DATA LABEL: OFFICIAL

West Lothian Council

PERFORMANCE COMMITTEE

SERVICE PERFORMANCE AND WLAM OUTCOME REPORT – ECONOMIC DEVELOPMENT AND REGENERATION

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 and 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 council service to support effective elected member scrutiny.

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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 Economic Development and Regeneration 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:	Craig McCorriston, Head of Planning, Economic Development and Regeneration
Service Manager:	Alice Mitchell, Economic Development and Regeneration Manager

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.

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

D.3 Service Contribution to Corporate Priorities

Economic Development and Regeneration is part of Planning, Economic Development and Regeneration Services, which is focused on the delivery of services that will support our community to grow and develop and working with our partners to achieve better employability outcomes in West Lothian.

The service makes a critical contribution to the council's corporate priorities, and in particular; priority 3 – Minimising poverty, the cycle of deprivation and promoting equality and priority 5 – Improving the employment position in West Lothian.

The service is responsible for the following deliverable in the Corporate Plan:

- Priority 3.5: Providing a route out of poverty through work and continuing to support those further from the labour market to progress towards work.

- Priority 5.1: Supporting businesses through building an entrepreneurial culture, supporting business start-ups and early stage company growth to increase the overall stock of businesses.

- Priority 5.2: 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.

- Priority 5.3: 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.

- Priority 5.4: 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.

- Priority 5.5: Promoting access to employment by ensuring young people have an opportunity to progress into a positive destination on leaving school.

D.4 West Lothian Assessment Model

The service went through the West Lothian Assessment Model process in April 2019, 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 568 (out of 1,000).

This was an improvement on the service score in the last programme (2014/17) and below the current council average. To date, a total of 27 services have been assessed in the council's rolling three-year programme.

An overview of the service's scores in the last four cycles in 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	45	60	65	76	⬆
2 Strategy	25	59	62	74	⬆
3 People	44	57	61	75	⬆
4 Partnerships and Resources	39	59	61	74	⬆
5 Services and Processes	51	57	60	71	⬆
6 Customer Results	40	36	59	55	⬆
7 People Results	27	26	42	38	⬆
8 Society Results**	5	20	40	50	⬆
9 Business Results	56	38	43	55	⬇
Total score	**332**	**411**	**502**	**568**	⬆
WLC average total score	385	411	468	529*	

* WLC Average to date (based on 27 assessments)
** Criterion is scored corporately and uses validated scores from external EFQM assessments.

The scores show that the service has improved across the period (2008/10 to 2017/20) in most criteria and the service scored above the current council average all but the Customer and Business Results criteria. The service currently has the joint highest score to date in the cycle and it also ranked in the top five scoring services in the 2014/17 cycle.

To increase the WLAM score further, the service may consider increasing the scope and relevance of the performance indicators used in Business Results. The focus of improvement activity in this area should be to improve coverage of data in relation to the key priorities / activities and process effectiveness and expanding the measures used to track contribution towards strategic outcomes (priorities 3 and 5 in the Corporate Plan).

The service may also consider segmenting Customer and Employee Results. Results would be improved overall through greater use of benchmarking with relevant comparators.

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.9	

Passenger Transport was placed on **Cycle 1** by the Review Panel in June 2019. The service will return to the Panel in the next cycle (2020/23).

This service achieved this outcome as it was able to demonstrate strong performance to the Panel and evidence a robust approach to performance management.

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 has identified performance indicators to monitor progress in most of the key activities and outcomes/ priorities.
Compliance with corporate requirements	The performance framework of the service exceeds the basic corporate requirements.
Approach	The service approach to managing performance is good and should be considered good practice in the council.
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 effectively to Elected Members, senior officers, employees and the public.
Performance trends	The key performance indicators show sustained 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 performance indicators and support performance management and improvement.
Benchmarking	The service has comparative data for some of the key performance indicators (in relation to the priorities /key activities) and the service compares well.
WLAM score	The service achieved a score of over 550 in the WLAM process

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 recommendations for the service are:

1. The Panel recognised the improvements made under each criteria of the WLAM model resulting in a considerable increase in the overall score.

2. The service should aim to improve employee engagement, with the aim of increasing response rates to the employee satisfaction survey.

3. The service should review the scope of performance indicators; introduce measures to capturing key activities / priorities across the service.

4. The Panel encouraged the service to continue to identify their key customer groups and segment the results.

5. The Panel recognised the services achievements of ranking number one in the LGBF Category Ranking for Economic Development.

6. The Panel encouraged the service to continue to use benchmarking opportunities to identify good practice.

7. The service should review targets especially for Complaints and Employability performance indicator, ensuring targets aim for improved performance.

8. The Panel recognised the robust performance management approach in the service and commitment to driving improvement.

Progress in these actions will be reviewed at the next Review Panel.

D.7   Service Performance

The service has a total of **49** performance indicators on the council's performance management system (Pentana). At present, the status of the indicators is as follows:

Summary of Performance Indicator status (RAG)	
Status (against target)	Number of PIs
Green	39
Amber	5
Red	2
Unknown	3

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 seven indicators in the Local Government Benchmark Framework (LGBF) that are aligned with the activity of Economic Development.

SECON1 – Percentage of unemployed people assisted into work from council operated / funded employability programmes
West Lothian Council ranked 17 out of 32 Scottish authorities in 2016/17, a decrease of 1 place since 2016/17 and an overall decrease by 10 places since 2012/13.

SECON5 – Number of business gateway start-ups per 10,000 population
West Lothian Council ranked 8 out of 32 Scottish authorities in 2017/18, a decrease of 5 places from 2016/17 and an overall decrease of 6 places since 2013/14.

SECON6 – Cost of Economic Development and Tourism per 10,000 population
West Lothian Council ranked 12 out of 32 Scottish authorities in 2017/18, a decrease of 2 places from 2016/17 and an overall increase of 5 places since 2010/11.

SECON7 – Proportion of people earning less than the living wage
West Lothian Council ranked 5 out of 32 Scottish authorities in 2017/18, consistent with 2016/17 performance and an overall increase of 7 places since 2012/13.

SECON8 – Proportion of properties receiving superfast broadband
West Lothian Council ranked 8 out of 32 Scottish authorities in 2017/18, an improvement of 7 places from 2016/17 and an overall increase of 6 places since 2013/14.

SECON9 – Town vacancy rates
West Lothian Council ranked 10 out of 26 Scottish authorities in 2017/18, an improvement of 2 places from 2016/17 and an overall increase of 4 places since 2014/15.

SECON10 – Immediately available employment land as a percentage of total land allocated for employment purposes in the local development plan
West Lothian Council ranked 8 out of 28 Scottish authorities in 2017/18, an improvement of 3 places from 2016/17 and an overall decrease of 7 places since 2014/15.

E. CONCLUSION

Economic Development and Regeneration 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 568 and was placed on Cycle 1 by the Review Panel and will return to the Review Panel within three years.

BACKGROUND REFERENCES

West Lothian Council Corporate Plan 2018/23
Planning, Economic Development and Regeneration Management Plan 2019/20

Appendices/Attachments: 2
Appendix 1_PEDR Services Management Plan Extract
Appendix 2_Performance Indicator Report

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