



Performance Committee

West Lothian Civic Centre
Howden South Road
LIVINGSTON
EH54 6FF

5 November 2019

A meeting of the **Performance Committee** of West Lothian Council will be held within the **Council Chambers, West Lothian Civic Centre** on **Monday 11 November 2019** at **2:00pm**.

For Chief Executive

BUSINESS

Public Session

1. Apologies for Absence
2. 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
3. Order of Business, including notice of urgent business and declarations of interest in any urgent business
4. Confirm Draft Minute of Meeting of Performance Committee held on Monday 09 September 2019 (herewith).
5. Service Performance and WLAM Outcome Report - Education Quality Improvement - Report by Depute Chief Executive (herewith)
6. Service Performance and WLAM Outcome Report - Corporate Communications - Report by Depute Chief Executive (herewith).
7. Service Performance and WLAM Outcome Report - Economic Development and Regeneration - Report by Depute Chief Executive (herewith).
8. Workplan (herewith).

DATA LABEL: Public

NOTE **For further information please contact Eileen Rollo on 01506 281621
or email eileen.rollo@westlothian.gov.uk**

CODE OF CONDUCT AND DECLARATIONS OF INTEREST

This form is to help members. It is not a substitute for declaring interests at the meeting.

Members should look at every item and consider if they have an interest. If members have an interest they must consider if they have to declare it. If members declare an interest they must consider if they have to withdraw.

NAME	MEETING	DATE

AGENDA ITEM NO.	FINANCIAL (F) OR NON- FINANCIAL INTEREST (NF)	DETAIL ON THE REASON FOR YOUR DECLARATION (e.g. I am Chairperson of the Association)	REMAIN OR WITHDRAW

The objective test is whether a member of the public, with knowledge of the relevant facts, would reasonably regard the interest as so significant that it is likely to prejudice your discussion or decision making in your role as a councillor.

Other key terminology appears on the reverse.

If you require assistance, please ask as early as possible. Contact Julie Whitelaw, Monitoring Officer, 01506 281626, julie.whitelaw@westlothian.gov.uk, James Millar, Governance Manager, 01506 281695, james.millar@westlothian.gov.uk, Carol Johnston, Chief Solicitor, 01506 281626, carol.johnston@westlothian.gov.uk, Committee Services Team, 01506 281604, 01506 281621, committee.services@westlothian.gov.uk

SUMMARY OF KEY TERMINOLOGY FROM REVISED CODE

The objective test

“...whether a member of the public, with knowledge of the relevant facts, would reasonably regard the interest as so significant that it is likely to prejudice your discussion or decision making in your role as a councillor”

The General Exclusions

- As a council tax payer or rate payer or in relation to the council's public services which are offered to the public generally, as a recipient or non-recipient of those services
- In relation to setting the council tax.
- In relation to matters affecting councillors' remuneration, allowances, expenses, support services and pension.
- As a council house tenant, unless the matter is solely or mainly about your own tenancy, or you are in arrears of rent.

Particular Dispensations

- As a member of an outside body, either appointed by the council or later approved by the council
- Specific dispensation granted by Standards Commission
- Applies to positions on certain other public bodies (IJB, SEStran, City Region Deal)
- Allows participation, usually requires declaration but not always
- Does not apply to quasi-judicial or regulatory business

The Specific Exclusions

- As a member of an outside body, either appointed by the council or later approved by the council
- The position must be registered by you
- Not all outside bodies are covered and you should take advice if you are in any doubt.
- Allows participation, always requires declaration
- Does not apply to quasi-judicial or regulatory business

Categories of “other persons” for financial and non-financial interests of other people

- Spouse, a civil partner or a cohabitee
- Close relative, close friend or close associate
- Employer or a partner in a firm
- A body (or subsidiary or parent of a body) in which you are a remunerated member or director
- Someone from whom you have received a registrable gift or registrable hospitality
- Someone from whom you have received registrable election expenses

MINUTE of MEETING of the PERFORMANCE COMMITTEE held within COUNCIL CHAMBERS, WEST LOTHIAN CIVIC CENTRE, on 9 SEPTEMBER 2019.

Present – Councillors Stuart Borrowman (Chair), Andrew McGuire, Carl John, Charles Kennedy, Dave King

1. DECLARATIONS OF INTEREST

There were no declarations of interest made.

2. MINUTE

The Committee confirmed the Minute of its meeting held on 13 May 2019 as a correct record. The Minute was thereafter signed by the Chair.

3. CORPORATE STRATEGY UPDATE - DIGITAL TRANSFORMATION STRATEGY

The Committee considered a report (copies of which had been circulated) by the Depute Chief Executive providing a review of the Digital Transformation Strategy 2018/23, including progress made against the planned actions and an overview of the performance to date.

The report advised that the council had a clear mission, values and strategic outcomes. These influenced every part of the way the council operated, and evaluated its success. The council also developed a set of integrated corporate strategies that would help to improve the quality and value of services and drive a culture of performance and transformation at all levels of the organisation.

The Digital Transformation Strategy was an integral part of a suite of strategies that ensured that the council had digital at the heart of service development. This was within the context of reducing resources and a need to move customers to more effective and efficient service delivery channels.

The report advised that the strategy was developed by the Digital project group, a cross-council officer group, who used a variety of data such as feedback from the TYC consultation, information from the Quality of Life Survey, transactional data gathered as part of the former channel shift project, and national and international research. In addition the Scottish and UK Government's Digital Strategies and Scottish Digital Partnership priorities were taken into account.

The strategy was developed around the following four themes:-

1. Digital Customers – Customers use digital channels to interact with the council.
2. Digital Skills – Enabling and supporting customers and staff to thrive in a digital age.

3. Digital Service Design – Ensuring digital ambitions were embedded across the council.
4. Digital Workplace – Transforming how to deliver more effective and efficient services.

The Strategy scorecard was a reporting tool that was used to monitor progress in the performance indicators in each strategy outcome. Achievement in the key activities could be tracked and allowed the council to identify areas for improvement.

The scorecard provided a snapshot of performance to date across the whole strategy and was included in appendix 1 attached to the report.

A total of 20 performance indicators were contained in the scorecard and this was managed using the council's performance management system (Pentana). At present the status of the indicators were as follows:

Green - 14

Amber - 2

Red - 4

The report went on to advise that of the indicators that were reporting green, good progress had been made around increasing the number of residents with myaccount login who accessed council services through the customer portal mywestlothian.

Following an audit of staff digital skills it was noted that 90.7% assessed themselves as having basic digital skills. Services also made good progress mapping service processes in order to start to redesign them with a digital first focus.

The report went on to provide a commentary on the performance and corrective action that would be taken to address the performance indicators that were triggering as red.

In conclusion the Digital Transformation Strategy 2018-2023 was the first of its kind for the council and set out an ambitious programme of change utilising technology to reshape how council services would be delivered.

The report recommended that the Performance Committee:-

1. Note the performance against the outcomes.
2. Note the progress made in implementing key activities and actions.
3. Agree any recommendations for improvement.

Questions were raised with regard to lack of improvement with the technical issues when contacting the Call Centre, in particular the waiting time and the issue with being cut off after waiting a period of time.

The Committee was advised that the Call Centre would be provided with new automated software by mid-2020 that could deal with many routine calls which in turn would free up staff to deal with more complex matters.

The Committee also raised questions with regard to having access from their electronic devices that would allow them to check systems such as their disbursement funds, process expenses electronically rather than manually and to have access through their electronic devices to other systems that would allow them to carry out their business smoothly.

It was explained that as well as the council's own security measures electronic devices had to comply with the Public Service Network controls which enabled access to internet content and shared services to be controlled. However, the officer undertook to consider if this could be managed in such a way that would allow members to carry out their business from their PCs and mobile devices whilst still complying with the PSN requirements. It was also explained that new HR Systems would eliminate the need for manual expense claims.

The members welcomed the digital strategy and the progress made, however the committee was concerned that whilst the strategy was setting out ambitions, it was not clear that there was the drive and focus to support these ambitions. The Committee also expressed concern that digital data being provided was not always current and accurate and were of the opinion that if the information is being provided it must be monitored and kept up-to-date for it to be meaningful.

Decision

To note the terms of the report.

4. LOCAL GOVERNMENT BENCHMARKING FRAMEWORK

The Committee considered a report (copies of which had been circulated) by the Head of Corporate Services providing an analysis of the Local Government Benchmarking Framework (LGBF) data for 2017/18, including high level comparative analysis of the council's performance against the previous year and other local authority performance.

The report advised that the LGBF was focused on providing a consistent approach to benchmarking local authority performance with an evolving dataset reported each year.

The comparative performance of 32 Scottish local authorities was published in an annual report that identified national trends across eight thematic categories of council activity. The report also highlighted local challenges and priorities and how this varied across councils.

The report advised that the LGBF Overview report was published by the Improvement Service on 6 February 2019 and it compared Scottish

councils' performance across 77 performance indicators.

The dataset in each category generally focused on how much councils' had spent on particular services, the service performance and how satisfied people were with the major services provided by councils.

The LGBF performance was analysed to ensure the variation and casual impact in relation to local priorities and policy. This was facilitated by councils working as part of "family groups" to interrogate the data. These family groups also served as a forum for learning and knowledge sharing amongst relevant comparators.

A number of tables within the report showed details of the Family Group Allocation, Summary Position of Performance, Changes in WLC Average Ranking and Changes in WLC Quartile Rankings.

This showed that the council continued to have a high proportion of performance indicators in the top two quartiles.

In conclusion the report advised that the LGBF was intended to support councils to improve performance in key activities, inform strategic planning and formed a critical part of the sector's response to requirements for public performance reporting and benchmarking.

The report advised that the council continued to perform well in comparison to other authorities across a range of key indicators in the LGBF and had an average ranking of first overall in Scotland in 2017/18.

The report recommended that the Committee note the council's comparative performance in the LGBF 2017/18.

Decision

To note the terms of the report.

5. CORPORATE STRATEGY ANNUAL UPDATE - IMPROVEMENT STRATEGY

The Committee considered a report (copies of which had been circulated) by the Head of Corporate Services providing a review of the Improvement Strategy 2018/23 including progress against the planned actions and an overview of the performance to date.

The report advised that the council had a clear mission, values and strategic outcomes. These influenced every part of the way the council operated and how success was evaluated. The council also developed a set of integrated corporate strategies for the period 2018/19 to 2022/23 that would improve the quality and value of services and drive a culture of performance and transformation at all levels of the organisation.

The Head of Corporate Services explained that the Improvement Strategy 2018/23 was designed to support effective governance, the efficient

management of resources and development of a resilient culture that would help deliver effective valued services to the local community.

The council had a strong record of providing high performing services and the strategy set out the ways and means that the council would drive continuous improvement and ensure delivery of key priorities and outcomes.

The strategy scorecard was a reporting tool that was used to monitor progress in the performance indicators in each strategy outcome. Achievement in the key activities could be tracked and allowed the council to identify areas for improvement. Attached to the report at Appendix 1 was a snapshot of the performance to date across the whole strategy.

A total of 13 performance indicators were contained in the scorecard which was managed using the council's performance management system (Pentana). The status of those indicators were as follows:

Green – 9

Amber - 0

Red – 3

Unknown – 1

The report went on to explain that the indicator showing unknown was the percentage of Corporate Plan priority indicators achieving target performance. This indicator related to the 48 performances outcomes in the Corporate Plan scorecard, of which a small proportion would not be available until quarter 3 of 2019/20 due to external validation processes.

The report provided a commentary on the performance and corrective action that would be taken to address the performance indicators that were triggering red.

The report recommended that the Committee:-

1. Note the performance against outcomes;
2. Notes the progress made in implementing the key activities and actions; and
3. Agree any recommendations for improvement.

Decision

To note the terms of the report.

6. COMPLAINT PERFORMANCE REPORT QUARTER 1: 2019/20

The committee considered a report (copies of which had been circulated) by the Depute Chief Executive providing the council's annual report

2018/19. Appendix 1 to the report contained the council wide performance against the SPSO defined measures covering the period Quarter 1 2019/20.

The committee was advised that the Scottish Public Services Ombudsman (SPSO) developed and published a model Complaint Handling Procedure (CHP) on 28 March 2012. The model CHP was to ensure a standardised approach in dealing with customer complaints across the local authority sector. All local authorities were required to adopt the model CHP by 31 March 2013.

Table one provided a breakdown of complaints by complaint category over a 5 year period.

The Depute Chief Executive explained that the current service level complaint performance varied across the council and was linked to the complexity and quantity of complaints received. Housing, Customer and Building Services (HCBS) and Operational Services were the main complaint generators.

There was an increase in standard of service complaints which had been generated by Operational Services and Housing, Customer and Building Services. There was a decrease in waiting time complaints when compared to the equivalent quarter in the previous year. Employee Attitude complaints were driven by Operational Services and Housing, Customer and Building Services.

The Corporate Complaint Steering Board identified 4 high level indicators as follows:-

- Total complaints received
- Complaints closed within 5 working days
- Complaints closed within 20 working days
- Complaints partly upheld/upheld

Table 2 provided a summary of service performance against the 4 key indicators, while table 3 provided a service trend summary of closed complaints received by quarter 3.

Table 4 provided a service trend summary of upheld/part upheld complaints as a percentage of complaints received by quarter 3 covering 2017/18 and Q1 2018/19.

Table 5 provided indicative ratios for the number of complaints against the specific customer groups for Education Services, Housing, Customer and Building Services and Operational Services.

Across the council, 41.6% of all complaints received in quarter 1 2019/20 were upheld/part upheld. Operational Services received the highest number of complaints across the council at 297. This was a reduction of 485 when compared to the equivalent quarter in 2018/19.

In conclusion the report advised that the council had shown a decrease in complaints which was mainly related to the reduction in complaints closed by Operational Services in Quarter 1 2019/20.

It was recommended that the Performance Committee :-

1. Note the corporate and service complaint performance against the standards outlined in the council's complaint handling procedure.
2. Continue to monitor complaint performance and request additional information from services as required.

Decision

1. To note the terms of the report.

7. PERFORMANCE COMMITTEE WORKPLAN (HEREWITH).

The Committee considered a list of items that would form the basis of the committee's work over the coming months.

Decision

To note the contents of the workplan.



PERFORMANCE COMMITTEE

SERVICE PERFORMANCE AND WLAM OUTCOME REPORT – EDUCATION QUALITY IMPROVEMENT

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.

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 Education Quality Improvement Team 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: Donna McMaster, Head of Service (Curriculum, Quality Improvement and Performance)

Service Manager: Greg Welsh, Quality Improvement Manager

The core function of the Quality Improvement Team (QIT) is to support and challenge school leaders in all schools to build capacity for self-evaluation that leads to improvement in the key areas of:

- Leadership and Management
- Learning Provision
- Success and Achievements

The team plays a key role in driving the implementation of the Raising Attainment Strategy, through effective quality improvement activities, which includes validated self-evaluation. The team also carries out individual and collective school attainment reviews, engaging school leaders in the forensic analysis of performance data to inform improvements and interventions.

Every school has an allocated link officer from the QIT whose function is to act as a point of contact for the school and who will:

- Provide proportionate and responsive support and challenge around school self-evaluation and school improvement planning
- Engage in annual school improvement activities to support ongoing service developments
- Monitor and track improvements in attainment, and provide support where required
- Affirm and validate the GTCS professional update process for Head Teachers
- Support the school with stage 2 complaints, significant HR issues and provide any additional policy implementation advice

The Quality Improvement team assists with the recruitment and appointment of senior leaders in schools (Head Teachers and Depute Head Teachers), and builds capacity for effective senior leadership and leadership at all levels.

The core function of the Performance Team is to provide the Quality Improvement Team and schools with support in the management, analysis and intelligent use of data to support improvements in key indicators of performance. The Quality Improvement team will also drive improvement in Early Learning and Childcare in Council establishments and partner providers.

The Child Protection Officer (Education) provides high level expertise for Designated Members of Staff at school level for all aspects of child protection. The CP Officer liaises closely with national and local partner agencies to ensure a co-ordinated approach to child protection.

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

D.3 Service Contribution to Corporate Priorities

Education Quality Improvement Team 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 service makes a critical contribution to the council's corporate priorities, and in particular; priority 1 – Improving attainment and positive destinations and priority 2 – Delivering positive outcomes and early interventions for early years.

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

- Priority 1.1: Creating a culture of high ambition and aspiration through a robust programme of target setting for every learner and effective tracking and monitoring to deliver optimum levels of attainment and achievement.
- Priority 1.2: Continuing commitment to building strong leadership, which seeks to empower staff and build capacity at all levels. This will be underpinned by the work done by the Regional Improvement Collaborative and the West Lothian Moving Forward in Learning framework, which supports a collaborative, developmental leadership culture for school leaders to improve learning outcomes.

- Priority 1.3: Improving the quality of learning and teaching to ensure all learners experience motivating, engaging, well-planned and differentiated learning opportunities that maximise attainment and achievement.
- Priority 1.4: Placing greater emphasis on curricular transition and continuous progression in learning from ages 3 to 18, with a continued focus on key stages of transition (nursery-P1; P7-S1; S3-Senior Phase), through the use of reliable and consistent data about learners' progress
- Priority 2.1: Provide expanded high quality learning and childcare for all children 3 and 4 years old and vulnerable 2 year olds by building capacity in early learning and childcare professionals.
- Priority 2.2: Continuing support to pupils who face challenge in their learning as they progress through school through nurture activities including Nurture Groups and Whole School Nurture practice.

The service is also responsible for the development and delivery of the Council's Raising Attainment Strategy 2018/23.

D.4 West Lothian Assessment Model

The service went through the West Lothian Assessment Model process in 2018, 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 553 (out of 1,000).

This was an improvement on the service score in the last programme (2014/17) and above 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 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	74	↑
2 Strategy	-	-	55	76	↑
3 People	-	-	61	71	↑
4 Partnerships and Resources	-	-	55	68	↑
5 Services and Processes	-	-	55	74	↑
6 Customer Results	-	-	51	51	→
7 People Results	-	-	37	34	↓
8 Society Results**	-	-	40	50	↑
9 Business Results	-	-	52	54	↑
Total score	-	-	468	553	↑
WLC average total score	-	-	468	529*	

* WLC Average to date (based on 27 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, leadership 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 slightly below the council average for the Customer, People and Business 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. This has been a common improvement for Education Central Services, where services have had to develop their performance information following disaggregation in 2016/17.

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	

The service was placed on **Cycle 1** by the Review Panel in June 2019 and 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 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 effectively to Elected Members, senior officers, employees and the public.
Performance trends	Performance indicators 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 performance indicators and support performance management and improvement.
Benchmarking	The service has limited comparative data for performance indicators that measure the key activities and outcomes/ priorities.
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 contribution made by the service towards improving attainment levels in West Lothian schools. This includes high quality support and challenge that they provide to head teachers to improve standards and performance in schools.
2. The service should continue to support strong partnership working within the central Education Services, which is offering enhanced tracking and monitoring approaches of school performance and helping officers to better target resources and drive improvement.
3. The Panel noted the team's use of individual school performance information to target interventions.
4. The Panel noted current collaborative working with Social Policy and encourage the service to continue working towards increasing the level and effectiveness of this joint working between the two service areas.

5. The service should review the scope of performance indicators and introduce measures that will demonstrate the team's contribution towards improved performance in attainment.
6. The Panel encouraged the service to take action to improve response rates to customer surveys (the Head Teacher customer group).
7. The Panel encouraged the service to expand the use of benchmarking in the key result areas.

D.7 Service Performance

The service has a total of **34** 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	25
 Amber	5
 Red	4
 Unknown	0

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

D.8 Service Benchmarking

Following the publication of an annual National Improvement Framework Evidence Report in December 2017, the Service has been able to nationally benchmark key business results in terms of the quality of school provision on quality indicators from the national evaluation toolkit 'How Good is our School?'. Service benchmarking now takes place in comparing the effectiveness of leadership, ensuring wellbeing and raising attainment at national level and is now being undertaken by benchmarking with the performance of the local authorities within the West Lothian and Forth Valley Improvement Collaborative.

In addition to the business results, benchmarking against authority performance is undertaken as part of our people results, including staff satisfaction and sickness absence performance.

There are twelve indicators in the Local Government Benchmark Framework (LGBF) that are aligned with the activity of Quality Improvement Team. The twelve indicators are high level measures of attainment and school performance and closely tied to the Raising Attainment Strategy. It also represents a significant proportion of the total number of indicators (23) included in the Children's Services category in the LGBF.

Key Result Area: Schools (general)	WLC Performance 2017/18	Scottish Average 2017/18	WLC Rank 2017/18	Change in Rank 2017/18 to 2016/17
SCHN10_Percentage of Adults Satisfied with local schools	66.7%	72.3%	29	-4

CP:SCHN18_Percentage of funded Early Years Provision which is graded good or better	94%	91%	16	-1
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Key Result Area: Attainment in Secondary Schools	WLC Performance 2017/18	Scottish Average 2017/18	WLC Rank 2017/18	Change in Rank 2017/18 to 2016/17
SCHN04_Percentage of Pupils Gaining 5+ Awards at Level 5	65%	62%	11	-3
SCHN05_Percentage of Pupils Gaining 5+ Awards at Level 6	40%	34%	4	1
SCHN06_Percentage of Pupils Living in the 20% more Deprived Areas Gaining 5+ Awards at Level 5	43%	42%	12	-7
SCHN07_Percentage of Pupils Living in the 20% Most Deprived Areas Gaining 5+ Awards at Level 6	21%	16%	4	9
SCHN10_Percentage of Adults Satisfied with local schools	66.7%	72.3%	29	-4
SCHN12a_Overall Average Total Tariff	932	891	8	4
SCHN12b_Average Total Tariff SIMD Quintile 1	670	618	6	-1
SCHN12c_Average Total Tariff SIMD Quintile 2	787	750	11	7
SCHN12d_Average Total Tariff SIMD Quintile 3	933	896	12	8
SCHN12e_Average Total Tariff SIMD Quintile 4	1118	1016	7	1
SCHN12f_Average Total Tariff SIMD Quintile 5	1227	1221	10	-5

The council ranked 5 out of 32 (quartile 1) in the overall category ranking in 2017/18, an improvement on 2016/17 category performance.

LGBF performance is analysed to ensure the variation and causal impact in relation to local priorities and policy choices are understood. This is facilitated by councils working as part of 'family groups' to interrogate the data. The LGBF family grouping for the Children's Services category is based on areas of deprivation/affluence. The other authorities in this group are; Clackmannanshire, Dumfries and Galloway, Falkirk, Fife, Renfrewshire, South Ayrshire and South Lanarkshire.

E. CONCLUSION

Education Quality Improvement Team 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 553 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](#)
[Corporate Services Management Plan 2019/20](#)

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

Contact Person: Rebecca Kelly
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Graeme Struthers
Depute Chief Executive
11 November 2019

Quality Improvement

Manager: Greg Welsh, Quality Improvement Manager
Number of Staff: 8.7 (full time equivalents)
Location: Civic Centre

Purpose

The core function of the Quality Improvement Team (QIT) is to support and challenge school leaders in all schools to build capacity for self-evaluation that leads to improvement in the key areas of:

- ◆ Leadership and Management
- ◆ Learning Provision
- ◆ Success and Achievements

The team plays a key role in driving the implementation of the Raising Attainment Strategy, through effective quality improvement activities, which includes validated self-evaluation. The team also carries out individual and collective school attainment reviews, engaging school leaders in the forensic analysis of performance data to inform improvements and interventions.

Every school has an allocated link officer from the QIT whose function is to act as a point of contact for the school and who will:

- ◆ Provide proportionate and responsive support and challenge around school self-evaluation and school improvement planning
- ◆ Engage in annual school improvement activities to support ongoing service developments
- ◆ Affirm and validate the GTCS professional update process for Head Teachers
- ◆ Support the school with stage 2 complaints, significant HR issues and provide any additional policy implementation advice

The Quality Improvement team assists with the recruitment and appointment of senior leaders in schools (Head Teachers and Depute Head Teachers), and builds capacity for effective senior leadership and leadership at all levels.

The core function of the Performance Team is to provide the Quality Improvement Team and schools with support in the management, analysis and intelligent use of data to support improvements in key indicators of performance. The Quality Improvement team will also drive improvement in Early Learning and Childcare in Council establishments and partner providers.

The Child Protection Officer (Education) provides high level expertise for Designated Members of Staff at school level for all aspects of child protection. The CP Officer liaises closely with national and local partner agencies to ensure a co-ordinated approach to child protection.

Activities

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

- ◆ To lead and support the implementation of the 2018-2023 Raising Attainment Strategy, WL Maths/Numeracy Action plan, WL Literacy Action plan and WL PEF Action plan through challenging and supportive quality improvement activities across all schools.
- ◆ To deliver a proportionate and responsive programme of universal school support and challenge for schools based on Validated Self-Evaluation approaches. Each school will participate in a full VSE every three years.
- ◆ Provide intensive support to schools in preparation for external inspection by HMI, Education Scotland, following receipt of notification.
- ◆ Deliver a targeted improvement agenda across four identified clusters, based on the analysis of school by school performance data, to improve attainment and achievements levels in literacy and numeracy.
- ◆ Improve the use of data at school leadership level to identify and plan effective interventions which lead to improved successes and achievements for all learners in all schools, with a particular emphasis on Raising Attainment.
- ◆ Through the introduction of a teacher data coach, engage classroom practitioners in the effective use of performance information to inform and drive improvements in curriculum and pedagogy.
- ◆ Continue to develop and implement a strategic professional learning programme that ensures high quality provision of Career Long Professional Learning for all Education staff, including probationer induction and training.
- ◆ Develop and deliver an enhanced programme of mentoring and coaching for newly appointed Head Teachers and for building capacity in middle leaders.
- ◆ Co-ordinate and lead the authority's re-accreditation engagement with GTCS, and address any areas identified for further improvement.
- ◆ Implement the West Lothian 2019-2020 National Improvement Framework Plan through the Moving Forward in Learning (MFIL) steering group and Leadership Engagement sessions; in order to drive up standards in the quality of education through more effective collaborative working at all levels.
- ◆ Through involvement and engagement in the Regional Improvement Collaborative (RIC), directly support practitioners to develop their knowledge, understanding and application of research informed approaches to transform learning and teaching.
- ◆ Lead and support schools in the delivery of the national 1+2 Languages agenda, as we approach the year of full implementation by 2021.
- ◆ Develop a coordinated approach to prepare Education Services for an Education Scotland local authority inspection.

Key Partners

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

Our key partners include; other council services, Education Scotland, Forth Valley and West Lothian Regional Improvement Collaborative, Scottish Qualifications Agency, General Teaching Council for Scotland, West Lothian College, Central Scotland Partnership (Continuous Professional Learning), NHS Lothian, Police Scotland and Care Inspectorate.

Customer Participation

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

Customer Consultation Schedule 2019/20

Customer Group	Method	Frequency	Responsible Officer	Feedback Method
Head Teachers	Cluster Head Teacher Representative Group	Every 6 weeks	QI Manager	Internal Team Evaluations and Action Planning
Head Teachers	HUB Sessions – collective groups of clusters engaging with QI Team	Every 6 weeks	All Officers	Internal Team Evaluations and Action Planning
Head Teachers	Evaluation of VSE (Validated Self-Evaluation) programme	After every VSE	Lead Officer	Public performance reporting
Head Teachers	Evaluation of support with Education Scotland Inspection	After every school inspection	Lead Officer	Public performance reporting
Head Teachers	Evaluation of Continuous Lifelong Professional Learning opportunities	Annual summary	Professional Update Development Officer	Public performance reporting

Activity Budget 2019/20

Quality Improvement								
Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2019/20	PI Category	Staff Resources (FTE)	Revenue Expenditure Budget 2019/20 £	Revenue Income Budget 2019/20 £	Net Revenue Budget 2019/20 £
Learning and Teaching Support and Quality Improvement	To support and challenge Head Teachers to improve quality of learning and teaching, attainment, and other outcomes.	1. Improving attainment and positive destinations for school children	EDEDQ012_Cost per school of Education Officers Team Target: £6,790	High Level	6.6	728,623	0	728,623
			EDQIT027_Percentage of schools evaluated, through inspection, as 'good' or better for Raising Attainment Target: 80%	High Level				
Central Professional Learning	To coordinate and provide centrally professional learning opportunities to build the capacity of school staff to support the implementation of national and local priorities.	Enabler Service – Modernisation and Improvement	EDCPD002_Cost per pupil of providing Career Long Professional Learning Services in Education Target: £7.20	High Level	2.0	67,921	0	67,921
			EDQIT024_Number of Participants Engaging With Education Services Central Professional Learning Programme Target: 1,600	High Level				
Service Support	Provision of management and administrative support.	Enabler Service – Corporate Governance and Risk	Support activities contribute towards the overall performance of the service. Performance is monitored through the indicators for front line activities.		0.1	92,868	0	92,868
Total:					8.7	889,412	0	889,412

Actions 2019/20

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

Quality Improvement Actions 2019/20

Action	Description	Planned Outcome	Owner(s)	Start	End	Status	Update
Raising Attainment Strategy	Development, implementation and ongoing monitoring and reporting of the council's corporate strategy.	An effective strategy that will ensure the service has a strong culture of high performance and capacity to deliver in the priorities.	Heads of Education Services (Curriculum, Quality Improvement and Performance & Learning, Policy and Resources)	April 2019	March 2020	Active	The approved Raising Attainment Strategy 2018/22 is informing all School Improvement Plans and professional learning for staff.
National Improvement Framework	Deliver excellence and equity through Moving Forward in Learning, in line with 4 National Priorities, as outlined in the National Improvement Framework	<ul style="list-style-type: none"> Schools understand the expectations of QI 1.1 (Self-evaluation for Self-Improvement) and can self-evaluate their performance accurately. Schools are supported in developing their curriculum to ensure strong outcomes for all learners, using tools to measure achievements in relation to skills and attributes. 	QI Manager Senior Development Officer	April 2019	March 2020	Active	Progress reports will be available every 6 weeks for the service.

