DATA LABEL: OFFICIAL

![West Lothian Council logo]

PERFORMANCE COMMITTEE

SERVICE PERFORMANCE AND WLAM OUTCOME REPORT – INCLUSION AND WELLBEING SERVICE

REPORT BY DEPUTE CHIEF EXECUTIVE

A.   PURPOSE OF REPORT

The report provides Performance Committee with an overview of a service assessment from the West Lothian Assessment Model process (2017/20).

It also provides a summary of recommendations from the officer-led scrutiny panel that have been identified for action and are to be delivered by the service management team.

B.   RECOMMENDATIONS

It is recommended that the Performance Committee:

1. Note the outcome from the WLAM and Review Panel process;

2. Note the recommendations for improvement;

3. Agree any other recommendations that may improve the performance of the service.

C.   SUMMARY OF IMPLICATIONS

I.	Council Values	• Focusing on our customers' needs • Being honest, open and accountable • Providing equality of opportunity • Developing employees • Making best use of our resources • Working with other organisations
II.	Policy and Legal	The West Lothian Assessment Model programme is a key part of the council's Best Value Framework, ensuring that there is robust internal scrutiny and support for continuous improvement of services.
III.	Implications for Scheme of Delegations to Officers	None

IV.	Impact on performance and performance indicators	The report provides a summary of performance indicators from a key council service to support effective elected member scrutiny.
V.	Relevance to Single Outcome Agreement	The council has adopted an EFQM-based approach to performance management. This is reflected in the type of indicators used, including council indicators in the SOA.
VI	Resources - (Financial, Staffing and Property)	From existing budget.
VII.	Consideration at PDSP/Executive Committee required	Service performance is considered at the appropriate PDSP on an ongoing, scheduled basis.
VIII.	Details of consultations	None.

D. TERMS OF REPORT

D.1 Background

Self-assessment is an important part of the council's Best Value Framework, ensuring that there is rigorous challenge of performance and continuous improvement is embedded at all levels of the organisation. Regular, programmed self-assessment is also an integral part of improvement planning and preparation for external inspection.

This report provides the outcome from the self-assessment of the Performance and Improvement Service and the agreed recommendations for improvement for the service, as well as a summary overview of performance.

The WLAM applies an evidence-based, rigorous assessment model – the European Foundation for Quality Management (EFQM) framework. This requires employees to consider the long-term impact of the service in the stated strategic objectives. In detail, the service must consider the effectiveness of leadership, strategies, policies, processes and procedures and also, how effectively the service manages relationships with employees, partners and customers.

D.2 Service Overview

Head of Service: Jim Cameron, Head of Education Services

Service Manager: Alison Raeburn, Inclusion and Wellbeing Manager

The Inclusion and Wellbeing Service works in partnership with schools, the Educational Psychology Service, the Quality Improvement Team and multi-agency partners to deliver education services and contribute to the overall aims of the council in relation to the educational attainment, achievement and health and wellbeing outcomes for West Lothian's children and young people.

More specifically, the service supports schools in improving the delivery of education provision, learning experiences and opportunities for children and young people with additional support needs across the curriculum in every educational context and

setting, enabling all pupils to achieve at their highest potential. Collaborative planning with multi-agency partners is a key focus throughout the service's strategic and operational activities with the Getting It Right for Every Child (GIRFEC) agenda underpinning all partnership working.

The Inclusion and Wellbeing Service's vision is the achievement of long term sustainable quality educational provision for all West Lothian's children and young people which is sufficiently inclusive to remove barriers to participation, learning and achievement, and to promote equality. This is achieved by:

- Placing the needs of children and young people at the centre of service delivery
- Identifying and addressing barriers to participation, learning and achievement
- Working collaboratively with partners
- Building capacity at individual and systemic levels, and
- Operating within a context of continuous improvement

The Inclusion and Wellbeing Service consists of 2 areas: the central services provided by the team based at the Civic Centre, Livingston; and the out-reach, in-reach and Early Intervention services which are delegated to a range of Head Teachers across the authority.

