet the local labour market. West Lothian Council's response to the consultation on the future of Scotland's Employability Services outlined operational how this could best be delivered which included a need to align and target resources at a local level to those most in need of support.</p> |
| <p>6. Are there any additional suggestions on how Apprenticeship Levy funding might be used?</p> |
| <p>The Apprenticeship Levy could also be used to provide a wage subsidy programme to encourage the creation of employment and training opportunities. West Lothian Council has been running a wage subsidy programme for 5 years which has supported over 800 young people to secure employment with West Lothian SME's, the Voluntary sector and training opportunities within West Lothian Council.</p> <p>The programme has been successful in enabling young people to secure and sustain</p> |

employment with local employers, currently 82% of subsidised places within West Lothian SME's result in the young person securing a positive destination on completion.

Should a wage subsidy programme be introduced further exploration would be required to determine whether this support could be made available for levy paying organisations on a full cost recovery basis and on a co-investment model for non-levy paying organisations.

Underpinning the delivery of all of the elements highlighted above is the requirement of officers to work with both the young people who need support and the businesses that may create opportunities. Therefore it is recommended that some of the funding is used to support the public sector to provide resources to support individual to increase their capacity to fully engage with the possible opportunities on offer. The key worker model is used successfully in West Lothian to engage with young people and support them to participate fully in the labour market.

PARTNERSHIP AND RESOURCES POLICY DEVELOPMENT AND SCRUTINY PANEL WORKPLAN

| | Agenda Item | Lead Officer | P&R PDSP Date / Month |
|-----|--|---|---|
| 1. | Lothian Valuation Joint Board Annual Report | Chief Executive | Annually 17 March 2017 |
| 2. | West Lothian Development Trust Annual Report | Head of Planning, Economic Development & Regeneration | Annually 16 December 2016 |
| 3. | Quarterly Performance Report | Depute Chief Executive, Corporate, Operational and Housing Services | Quarterly 23 September 2016 16 December 2016 17 March 2017 16 June 2017 |
| 4. | Quarterly Welfare Reform update | Head of Finance and Property Services | Quarterly 23 September 2016 16 December 2016 17 March 2017 16 June 2017 |
| 5. | Quarterly Sickness Absence Update | Head of Corporate Services | Quarterly 23 September 2016 16 December 2016 17 March 2017 16 June 2017 |
| 6. | Minutes of Scotland Excel Meetings | Head of Corporate Services | As available |
| 7. | Lothian Valuation Joint Board minutes | Chief Executive | As available |
| 8. | ICT Strategy Update | Head of Corporate Services | 23 September 2016 |
| 9. | Participation Requests | Head of Planning, Economic Development & Regeneration | 23 September 2016 |
| 10. | Review of the MMW Protocols | Chief Executive | 23 September 2016 |
| 11. | Role Descriptions of Members | Chief Executive | 4 November 2016 |
| 12. | Revised RIPSA policy | James Millar | 16 December 2016 |

Graham Hope
Chief Executive

DATA LABEL: PUBLIC