Quality Improvement Actions 2019/20

Action	Description	Planned Outcome	Owner(s)	Start	End	Status	Update
Raising Attainment Review and Evaluation	Development, implementation and ongoing monitoring and reporting of the council's corporate strategy.	An effective strategy that will ensure the service has a strong culture of high performance and capacity to deliver in the priorities.	Head of Education (Curriculum, Quality Improvement and Performance); Quality Improvement Manager	April 2019	March 2020	Active	The approved Raising Attainment Strategy 2018/22 is reported annually to PDSP to review performance against year to year targets.
Raising Attainment Review and Evaluation	Develop a coordinated approach for preparing Education Services for an Education Scotland local authority inspection	Engagement with all relevant staff and partners to evaluate and report the authority's performance in each of the QIs detailed in Education Scotland's evaluation toolkit	Head of Education (Curriculum, Quality Improvement and Performance); Quality Improvement Manager	April 2019	March 2020	Active	Scoping lead identified with short life working group visiting other local authorities recently inspected to gain examples of highly effective practices and approaches.

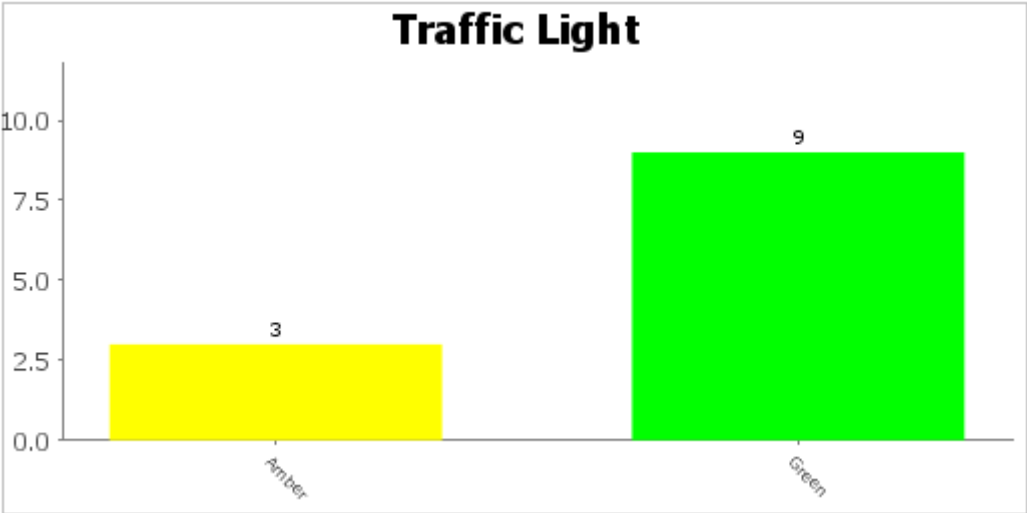
Quality Improvement Actions 2019/20


Action	Description	Planned Outcome	Owner(s)	Start	End	Status	Update
Regional Improvement Collaborative	Through involvement in the Forth Valley and West Lothian Regional Improvement Collaborative, directly support practitioners to develop their knowledge, understanding and application of research informed approaches to transform learning.	<ul style="list-style-type: none"> Schools will apply the findings of self-evaluation to bring about and secure improvement for children, young people and their families. Improved accuracy of teacher judgement, through high quality moderation activities, supports schools to use valid and reliable data and information to inform next steps. Attainment levels in literacy and numeracy improve at all key stages. 	Head of Education (Curriculum, Quality Improvement and Performance); Quality Improvement Manager	April 2019	March 2020	Active	West Lothian RIC lead identified and co-ordinating the lead officers for each of the RIC workstreams. Identified action plans for each workstream are approved for implementation for 2019/20.

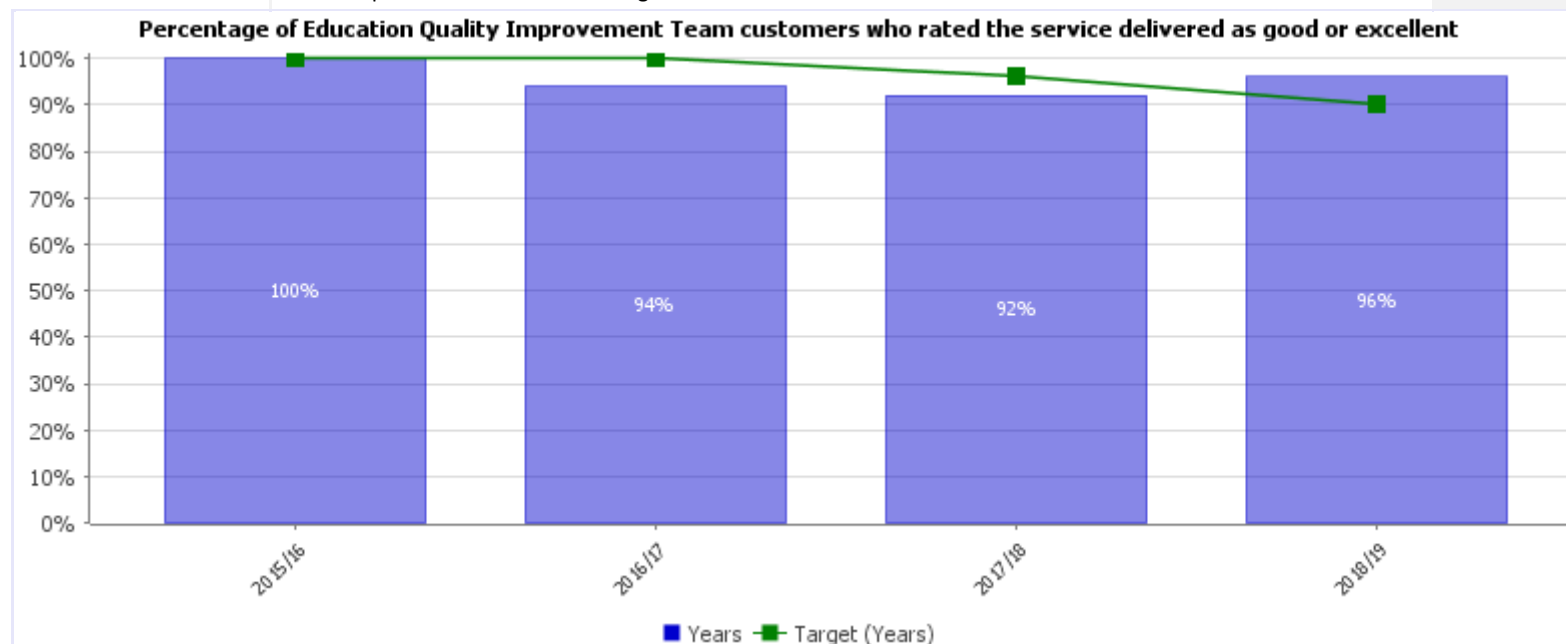
Quality Improvement – Performance Committee

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PI Code & Short Name	EDQIT002_6a.2 Percentage of Education Quality Improvement Team customers who rated the service delivered as good or excellent	PI Owner	zEDQIT_PIAAdmin; Greg Welsh
Description	<p>This performance indicator measures the percentage of head teachers that rated our service delivered as good or excellent. Collected as part of our annual survey, head teachers are asked to rate the quality of the service provided as excellent, good, adequate, poor, very poor or not applicable through a survey to all West Lothian Head Teachers. The results are analysed to identify improvements to the way the service is delivered to customers.</p> <p>This performance indicator measures performance in the school/academic year and is collated in July of each year to inform improvements for forthcoming academic session.</p>	Traffic Light Icon	
		Current Value	96%
		Current Target	90%



Trend Chart Commentary:

In 2018/19 96% of respondents rated the service delivered as Good or Excellent. This data was gathered through surveying all Headteachers. 2018/19 performance is above the target of 90% and above 2017/18 performance of 92%. The response rate for 2018/19 was significantly increased due to a revised data collection timeframe and model introduced in 2018/19.

The Council does not hold any information regarding benchmarking with other local authorities, this is owing to structural differences on how evidence is gathered.

2018/19 - 78 responses from 78 headteachers (100% response rate)


2017/18 - 36 responses from 73 headteachers (49% response rate)

2016/17 - 48 responses from 74 headteachers (65% response rate)

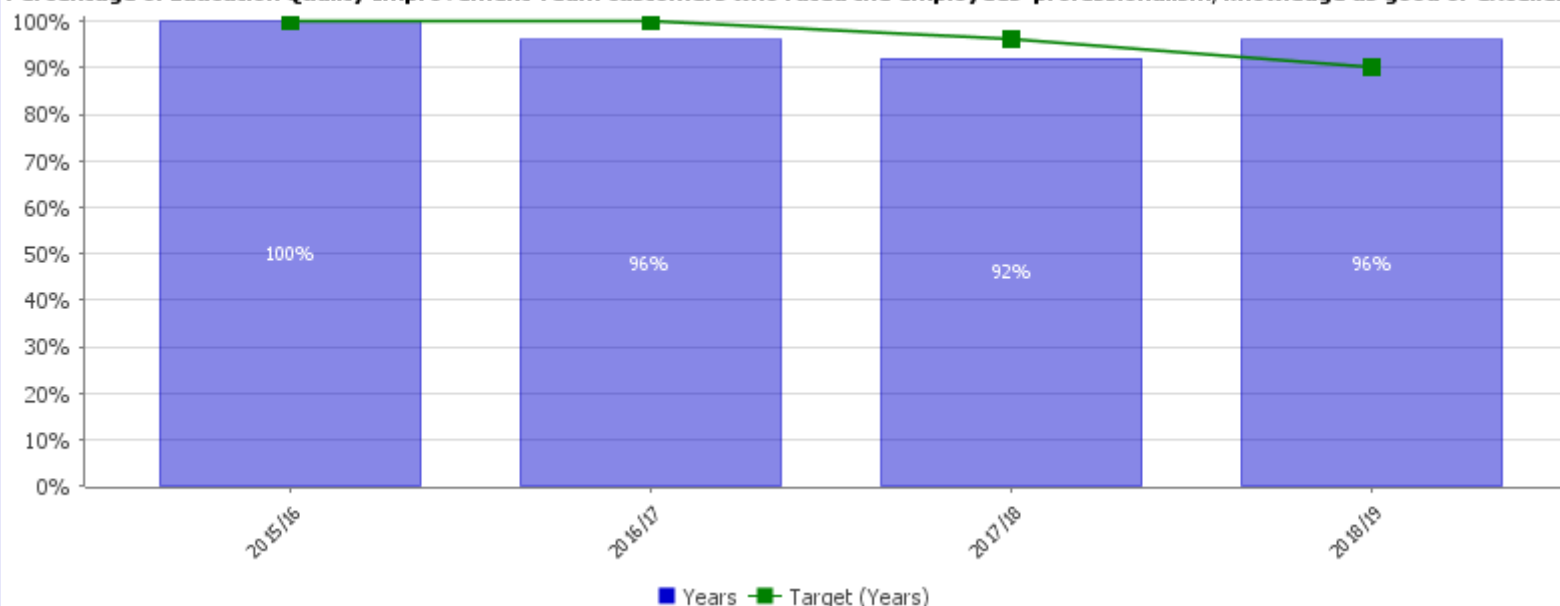
2015/16 - 27 responses from 27 headteachers as part of a sample focus group (100% response rate)

The 2019/20 performance information will be available in July 2020.

Target for 2019/20 is 95%, in order to maintain this standard of service.

PI Code & Short Name	EDQIT005_6a.5 Percentage of Education Quality Improvement Team customers who rated the employees' professionalism/knowledge as good or excellent	PI Owner	zEDQIT_PIAAdmin; Greg Welsh
Description	This performance indicator measures the percentage of head teachers that rated the employees' professionalism/knowledge as good or excellent. Collected as part of our annual survey, head teachers are asked to rate the quality of the service provided as excellent, good, adequate, poor, very poor or not applicable. The results are analysed to identify improvements to the way the service is delivered to customers. This performance indicator measures performance in the school/academic year and is collated in July of each year to inform improvements for forthcoming academic session.	Traffic Light Icon	
		Current Value	96%
		Current Target	90%

Percentage of Education Quality Improvement Team customers who rated the employees' professionalism/knowledge as good or excellent




Trend Chart Commentary:

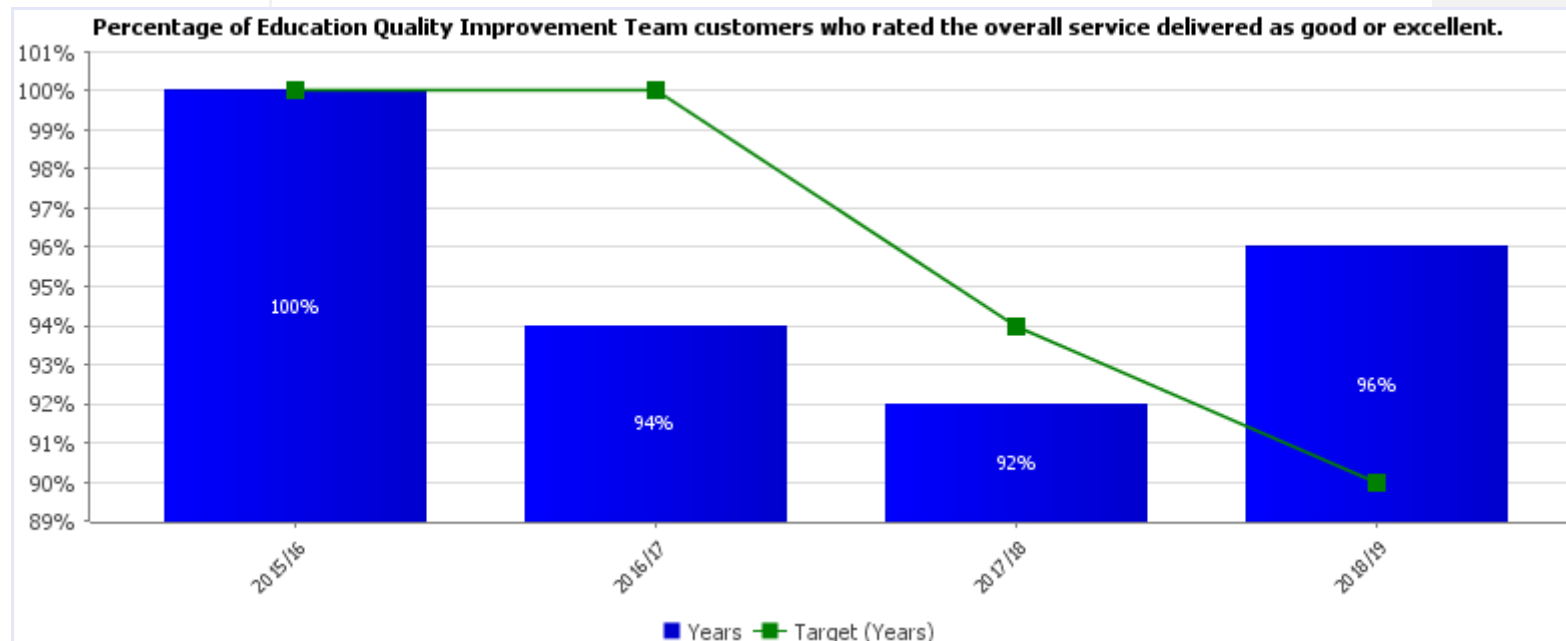
In 2018/19, 96% of respondents rated the professionalism/knowledge of employees as Good or Excellent. This data was gathered through surveying all Headteachers. 2018/19 performance is above the target of 90% and above 2017/18 performance of 92%. The response rate for 2018/19 was significantly increased due to a revised data collection timeframe and model introduced in 2018/19. The Council does not hold any information regarding benchmarking with other local authorities, this is owing to structural differences on how evidence is gathered.

2018/19 - 78 responses from 78 headteachers (100% response rate)
 2017/18 - 36 responses from 73 headteachers (49% response rate)
 2016/17 - 47 responses from 74 headteachers (64% response rate)
 2015/16 - 27 responses from 27 headteachers from a sample focus group (100% response rate)

The 2019/20 performance information will be available in July 2020.

Target for 2019/20 is 95%, in order to maintain this standard of service.

PI Code & Short Name	P:EDQIT007_6a.7 Percentage of Education Quality Improvement Team customers who rated the overall service delivered as good or excellent.	PI Owner	zEDQIT_PAdmin; Greg Welsh
Description	<p>This performance indicator measures the percentage of head teachers who rated the overall service delivered as good or excellent. Collected as part of our annual survey, head teachers are asked to rate the quality of the service provided as excellent, good, adequate, poor, very poor or not applicable. The results are analysed to identify improvements to the way the service is delivered to customers.</p> <p>This performance indicator measures performance in the school/academic year and is collated in July of each year to inform improvements for forthcoming academic session.</p>	Traffic Light Icon	
		Current Value	96%
		Current Target	90%




Trend Chart Commentary:

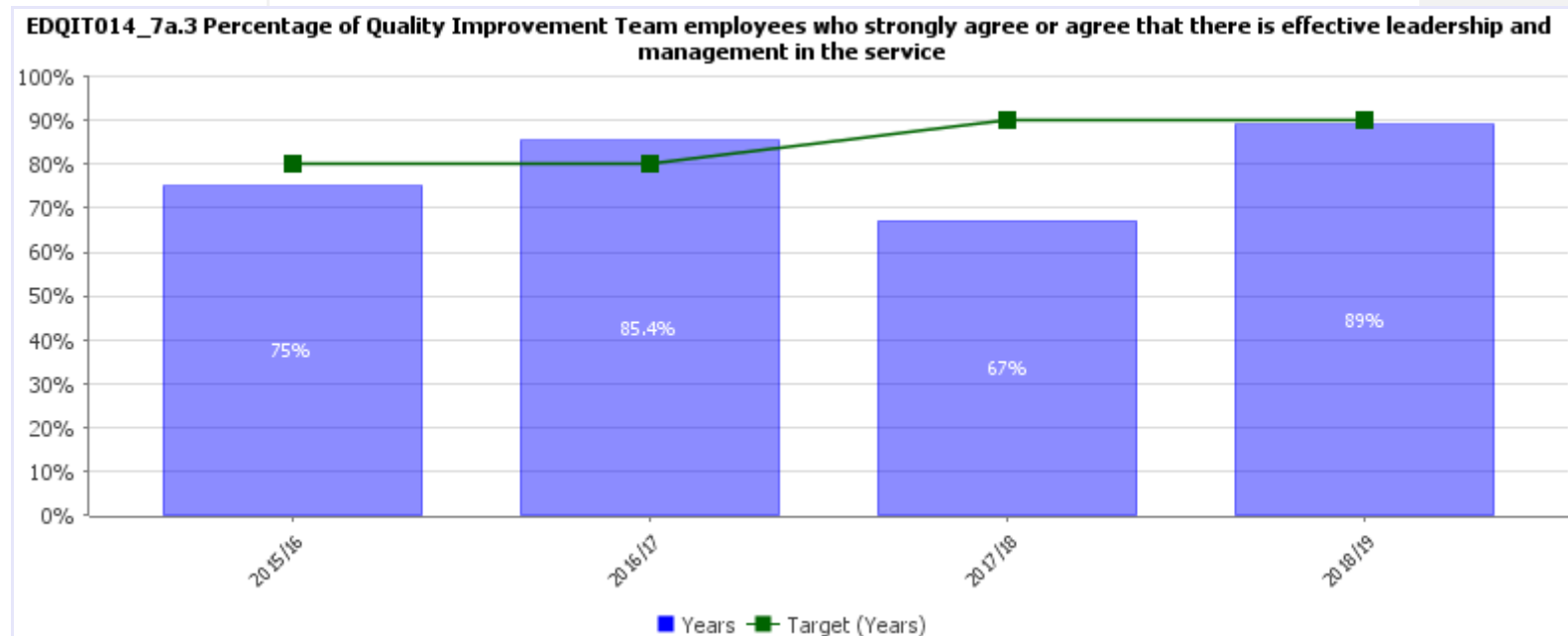
In 2018/19, 96% of respondents rated the overall service delivered as Good or Excellent. This data was gathered through surveying all Headteachers. 2018/19 performance is above the target of 90% and above 2017/18 performance of 92%. The response rate for 2018/19 was significantly increased due to a revised data collection timeframe and model introduced in 2018/19. The Council does not hold any information regarding benchmarking with other local authorities, this is owing to structural differences on how evidence is gathered.

2018/19 - 78 responses from 78 headteachers (100% response rate)
 2017/18 - 36 responses from 73 headteachers (49% response rate)
 2016/17 - 47 responses from 74 headteachers (64% response rate)
 2015/16 - 27 responses from 27 headteachers from a sample focus group (100% response rate)

The 2019/20 performance information will be available in July 2020.

Target for 2019/20 is 95%, in order to maintain this standard of service.

PI Code & Short Name	EDQIT014_7a.3 Percentage of Quality Improvement Team employees who strongly agree or agree that there is effective leadership and management in the service	PI Owner	zEDQIT_PAdmin; Greg Welsh
Description	<p>This performance indicator measures the level of employee satisfaction within the Quality Improvement Team area with leadership and management.</p> <p>Percentage of respondents who strongly agreed or agreed that their line manager:</p> <ul style="list-style-type: none"> -Gives clear feedback on their work (Q7) -Encourages them to develop their skills and abilities (Q8) -Considers their personal welfare and helps them find a good work-life balance (Q9) -Clearly outlines their tasks and priorities (Q10) <p>Collected by Human Resources Services who carry out the corporate annual survey however, it is the responsibility of the individual service/WLAM unit to manage, analyse and record the data on Pentana, selecting the most meaningful data to develop into the key performance indicators of employee satisfaction.</p>	Traffic Light Icon	
		Current Value	89%
		Current Target	90%



Trend Chart Commentary:


The corporate Employee Survey in 2018/19 reported that 89% of employees in the Quality Improvement Team reported satisfaction with the effectiveness of the leadership and management of the service, which was 1% below target. A significant increase of 22% from 2017/18 can be attributed to ensuring relevant staff are assigned to the team through the HR survey and ongoing engagement with staff in reflecting and evaluating the impact of leadership and management.

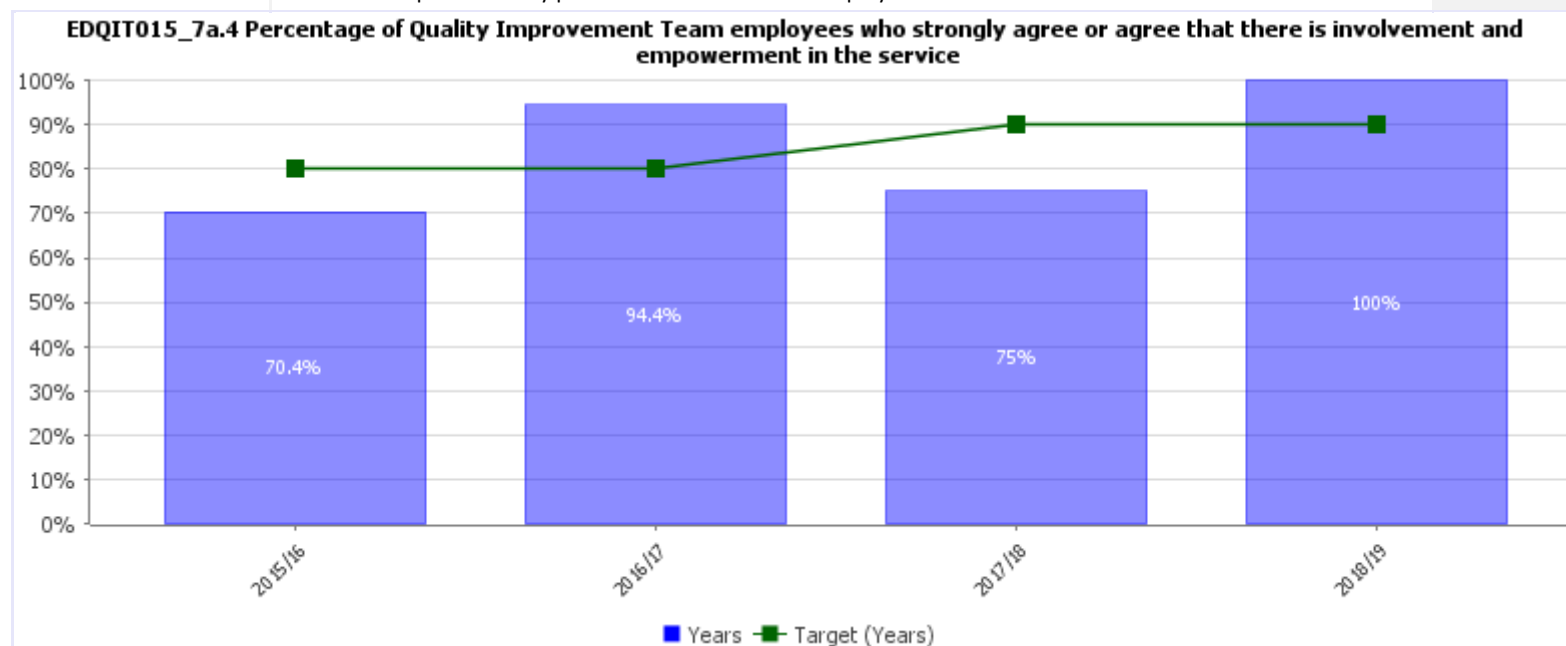
The 2018/19 performance is above the Council performance of 68%.

2018/19 - 89%
2017/18 - 67%
2016/17 - 85.4%
2015/16 - 67%

Monitoring of the team's satisfaction is done through monthly team meetings, one to one meetings and quarterly team improvement days, allowing for relevant interventions to be put in place to increase employee satisfaction.

The target for 2019/20 will be 90% to focus efforts on ensuring effective leadership and management of the service.

PI Code & Short Name	EDQIT015_7a.4 Percentage of Quality Improvement Team employees who strongly agree or agree that there is involvement and empowerment in the service	PI Owner	zEDQIT_PAdmin; Greg Welsh
Description	<p>This performance indicator measures the level of employee satisfaction that there is effective involvement and empowerment of people within the Quality Improvement Team area.</p> <p>Percentage of respondents who strongly agreed or agreed that they are:</p> <ul style="list-style-type: none"> -Involved in review and improving the service (Q11) -Encouraged to make suggestions to improve the service and/or make it more efficient (Q12) -Regularly allowed to make decisions with the scope of their role (Q13) <p>Collected by Human Resources Services who carry out the corporate annual survey however, it is the responsibility of the individual service/WLAM unit to manage, analyse and record the data on Pentana, selecting the most meaningful data to develop into the key performance indicators of employee satisfaction.</p>	Traffic Light Icon	
		Current Value	100%
		Current Target	90%



Trend Chart Commentary:

The corporate Employee Survey in 2018/19 reported that 100% of employees surveyed and selecting the Quality Improvement Team as their area within Education Services reported satisfaction with their involvement and empowerment with the service, which was 10% above target. A significant increase of 25% from 2017/18 performance of 75% can be attributed to ensuring relevant staff are assigned to the team through the HR survey and remits for individuals that empower and involve them in improving the service.