The current report refers to the service assessment from the West Lothian Assessment Model process (2017/20) in relation to the central services provided by the Inclusion & Wellbeing Services team based at the Civic Centre, Livingston.

A summary of the service activities and resources is contained within Appendix 1.

D.3   Service Contribution to Corporate Priorities

The Inclusion and Wellbeing Service is part of Education Services, where the main focus of activity is the delivery of school based education. Schools are supported by teams dealing with quality improvement, education psychology, inclusion and wellbeing, resources, policy and performance. Services are also provided to children, young people and the wider community through arts, cultural and sport services and community learning and development.

The Inclusion and Wellbeing Service is a supporting service for schools, pupils and their families. The service makes critical contribution to the council's corporate priorities 1, 2, 5, 6 and 7, more specifically:

Priority 1 (Improving attainment and positive destinations) by contribution towards
- improving quality of learning and teaching
- creating a culture of high ambition and aspiration
- continuous progression and building strong leadership to empower staff and build capacity at all levels;

Priority 2 (Delivering positive outcomes and early interventions for early years) by contribution towards
- building capacity in early learning and child care professionals
- offering children the best possible start in life
- continuing to support pupils who face challenges in their learning, and ensuring support to care experienced children and young people to help achieve positive educational outcomes;

Priority 5 (Improving the employment position in West Lothian) by contribution towards
- promoting access to employment by ensuring young people have an opportunity to progress into a positive destination on leaving school;

Priority 6 (Delivering positive outcomes on health) by contribution towards
- promoting positive health and wellbeing to all
- delivering effective and integrated equipment and technology solutions to promote independence and
- improving our approach to integrated models for mental health services for children and young people;

Priority 7 (Reducing crime and improving community safety) by contributing towards
- reducing antisocial behaviour within our communities through a range of targeted educational interventions.

A summary of the service activities and their specific relationship to the corporate priorities is contained within Appendix 1.

Service contribution to the Corporate Plan is delivered through a range of policies and procedures which have been developed and implemented in line with and reference to local, national and cross-authority initiatives including: "Getting it Right for Every Child"; West Lothian Council's "Continuum of Support", the Moving Forward in Learning Framework, Recruitment and Selection Policy and Corporate Parenting Plan 2017/18; Government guidance such as "Engaged and Involved Part 2: a positive approach to preventing and managing school exclusions", "Home Education Guidance"; School Consultation Act (2010).

D.4   West Lothian Assessment Model

The service went through the West Lothian Assessment Model process in 2017/18, with a representative group of employees from the service critically evaluating the service effectiveness in the nine criterion parts of the assessment model.

The service scored a total of 513 (out of 1,000). This is below the current council average. To date, a total of 20 services have been assessed in the council's rolling three-year programme.

An overview of the service's scores in the last four cycles is set out in table 1. The trend column is based on a comparison between the base position (2008/10) and the current WLAM score.

Table 1: WLAM Scores (2008/10 to 2017/20)					
WLAM Criteria	2008/10	2011/13	2014/17	2017/20	Trend
1 Leadership	-	-	62	70	⬆
2 Strategy	-	-	55	69	⬆
3 People	-	-	61	69	⬆
4 Partnerships and Resources	-	-	55	69	⬆
5 Services and Processes	-	-	55	69	⬆
6 Customer Results	-	-	51	54	⬆
7 People Results	-	-	37	23	⬇

8 Society Results**	-	-	40	50	⬆
9 Business Results	-	-	52	40	⬇
Total score	**-**	**-**	**468**	**513**	⬆
WLC average total score	-	-	468	525*	

* WLC Average to date (based on 20 assessments)
** Criterion is scored corporately and uses validated scores from external EFQM assessments.