The 2018/19 performance is above the Council average performance of 72%.

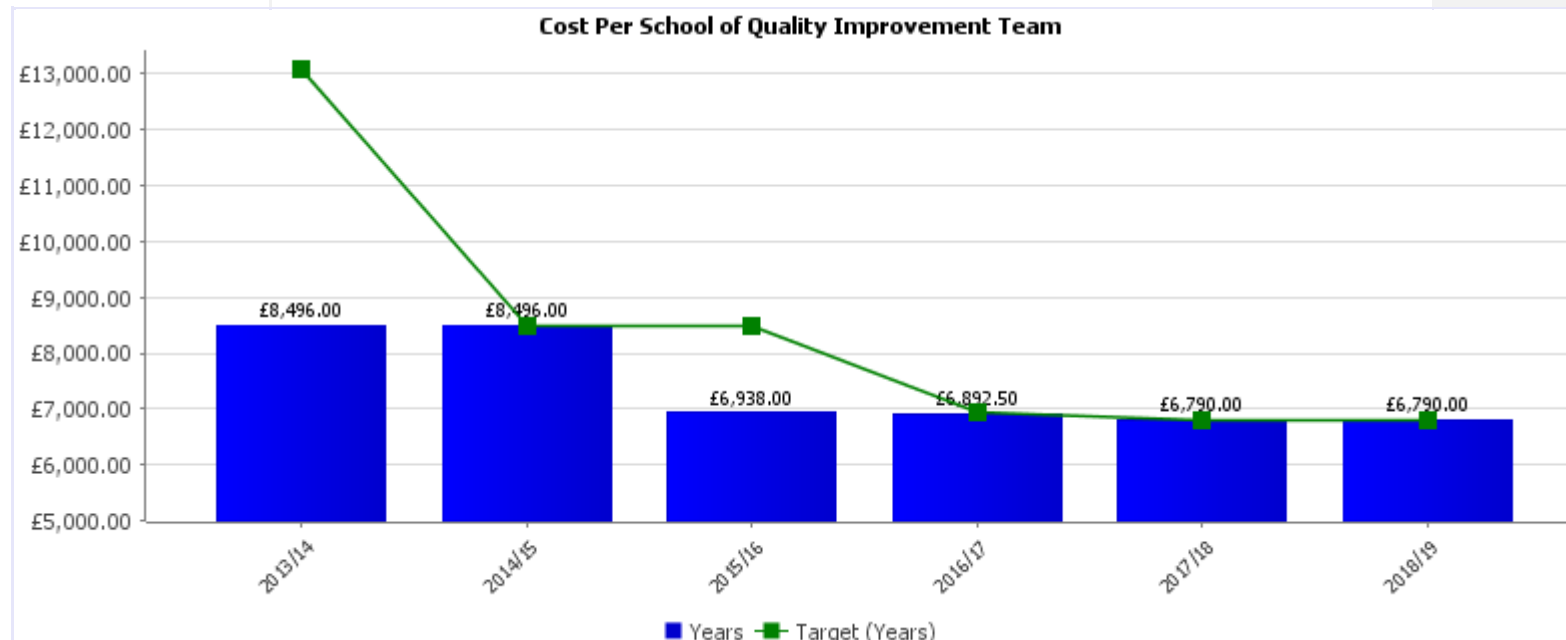
2018/19 - 100%

2017/18 - 75%
2016/17 - 94.4%
2015/16 - 70.4%

Monitoring of the team's satisfaction is done through monthly team meetings, one to one meetings and quarterly team improvement days, allowing for relevant interventions to be put in place to increase employee satisfaction.

The target for 2019/20 will be 90% to focus efforts on ensuring employee involvement and empowerment within the service.

PI Code & Short Name	P:EDQIT021_9a.1c Cost Per School of Quality Improvement Team	PI Owner	zEDQIT_PIAAdmin; Greg Welsh
Description	<p>This indicator shows the cost per school of providing Quality Improvement services. This is calculated by dividing the activity budget of the service by the number of primary/Additional Support Needs/secondary/nursery schools. Measuring cost per school of the Quality Improvement Team allows comparison of the cost of providing each part of the service.</p> <p>This measure is linked to Council Priority on improving attainment and positive destinations.</p>	Traffic Light Icon	
		Current Value	£6,790.00
		Current Target	£6,790.00




Trend Chart Commentary:

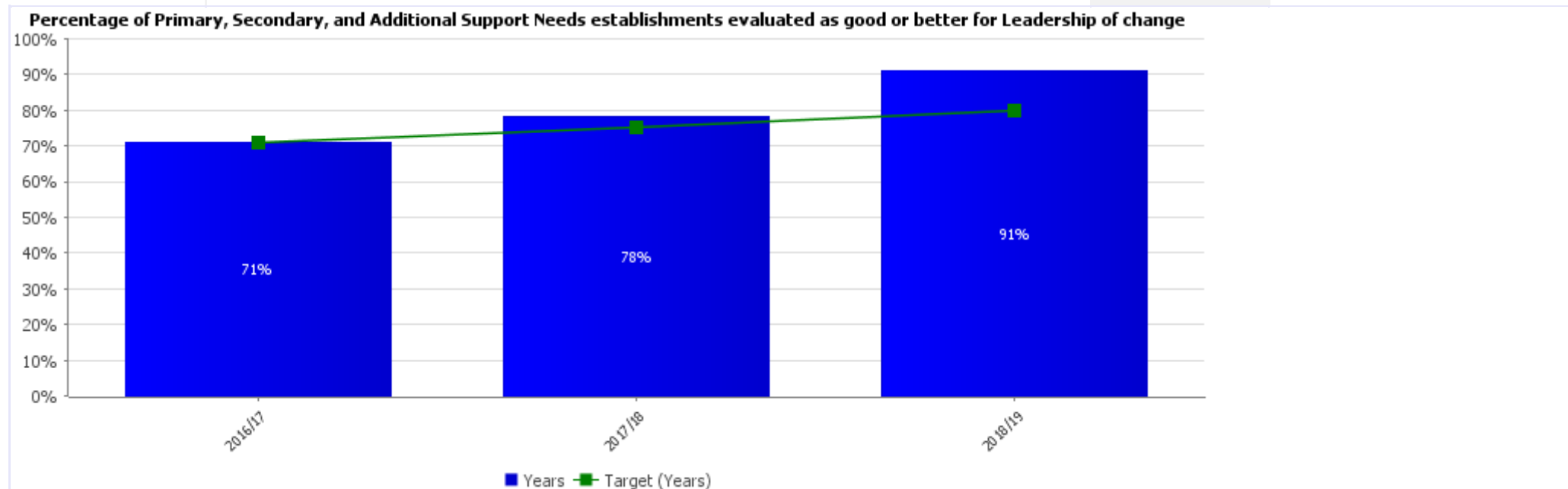
Performance in 2018/19 was £6790 per school for centralised quality improvement support services, which was in line with 2017/18 and met the set target of £6790 per school. This costing has been a result of the ongoing streamlining of central support service to schools, and now being maintained for this financial year.

Due to ongoing opportunities for Head Teachers, and their staff, to learn from each other, by organising schools into collaborative groups, there has been a continuous reduction in central services' staff, leading to an increase in efficiency savings. From 2012/13 to 2018/19 there has been a reduction of £6306 (48%) per school, which has been achieved through a year-to-year reduction.

The Council does not hold any information regarding benchmarking with other local authorities. This is owing to structural differences on how evidence is gathered.

Target for 2019/20 will be set at £6790 per school based on the 2018/19 performance and the 2019/20 activity budget.

PI Code & Short Name	P:EDQIT025_9b.1c Percentage of Primary, Secondary, and Additional Support Needs establishments evaluated as good or better for Leadership of change	PI Owner	zEDQIT_PIAAdmin; Greg Welsh
Description	<p>This indicator shows the percentage of all West Lothian Education establishments (Primary/Secondary/Additional Support Needs) that are evaluated through external inspections or Authority validation as good or better for Leadership of Change using the National self-evaluation toolkit How Good is our School? 4 (HGIOS4) quality indicator 1.3.</p> <p>This Performance Indicator measures performance in the school/academic year.</p> <p>This measure is linked to Council Priority on improving attainment and positive destinations.</p>	Traffic Light Icon	
		Current Value	91%
		Current Target	80%



Trend Chart Commentary

To align local performance with National benchmarking, data collected for 2017/18 onwards will be based on Local Authority validation or external inspection findings. This provides more robust performance information.

Performance in 2018/19 was 91% which was above performance in 2017/18 of 78% and above the target of 80%. 2018/19 national benchmarking information will be available upon the release of National Improvement Framework Evidence Report in December 2019.


2018/19 - 32 of 35 schools externally evaluated as good or better (91%). National comparator available December 2019

2017/18 - 18 of 23 schools externally evaluated as good or better (78%). National comparator 64%.

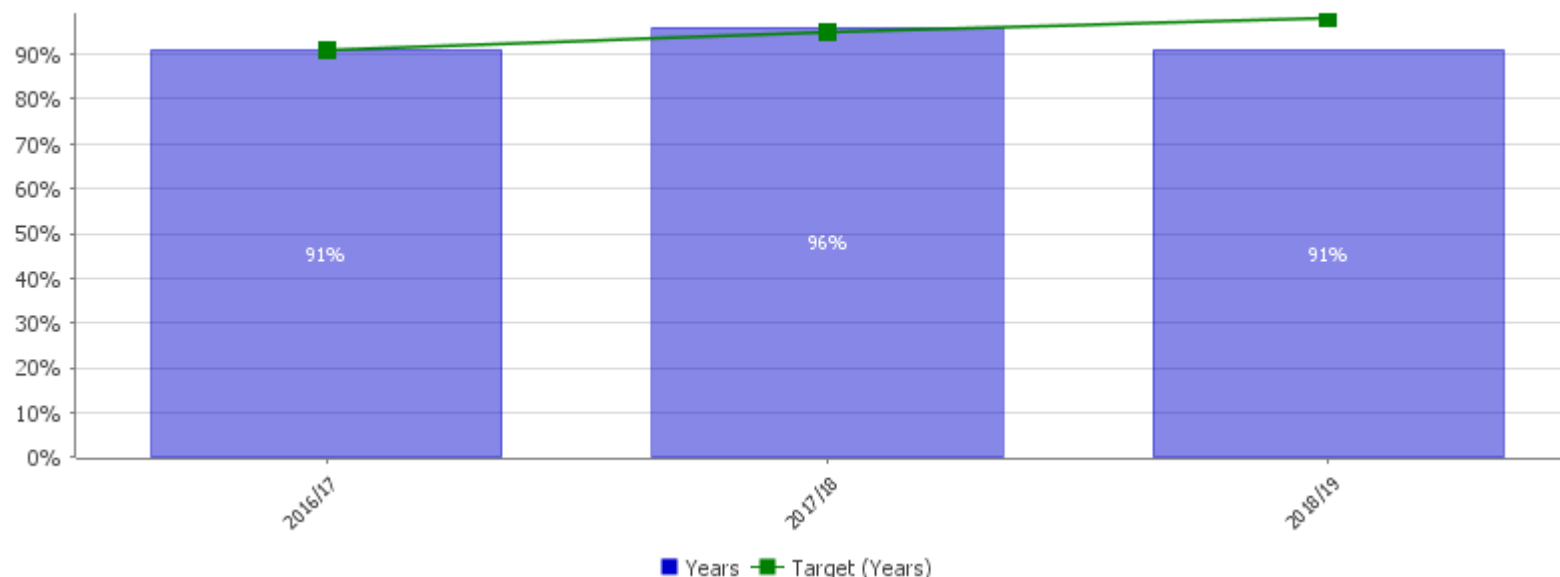
2016/17 - 60 of 84 schools self-evaluated as good or better (71%). No national comparator available.

Performance information for 2019/20 will be available in July 2020.

The target for 2019/20 is being maintained at 90% in order to reflect the ongoing improvement agenda through school leadership professional learning programme and the implementation of the 2018/23 Raising Attainment Strategy.

PI Code & Short Name	P:EDQIT026_9b.1c Percentage of Primary, Secondary, and Additional Support Needs establishments evaluated as good or better for Ensuring Wellbeing, Equality and Inclusion	PI Owner	zEDQIT_PIAAdmin; Greg Welsh
Description	<p>This indicator shows the percentage of all West Lothian Education establishments (Primary/Secondary/Additional Support Needs(ASN)) that are evaluated through external inspections or Authority validation as good or better for ensuring wellbeing, equality and inclusion using the National self-evaluation toolkit How Good is our School? 4 (HGIOS4) quality indicator 3.1.</p> <p>This measure is linked to Council Priority on improving attainment and positive destinations. This measure is part of the Education Equality, Diversity and Inclusion Outcome Plan 2017-21.</p> <p>This Performance Indicator measures performance in the school/academic year.</p>	Traffic Light Icon	
		Current Value	91%
		Current Target	98%

Percentage of Primary, Secondary, and Additional Support Needs establishments evaluated as good or better for Ensuring Wellbeing, Equality and Inclusion



Trend Chart Commentary

Performance in 2018/19 was 91% which was below performance in 2017/18 of 96% and below target of 98%. The difference in performance can be attributed to a larger sample size to previous years and increasing expectations being placed locally and nationally on 'good' evaluations. National performance will be available in the National Improvement Framework Evidence Report published in December 2019.

The introduction of Health and Wellbeing Champions in all schools during the course of session 2017/18 is contributing significantly to improvements in this area through session 2018/19.


2018/19- 32 of 35 schools evaluated as good or better (91%). National comparator available in December 2019.

2017/18 - 22 of 23 schools evaluated as good or better (96%). National comparator 67%.

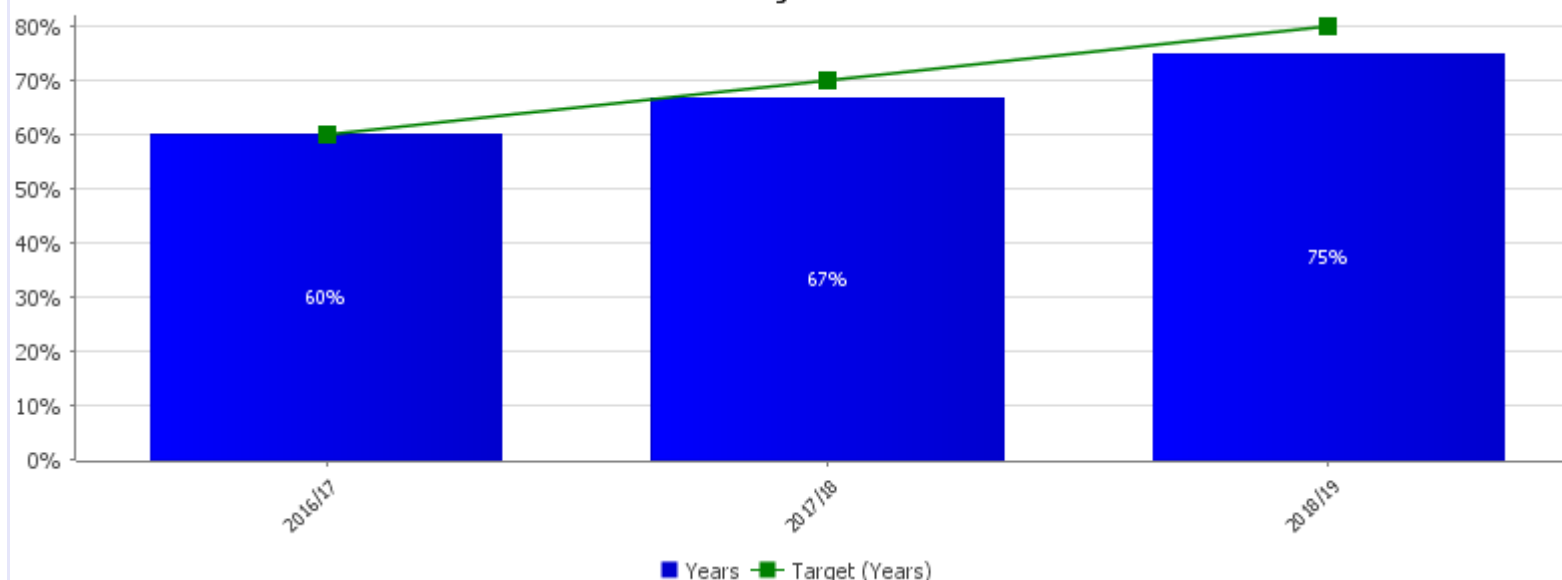
2016/17 - 20 of 22 schools evaluated as good or better (91%). No national comparison available.

Performance information for 2019/20 will be available in July 2020.

The target for 2019/20 will be 90% to reflect the ongoing improvement agenda being delivered through school Health and Wellbeing Champions.

PI Code & Short Name	P:EDQIT027_9b.1c Percentage of Primary, Secondary, Additional Support Needs and Early Learning and Childcare establishments evaluated as good or better for Raising Attainment	PI Owner	zEDQIT_PAdmin; Greg Welsh
Description	<p>This indicator shows the percentage of all West Lothian Education establishments (Primary/Secondary/Additional Support Needs (ASN)/Early Learning and Childcare (ELC)) that are evaluated through external inspections by Education Scotland as good or better for Raising Attainment using the National self-evaluation toolkit How Good is our School? 4 (HGIOS4) quality indicator 3.2.</p> <p>This measure is linked to Council Priority on improving attainment and positive destinations.</p> <p>This Performance Indicator measures performance in the school/academic year.</p>	Traffic Light Icon	
		Current Value	75%
		Current Target	80%

Percentage of Primary, Secondary, Additional Support Needs and Early Learning and Childcare establishments evaluated as good or better for Raising Attainment



Trend Chart Commentary

Performance in 2018/19 was 75% which was above performance in 2017/18 of 67% but below target of 80%. Targets are set without the knowledge of how many external inspections will take place during the course of the school academic session. In 2018/19 there was a significant rise in external inspections from 6 in the previous session to 16 in 2018/19 which has impacted on performance.

2018/19 - 12 of 16 schools evaluated as good or better (75%). National comparator available in December 2019.


2017/18 - 4 of 6 schools evaluated as good or better (67%). National comparator 55%.

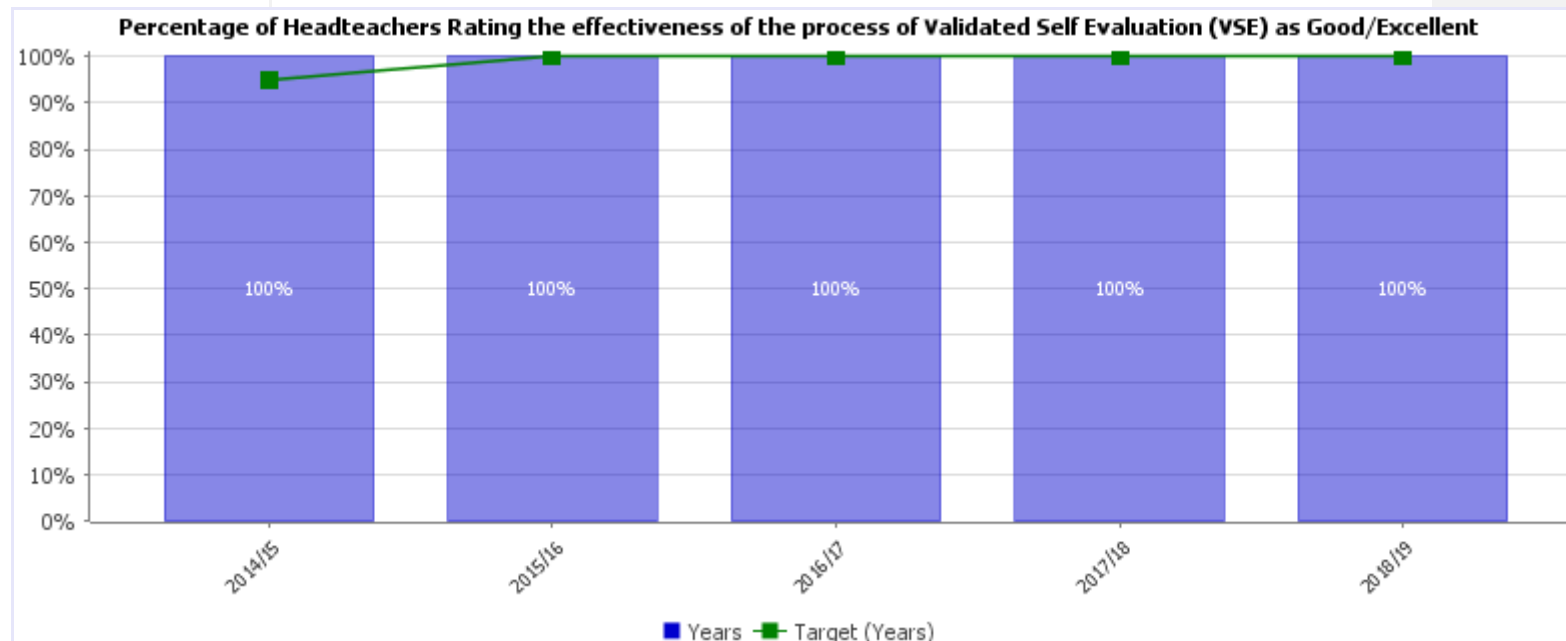
2016/17 - 6 of 10 schools evaluated as good or better (60%). National comparator 49%.

This Performance Indicator measures performance in the school/academic year.

Performance information for 2019/20 will be available in July 2020.

The target for 2019/20 has been revised to to 85% to reflect the current performance, ongoing improvement agenda, frequency of external inspection activity and implementation of the 2018/23 Raising Attainment Strategy.

PI Code & Short Name	EDQIT028_9b.1c Percentage of Headteachers Rating the effectiveness of the process of Validated Self Evaluation (VSE) as Good/Excellent	PI Owner	zEDQIT_PIAAdmin; Greg Welsh
Description	<p>This indicator measures the percentage of headteachers rating the process of Validated Self-Evaluation (VSE) as Good/Excellent. The Quality Improvement Team provides intensive support across a number of key activities in relation to the schools' self-evaluation. Validated Self-Evaluation is where the QI team manages external teams to work with the school to validate or otherwise the judgements a school has made about its own work against national indicators (How good is our School?)</p> <p>This performance indicator measures performance in the school/academic year.</p>	Traffic Light Icon	
		Current Value	100%
		Current Target	100%



Trend Chart Commentary:


In 2018/19 the percentage of headteachers rating the effectiveness of the authority's Validated Self-Evaluation (VSE) process was 100%. This is line with the service's 2017/18 performance and meets the set target.

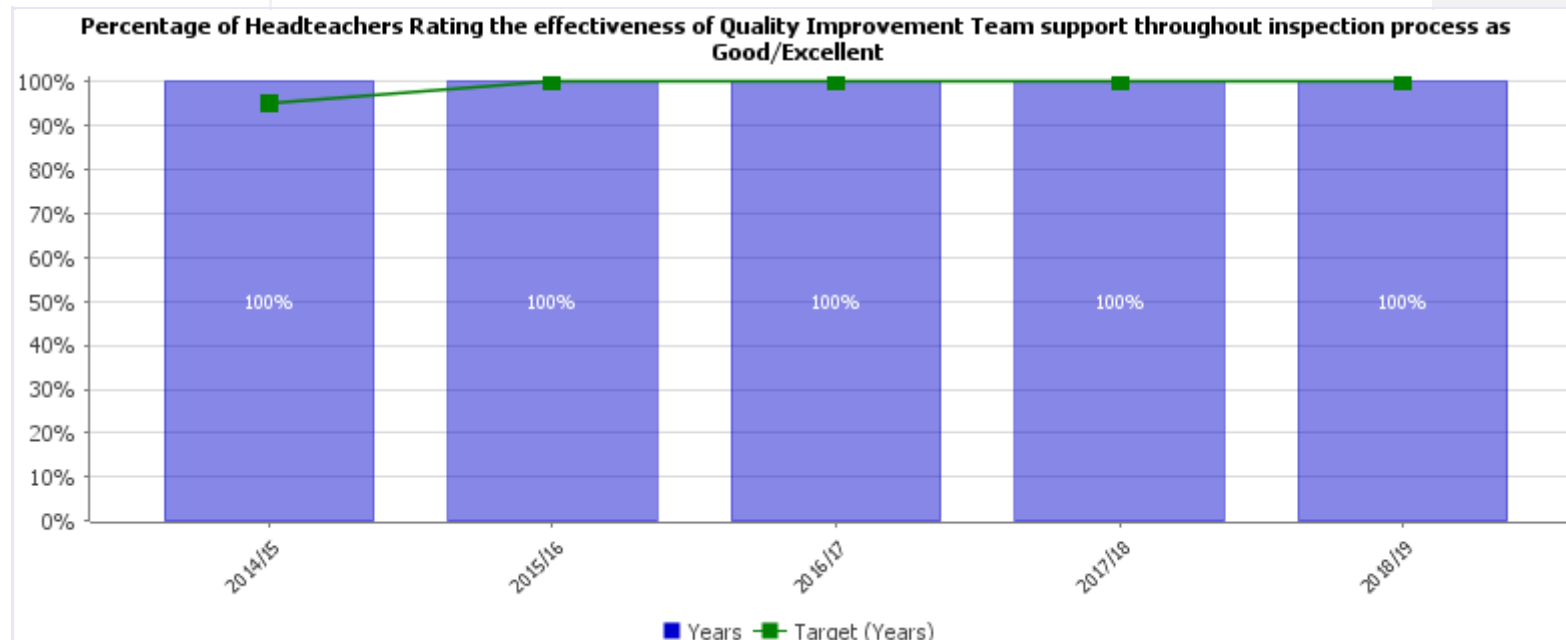
The performance has continually been maintained since the new model of VSE was fully implemented from 2014/15. The Quality Improvement model has bedded in, as anticipated, and is based on empowering Headteachers, the customers of the Team, which has led to increased satisfaction. A revised model will be implemented from session 2019/20 in order to maintain improvement activity in line with resources available.

2018/19 - 15 positive returns from 15 schools that participated in the VSE process
 2017/18 - 18 positive returns from 18 schools that participated in the VSE process
 2016/17 - 18 positive returns from 18 schools that participated in the VSE process
 2015/16 - 26 positive returns from 26 schools that participated in the VSE process
 2014/15 - 18 positive returns from 18 schools that participated in the VSE process

Performance information for 2019/20 will be available in July 2020.

The target is reviewed annually and is influenced by budget allocation and plans for service activity. Target for 2019/20 will remain at 100%.

PI Code & Short Name	EDQIT029_9b.1c Percentage of Headteachers Rating the effectiveness of Quality Improvement Team support throughout inspection process as Good/Excellent	PI Owner	zEDQIT_PIAAdmin; Greg Welsh
Description	<p>This indicator measures the percentage of headteachers rating the effectiveness of the Quality Improvement Team's support throughout the process of an HMI inspection as Good/Excellent. Education Scotland will inspect a number of schools in Scotland on an annual basis and this indicator measures the team's performance in ensuring that schools are well supported and prepared for the inspection process.</p> <p>This performance indicator measures performance in the school academic year.</p>	Traffic Light Icon	
		Current Value	100%
		Current Target	100%




Trend Chart Commentary:

In 2018/19, 100% of responding headteachers reported that the support provided by the Quality Improvement Team throughout the inspection process was good/excellent. This is in line with the previous year's performance and target.