The service has limited trend information for WLAM scoring as it was only formed as a standalone WLAM Unit in 2016/17. Though it now has a distinct remit and responsibilities as a service, it was assessed and scrutinised in previous years as part of a wider unit called Education Central Services. Though not directly comparable, the score for that larger unit is provided for 2014/17 to give some contextual information on the progress of the service.

The latest WLAM scores show that strategy and planning, resource management and process management has been a focus for improvement in the service. The service scored above the current council averages in criteria 1 to 5, but below the council average for 6, 7 and 9 – the results criteria.

In summary, the scoring indicates that the service has effective leadership and strategy and aligns all resources and processes in support of the strategic aims. However, it also suggests that the service has to identify a better range of key results, and/or develop stronger trend information in the key results, in order to track progress in the priority areas and measure long-term impact of the service.

D.5   Review Panel Outcome

The Review Panel in the WLAM Programme 2017/20 has three possible outcomes that will identify the progress and risk level of service performance and subsequently, the level of scrutiny that will be applied to the service during the period of the WLAM programme (three years).

The Review Panel outcome is determined by a Panel of three senior officers and is chaired by the Chief Executive.

Table 2: Review Panel Outcome		
Review Panel Cycle		
Cycle 1	The service will return to the panel within three years	
Cycle 2	The service will return a report to the Panel within 12 months, who will determine if the service are to move to Cycle 1 or 3	✓
Cycle 3	The service must return to the Review Panel no later than one year (12 months) from the date of the last report.	

The Inclusion and Wellbeing Service was placed on **Cycle 2** by the Review Panel in August 2018. The service will return a report (against the recommendations) to the Panel in 2019/20 and the Panel will determine if the service will move to Cycle 1 or 3.

The Panel determined this outcome as it requires the service to develop the measures it has in place to manage performance in key services and processes and critically, to more effectively demonstrate contribution to the key corporate priorities and outcomes.

Performance management

Performance management standards have been established to help the Panel consistently identify good or poor practice in relation to performance management and to help services address any deficiencies in their performance or management approaches. The following table sets out the evaluation for the service:

Table 3: Evaluation of Performance Management in the service	
Management standard	Service evaluation
Scope and relevance of performance data	The service have identified PIs to monitor progress in most of the key activities and outcomes/ priorities
Compliance with corporate requirements	The performance framework of the service meets the basic corporate requirements
Approach	The service's approach to managing performance is sufficient and will help the service to improve
Management of data	Most managers and team leaders engage with the performance culture and take responsibility for managing performance
Management of information	Performance is reported and communicated to most key groups (including; Elected Members, senior officers, employees and the public)
Performance trends	PIs show good performance and the panel has confidence that this will continue to be sustained by the service
Targets and thresholds	Targets and thresholds have a clear rationale for most PIs and support performance management and improvement
Benchmarking	The service has limited comparative data for PIs that measure the key activities and outcomes/ priorities
WLAM score	The service achieved a score of over 500 in the WLAM Process

As well as the additional scrutiny, there is ongoing monitoring and reporting of service performance through internal performance management procedures. The service will also continue to report key performance publicly and through agreed committee performance reporting arrangements.

D.6   Recommendations for Improvement

A number of recommendations have been set out for action by the service to improve performance.

The Review Panel key findings and recommendations for the service are:

1. The Panel recognised the critical role of the service in ensuring that pupils across the authority are allocated with appropriate support. Also, how it effectively works with schools, other parts of Education and council services across a range of programmes and key processes to ensure that different pupil needs are addressed.

2. The Panel noted that the service has increased the focus and effectiveness of performance management in recent years, but also that this was still developing. The Panel also noted the approach followed by the service to reviewing performance management. That it began with discussions with key

customers as to their expectations from the service and then followed the development of core service standards and associated measures and targets.

3. The Panel noted limited trend information for key performance indicators. This was due to the service reviewing and developing new performance indicators, aligned to the key activities, when it was established as a standalone WLAM unit in 2016/17.

4. The Panel noted employee survey results were (at the time of the meeting) collated above the service unit level and that they would be disaggregated from 2018/19 results onwards. They also noted that the manager had undertaken specific improvement actions around leadership and empowerment.

5. The service should develop the suite of performance indicators to measure impact effectively. This review should ensure that in future years the service can evidence contribution to the relevant outcomes.

6. The customer satisfaction performance indicators should be segmented by key customer groups to support a more detailed analysis of satisfaction levels with the service and the development of improvement actions.

7. In order to support positive engagement with customers and employees in future and develop a stronger insight into their needs and preferences, the service should monitor and analyse emergent customer and employee results more closely.

Progress in these actions will be reviewed in a report to the next Review Panel (quarter 2 of 2019/20).

D.7   Service Performance

The service has a total of 30 performance indicators on the council's performance management system (Pentana). At present, the status of those indicators are as follows:

Summary of Performance Indicator status (RAG)	
Status (against target)	Number of PIs
✅ Green	29
⚠️ Amber	0
🔴 Red	0
❓ Unknown	1

An overview of the performance indicators categorised as Public or High Level for the service is included in Appendix 2.

D.8   Service Benchmarking

There are three indicators in the Local Government Benchmark Framework (LGBF) that are aligned with the activity of Inclusion and Wellbeing Service. The data for 2017/18 will not be published by the Improvement Service until February 2019, however the performance and ranking information for 2016/17 for the three most significant indicators has been provided below.

SCHN19b - School attendance rates (per 100 'looked after children')
West Lothian Council had performance of 90.15 percent in 2016/17. This was lower than the Scottish average of 90.98 percent and ranked at 24 (out of 32) overall in Scotland.

SCHN20a – School exclusion rates (per 1,000 pupils)
West Lothian Council had exclusion rates of 43.38 per 1,000 pupils in 2016/17. This was above the Scottish average of 26.84 and ranked at 28 (out of 32) overall in Scotland.

SCHN20b – School exclusion rates (per 1,000 'looked after children')
West Lothian Council had performance of 99.80 per 1,000 'looked after children' in 2016/17. This was above the Scottish average of 79.95 and ranked at 17 (out of 32) overall in Scotland.

The Council's Corporate Parenting Plan (2017/18) outlines key activities for Education Services, in collaboration with multi-agency partners in relation to Looked After children and young people. There is a specific focus on raising attainment which includes the undertaking of specific attainment visits to schools for LAC pupils and the use of the Centre of Excellence for Looked After Children In Scotland (CELCIS) toolkit for school's self-evaluation and improvement planning. The newly established training programme for LAC Designated Members of Staff in all schools and the revision of the Education Services Looked After Children policy have also been designed to have a direct positive impact on levels of attendance and exclusions. The development of benchmarking activity with the Local Government Benchmarking Framework family will continue to support this work.

In addition, recent Scottish Government funding for Looked After Children has been focussed on supporting engagement in learning of our most vulnerable Looked After Children and Young People. There has been considerable cross-authority liaison in relation to most effective practice in a multi-disciplinary approach to intensive and crisis intervention.

E.   CONCLUSION

The Inclusion and Wellbeing Service completed the WLAM process as part of the council's corporate programme of self-assessment. This is a critical part of the council's internal scrutiny arrangements and helps to ensure that excellent practice and performance is supported and that the principle of continuous improvement is adopted in all council services.

The service achieved a total score of 513 and was placed on Cycle 2 by the Review Panel and will not return to the Review Panel until the next programme (2020/23).

BACKGROUND REFERENCES

West Lothian Council Corporate Plan 2018/23
West Lothian Council Improvement Strategy 2018/23
Corporate Services Management Plan 2018/19

Appendices/Attachments: 2
Appendix 1_Education Services Management Plan Extract
Appendix 2_ Performance Indicator Report

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