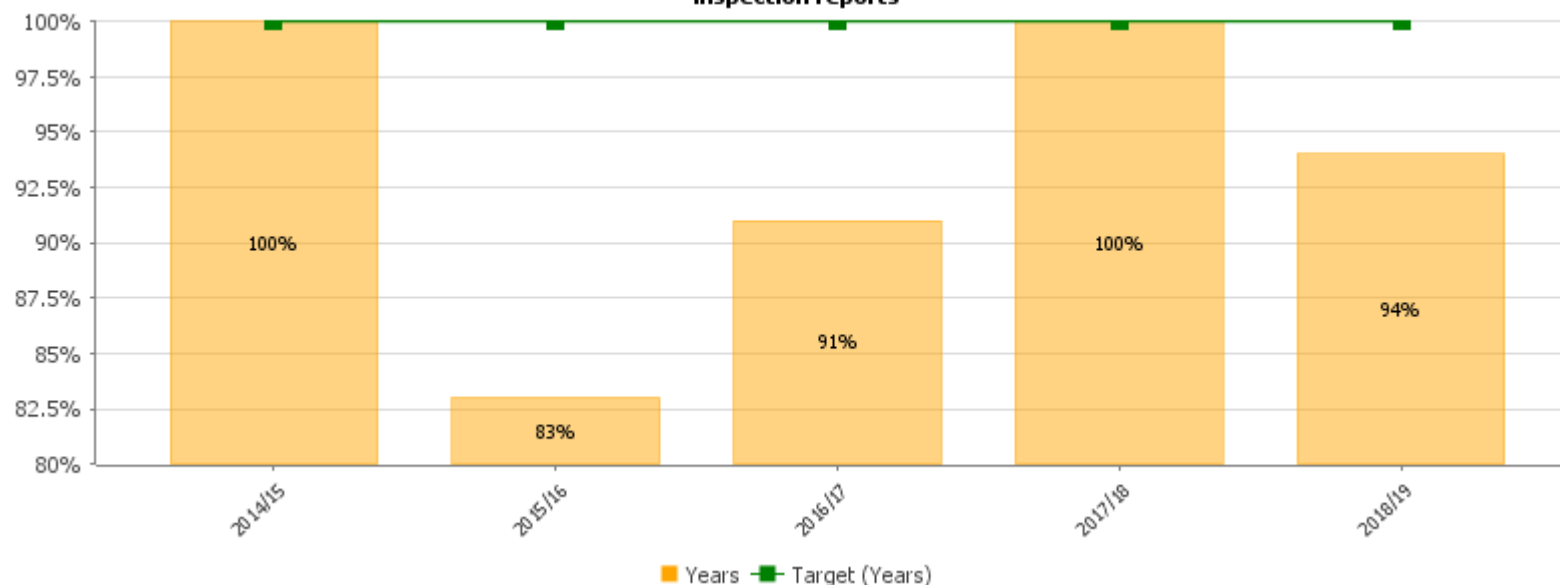
2018/19 - 8 positive returns from 8 responding schools that were inspected (8 excellent/1 no response)
 2017/18 - 3 positive returns from 3 responding schools that were inspected (3 excellent/1 no response)
 2016/17 - 6 positive returns from 6 responding schools that were inspected (5 excellent/1 good/1 no response)
 2015/16 - 6 positive returns from 6 responding schools that were inspected (3 excellent and 3 good)
 2014/15 - 5 positive returns from 5 responding schools that were inspected (3 excellent and 2 good)

Performance information for 2019/20 will be available in August 2020.

Target for 2019/20 will be set at 100% to maintain the high level of support provided by the service.

PI Code & Short Name	SOA1302_14 Percentage of Primary, Secondary, Additional Support Needs and Early Learning and Childcare establishments receiving positive inspection reports	PI Owner	SOA13_Head of Education (Curriculum,Quality Improvement & Performance)(D McMaster); zEDQIT_PAdmin
Description	<p>This indicator shows the percentage of all West Lothian Education establishments (Primary/Secondary/Additional Support Needs (ASN)/Early Learning and Childcare (ELC)) receiving a positive inspection report. A positive inspection report from Education Scotland is defined in the 'Scotland Performs' National Performance Framework as the reference quality indicators being evaluated as satisfactory or above.</p> <p>This measure is linked to Council Priority on improving attainment and positive destinations.</p> <p>This Performance Indicator measures performance in the school/academic year.</p>	Traffic Light Icon	
		Current Value	94%
		Current Target	100%

SOA1302_14 Percentage of Primary, Secondary, Additional Support Needs and Early Learning and Childcare establishments receiving positive inspection reports



Trend Chart Commentary:

The percentage of schools receiving a positive inspection report from Education Scotland decreased from 100% to 94% between 2017/18 and 2018/19.

2018/19 - 15 of 16 establishments received positive inspections (94%)
 2017/18 - 7 of 7 establishments received positive inspections (100%)
 2016/17 - 10 of 11 establishments received positive inspections (91%)
 2015/16 - 5 of 6 establishments received positive inspections (83%)
 2014/15 - 7 of 7 establishments received positive inspections (100%)

Where improvements in performance are identified by inspectors an action plan is prepared by the school, with input from Education Quality Improvement Officers, to improve performance, and presented for scrutiny to Education Quality Assurance Sub-Committee (EQAC).

Complete data for 2019/20 will be available by the end of August 2020.

The target will remain at 100% for session 2019/20.



PERFORMANCE COMMITTEE

SERVICE PERFORMANCE AND WLAM OUTCOME REPORT – CORPORATE COMMUNICATIONS

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.
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 Corporate Communications 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: Julie Whitelaw, Head of Corporate Services

Service Manager: Garry Heron, Corporate Communications Manager

Corporate Communications aims to enhance and protect the council's reputation through providing integrate corporate communications. The team is responsible for developing and delivering a wide range of communications, designed to promote the council and its service to communities and the wider public. The team works closely with the council's community planning partners to provide communications advice and support.

Corporate Communications has developed both the council's Branding Guidelines and the West Lothian Way Communications Guidelines to ensure a consistent approach is taken to all forms of communications. The team also play a leading role in supporting the delivery of online services via the council's website and intranet.

The main activities of the service are:

- Provision of a 24/7 media support service for the council
- Enhance the council's online communications channels
- Provision of a corporate design function for both online and print publications and ensure a consistent approach to the council's branding
- Provision of internal communications support to services

- Provision of a fully functional and enabling web platform

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

D.3 Service Contribution to Corporate Priorities

Corporate Communications is part of Corporate Services which provides a range of key enabling services that help the council to operate efficiently, effectively and in compliance with legal requirements and council policy.

The service enables delivery of the council's eight corporate priorities and makes a critical contribution to the delivery of the council's Transformation Programme.

D.4 West Lothian Assessment Model

The service went through the West Lothian Assessment Model process in January 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 538 (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 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	60	-	70	67	↑
2 Strategy	47	-	55	63	↑
3 People	50	-	52	69	↑
4 Partnerships and Resources	51	-	54	70	↑
5 Services and Processes	82	-	45	64	↓
6 Customer Results	58	-	47	63	↑
7 People Results	8	-	30	40	↑
8 Society Results**	6	-	40	50	↑
9 Business Results	53	-	47	53	↑
Total score	415	-	440	538	↑
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 in all parts of the Model during the period (2008/10 to 2017/20), excluding services and processes.

The service has scored below the current council average for the Strategy and Business Results criterion and above the council average in all other criteria in the Model. The total WLAM score is an increase when compared to the previous year and above the current

council average.

To increase the WLAM score further, the service would need to assess and refine leadership and refine approach to service planning.

The service may also consider increasing the scope, relevance and trend information for Customer, People and Business Results. Results will also be improved through the use of benchmarking data 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	

The service was placed on **Cycle 1** by the Review Panel in June 2019 and 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 limited comparative data for the key performance indicators (in relation to the priorities /key activities).
WLAM score	The service achieved a score of over 500 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 positive performance in key result areas, specifically, improved performance in the employee results.
2. The Panel encouraged the service to review the performance indicators collected and reported, ensuring the relevancy and sufficiency of performance information.
3. The service should review the scope of performance indicators; introducing measures to capture all priority activities, including social media performance and outcomes from the democracy reporter.
4. The Panel encouraged the service to continue to identify ways to promote services to young people and understand the information this group wants to see online and through social media.
5. The Panel noted the increase in the response rate to internal customer surveys and encouraged the service to continue to focus on enhancing the response to engagement activities.
6. The Panel encouraged the service to pursue benchmarking opportunities in order to identify good practice and improve performance.
7. The service should continue to engage with council services to ensure web, social media and communication channels help improve customer engagement.
8. The Panel recognised the robust approach to performance management in the service and the clear 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 **39** 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	30
 Amber	6
 Red	1
 Unknown	2

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

D.8 Service Benchmarking

The Local Government Benchmarking Framework does not contain any indicators that allow for comparison across the 32 local authorities of communications services.

However, the service has used the LGBF family group to collate information in relation to key areas of performance for Corporate Communications. The council's family group comparator authorities for support services are; Renfrewshire, East Renfrewshire, Midlothian, Clackmannanshire, Angus, South Lanarkshire and Inverclyde.

The information sought focussed on social media, media relations and website visits and the results of the benchmarking data collection is contained within the tables below. Firstly, the service contacted comparator authorities to compare performance in a number of key indicators.

Communications Performance Indicators			
Council	2018/19 performance		
	% of new social media followers per year	Number of press releases issued annually	Number of website visits
Angus	<i>No response</i>	<i>No response</i>	<i>No response</i>
Clackmannanshire	4%	48 proactive only	207,448 visits to homepage (WLC equivalent is 1,265,1670)
East Renfrewshire	6%	140 proactive	3,197,661 unique visits (WLC equivalent is 5,509,181)
Inverclyde	<i>No response</i>	<i>No response</i>	<i>No response</i>
Midlothian	<i>No response</i>	<i>No response</i>	<i>No response</i>
South Lanarkshire	Don't measure	500 (approx.)	3,151,058
Renfrewshire	<i>No response</i>	<i>No response</i>	<i>No response</i>
West Lothian	5.7%	759 total / 408 proactive releases	2,454,040

Whilst not all councils used the same measures of performance, or did not respond to the request, the data collected gives an indication of the comparative levels of activity of the WLC Corporate Communications team and how the website traffic supports a shift towards digital services for West Lothian residents.

The team also did research on current (October 2019) social media engagement rates in comparisons between these same family group authorities.

Social Media Engagement Rates				
Council	October 2019/20 performance			Population*
	Number of Facebook followers	Number of Twitter followers	% of population who follow their council on Facebook	
Angus	14,000	14,800	12%	116,040
Clackmannanshire	9,101	11,302	18%	51,540
East Renfrewshire	12,500	24,000	13%	95,170
Inverclyde	8,700	15,300	11%	78,150
Midlothian	15,000	15,200	16%	91,340
South Lanarkshire	12,463	42,000	4%	318,870
Renfrewshire	20,467	24,600	11%	177,790
West Lothian	45,800	18,070	25%	182,140

* based on 2018 National Record of Scotland data

This information shows the success of the team in engaging the public through different platforms, in particular engagement rates for Facebook.

E. CONCLUSION

Corporate Communications 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 538 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](#)

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

Contact Person: Rebecca Kelly
 E mail: rebecca.kelly@westlothian.gov.uk Phone 01506 281891

Graeme Struthers
Depute Chief Executive
11 November 2019

Corporate Communications

Service manager: Garry Heron, Corporate Communications Manager

Number of staff: 8.1 (full time equivalents)

Locations: Civic Centre

Purpose

Corporate Communications aims to enhance and protect the council's reputation through providing integrated corporate communications. The team is responsible for developing and delivering a wide range of communications, designed to promote the council and its services to communities and the wider public. The team works closely with the council's community planning partners to provide communications advice and support.

Corporate Communications has developed both the council's Branding Guidelines, Social Media Guidelines and the West Lothian Way Communications Guidelines to ensure a consistent approach is taken to all forms of communications. The team also play a leading role in supporting the delivery of online services via the council's website.

Activities

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

- ◆ Provision of a 24/7 media support service for the council
- ◆ Enhance the council's online communications channels
- ◆ Provision of a corporate design function for both online and print publications and ensure a consistent approach to the council's branding
- ◆ Provision of internal communications support to services
- ◆ Provision of a fully functional and enabling web platform

Key Partners

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

Our key partners include; other council services, West Lothian College, West Lothian Integration Joint Board, West Lothian Leisure, Police Scotland and GOSS (council website provider).

Customer Participation

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

Customer Consultation Schedule 2019/20

Customer Group	Method	Frequency	Responsible Officer	Feedback Method
Internal service users	Electronic survey	Annually	Corporate Communications Manager	Council intranet page and management team meetings
Heads of Service and senior officers	Electronic survey	Annually	Corporate Communications Manager	Council intranet page and management team meetings
Local media	Electronic survey	Annually	Corporate Communications Manager	Council intranet page and management team meetings
Bulletin readers/ West Lothian residents	Survey in Bulletin	Annually	Corporate Communications Manager	Publish results electronically and hard copy/ council intranet page and management team meetings
West Lothian residents using council's social media	Electronic survey	Annually	Corporate Communications Manager	Publish results online and promote on social media channels, intranet page and management team meetings

Activity Budget 2019/20

Corporate Communications								
Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2019/20	PI Category	Staff Resources (FTE)	Revenue Expenditure Budget 2019/20 £	Revenue Income Budget 2019/20 £	Net Revenue Budget 2019/20 £
Media relations and reputation management	To protect and enhance the reputation of the council via proactive news articles and secure balanced and fair reporting of all news stories relating to the council. Support elected members and officers on media campaigns and working with the media.	Enabler Service - Corporate Governance and Risk	CC041_Press releases issued Target: 60	WLAM	3.2	188,358	(25,495)	162,863
			CC043_Percentage of news stories in local media that are positive Target: 92%	WLAM				
Publications	To provide information for the public, elected members and staff relating to council services and service provision, in appropriate formats.	Enabler Service - Corporate Governance and Risk	CC062_Unit cost of Bulletin per household Target: £0.15	PUBLIC	1.5	71,307	(21,120)	50,187
			CC064_Number of articles in Bulletin/Inside News promoting equality or diversity Target: 9	WLAM				
Online communications including social media	Promote council, community planning partners and other local news using a variety of online communications channels.	Enabler Service - Corporate Governance and Risk	CC082_Percentage of new Facebook likes/Twitter followers Target: 10%	WLAM	1.3	67,271	0	67,271
			CC088_Total number of website visits: Target: 2,400,000	WLAM				

Corporate Communications								
Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2019/20	PI Category	Staff Resources (FTE)	Revenue Expenditure Budget 2019/20 £	Revenue Income Budget 2019/20 £	Net Revenue Budget 2019/20 £
Creative services, including graphic design, branding and photography	Council services are supported by promoting visual impact and clarity to their services in an appropriate format. Enhance the council's corporate identity by ensuring the council's branding is used when appropriate.	Enabler Service - Modernisation and Improvement	CC055_Percentage of creative design jobs delivered in house Target: 0%	WLAM	2.0	181,630	(24,585)	157,045
			CC051_Number of creative design jobs completed Target: 9	WLAM				
Service Support	Provision of management and administrative Support.	Enabler Service - Corporate Governance and Risk	Support activities contribute towards the overall performance of the service. Performance is monitored through the indicators for front line activities.		0.1	14,611	0	14,611
Total:					8.1	523,177	(71,200)	451,977

Actions 2019/20

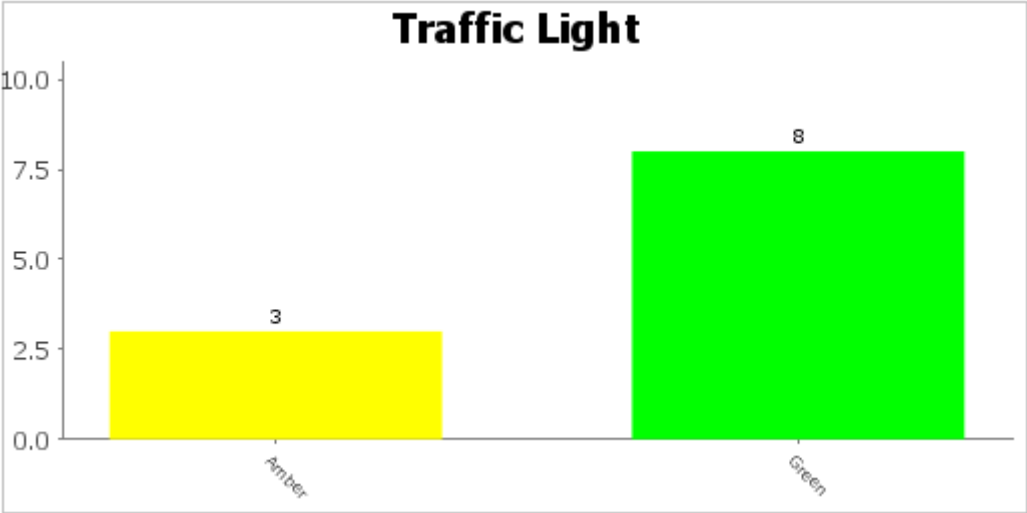
The service will undertake a range of actions to support corporate priorities and objectives, improve services and deliver transformation.


Corporate Communications Actions 2019/20

Action	Description	Planned Outcome	Owner(s)	Start	End	Status	Update
Communications and Engagement	Support for delivery of communications around transformation programme projects and all council related business.	Information is communicated effectively to stakeholders	Corporate Communication Manager	April 2019	March 2020	Active	A number of projects and programmes of work are ongoing assisting in the council's digital transformation.
Digital transformation projects	A programme of activity to ensure that the council is well placed to take advantage of opportunities offered in the digital age.	To deliver improved user-focused digital public services.	Head of Corporate Services	April 2018	March 2023	Active	The service continues to support the delivery of digital ambitions. The ICT Strategy and corporate systems are supporting digital processes across the council.
Project Support	Support for delivery of strategic transformation programme projects.	Optimisation of resources to support more efficient service delivery and reduction in spend.	Head of Corporate Services	April 2018	March 2023	Active	Continue to support Project development and implementation of ongoing projects.

Corporate Communications - Performance Committee

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PI Code & Short Name	CC007_6a.7 Percentage of Corporate Communications customers who rated their overall satisfaction/quality with our service as good or excellent.	PI Owner	zCC_PAdmin; Garry Heron
Description	Customer satisfaction surveys are issued to customers by Corporate Communications annually. This performance indicator measures the percentage of customers who rated the overall quality of the service as good or excellent from a five-point scale (excellent, good, adequate, poor, very poor). The survey is issued annually to key internal customers such as Depute Chief Executives, Heads of Service, senior managers and other key staff who we work with on a regular basis.	Traffic Light Icon	
		Current Value	95%
		Current Target	100%



Trend Chart Commentary:


Corporate Communications has sought to increase the sample size of respondents and aim to increase the number of responses to gain a greater measure of the team's performance.

The target for 2020/21 will remain at 100% given previous years' results which have remained high.

The trend highlights that 100% of respondents rated their overall satisfaction/quality with our service as good or excellent in 2015/16 and 2014/15. The trend also shows that the overall satisfaction of customers has remained high. The percentage of Corporate Communications customers who rated their overall satisfaction/quality with our service as good or excellent has dropped over recent years from 100% to 98%, 96% and 95% in 2019/20 respectively.

In 2019/20 5 respondents (5%) rated the team's performance as adequate and gave no further reason as to why they deemed the service as being adequate. The dip in performance could be related to the changes within design services following a team restructure, increasing waiting times for internal customers.

Performance has remained consistent with all customers who responded to the survey indicating that the overall quality of the service is good or excellent.

PI Code & Short Name	CC013_6b.3 Total number of complaints received	PI Owner	zCC_PIAdmin; Garry Heron
Description	This performance indicator measures the total number of complaints received during the financial year relating to Corporate Communications. Performance is reviewed on a regular basis and reported annually to ensure that there is sufficient focus on the quality and standard of customer service. The data for this performance indicator is captured through the Customer Relationship Management (CRM) system, Social Media and Councillor Enquiries. All complaints received are analysed to identify improvements to the quality of the service and the way it is delivered to customers.	Traffic Light Icon	
		Current Value	3
		Current Target	0



Trend Chart Commentary: The number of complaints in 2017/18 was 2 and in 2018/19 the figure was 3.

In 2018/19, one related to the lack of web information relating to a specific are and the other two related to Bulletin content. All were looked at and deemed to have been handled correctly by the team. No further action was taken.


Three complaints were received in 2016/17. Two complaints were received in relation to website performance and one received in relation to Bulletin content. Both complaints were responded to and closed. Action was taken to ensure that the web complaint was actioned and steps taken to ensure that the error does not occur again. The Bulletin complaint was investigated and was not taken further.

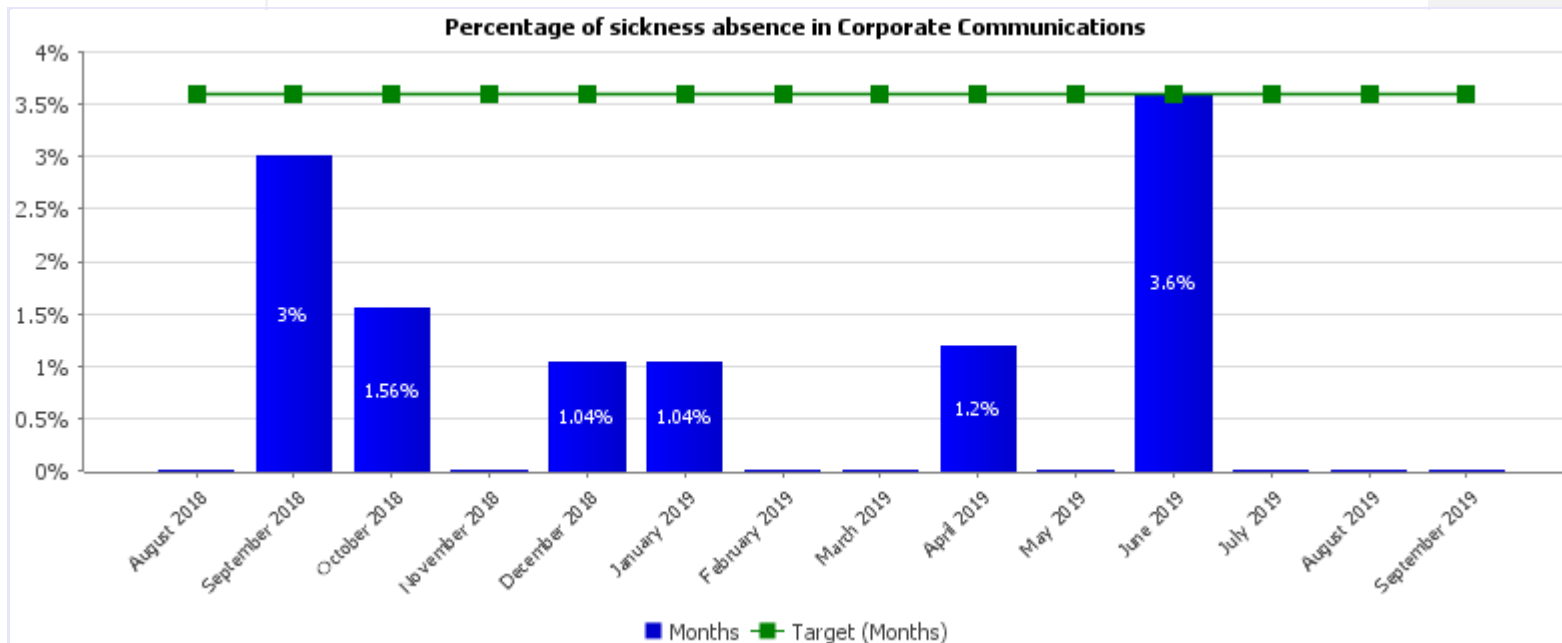
No complaints have been received in 2015/16.

In 2014/15, no complaints were received.

The target for 2019/20 will remain at 0 in line with previous years.

The service looks at each complaint and assesses what steps can be taken to rectify the complaint.

PI Code & Short Name	P:CC031_7b.1 Percentage of sickness absence in Corporate Communications	PI Owner	zCC_PIAdmin; Garry Heron
Description	This performance indicator measures, as a percentage, the total level of sickness absence in the Corporate Communications team in Corporate Services. The data is provided by the council's Human Resource Services on a monthly basis and is tracked and monitored to ensure absence is managed appropriately in the service and any corresponding impact on performance is understood and managed.	Traffic Light Icon	
		Current Value	0%
		Current Target	3.6%




Trend Chart Commentary:

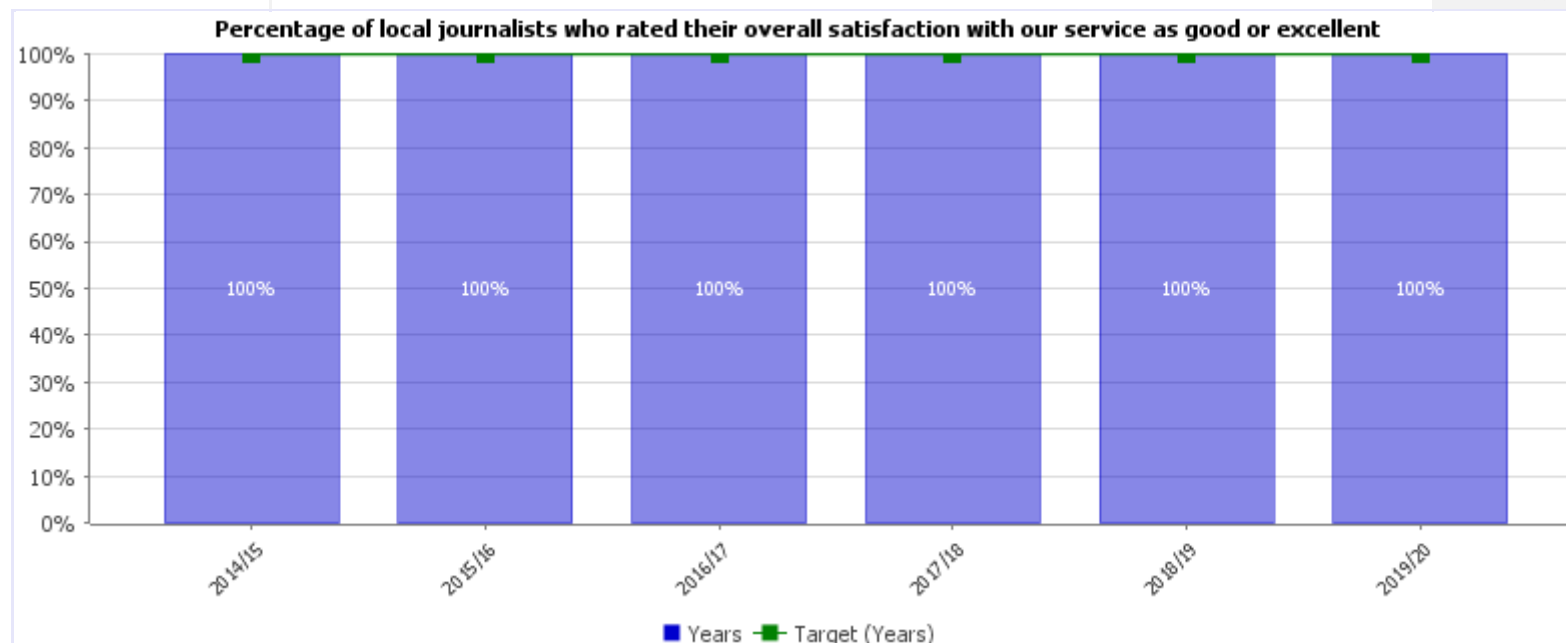
The trend highlights that absence has been below the council target for the entire reporting period. Due to the small size of the team a single absence can have an impact on absence levels.

The absences in September, October and December 2018 and January 2019 were as a result of a small number of staff absent for short periods. In February and March there were 0 sickness absence. One member of staff was absent for two days in April which returned a 1.2% absence rate. Sickness remained low but there was a spike in June 2019 whereby 3 staff members were off for 6 days in total. Since July through to September there has been no absence.

Absence is monitored and addressed in line with the council's Sickness Absence Management Policy and Procedures.

The corporate target is 3.6%.

PI Code & Short Name	CC045_6a.7 Percentage of local journalists who rated their overall satisfaction with our service as good or excellent	PI Owner	zCC_PAdmin; Garry Heron
Description	Percentage of local journalists who rated their overall satisfaction with our service as very good or excellent. An annual survey of local journalists is carried out to measure their views on the service we provide. The information is meaningful as local journalists are key customers with a high degree of influence. The data is used to improve and maintain effective relationships with this customer group.	Traffic Light Icon	
		Current Value	100%
		Current Target	100%



Trend Chart Commentary:

While the results are generally very positive, the pool of journalists has steadily decreased over recent years so it is not possible to increase the sample size.

The sample size in 2014/15 was increased from 3 to 6. This was the total number of news reporters from across the two local newspapers. In 2015/16 the number of local news reporters decreased further to five. All five reporters took part in the 2015/16 survey and 2016/17. In 2018/19 the total number of local reporters was 6 and all took part in the survey. In 2019/20 the number of respondents was 7 and the trend highlights that 100% of respondents are satisfied with the service.

In 2019/20 100% of local newspapers rated their overall satisfaction with the service as good or excellent.

In 2018/19 100% of local newspapers rated their overall satisfaction with the service as good or excellent.


In 2017/18 100% of local newspapers rated their overall satisfaction with the service as good or excellent.

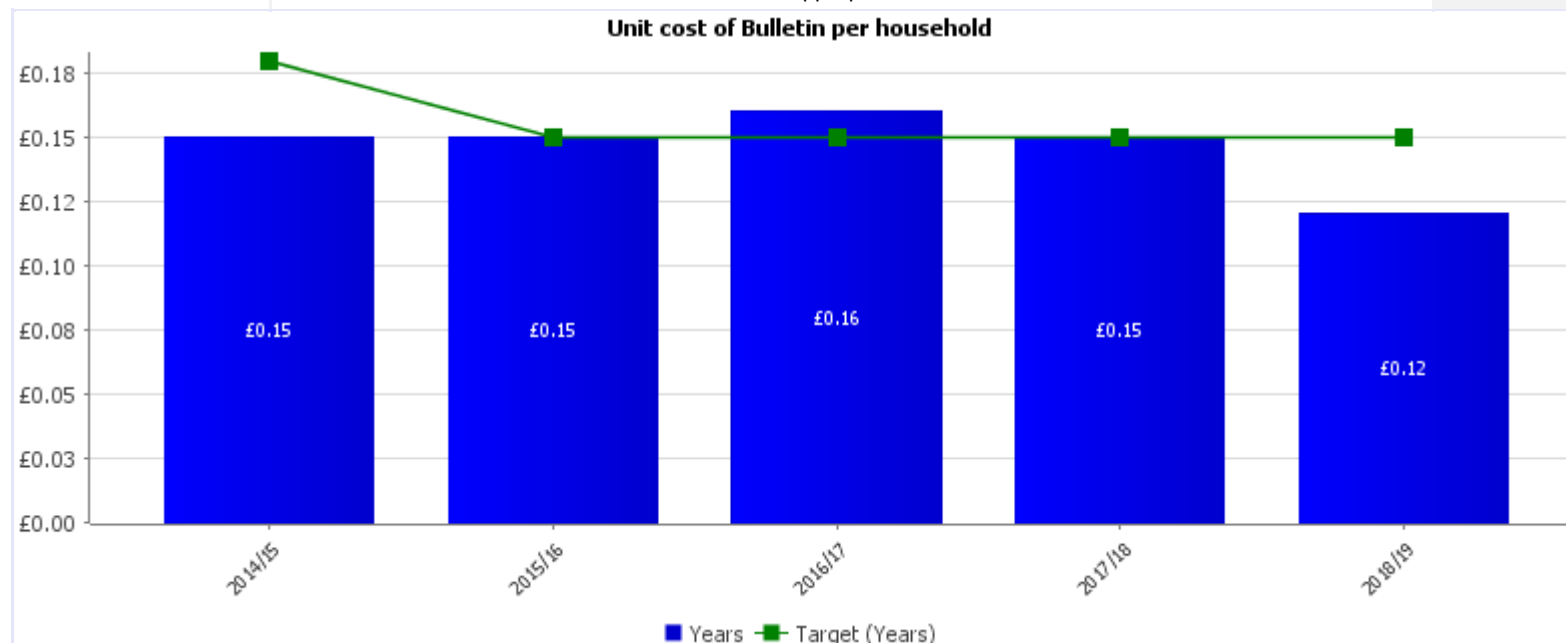
In 2016/17 100% of local newspapers rated their overall satisfaction with the service as good or excellent.

In 2015/16 100% of local newspapers rated their overall satisfaction with the service as good or excellent.

In 2014/15 100% of local newspapers rated their overall satisfaction with the service as good or excellent. In 2014/15 the target was increased from 90% to 100% to reflect the survey results.

The target will remain at 100% for 2020/21 due to previous years results.

PI Code & Short Name	P:CC062_9a.1c Unit cost of Bulletin per household	PI Owner	zCC_PIAdmin; Garry Heron
Description	This annual indicator demonstrates the average cost to West Lothian Council of printing and distributing Bulletin per household, per edition in West Lothian. The unit cost is calculated by taking overall Bulletin cost of printing and distributing and subtracting income received from external advertising, divided by four (quarters) and then the approximate total number of households (83,552). The indicator allows the corporate communications team to monitor the cost of each edition of Bulletin and take appropriate action to ensure best value is achieved for residents.	Traffic Light Icon	
		Current Value	£0.12
		Current Target	£0.15



Trend Chart Commentary:

The trend highlights that Bulletin costs have never exceeded 16p per edition, per household.

The trend highlights that the cost of Bulletin per household reduced in 2018/19 to 12p - the lowest unit cost ever recorded. This can be attributed to producing 16 page editions (not 20 pages or more), the number of households continuing to increase and corporate communications continually seeking to drive supplier costs down, which was achieved in 2018.

The trend highlights that the cost of Bulletin per household reduced in 2017/18 to 15p. This is a result of less 20 and 24 page editions being published and more households being distributed to, compared to 2016/17 where the unit cost was 16p.


In 2016/17 the unit cost of Bulletin per household was 16p, which was an increase of 1p from 2015/16. In 2016/17 there were three 20 page editions of Bulletins printed and one 24 page edition which results in higher printing costs for the council. This was combined with a reduction in external advertising from a community planning partner.

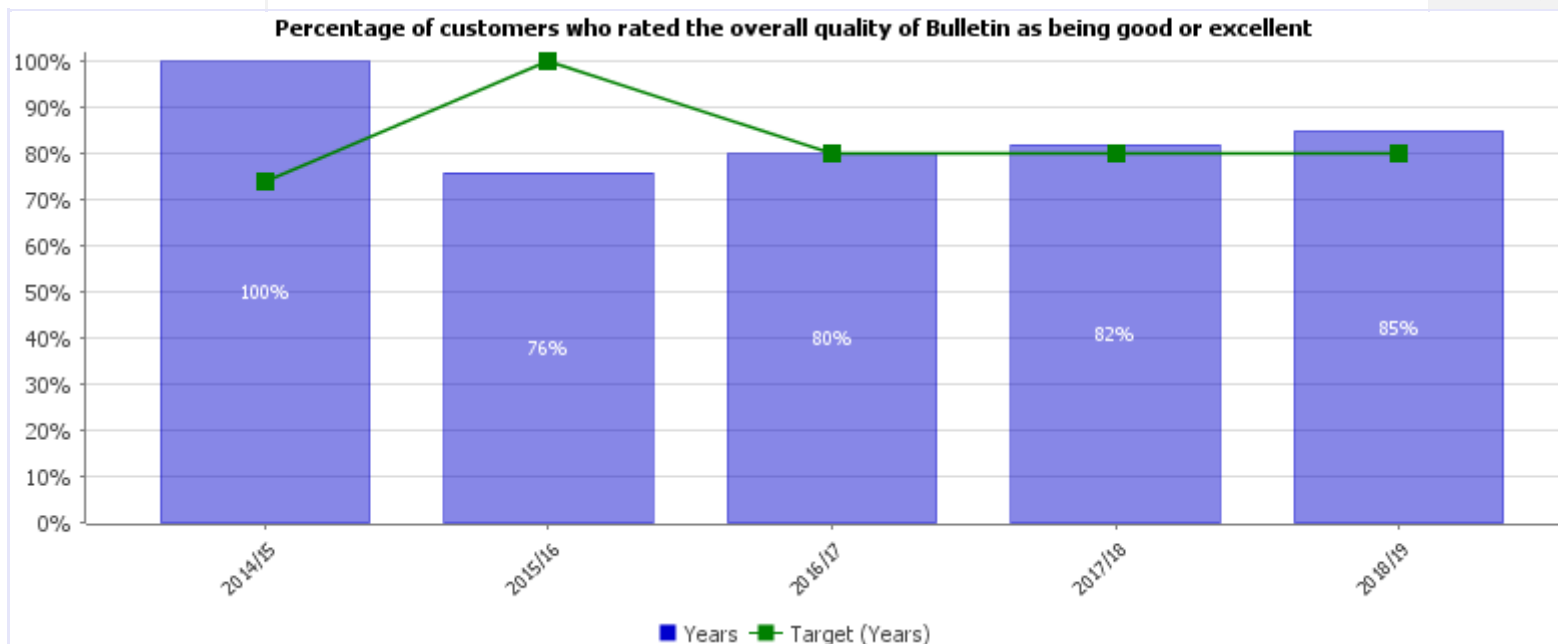
In both 2014/15 and 2015/16 there were a number of 20 page editions of Bulletins printed which results in higher printing costs for the council.

The target for 2015/16 was reduced from 18p to 15p to reflect previous years' data and the fact that previous targets have been met. The target for 2019/20 will reduce to at 13p to reflect last year's figure.

Due to more sophisticated data being available to the team, we are able to identify exactly how many households receive Bulletin. Previous figures were based upon 80,000 homes receiving Bulletin but the up-

to-date figure is 83,552 homes as noted in the description. Although distribution costs may increase the overall number of homes who will receive Bulletin will increase. The unit cost is therefore not expected to change significantly.


PI Code & Short Name	CC066_6a.7 Percentage of customers who rated the overall quality of Bulletin as being good or excellent	PI Owner	zCC_PIAdmin; Garry Heron
Description	Percentage of customers who rated the overall quality of Bulletin. Taken from the annual Bulletin survey. This survey is useful as it asks the opinion of Bulletin readers - one of the team's key communication channels.	Traffic Light Icon	
		Current Value	85%
		Current Target	80%

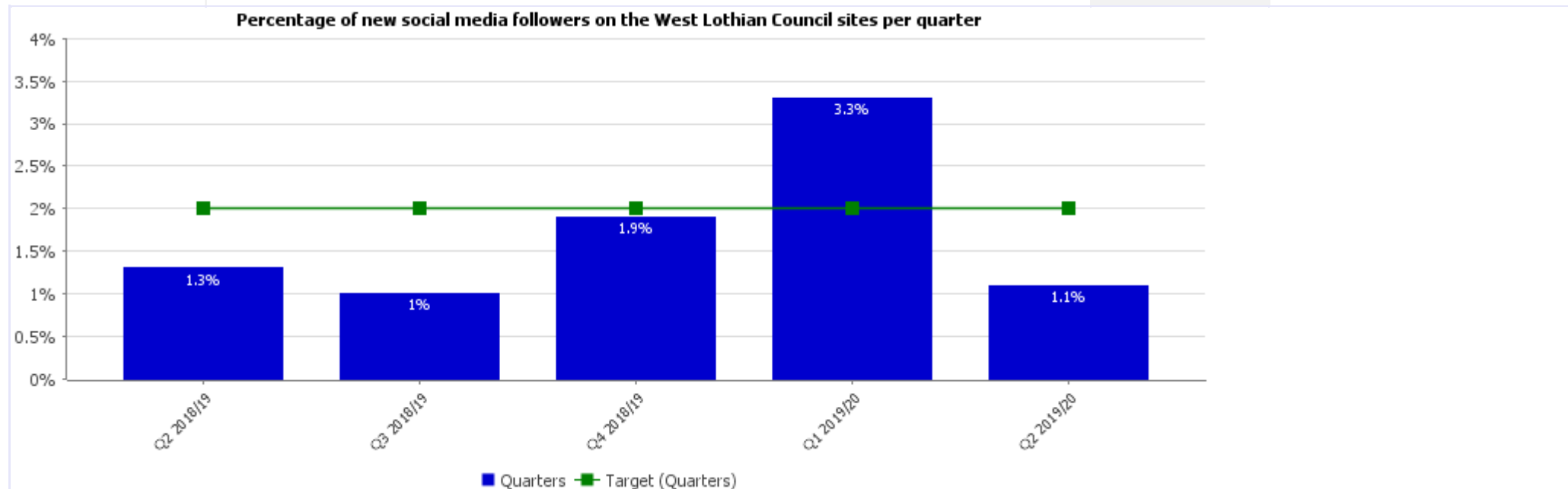


Trend Chart Commentary:

The trend highlights that in 2018/19 85% of customers (74 respondents took part in the survey) rated Bulletin as being good or excellent, and increase of 3% on 2017/18 (45 respondents took part in the survey) and the highest response in four years. In 2016/17 80% of respondents (23 respondents took part in the survey) rated Bulletin good or excellent. In 2015/16 76% of respondents rated Bulletin as good or excellent. 100% of respondents rated the overall quality of Bulletin as being good or excellent in 2014/15. The target was 74%.


The target for 2019/20 will remain at 80 to reflect previous survey results. The 2019/20 survey will be included as part of the spring 2020 edition as per normal frequency.

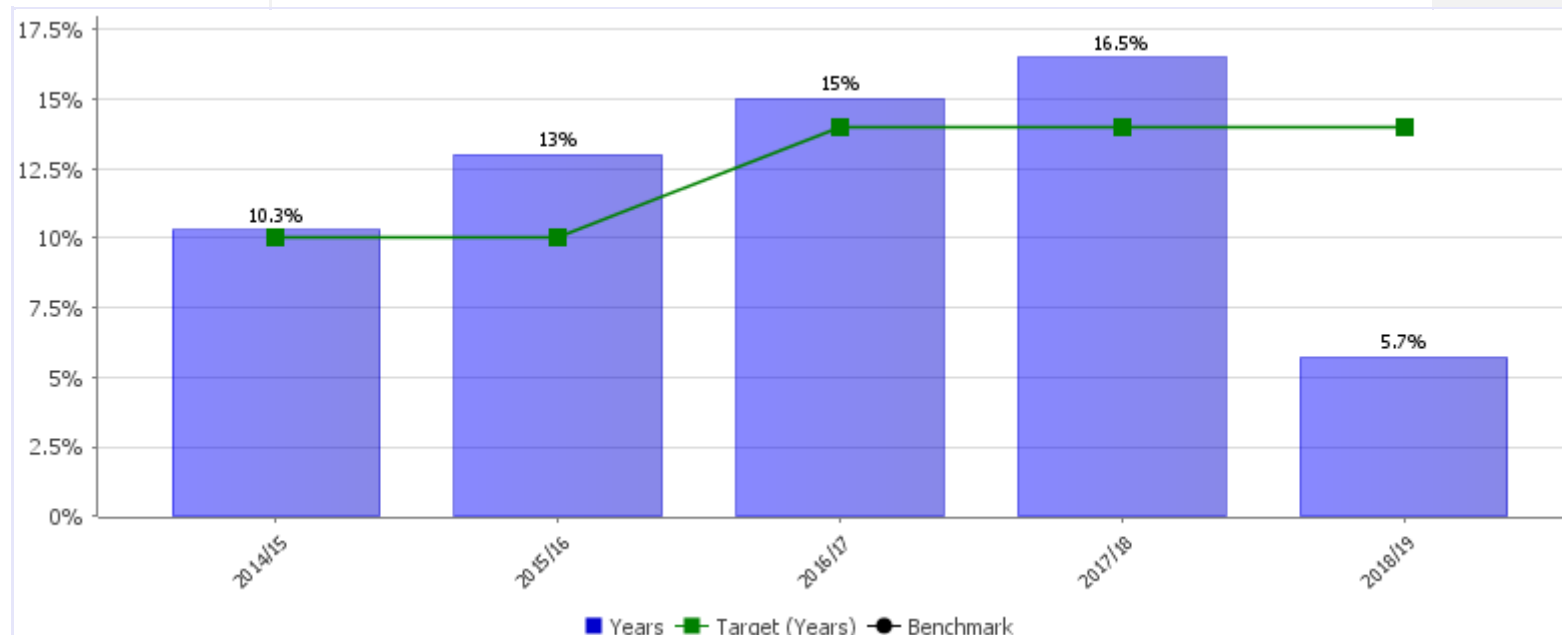
PI Code & Short Name	P:CC081_9b.1a Percentage of new social media followers on the West Lothian Council sites per quarter	PI Owner	zCC_PAdmin; Garry Heron
Description	<p>This Performance indicator measures the percentage increase or decrease of Facebook, Twitter and Instagram followers on the main council sites. The data is obtained from the social media platforms and is calculated by comparing the change in numbers and calculating what the percentage change.</p> <p>This indicator allows the corporate communications team to monitor and measure the usage of key social media channels allowing us to evaluate staffing resources and determine the appropriate content required to attract new service users to this communications channel.</p>	Traffic Light Icon	
		Current Value	1.1%
		Current Target	2%



Trend Chart Commentary:

The quarterly chart for number of social media likes generally shows a steady increase of around 1% to 3% for each period. This reflects the growing numbers of residents using social media and choosing to follow our channels. Growth has slowed to a steady increase through 2018/19 as the majority of local residents with social media now follow at least one of our channels. The target remained at 2% for Q1 2019/20 but grew by 3.34%. This may coincide with the council beginning to answer customer service enquiries via social media. In Q2 2019/20 however growth increased by only 1.1% which is below target. The target will remain at 2% for future quarters.

PI Code & Short Name	P:CC082_9b.1a Percentage of new social media followers on the West Lothian Council sites.	PI Owner	zCC_PIAdmin; Garry Heron
Description	<p>This Performance indicator measures the percentage increase or decrease of Facebook, Twitter and Instagram followers on the main council sites. The data is obtained from the social media platforms and is calculated by comparing the change in numbers and calculating what the percentage change.</p> <p>This indicator allows the corporate communications team to monitor and measure the usage of key social media channels allowing us to evaluate staffing resources and determine the appropriate content required to attract new service users to this communications channel.</p>	Traffic Light Icon	
		Current Value	5.7%
		Current Target	14%



Trend Chart Commentary:

On 1 April 2018, we had 42,307 Facebook, 16,204 Twitter followers and 1,443 Instagram followers, so 59,954 in total. On 1 April 2019, we had 43,917 Facebook, 17,402 Twitter followers and 2,073 Instagram followers, so 63,392 in total. This represents an increase of 3,438 or 5.7%.

This can be attributed to a concerted focus to improve Twitter and the introduction of a new social media platform that allows us to better manage social media and gain greater insight. The increase is below target which can be attributed to; restrictions on our use of Instagram (IT security issues which have been addressed from October 2019) and the resources available to increase and grow content, and interactions via social media. There may also be a saturation point in terms of followers on Facebook.

On 1 April 2017, we had 37,188 Facebook, 12,907 Twitter followers and 1,347 Instagram followers, so 51,442 in total. On 1 April 2018, we had 42,307 Facebook, 16,204 Twitter followers and 1,443 Instagram followers, so 59,954 in total. This represents an increase of 8,512 or a 16.5% increase. This can be attributed to the introduction of community Facebook pages, a concerted focus to improve Twitter and the introduction of a new social media platform that allows us to better manage social media and gain greater insight. Furthermore the 'Beast from the East' occurred which drives huge amounts of traffic onto social media.

We recorded a 15% growth in 2016/17 due to more people following our Facebook and Twitter feeds, and the addition of Instagram in 2016/17.

On 1 April 2017, we had 37,188 Facebook, 12,907 Twitter followers and 1,347 Instagram followers, so 51,442 in total, which represents an increase of 6,827.

The trend shows that there was an increasing number of local residents choosing to engage with the council's social media channels, with rises of over 10% each year with the exception of 2018/19.


On 1 April 2016, we had 33,914 Facebook and 10,701 Twitter followers, 44,615 in total representing an increase of 13%.

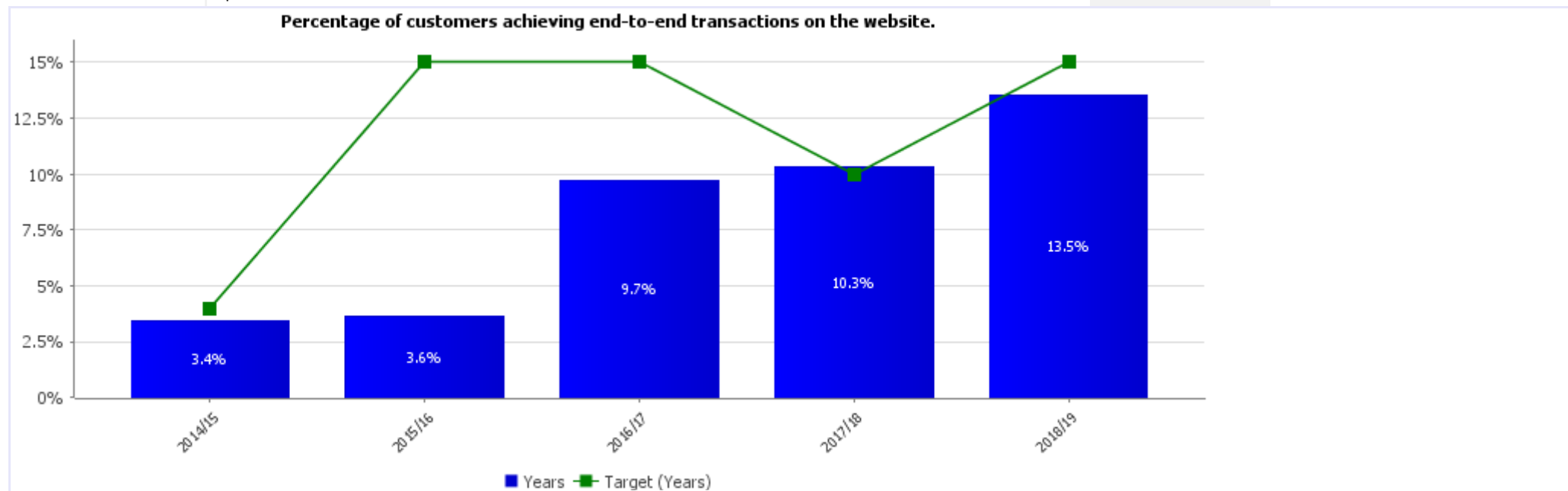
On 1 April 2015, we had 30,501 Facebook and 8,914 Twitter followers, 39,415 in total representing an increase of 10%.

We only have part year data for 2014/15 and figure is used as a baseline only.

We will continue to use our social media channels to share information with local residents, as social media continues to grow in importance as a key channel for engaging the West Lothian public. There is a limit to the number of people who can follow the council on social media and the year on year increase is challenging. The target for 2017/18 and 2018/19 remained at 14%.

Although we have not yet identified the 2018/19 figure, the target for 2019/20 reduced to 8% for two reasons. One: the team reduced in size with the main contributor to social media retiring. The team has maintained the level of content but overall resources has decreased. Furthermore due to IT security settings, the team were unable to access social media channels on council devices. There was a particular impact on our ability to grow Instagram. This issue has been addressed as of October 2019, and the team now hopes to be able to grow channels further.

PI Code & Short Name	CC084_6b.5 Percentage of customers achieving end-to-end transactions on the website.	PI Owner	zCC_PIAdmin; Garry Heron
Description	<p>This performance indicator measures, on an annual basis, the percentage of customers achieving end-to-end transactions on the website. Since the inception of the new website, functionality and self service options have continued to grow through use of online forms and workflow, online payments and automated information services. This has occurred in line with changes in customer demand and an increase in customer expectations, as well as advances in technology through the years.</p> <p>With this being the case, use of the website has changed from purely an information resource to a more transactional platform, allowing customers to carry out and complete tasks online. Therefore it is important to record what impact this has on visitor figures to establish the purpose of their visit over time.</p> <p>Data is recorded through online form data captured through the Goss ICM content management figures as well as transactional data from Revenues and Education. The data is used to identify where high levels of transactional activity are taking place, where improvements could be made and also to identify future potential digital processes to replace current offline services.</p>	Traffic Light Icon	
		Current Value	13.5%
		Current Target	15%



Trend Chart Commentary

When the website was launched, the council originally set an ambitious and aspirational corporate target of moving 25% of its end to end transactions online by 2017.

Progress was initially slow however there was an improvement with 3.4% transactions completed online during 2014/15, the year the new website was launched.

Ongoing development within services to move activities online resulted in a slight improvement in performance in 2015/16. In 2015/16 the percentage of end to end transactions was 3.6%.


Figures for 2015/16 still only related to two metrics (Operational Services Forms and Online Payments). This began to change with the availability of a wider range of transactional activity through the development of web forms. In 2016/17 performance increased to 4.4% from 3.6% due to ongoing web development.

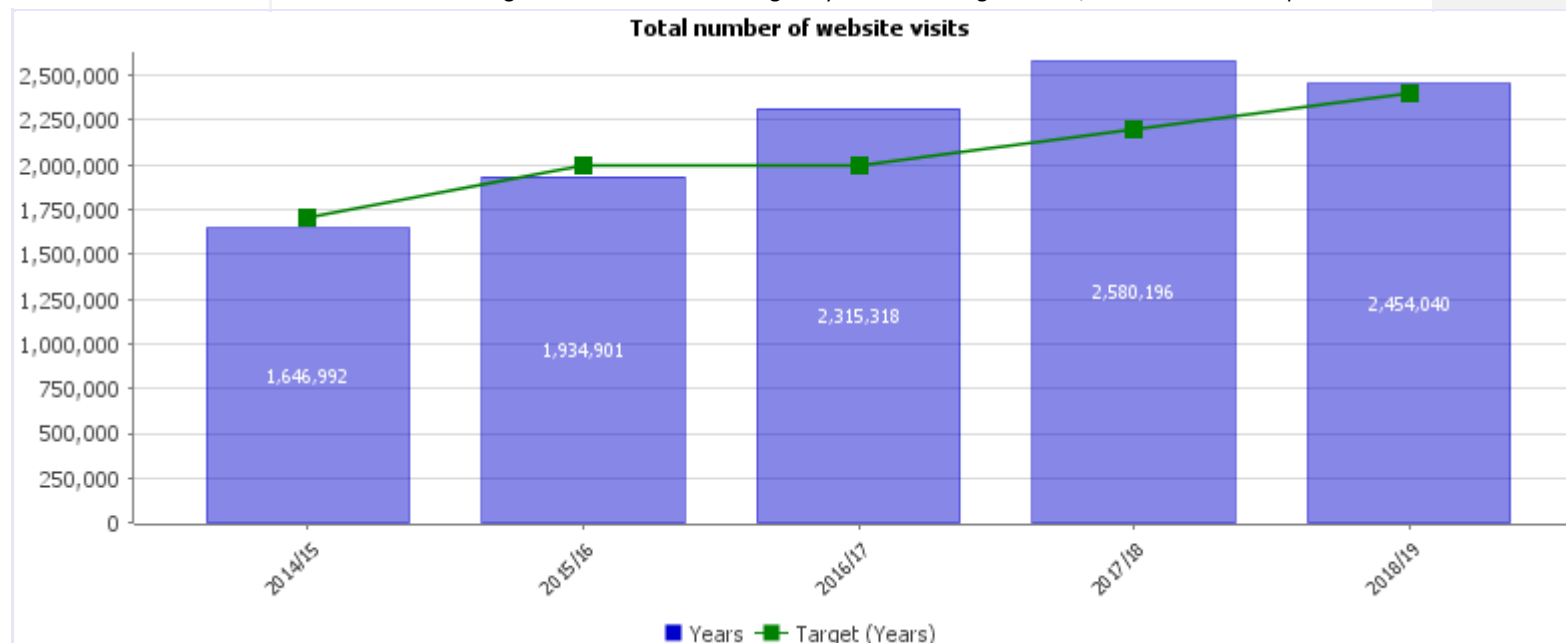
The target was reduced to 10% in 2017/18 to reflect a more achievable target, which is inline with service targets. In 2017/18, 10.3% customer visits were end to end transactions.

Performance improved significantly in 2017/18 as a result of further development. In 2017/18 school payment data was also available and is now included in this indicator.

However it is acknowledged that the target of 25% was not achievable with existing resources and within current timescales.

In 2018/19 the target was set at 15%. Overall, 13.5% of all visits resulted in a transaction. Improvement on 2017/18 figures increased as forecasted through higher use of online school payments and the further introduction of and more online forms and processes. There was an overall increase of over 3% in the number of transactions as a percentage of total visits from the previous year. The actual number of transactions was higher also.

PI Code & Short Name	CC088_9b.6 Total number of website visits	PI Owner	zCC_PIAdmin; Garry Heron
Description	This performance indicator measures, on an annual basis, the total number of visits to the council's website. The figure is taken from Google Analytics which tracks all user data for the website (anonymously). The figure is used to demonstrate growth in web usage as a key communication and transactional channel for customers. Since refresh of the website in July 2014, the website has received significant year on year growth, which demonstrates that customers have a willingness to use the website regularly for a wide range of tasks, information and enquiries.	Traffic Light Icon	
		Current Value	2,454,040
		Current Target	2,400,000



Trend Chart Commentary In 2018/19 2,454,040 visits were made to the council's website

In 2017/18 2,580,196 visits were made to the council's website.

In 2016/17 2,315,318 visits were made to the council's website.

The top 5 most visited pages in 2018/19 (excluding the homepage) were:

School Terms and Holidays 2018/2019

Check Bin Collection Dates


Request a Repair

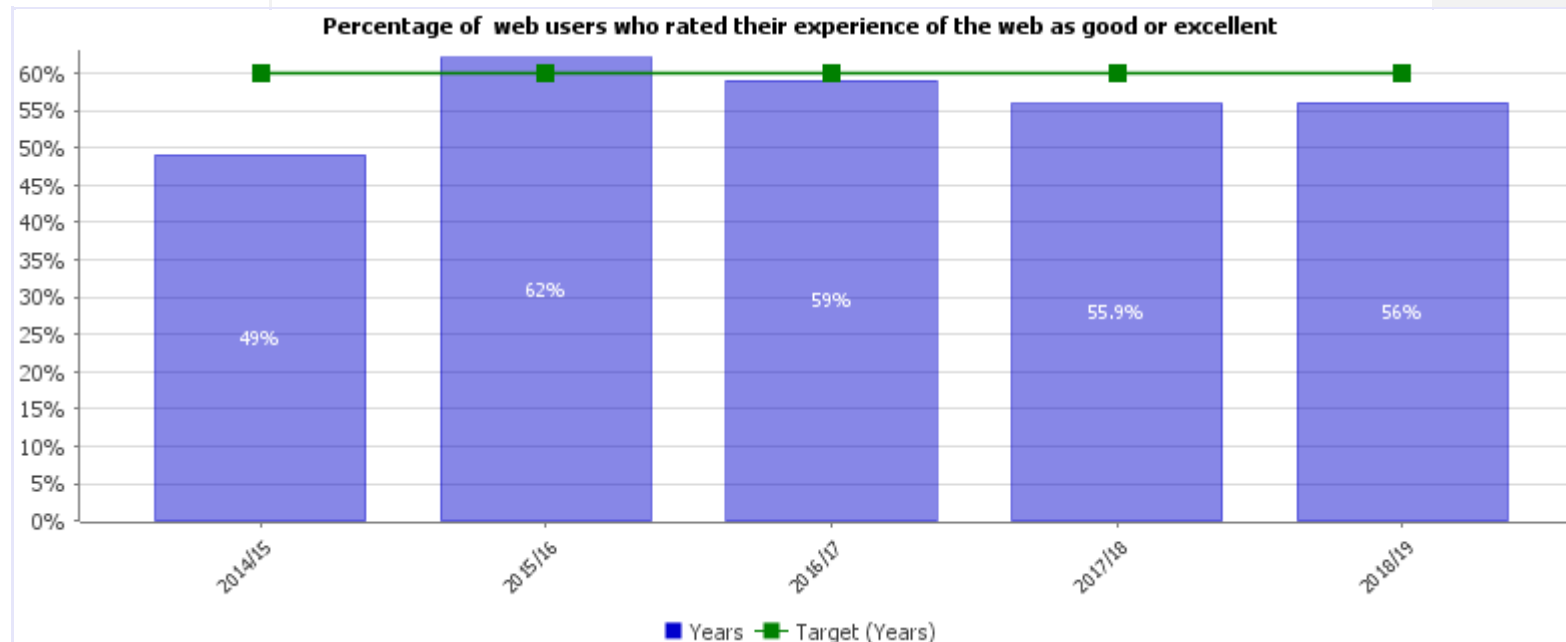
Recycling and Waste

School Holidays

The site has seen an increase in visits year on year since launch. However in 2018/19, the site saw a very slight decrease on the previous year. This is due to a spike in traffic over a short period in Feb/Mar 2018 because of extreme weather, which resulted in an irregular increase in traffic.

The target for 2019/20 is 2,500,000. Functionality and self service options are planned to increase as well as the launch of a new website which should in turn result in an increase in traffic.

PI Code & Short Name	P:CC089_6a.7 Percentage of web users who rated their experience of the web as good or excellent	PI Owner	zCC_PIAdmin; Garry Heron
Description	This performance indicator measures the percentage of web users who rated their overall experience with the council's website as good or excellent. Customer feedback is sought via our online survey where customers are asked to rate their experience of the web as; excellent, good, adequate, poor or very poor. All responses ranked as either 'Excellent' or 'Good' are recorded as a positive response. For each month (frequency), the cumulative number of positive responses are divided by the total number of responses to determine the percentage. The results of customer feedback are analysed on a monthly basis in order to identify areas for improvement.	Traffic Light Icon	
		Current Value	56%
		Current Target	60%



Trend Chart Commentary:

In 2018/19 1551 people responded to the survey. Of that 56% of people rated their satisfaction as good or excellent. Comments often are not directly related to the website itself. They have been categorised as follows:

- Service Failure
- Accuracy of web content
- Website customer experience
- Issues with site functionality
- Issues with third party online services
- Issues contacting the council
- Policy and decision making
- Positive Feedback
- Other

The current survey is dated and restrictive due to it being provided by a national organisation who have been unwilling to provide requested changes.

A project to refresh the website commenced this year and the new website will launch in November 2019. Aligned to this will be a new in-house website customer survey is being introduced with the new website launch. This will allow us to tailor questioning more appropriately as well as provide the ability to allow customers to request contact regarding their comments or concerns.

The customer satisfaction target remains at 60% aligned with previous year figures and to allow for a reduction in resources within the web team which will take place early 2020 which could have an impact on the teams ability to oversee the site as effectively on an ongoing basis.

In 2017/18 55.9% of people who completed the survey rated their overall satisfaction as Good or Excellent. Comparatively low satisfaction levels can be attributed to a number of factors. Some comments relate to inaccuracy or lack of information from services. The web team work extensively to provide feedback to services regarding content which may fall in to this category through our review and reporting processes, however ultimately we are reliant upon services to add the information or make the changes required.

The trend highlights that the 2016/17 results decreased compared to 2015/16 (62%). In 2014/15 49% of web users rated the overall satisfaction as Good or Excellent showing that overall satisfaction had increased since the web was launched in 2014/15.



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. |

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 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	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

Contact Person: Rebecca Kelly

E mail: rebecca.kelly@westlothian.gov.uk Phone 01506 281891

Graeme Struthers
Depute Chief Executive
11 November 2019

APPENDIX 1

Planning, Economic Development and Regeneration Management Plan 2019/20

Economic Development and Regeneration

Service manager: Alice Mitchell, Economic Development and Regeneration Manager

Number of staff: 50.8 (full time equivalents)

Location: Civic Centre

Purpose

The overarching purpose of Economic Development and Regeneration is “Working with others to regenerate West Lothian by enabling individuals, families, communities and businesses to achieve their potential”.

The service through the main teams of Employability, Community Planning & Regeneration and Economic Development will support and lead on:

- ◆ Regenerating the most disadvantaged communities in West Lothian.
- ◆ Improving the life chances of individuals and groups experiencing poverty and disadvantage.
- ◆ Improving employability particularly for young people and other disadvantaged groups.
- ◆ Supporting and promote West Lothian’s economy.
- ◆ Maximising the contribution of business and enterprise through creating jobs and business capacity.
- ◆ Community Planning.

Activities

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

- ◆ Enabling and facilitating community engagement and implementing the key elements of the Community Empowerment (Scotland) Act 2015 and the Community Justice Scotland Act.
- ◆ Supporting the achievement of the Community Planning Partnership Local Outcome Improvement Plan.
- ◆ Supporting customers to alleviate the impact of welfare reform on them by supporting them back into employment, education or training, particularly those affected by Universal Credit.
- ◆ Continuing to support wage subsidies, West Lothian Jobs fund, graduate work experience and non-trade modern apprenticeship opportunities via the Steps n2 Work programme.
- ◆ Leading the production of Local Regeneration Plans in 13 key communities in West Lothian.
- ◆ Review and refresh the Economic Partnership Strategy for West Lothian.
- ◆ Supporting the Third Sector Interface.
- ◆ Support 1,000 unemployed residents, with a range of interventions including accredited training, with 500 of them progressing into a positive destination.
- ◆ Continuing the progression of the West Lothian Jobs Task Force.
- ◆ Promoting enterprise and improving the competitiveness of local firms to retain and strengthen businesses that can grow and create new higher value jobs.
- ◆ Working in partnership with local authorities in the Edinburgh city region to maximise the benefits to West Lothian from an Edinburgh and South East Scotland City Deal.
- ◆ Maximising remaining income from external sources including European Regional Development Fund (ERDF), European Social Fund (ESF) and LEADER to support and enhance local delivery.
- ◆ Maximising the potential of West Lothian as a tourism/visitor destination and promoting the competitiveness of our town centres.

- ◆ Lobbying for continued access to economic development and regeneration funds post Brexit.
- ◆ Reviewing of activities across the service to achieve efficiencies.

Key Partners

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

Our key partners include; other council services, West Lothian College, Police Scotland, Scottish Fire and Rescue Service, Community Councils, Department of Work and Pensions, B4 and Onto Work, West Lothian Youth Action Project, local community development trusts and voluntary sector organisations, Voluntary Sector Gateway West Lothian, NHS Lothian, the third and voluntary sector, Skills Development Scotland, Department of Work and Pensions, the Scottish Government, Scottish Enterprise, the Chamber of Commerce and Federation of Small Businesses and Scotland's Improvement Districts.

Customer Participation

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

Customer Consultation Schedule 2019/20

Customer Group	Method	Frequency	Responsible Officer	Feedback Method
Residents engaged or potentially engaged in employability initiatives	Door knocking / questionnaire/ stakeholders	Quarterly	Service Manager	Email to customers/ leaflets
Key community organisations and partners in areas of high deprivation	Questionnaire / stakeholder events	Annually	Team Leader	Email to customers/ community notice boards
Citizens panel members	Quality of Life survey and thematic focused surveys	Survey every 3 years. Thematic surveys carried out by partners	Community Planning Development Officer	Quality of Life survey report – informs key SOA indicators.
Community groups	Community Engagement practitioners network	Quarterly	Community Planning Development Officer	CPP board and SG and other forums, as appropriate
Equality groups	Through equality forums and let's talk equalities events	Let's talk Equalities bi annually, forums meet quarterly.	Community Planning Development Officer	
Wider stakeholders	Community planning newsletter and website	Quarterly newsletter. Regular website updates	Community Planning Development Officer	Newsletter, website, inside news.
Business Gateway – Start Up service users	Telephone / Online	Ongoing	Business Development Manager	Publication on the website

Customer Consultation Schedule 2019/20

Customer Group	Method	Frequency	Responsible Officer	Feedback Method
Business Gateway – Growth service users	Telephone / Online	Ongoing	Business Development Manager	Publication on the website
Visitors to West Lothian	Market Research	Annual	Business Growth Advisor	Publication on the website
Business Information customers	Electronic survey	Ongoing	Economic Development Officer	E mail
E-zine readers	Electronic survey	Annual	Economic Development Officer	E mail
Traditional town centre users	Market research	Annual	Tourism and Town Centre Officer	Circulation of minutes
Workshop attendees	Feedback forms	Ongoing	Business Development Manager	E mail
Economic conference attendees	Electronic survey	Annual	Economic Development Officer	E mail

Activity Budget 2018/19

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

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

Economic Development and Regeneration

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

Economic Development and Regeneration

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

Economic Development and Regeneration

Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2018/19	PI Category	Staff Resources (FTE)	Revenue Expenditure Budget 2018/19 £	Revenue Income Budget 2018/19 £	Net Revenue Budget 2018/19 £
Community Regeneration	To work with all Community Planning Partners to ensure that they are working together in 9 multi member wards with the common aim of closing the opportunity gap.	5 Improving the employment position in West Lothian	EDR037_Percentage of health checked voluntary organisations where there was evidence of a planned approach to income and expenditure and finances are robustly controlled. Target:95%	High Level	8.6	711,351	(3,296)	708,055
			P:EDR007_Economic Development and Regeneration - Customer satisfaction with the service overall. Target: 95%	Public				
Employment and Skills	Supporting residents to secure and sustain employment, education or training opportunities. This involves developing their individual employability skills. Services delivered outreach in areas of high unemployment.	5 Improving the employment position in West Lothian	EDR032_9b.1a Number of Job Candidates Supported into Work, education or training by Council's Employability Service. Target: 500 individuals	WLAM	19.1	1,446,874	(6,704)	1,440,170
			P:EDR007_6a.7 Economic Development and Regeneration - Customer satisfaction with the service overall. Target: 95%	Public				

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

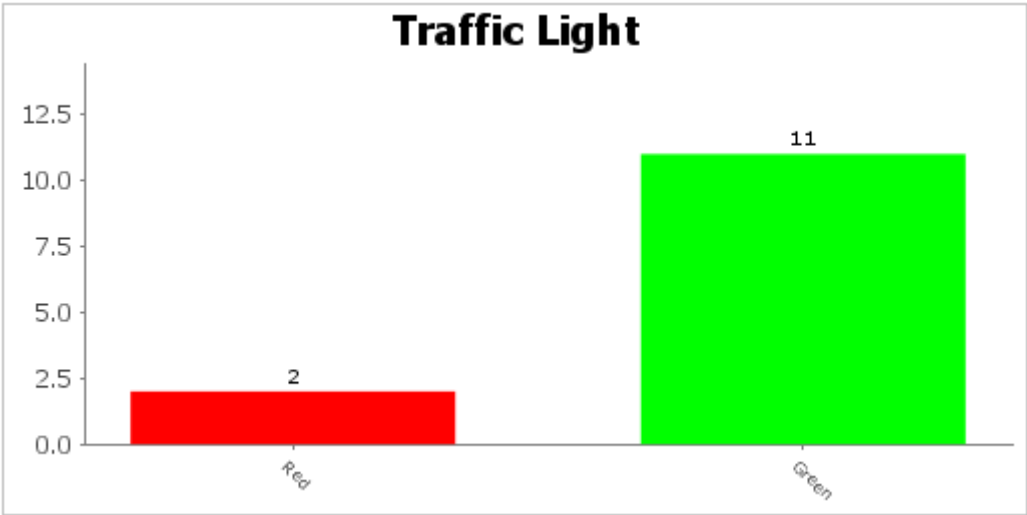
Actions 2019/20


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

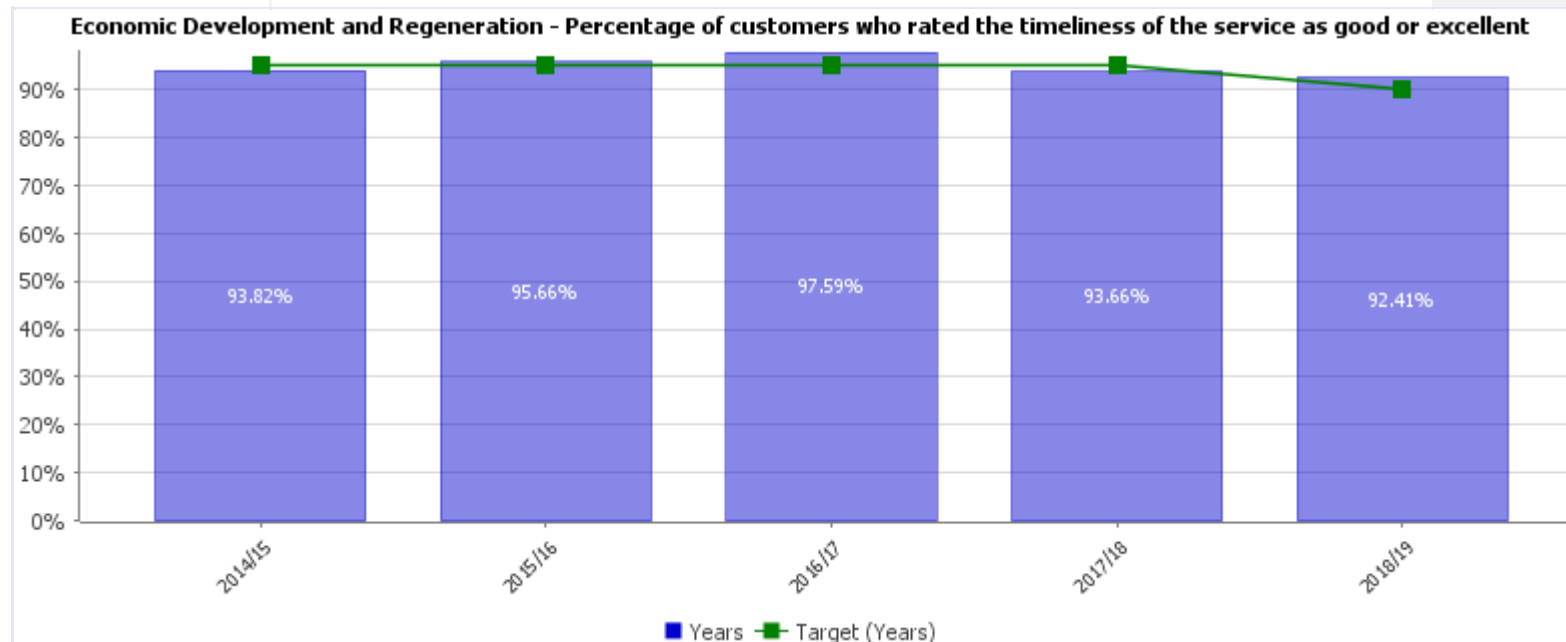
Economic Development and Regeneration Actions 2019/20

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

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PI Code & Short Name	EDR001_6a.1 Economic Development and Regeneration - Percentage of customers who rated the timeliness of the service as good or excellent	PI Owner	zEDR_PIAAdmin; Alice Mitchell
Description	This performance indicator measures the number of Economic Development and Regeneration customers that rated our overall timeliness of response as good or excellent. Collected as part of our monthly survey, customers are asked to rate the quality of the service provided. The survey is a representative sample of customers from the preceding month which are invited to provide feedback by means of a postal, e-mail or online feedback form. Results are analysed to identify improvements to way the service is delivered to customers.	Traffic Light Icon	
		Current Value	92.41%
		Current Target	90%



Trend Chart Commentary:

In 2018/19 92.41% of Economic Development and Regeneration customers rated the timeliness of the service as good or excellent. The 2018/19 rating is down from the previous year by 1.25%, where customer satisfaction with timeliness, good or excellent, was 93.66%. The latest figure reflects that a number of clients rated timeliness as adequate, rather than good or excellent. In 2016/17 the funding supporting the Employability service required a change in focus to supporting customers with multiple barriers through European Social Fund. They require more intensive long term support which has reduced the service's capacity. The change in funding has also resulted in changes to the compliance paperwork required for each customer which has impacted on adviser capacity. Regeneration also had some ratings of adequate related to funding notifications.

Over the last five years, the trend saw a dip in satisfaction levels in 2014/15 at 93.82%. The slight drop was due to two clients citing the time taken for a decision on funding to have taken too long. Between 2015/16 and 2016/17 customer satisfaction increased to 97.59%. The latest figure, which has dropped to similar rating levels seen in 2014/15, reflects that a number of Employability and Regeneration clients have rated timeliness as adequate rather than good or excellent. In the Employability service, changes to supporting customers with multiple barriers, requiring more intensive long term support reduced the service's capacity. Regeneration received some ratings of adequate related to time taken to provide funding notifications which involved a change in the process of funding allocations.

The management team regularly reviews practice and quality of service to identify how to improve delivery of service, using feedback provided by clients through survey responses, client face to face or

telephone conversations (including follow ups), and discussion with staff at team meetings. In order to reduce delays in responses to clients, in the event that an adviser is unable to respond within set service response times, managers will ask colleague members of staff to provide cover and provide timely information and support.

Number of customers who rated the timeliness of the service for each year is as follows:

2018/19 - 426 out of 461 completed surveys rated the timeliness of the service as good or excellent.


2017/18 - 251 out of 268 completed surveys rated the timeliness of the service as good or excellent.

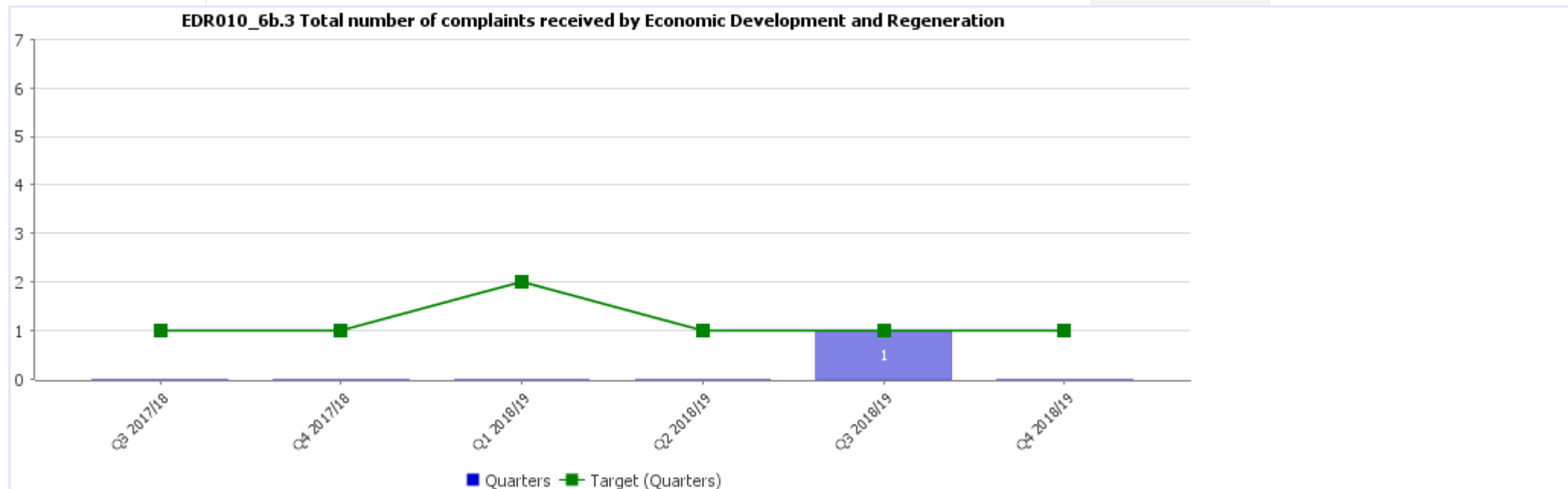
2016/17 - 283 out of 290 completed surveys rated the timeliness of the service as good or excellent.

2015/16 - 529 out of 553 completed surveys rated the timeliness of the service as good or excellent.

2014/15 - 698 out of 744 completed surveys rated the timeliness of the service as good or excellent.

Target for 2019/20 is 90% of Economic Development and Regeneration customers rating the timeliness of our service as good or excellent. This is a reflection of the shift in service focus to more intensive, long-term support provision.

PI Code & Short Name	EDR010_6b.3 Total number of complaints received by Economic Development and Regeneration	PI Owner	zEDR_PAdmin; Alice Mitchell; Jill Staniforth
Description	<p>This indicator measures the total number of complaints received by Economic Development and Regeneration. It is the total number of complaints received by Economic Development at stage one (complaints that the council aims to deal with within 5 working days) and those received directly at stage two (more complex complaints that the council aims to deal with within 20 working days).</p> <p>Note: This is to ensure complaints escalated from stage 1 and stage 2 are not double counted.</p>	Traffic Light Icon	
		Current Value	0
		Current Target	1




Trend Chart Commentary:-

In Q4 2018/19 no complaints were received. One complaint was received in Q3 with regards to general standard of service, which was not upheld. No complaints were received in the previous Quarters 1 or 2.

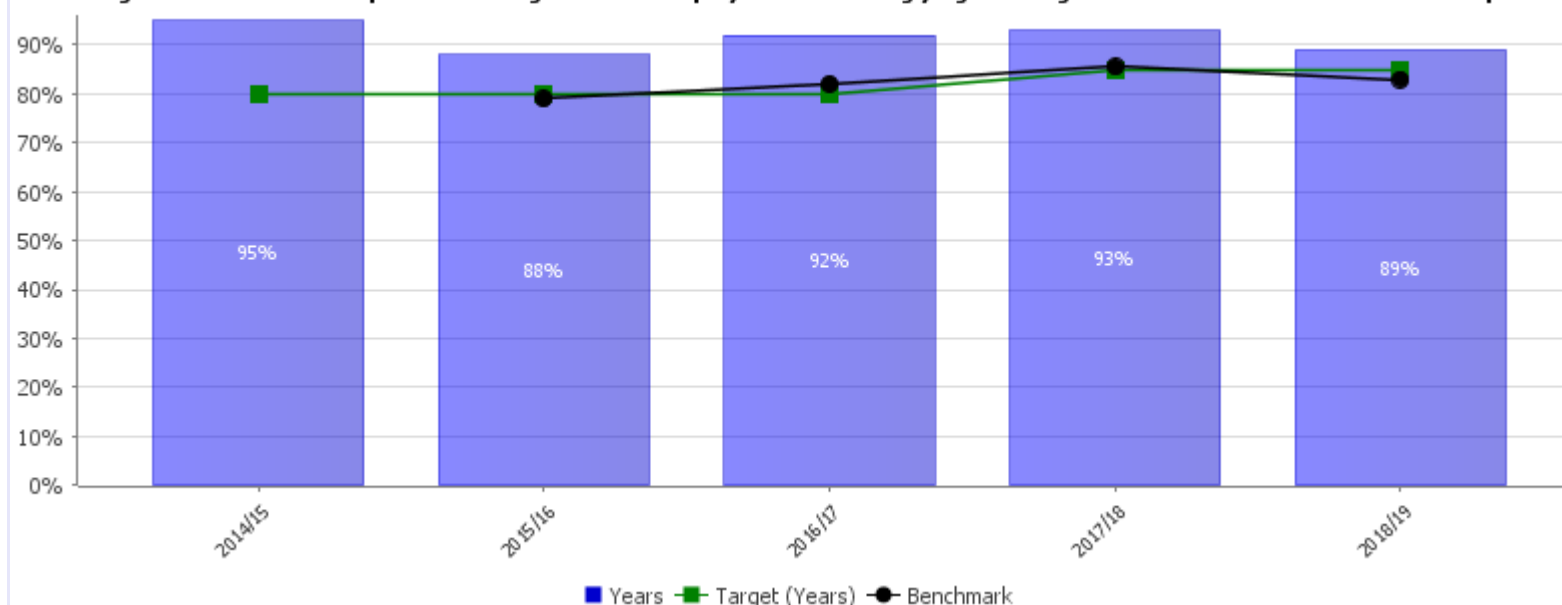
During previous years, throughout 2017/18 no Stage 1 complaints were received, and therefore no following Stage 2 complaints. During 2016/17 there were no Stage 1 or Stage 2 complaints during Quarters 1 - 3. In the fourth quarter of that year, there was one Stage 1 complaint, which was related to standard of service, which was not upheld. During 2015/16 there were two complaints at Stage 1 in Q1, one complaint at Stage 2 in Q2, and one complaint at Stage 2 in Q3. Complaints identified poor communication, which resulted in staff counselling and training.

We follow the Corporate Complaints procedure and follow PEDR service guidance for all Stage One and Stage Two complaints, to adhere to Service Level Agreements against set targets. We welcome all received complaints as an opportunity to improve our service.

The target for 2019/20 is 5 or less complaints, 2 complaints in Qtr 1, and 1 in Qtr's 2,3 and 4. The average number of complaints from Stage 1 and Stage 2, from previous years is 5, we therefore base our target to be 5 or less per year.

PI Code & Short Name	EDR012_7a.1 Percentage of Economic Development and Regeneration employees who strongly agree or agree that there is effective workforce planning	PI Owner	zEDR_PIAAdmin; Alice Mitchell
Description	<p>This is a measure of the level of employee satisfaction with workforce planning within the Economic Development and Regeneration team.</p> <p>Collected by Human Resources Services who carry out the corporate annual survey however, it is the responsibility of the individual service/WLAM unit to manage, analyse and record the data on Pentana, selecting the most meaningful data to develop into the key performance indicators of employee satisfaction.</p> <p>This is calculated by measuring the percentage of respondents to the employee survey who strongly agreed or agreed with the following statements:</p> <ul style="list-style-type: none">- I know what is expected of me at work (Q1)- I have access to the equipment and materials I need to do my job effectively (Q2)- I have access to the information I need to do my job effectively (Q3) (<i>new question included 2017/18</i>)- They can meet the conflicting demands on time (<i>only pertains to 2014-15 to 2016/17</i>)- I can meet the requirements of my job (Q4)- I feel safe at my place of work (Q5) <p>Results are analysed to identify areas of improvement included in Service Level Action Plan.</p>	Traffic Light Icon	
		Current Value	89%
		Current Target	85%

Percentage of Economic Development and Regeneration employees who strongly agree or agree that there is effective workforce planning



Trend Chart Commentary:

The results for 2018/19 show that 89% of employees agreed that there is effective workforce planning within Economic Development and Regeneration. The results for Economic Development and Regeneration are higher than the council benchmark figure of 83%. Further ways to improve workforce planning are being identified through feedback in team meetings, one to one discussions in staff Appraisal Development

and Reviews, and in staff sub groups. These will focus on staff understanding of their role at work, access to support to enable their work (advice/information/materials), and ability to carry out responsibilities.

2018/19 results have dropped by 4% on the previous year. This was expected with the recent changes made through restructuring with Regeneration, Community Planning and Employability teams joining with Economic Development. Changes were also made to staffing within teams due to staff retirements.

The service has been above the council wide benchmarking figure for each of the five years for which we have benchmarking data.

2018/19 - Service result 89%, Council Wide benchmark figure 83%


2017/18 - Service result 93%, Council Wide benchmark figure 85.5%

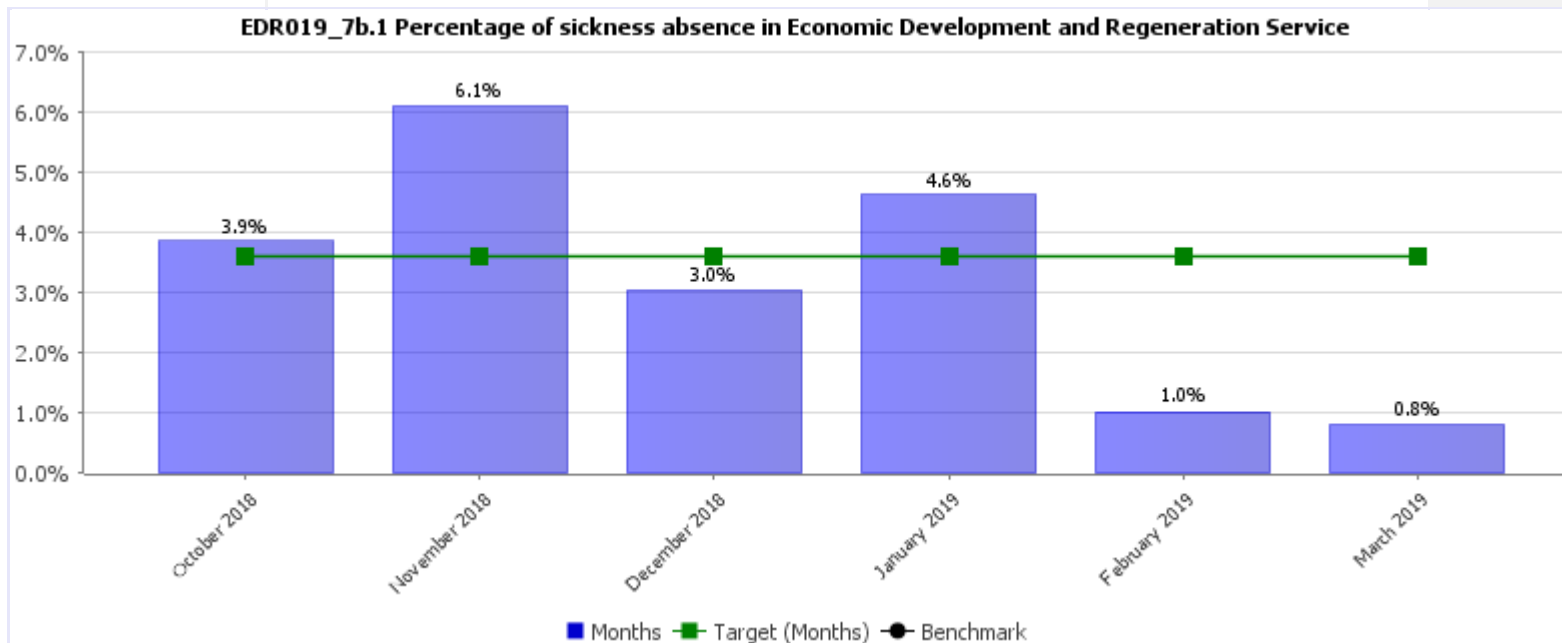
2016/17 - Service result 92%, Council Wide benchmark figure 82%

2015/16 - Service result 88%, Council Wide benchmark figure 79%

2014/15 - Service result 95%, Council Wide benchmark figure 76%

Target for 2019/20 remains at 85% for 2019/20 recognising that in the coming year there will be a further review of activities and resources which may affect staff survey results.

PI Code & Short Name	EDR019_7b.1 Percentage of sickness absence in Economic Development and Regeneration Service	PI Owner	zEDR_PAdmin; Alice Mitchell
Description	This performance indicator measures as a percentage the sickness/absence statistics relating to the Economic Development and Regeneration Services, within Planning & Economic Development, as provided by West Lothian Council's Human Resources Department. This indicator collects data from HR which runs one month behind the current calendar month.	Traffic Light Icon	
		Current Value	0.8%
		Current Target	3.6%




Trend Chart Commentary:

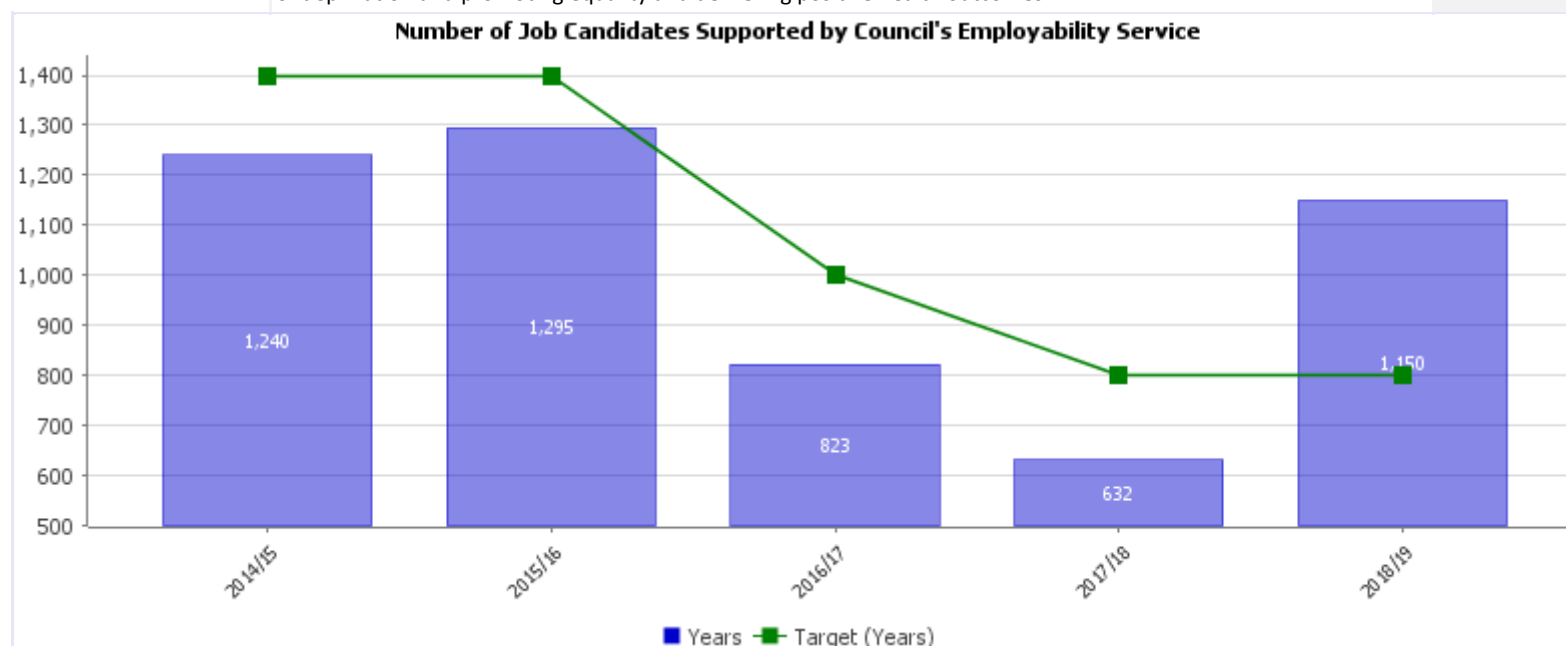
In March 2019, sickness absence was at 0.8% which is below the service level of 4.0% and the corporate target of 3.6%. The return to lower levels of absence followed a period of seasonal illness.

From May 2018 through to September 2018 staff absence levels were below the corporate target and the service target. There was a small rise between September and October 2018, while one member of staff was on long term sickness. In the last quarter of 2018, there was a rise from 3.85% in October, increasing to 6.09% in November and dropping down again to 3.03% in December 2018. During January there was a return to a higher level of absence at 4.62%. Two members of staff were off with long term illness during November and December, and there was an increase in staff off with seasonal illness between November 2018 and January 2019. In February 2019, levels of absence dropped back down to below the service level target at 1.0% and have remained low in March compared to the previous year when absence levels were higher, 4.2% in February 2018 and 2.3% in March 2018.

Managers continue to work with teams in all areas to ensure that cases are effectively managed in line with agreed council procedures. Sickness levels are monitored on a monthly basis and the service takes the appropriate action in compliance with the Council's Sickness Absence Policy, to manage all periods of absence.

The corporate and service targets are at 3.6% and 4.0% respectively for the 2019/20 target.

PI Code & Short Name	EDR031_9b.1a Number of Job Candidates Supported by Council's Employability Service	PI Owner	zEDR_PAdmin; Clare Summers
Description	<p>This is the annual number of new clients supported through the Council's Access2Employment service. Employment advisors support clients through training, workshops, one-2-one advice and information on job / education opportunities.</p> <p>All clients complete a registration form on initial engagement which is entered into a client information management system. For each month, the number of registrations is collated and discussed at team meetings.</p> <p>This activity contributes to the council priorities of improving the employment position, minimising poverty, the cycle of deprivation and promoting equality and delivering positive health outcomes.</p>	Traffic Light Icon	
		Current Value	1,150
		Current Target	800



Trend Chart Commentary:

In 2018/19, performance of 1150 new registrations was achieved against a target of 800. This increase in performance was as a result of the introduction of Universal credit full service into West Lothian. During the reporting year the service was supporting client unable to make their claim online to do this, 312 clients engaged for Universal credit support increasing the number of clients registering with the service for support.

In 2016/17 the funding supporting the service changed focus to supporting customers with a multiple barriers. They require more intensive long term support which has reduced the services capacity. In addition the service introduced a number of courses including Women n2 Work which is a 7 week course delivered by 2 advisors to 10 participants. This again reduced the services capacity to engage with customers which is the reason for the reduction on targets and clients engaged in 2016/17 and 2017/18.

The three year trend in 2016/17 and 2017/18 is downwards with a significant increase in 2018/19 as a result of Universal Credit. The dips in performance were as a result of two main factors. A significant number of Welfare reform measures were introduced including the bedroom tax and benefit cap. Due to the impact of welfare reform the service has seen an increase in customers who require more intensive

support. As a result the capacity of advisors to register new clients has decreased. In 2016/17 the service introduced new funding which meant a shift towards supporting clients with more complex issues which meant more intensive support was required and less capacity available for supporting large numbers of clients. In addition to the change in focus the funding has brought an increase in compliance paperwork which has had an impact on the available of advisors to engage with new clients.

2018/19 Access2employment registered 1150 new customers


2017/18 Access2employment registered 632 new customers

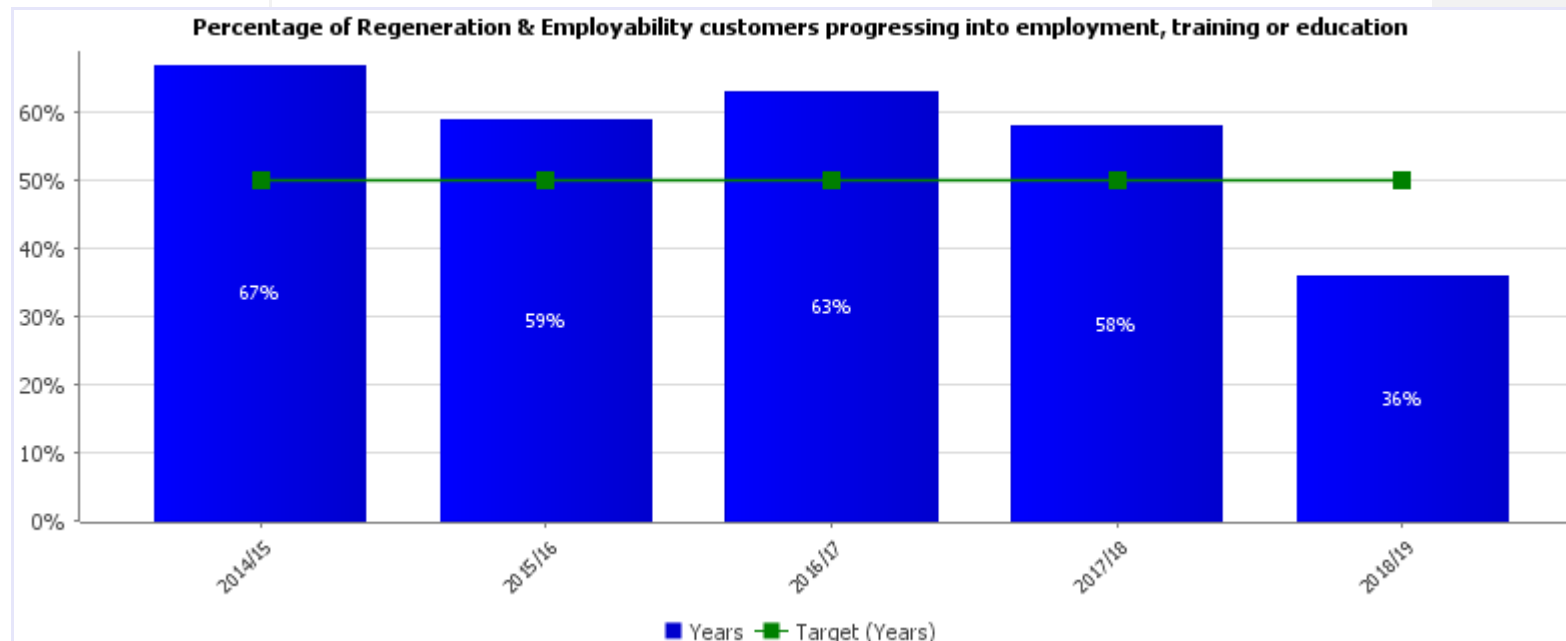
2016/17 Access2employment registered 823 new customers

2015/16 Access2employment registered 1,295 new customers

2014/15 Access2employment registered 1,240 new customers

The target for 2019/20 will remain at 800 based on the number of employment advisors and capacity to support the challenging client group particularly given the compliance associated with the funding. The support being provided by the Service in 2018/19 for Universal credit will be delivered by Citizens Advice Bureau and is therefore not factored into the target.

PI Code & Short Name	CP:EDR035_9b.1a Percentage of Regeneration & Employability customers progressing into employment, training or education	PI Owner	zEDR_PAdmin; Clare Summers
Description	<p>This performance indicator is part of the performance scorecard for the council's Corporate Plan 2018/23 and will contribute to priority 5 improving the employment position in West Lothian. This indicator measures percentage of Access2employment customers who progress into employment, training or education as a result of our support</p> <p>This activity contributes to the council priorities of improving the employment position and delivering positive health outcomes.</p>	Traffic Light Icon	
		Current Value	36%
		Current Target	50%



Trend Chart Commentary:

In 2018/19, performance of 36% of customers supported into a positive destination was achieved against a target of 50%. This is below the annual target of 50% for the first time and a significant decrease in performance from the previous year.


During 2018/19 Universal credit full service was introduced into West Lothian which had an impact on the service. The service was required to provide support to clients unable to make their claim online to undertake this, 312 clients engaged with the service for Universal credit support. This increased the number of clients registering with the service for support. Due to the nature of the client group they were far from the labour market and required support to access benefits rather than employability support in the first instance. As a result the number of clients engaging with the service was high versus the number supported to progress into a positive destination.

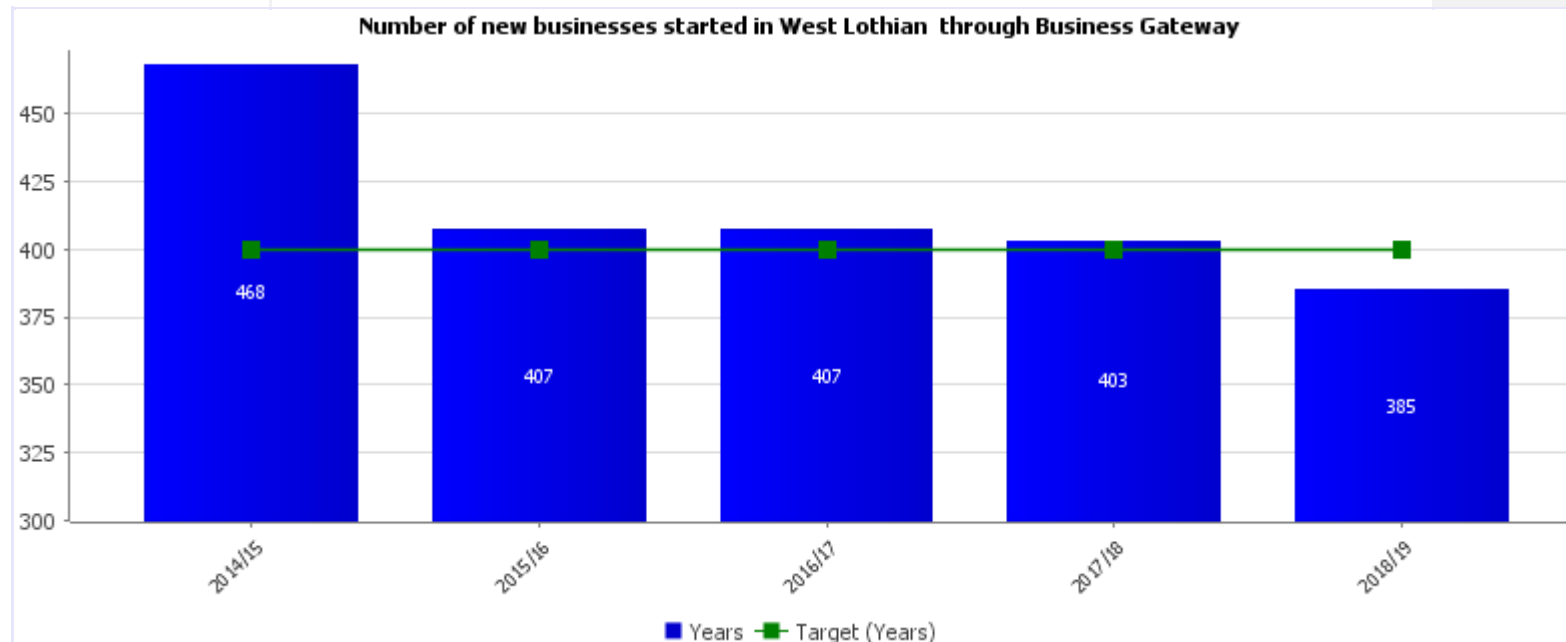
The three year trend is downward as a result of the change in the service delivery and the impact of welfare reform changes, customers registrations were reduced from 2016 / 17 onwards to enable staff to work with clients more intensively who are presenting with multiple barriers.

2018/19 The service supported 412 of their clients into a positive destination, whilst registering 1150 new clients
2017/18 The service supported 366 of their clients into a positive destination, whilst registering 632 new clients
2016/17 The service supported 517 of their clients into a positive destination, whilst registering 823 new clients
2015/16 The service supported 769 of their clients into a positive destination, whilst registering 1,295 new clients
2014/15 The service supported 825 of their clients into a positive destination, whilst registered 1,240 new clients

The target for 2019/20 will remain at 50% based on the service capacity of engaging with 800 residents and supporting 400 into a positive destination. The support being provided by the Service in 2018/19 for Universal credit will be delivered by Citizens Advice Bureau and is therefore not factored into the target.

The target for this performance indicator is to achieve 15% by 2022/23, and this was set in the development of the council's Corporate Plan.

PI Code & Short Name	CP:EDR038_9b.1a Number of new businesses started in West Lothian through Business Gateway	PI Owner	zEDR_PIAAdmin; Jim Henderson
Description	This performance indicator is part of the performance scorecard for the council's Corporate Plan 2018/23 and will contribute to priority 5 improving the employment position in West Lothian. This indicator measures the number of new businesses which are helped to start trading by the Council's Business Gateway service. Business start-up is a key element in creating a diverse and sustainable local economy. Every pre-start business is assigned a dedicated business adviser. Each adviser records when one of their clients starts trading. Starts are recorded monthly and the target is reported annually. This service is delivered as part of the Business Gateway contract.	Traffic Light Icon	
		Current Value	385
		Current Target	400



Trend Chart Commentary:

In 2018/19 we helped 385 new businesses to start-up, against a target of 400. This target is agreed as part of the Lothian Consortium of four local authorities. The Consortium target is 1,800 starts per annum. The figure of 385 represents a small decrease of 18 on 2017-18. It is worth noting that starts are a function of wider unemployment rates and local jobs demand. In West Lothian we have lower than average unemployment and unfilled job vacancies. This combination does impact on the level of start-up activity in the local economy.

West Lothian Business Gateway team performance compares well when benchmarked against the LGBF Family Group. Against a Scotland-wide 5 year average of 17 starts per 10,000 population, West Lothian has consistently delivered 20+ starts per 10,000. South Lanarkshire's best is 16 per 10,000 and most recently 14 per 10,000. Inverclyde most recently delivered 11 per 10,000. West Lothian delivered 22 starts per 10,000 in 2017/18, the latest LGBF data available.


In 2017/18 we helped 403 new businesses to start-up, which exceeds the target of 400. This target is agreed as part of the Lothian Consortium of four local authorities. The Consortium target is 2,000 starts per annum. The figure represents a small decrease on 2016-17 but remains above target. It is worth noting that starts are a function of wider unemployment rates and local jobs demand. In West Lothian we have lower than average unemployment and unfilled job vacancies. This combination can reduce the level of starts.

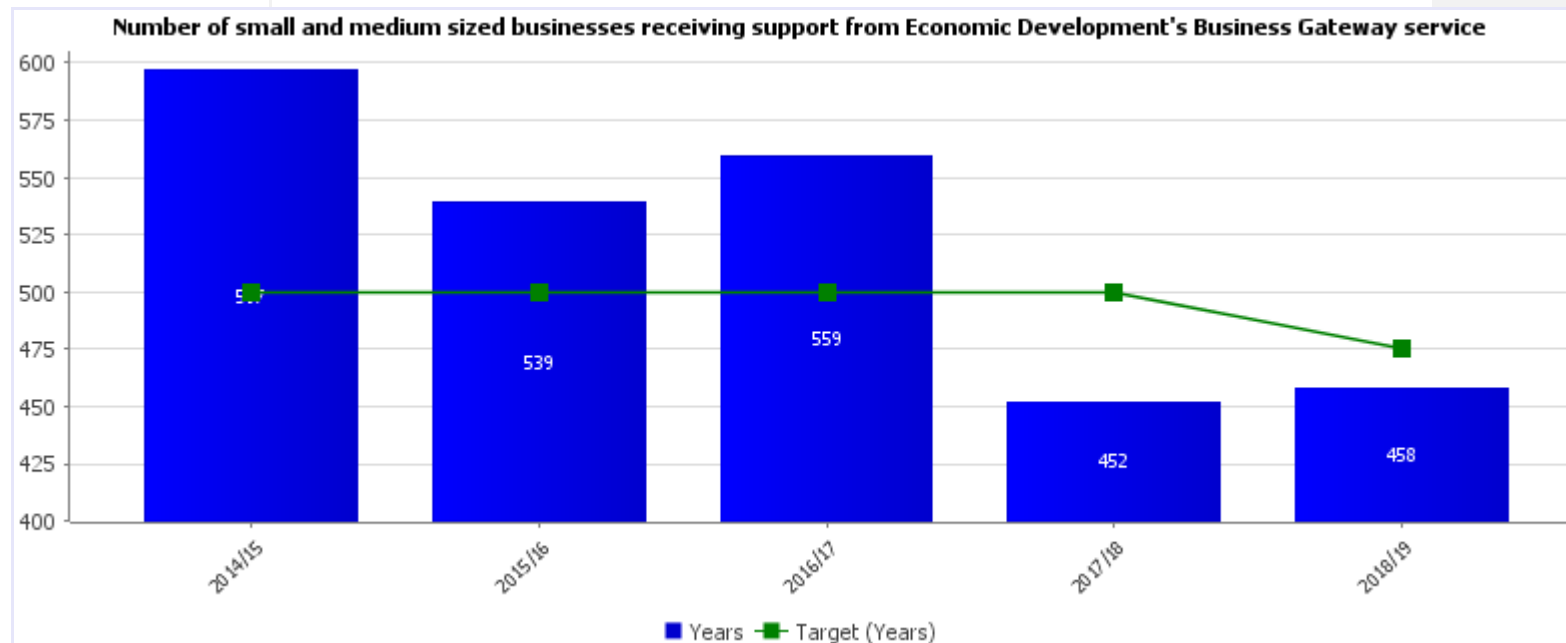
In 2016/17, 407 businesses were helped to start up, consistent with the previous year with 407 businesses helped during 2015/16. These figures are lower than previous years, with 468 business start-ups helped

in 2014/15 and 459 in 2013/14. Figures for 2013/14 and 2014/15 were higher as the team benefited from a larger number of start-up advisers. The team responded flexibly to a reduction in staff resource in the following years of 2015 and 2016, which impacted on capacity to support firms.

2018/19 385 new businesses started
2017/18 403 new businesses started
2016/17 407 new businesses started
2015/16 407 new businesses started
2014/15 468 new businesses started

The target for 2019/20 is 380 starts having regard to the influencing factors set out above.

PI Code & Short Name	CP:EDR039_9b.1a Number of small and medium sized businesses receiving support from Economic Development's Business Gateway service	PI Owner	zEDR_PIAAdmin; Jim Henderson
Description	This performance indicator is part of the performance scorecard for the council's Corporate Plan 2018/23 and will contribute to priority 5 improving the employment position in West Lothian. This indicator measures the number of small and medium sized businesses (firms with 1>250 employees) which were assisted by Economic Development's Business Gateway service. These firms are key contributors to local employment and wealth creation. Support to firms is delivered by a team of business advisers who are part of Business Gateway. Information for this indicator and target is collated cumulatively, with results produced on an annual basis.	Traffic Light Icon	
		Current Value	458
		Current Target	475



Trend Chart Commentary:

In 2018/19, we supported 458 firms against a target of supporting 475 firms. In 2017/18, we supported 452 firms. The 2018/19 figure represents an increase on 2017/18. In 2018 a recruitment round saw 3 new advisers join the team. The existing team has worked well to provide in depth support to the firm assisted.

West Lothian Business Gateway team performance compares well when benchmarked against the SLAED Indicators Framework 2017-18. Against a Scotland-wide average of 144% intensive support, West Lothian delivered 238%. South Lanarkshire delivered 100% and Inverclyde 140%, both below the Scotland average of 144%.

In 2017/18, we supported 452 firms against a target of supporting 500 firms. In 2016/17, we supported 559 firms. 500 firms is a stretching target given the reduced level of staff and in-depth support provided to firms. The 2017/18 figure represents a decrease on 2016-17. There was a reduction in staff resource, both planned and unplanned during 2017, which affected the team's capacity in provision of support to business. The existing team has worked well to provide in depth support to the 452 firm assisted. In 2018/19 the team has been strengthened with the recruitment of three additional, experienced business advisers.

The launch of the Economic Growth Plan in April 2013 created capacity to support more firms. In October 2012, a new Business Gateway contract was agreed which enables more flexibility over local delivery.

We prioritise a more intensive service to businesses and make use of products such as secured loan funding and business health checks, in order to maximise the economic impact of activity in terms of generating new jobs and safeguarding existing jobs.

2018/19 458 businesses supported


2017/18 452 businesses supported

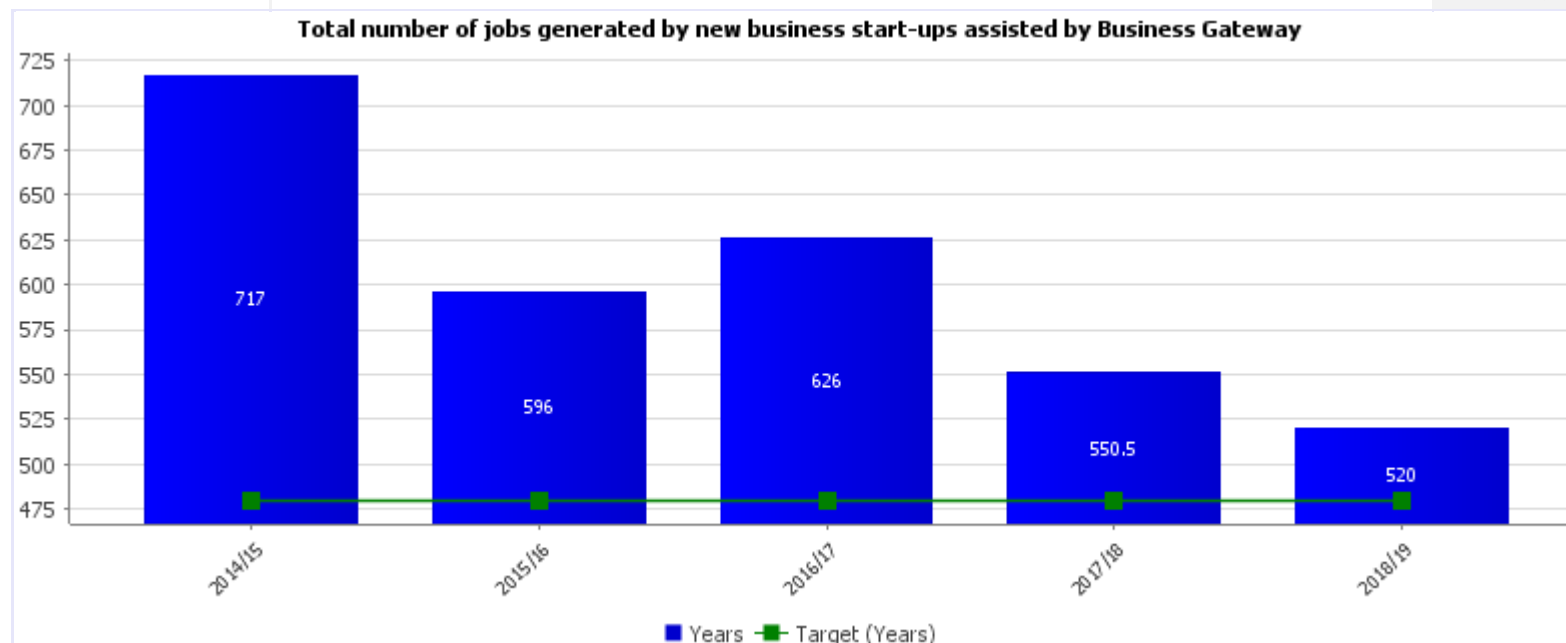
2016/17 559 businesses supported

2015/16 539 businesses supported

2014/15 597 businesses supported

The target for 2019/20 is set at 475 firms supported, this remains a stretching target.

PI Code & Short Name	CP:EDR040_9b.2a Total number of jobs generated by new business start-ups assisted by Business Gateway	PI Owner	zEDR_PIAAdmin; Jim Henderson
Description	This performance indicator is part of the performance scorecard for the council's Corporate Plan 2018/23 and will contribute to priority 5 improving the employment position in West Lothian. This indicator measures the total number of jobs generated by new business start-ups assisted by the Business Gateway. Jobs created are important in preventing negative outcomes and creating life opportunities.	Traffic Light Icon	
		Current Value	520
		Current Target	480



Trend Chart Commentary:

In 2018/19, we helped create 520 jobs, which exceeds the target of 480 jobs. This target is directly linked to the agreed target of 400 business starts. Through adviser intervention, we aim to deliver more starts than target and so create more jobs than target. The 2018/19 figure represents an increase on 2017/18. This change reflects the challenges in the business start-up market. A majority of the new-start businesses are lifestyle, with less need for direct employees. This is a consequence of a strong local labour market with high levels of employment.


In 2017/18, we helped create 550.5 jobs, which exceeds the target of 480 jobs. This target is directly linked to the agreed target of 400 business starts. Through adviser intervention, we aim to deliver more starts than target and so create more jobs than target. The 2017/18 figure represents a decrease on 2016-17. In 2016/17, we helped create 626 jobs against a target of 480 jobs generated. This change reflects the challenges in the business start-up market. A majority of the new-start businesses are lifestyle, with less need for direct employees. This is a consequence of a strong local labour market with high levels of employment.

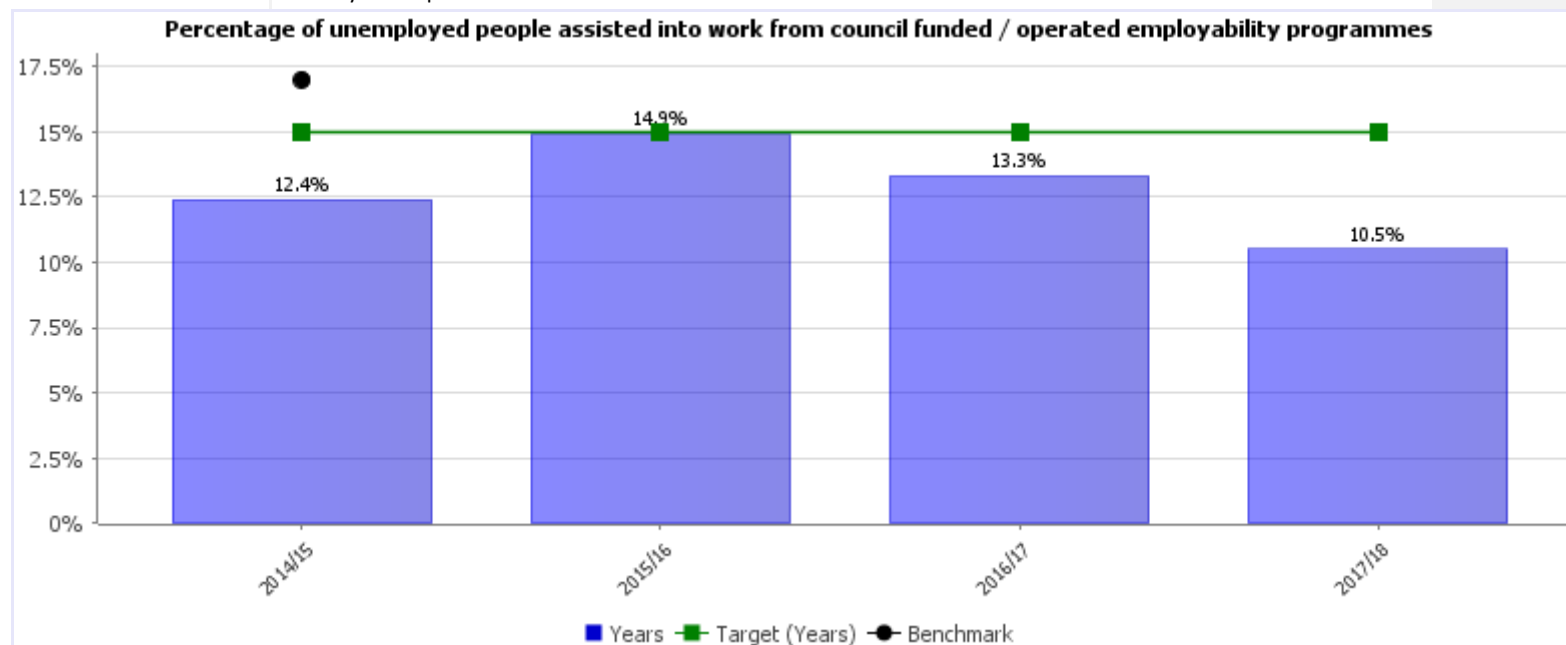
The longer-term trend shows improved service delivery up to 2016/17, from 607.5 jobs created in 2013/14 to 626 jobs created in 2016/17. The stronger labour market, with higher levels of employment has resulted in a reduced number of jobs generated during 2017/18.

2018/19 520 jobs generated by new business start-ups
2017/18 550.5 jobs generated by new business start-ups
2016/17 626 jobs generated by new business start-ups

2015/16 596 jobs generated by new business start-ups
2014/15 717 jobs generated by new business start-ups

The target for 2019/20 is 456 jobs generated from 380 new start-up businesses, having regard to the influencing factors set out above.

PI Code & Short Name	SECON01_9b.1b Percentage of unemployed people assisted into work from council funded / operated employability programmes	PI Owner	zAdmin_SECON; zEDR_PIAdmin; Alice Mitchell
Description	<p>Percentage of unemployed people assisted into work from council funded / operated employability programmes</p> <p>This indicator is based on the number of unique individuals benefiting from support and progressing into employment from council funded or operated employment programmes expressed as a percentage of the number of unemployed within the council area.</p> <p>The Council operates a number of training and work preparation programmes aimed at preparing individuals for job opportunities and responding to the recruitment needs of employers in West Lothian. The main focus in recent years has been to provide targeted training and associated support to young adults (16 to 24 year-olds). Alongside this, the Council delivers specialist training - for example in core employability skills, literacy, numeracy and IT (Information Technology). The initial target was based on the performance of European Funded training packages. Progress is reported annually and the target will be reviewed to take account of all provision delivered by or commissioned by the Council.</p> <p>The number unemployed, which is used to calculate the percentage value, is based on the unemployment Annual Population Survey based estimate for West Lothian published by the Office for National Statistics using the estimate for the year in question.</p>	Traffic Light Icon	
		Current Value	10.5%
		Current Target	15%



The latest data for 2017/18, shows a reduction to 10.5%. The actual number of individuals supported into employment was 345 - a reduction on the 2016/17 figure which was 518. The main reason for this reduction was the need to focus employability support provision on those individuals with more than one barrier to employment. This more targeted approach is a requirement of European Social Fund package which helps to fund the employability programmes which are delivered through the council and its partners. As the overall level of unemployment has declined, those individuals who remain unemployed are


likely to have more complex challenges and barriers - including for example health related conditions, lack of recent work experience or personal debt. These barriers need to be addressed through more intensive support. The targeting of services on individuals with more than one barrier is appropriate, but means that fewer clients can be supported and job outcomes for these clients will be less easily achieved.

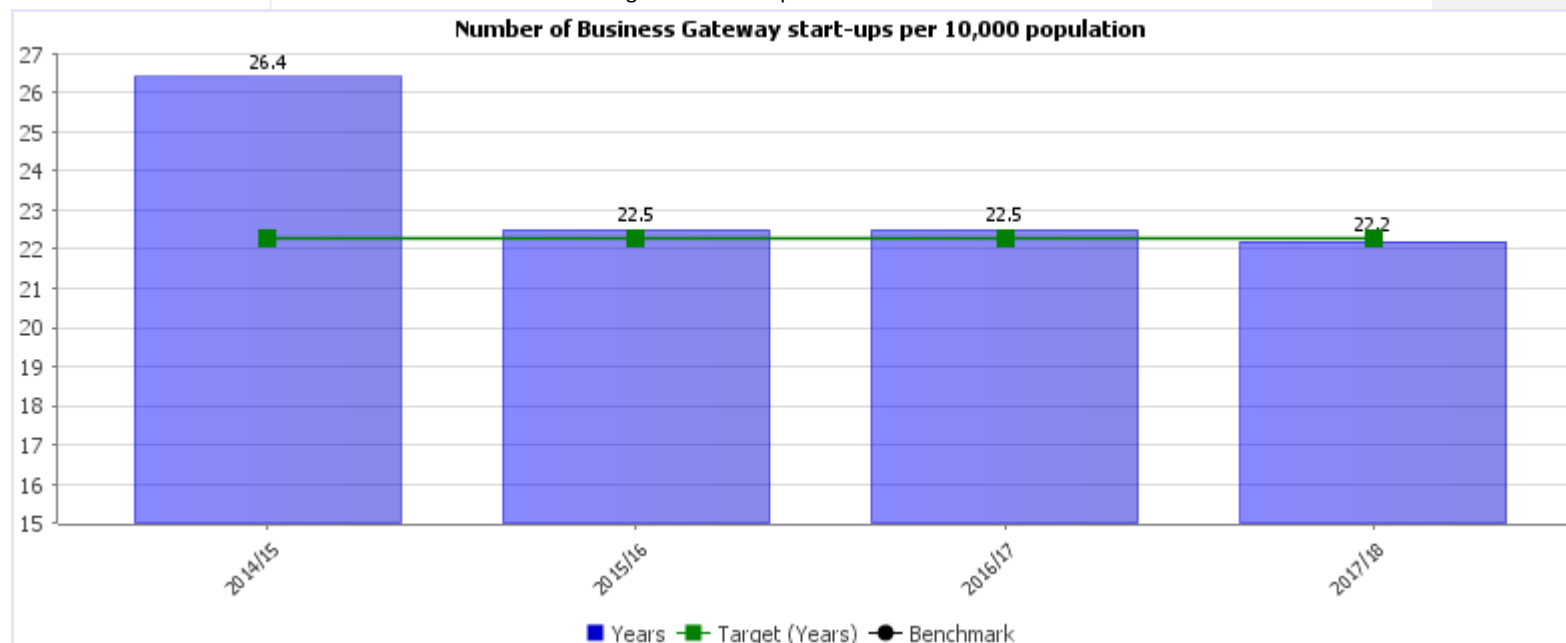
The trend over the last three years has seen a reduction in the number of programme participants who then went on to find work. During the period 2014/15 to 2015/16 there was an increase in programme participants being assisted into work. However the figures fell in 2016/17 and again in 2017/18. It is important to note that as a result of both the economic recovery and the success of employability initiatives, the overall level of unemployment has declined over the five year period to 2017/8. Whilst other areas within Scotland have achieved a net reduction in unemployment, West Lothian's net decrease was greater than most. Youth unemployment levels have decreased from being significantly above the Scottish level to being at or below that level. As noted in 2016/17, employability programmes have been targeted on those individuals who are experiencing multiple barriers to employment and require more intensive support. The number of individuals receiving support and progression into job outcomes have as a result, diminished. Unemployment levels have generally remained static over the last year.

2017/18 Performance in relation to Family Group

West Lothian Council ranked 6 out of 8 authorities in the Family Group (Angus, Clackmannanshire, East Renfrewshire, Inverclyde, Midlothian, Renfrewshire, South Lanarkshire). The top performing council in the Family Group is Renfrewshire which is ranked first in Scotland overall followed by Perth & Kinross ranked second. Information obtained from family grouping benchmark authorities provides an insight into the latest position. In particular Renfrewshire has increased its investment in employability provision alongside other Glasgow city region councils. The area has also seen a rapid fall in unemployment, particularly youth unemployment.

West Lothian Council was ranked 17 out of 32 Scottish authorities in 2017/18, a fall of 1 place from 2016/17. The Scottish average performance was 14.4% compared to West Lothian Council's 10.5%.

PI Code & Short Name	SECON05_9b.1b Number of Business Gateway start-ups per 10,000 population	PI Owner	zAdmin_SECON; zEDR_PIAdmin; Alice Mitchell
Description	<p>This indicator provides the rate of Business Gateway start-ups per 10,000 population.</p> <p>This high level indicator is important because new business formation is a good indicator of how conducive we are to entrepreneurship in the business environment. Small businesses are the lifeblood of local town centres and communities. A fundamental aim of Local Government is to improve the business creation and growth of small businesses in their areas. The provision of good quality support and assistance remains crucial to increasing new business formation and sustainable growth of enterprises.</p>	Traffic Light Icon	
		Current Value	22.2
		Current Target	22.3



In 2017/18, WL Business Gateway assisted 403 new businesses to start-up, exceeding the contracted target of 400 starts. This number was down very slightly on 2016/17 and 2015/16, where 407 (both years) new businesses were assisted to start-up. This resulted in the proportion of starts per 10,000 population being 22.2% in 2017/2018.

A lower number of starts between 2015/16 and 2017/18 has had the effect of reducing our starts per 10,000 population from 26.1 in 2013/14 to 22.5 in 2015/16 and 2016/17, and 22.2% in 2017/2018. The figure represents a small decrease on 2016-17 but remains above target. It is worth noting that starts are a function of wider unemployment rates and local jobs demand. In West Lothian we have lower than average unemployment and unfilled job vacancies. This combination can reduce the level of starts.


The target of 400 starts is agreed as part of the Edinburgh and Lothian consortium of councils delivering Business Gateway. West Lothian is the best performing member of that consortium.

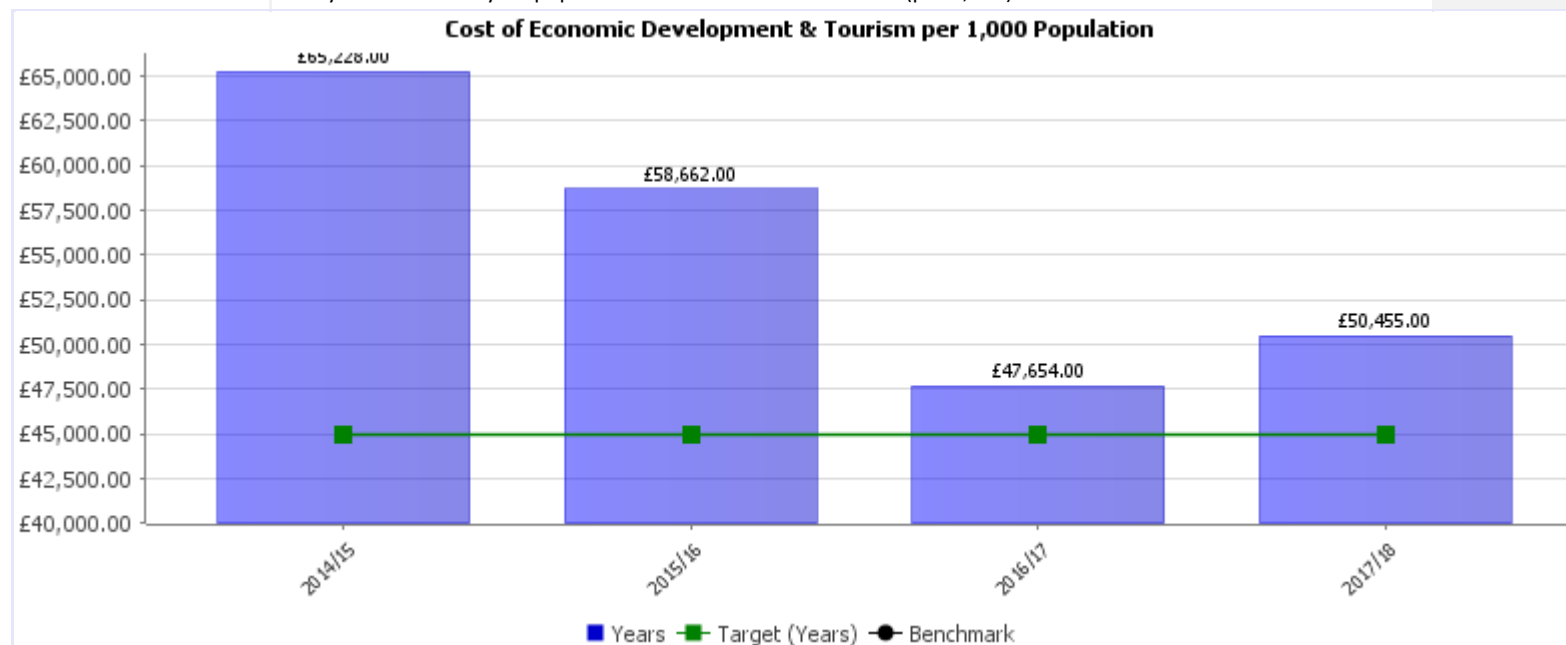
2017/18 Performance in relation to Family Group

West Lothian Council ranked second out of 8 authorities in the Family Group (Angus, Clackmannanshire, East Renfrewshire, Inverclyde, Midlothian, Renfrewshire, South Lanarkshire). As well as being a top performing council in the Family Group, West Lothian is ranked eighth in Scotland overall, with Aberdeenshire, Dumfries & Galloway and Stirling ranking first to third. All of these areas are predominantly rural in

character, where entrepreneurship levels tend to be high.

Target for 2018/19: 22.3% (equivalent to 400 start-ups) commensurate to level of staffing deployed.

PI Code & Short Name	SECON06_9b Cost of Economic Development & Tourism per 1,000 Population	PI Owner	zAdmin_SECON; zEDR_PIAdmin; Alice Mitchell
Description	<p>The Cost of Economic Development & Tourism per 1,000 Population.</p> <p>This indicator is based on the Council's expenditure on the delivery of the Economic Development service, both in terms of capital projects and revenue costs (including staff). For the first time in 2017/18 this expenditure is extracted from the Local Finance Return data which is supplied by councils to Scottish Government, which includes both Economic Development and Tourism capital and revenue spend.</p> <p>The figure is calculated by taking economic development gross expenditure (inclusive of tourism), and dividing this out by the latest mid-year population estimate for West Lothian (per 1,000).</p>	Traffic Light Icon	
		Current Value	£50,455.00
		Current Target	£45,000.00



In 2017/18 the overall estimated expenditure by Economic Development (including Tourism) was £50,455. Although this is the first year that this measure has been included within the framework, historic figures have been provided.


The longer term trend shows a steady decrease in spend between 2013/14 with expenditure at £68,727, decreasing to £47,654 in 2016/17. There was a slight increase in expenditure in the latest year at £50,455. Over the last few years, the council has continued to see an increase in demand for services, combined with reducing budgets, following the reduction in the council's funding.

Within these funding constraints, the service will continue to focus on supporting business and creating employment, whilst protecting the health of the community by promoting regeneration, working with communities in disadvantaged areas to improve their life chances and increased involvement in local decision making.

2017/18 Performance in relation to Family Group

West Lothian Council ranked fifth out of 8 authorities in the Family Group (Angus, Clackmannanshire, East Renfrewshire, Inverclyde, Midlothian, Renfrewshire, South Lanarkshire). The top performing council in the Family Group is Renfrewshire, with an expenditure of £90,471, which is ranked first in Scotland overall. Renfrewshire has increased its investment in employability provision, which comes under the remit of economic development, alongside other Glasgow city region councils. As well as being a top performing council in the Family Group, West Lothian is ranked 21st in Scotland overall. As would be expected, in most cases, city councils and larger authorities had higher economic development spend figures than smaller authorities.

Target for 2018/19: A base target of £45,000 has been selected, however future expenditure will depend upon a number of factors including allocated budget, dependent on council funding, and the potential future impact of Brexit outcomes on European funding programmes.

PI Code & Short Name	SECON07_9b Proportion of people earning less than the living wage	PI Owner	zAdmin_SECON; zEDR_PIAdmin; Alice Mitchell
Description	<p>This indicator provides the proportion of people earning less than the living wage</p> <p>This indicator measures the proportion of low paid employment within West Lothian, defined as the proportion of the workforce jobs estimated to be earning a rate of pay that is below the Living Wage level.</p> <p>The Living Wage is an hourly rate set independently each year. It is calculated according to the cost of living and gives the minimum pay rate required for a worker to provide their family with the essentials of life. In 2018 the living wage was calculated to be £9.00 per hour. The data is based on employees aged over 18 who are on the PAYE system on adult rates.</p> <p>West Lothian Council and other CPP partners are committed to paying all staff the Living Wage and promoting the Living wage to other employers in West Lothian.</p>	Traffic Light Icon	
		Current Value	16%
		Current Target	20%



In 2017-18 the estimated proportion of people earning less than the living wage in West Lothian was 16%. Although this is the first year that this measure has been included within the framework, historic figures have been provided.

The longer term trend shows a steady decrease in the proportion of people earning less than the living wage, between 2013-14 when the proportion was 21.3%, decreasing to 18% in 2016/17, and further down to 16% in 2017-18. This is below the Scottish level - estimated to be 18.4%. The introduction of the National Living Wage (which is essentially a rebranding and up rating of the minimum wage for over 24s) may have had a modest impact on reducing the number and proportion of the population earning less than the real Living Wage. Additionally, the council has adopted the Living Wage and promotes its benefits to partners and businesses in West Lothian, which should have a positive impact, but it is difficult to quantify and predict the overall effect.

2017/18 Performance in relation to Family Group

West Lothian Council ranked second out of 8 authorities in the Family Group (Angus, Clackmannanshire, East Renfrewshire, Inverclyde, Midlothian, Renfrewshire, South Lanarkshire). The top performing council in the Family Group is Midlothian, at 13.8%, which is ranked first in Scotland overall. As well as being a top performing council in the Family Group, West Lothian is ranked fifth in Scotland overall. West Lothian at 16% is lower than most other non-city central Scotland local authority areas.

The Target for 2018/19 is 20%, based on the historic average figure over the last five years. This should be reviewed annually in light of progress and to recognise the changing economic circumstances that might prevail.



PERFORMANCE COMMITTEE WORKPLAN 2019/20

The committee workplan is developed to ensure that the Committee receives outcome reports from the WLAM programme as promptly as possible. This programme operates on a risk based approach, with assessment and scrutiny taking place in every council service (excluding schools) over a three year improvement cycle.

It should be noted that the Performance Committee has the ability to call any Elected Member or officer before the Committee and the workplan would be amended accordingly.

Date	Focus Area	Report	WLAM Unit	Responsible Officer	CMT
09-Sep-19	LGBF Comparative Analysis 2017-18	Corporate performance report	Performance and Improvement Service	Rebecca Kelly	Graeme Struthers
	Corporate Complaints Q1 2019-20	Corporate performance report	Performance and Improvement Service	Joe Murray	Graeme Struthers
	Improvement Strategy – Annual Update 2018/19	Corporate performance report	Performance and Improvement Service	Rebecca Kelly	Graeme Struthers
	Digital Transformation Strategy	Corporate performance report	Digital Transformation team	Karen Cawte	Graeme Struthers
	Workplan				
11-Nov-19	Economic Development and Regeneration	Service performance report	Economic Development and Regeneration	Alice Mitchell	Craig McCorriston
	Educational Quality Improvement	Service performance report	Educational Quality Improvement	Greg Welsh	Donna McMaster
	Corporate Communications	Service performance report	Corporate Communications	Garry Heron	Julie Whitelaw
	Workplan				
6-Jan-20	Factfile 2019	Corporate performance report	Performance and Improvement Service	Rebecca Kelly	Graeme Struthers

Date	Focus Area	Report	WLAM Unit	Responsible Officer	CMT
	Corporate Plan Report 2018/19	Corporate performance report	Performance and Improvement Service	Rebecca Kelly	Graeme Struthers
	Corporate Complaints Q2 2019-20	Corporate performance report	Performance and Improvement Service	Joe Murray	Graeme Struthers
	IT Services	Service performance report	IT Services	Ian Forrest	Julie Whitelaw
	Housing Need	Service performance report	Housing Need	Katy McBride	AnnMarie Carr
	Workplan				
03-Feb-20	Citizen Led Inspection – annual update report	Corporate performance report	Performance and Improvement Service	Rebecca Kelly	Graeme Struthers
	Audit, Risk and Counter Fraud	Service performance report	Audit, Risk and Counter Fraud	Kenneth Ribbons	Donald Forrest
	Construction Services	Service performance report	Construction Services	Marjorie Mackie	Donald Forrest
	Building Services	Service performance report	Building Services	Grant Taylor	AnnMarie Carr
	Workplan				
23-Mar-20	Corporate Complaints Q3 2019-20	Corporate performance report	Performance and Improvement Service	Joe Murray	Graeme Struthers
	Legal Services	Service performance report	Legal Services	Carol Johnston	Julie Whitelaw
	CSC	Service performance report	CSC	Ralph Bell	AnnMarie Carr
	Housing Performance and Change	Service performance report	Housing Performance and Change	Sarah Kelly	AnnMarie Carr
	Workplan				

Date	Focus Area	Report	WLAM Unit	Responsible Officer	CMT
25-May-20	Corporate Complaints Q4 2019-20	Corporate performance report	Performance and Improvement Service	Joe Murray	Graeme Struthers
	WLAM – End of Programme Report	Corporate performance report	Performance and Improvement Service	Rebecca Kelly	Graeme Struthers
	Planning Services	Service performance report	Planning Services	Jim McGinley	Craig McCorriston
	Housing Operations	Service performance report	Housing Operations	Alison Smith	AnnMarie Carr
	Housing Strategy	Service performance report	Housing Strategy	Colin Miller	AnnMarie Carr
	Customer and Community Services	Service performance report	Customer and Community Services	Ralph Bell	AnnMarie Carr
	Workplan				

Version: 11 November 2019