



Delivering **Better Outcomes**  
Planning & Economic Development  
**Management Plan**  
2014/15

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# 1 Overview

## 1.1 Introduction

### **Welcome to the Planning & Economic Development Management Plan 2014/15**

West Lothian Council's Planning & Economic Development service grouping covers the functional areas of Economic Development, Environmental Health & Trading Standards, and Planning Services which includes the Education Planning, Environment and Climate Change teams. The management plan sets out the service priorities for 2014/15, and provides a review of performance over the previous management plan period.

The teams in the service group are linked in three main ways. Firstly, much of the work of the service group is regulatory in nature, covering a range of statutory processes including planning and related applications, building warrants and various licence applications. In addition, the regulatory functions cover food safety, workplace safety, trading standards, metrology and a range of consumer and environmental protection activities.

Secondly, all service teams in the service group have a role in increasing economic activity in West Lothian. This is focused through the work of the Economic Development service, however the teams in Environmental Health & Trading Standards and Planning Services are also focused on creating a supportive environment for increasing economic output, whilst maintaining protection for consumers and the environment.

Finally, the climate change activities of the service overarch the work of not just the service group but the council as a whole.

The activity budget information set out in the body of the Management Plan details the full range of activities in the service.

## A Review of 2013/14

During the year significant progress was made with implementing the West Lothian Economic Growth Plan which was established following the closure of the Vion / Halls plant in Broxburn in early 2013, with the loss of 1,700 jobs.

Despite the difficult economic conditions, good progress continued to be made with implementing the core development area and strategic housing sites identified in the adopted West Lothian Local plan. During the year, the first house completions were achieved at Winchburgh, and on the strategic site at Heartlands in Whitburn. Housebuilding also commenced at the Calderwood CDA. Overall the rate of house completions during the year increased to [around 600 - final figure to be inserted after 31/3] compared to 497 in the previous year.

At Heartlands the new motorway junction on the M8 was opened in September. This is the first wholly privately funded motorway junction in Scotland. In early January Oil States Klaper announced that it was to develop a major production facility at the Cowhill Business Park, marking the first significant development on the site.

During the year, additional school capacity was provided at Boghall Primary, St. Anthony's Primary, Armadale Primary and Winchburgh Primary / Holy Family Primary. These extensions, together with a catchment area change in central Livingston, have helped to support further housing building in West Lothian. Other key successes during the year included:

- Introducing a Trusted Trader Scheme.
- Introducing a Food Hygiene Information System
- Hosting a successful Tourism Conference at Howden Park Centre and attended by over 100 delegates.
- Progressing the Housing Recovery Action Plan.
- Gaining approval for the introduction of biomass boilers at council facilities and LED technology on street lighting as part of the energy reduction workstream.
- Making significant progress with the implementation of the Economic Growth Plan and approval of a revised Economic Strategy.
- Continuing to secure significant levels of developer contributions to support infrastructure improvements.

## **The Year Ahead – 2014/15**

Outcomes for 2014/15 will continue to challenge and improve on those in previous years. The service will continue to focus on supporting business and creating employment, with the commitment of supporting 3,000 jobs through the Economic Growth Plan over the next two to four years. In addition, the service will continue to assist developers with progressing key development projects while ensuring that the council meets its regulatory obligations, particularly in Building Standards, Environmental Health, Trading Standards and Planning.

A number of strategies will be progressed during the year. The council's Economic Strategy and Climate Change Strategy will be progressed and implementation commenced. The Main Issues Report to the first West Lothian Local Development Plan will be published and work will commence on the second Strategic Development Plan for Edinburgh and the South East of Scotland.

A number of changes necessitated by legislative changes and budget efficiencies will be introduced during the year. These include the transfer of Environmental Health & Trading Standards call handling to the Customer Contact Centre and, at the same time, the introduction of charging for pest control work and the movement of planning and building standards advice on-line.

Specific activities and targets for 2014/15 include:

- progressing a Business Improvement District ballot in Linlithgow;
- continuing the programme of projects in villages and traditional towns to achieve full spend of the capital allocation;
- publishing the Main Issues Report of the West Lothian Local Development Plan and working toward the main issues report for the second SESplan strategic development plan;
- implementing a number of education and roads projects supported through the Local Infrastructure Fund;
- continuing to ensure that all statutory applications from small businesses are prioritised with a target of 100% processed within the statutory timescale; and
- dealing with the regulatory impact of the economic downturn including tackling an increasing number of hygiene problems in food premises, trade in counterfeit goods and door-step selling.
- supporting growth, particularly in the housing and construction sectors.

Planning & Economic Development has a key role in facilitating development. This role is of increasing importance given the on-going economic difficulties faced by the country. During the year the service will continue to strive to support economic growth through pro-active engagement with the business sector and supporting and promoting West Lothian as an attractive place to invest and do business.



**Craig McCorrison**  
**Head of Service**  
Planning & Economic Development Services

## 1.2 Context

West Lothian Council continues to operate in a challenging financial climate with the overall economic position placing severe public expenditure constraints on UK and Scottish budgets with associated implications for council funding. Under Delivering Better Outcomes, the council has developed a medium term financial strategy that, through nine modernisation workstreams, will deliver efficiencies to balance income and expenditure plans. Planning & Economic Development will support delivery of this strategy through direct delivery of a number of projects and working in partnership to support delivery of projects in other service areas. Individual units within the service will continue to modernise structures and processes to provide the most efficient model for service delivery.

The principal focus of the work of the service is two-fold. Firstly to promote economic growth while ensuring that development is delivered in compliance with regulatory frameworks. Secondly, to protect the health of the community through application of statute. Growth in the housing and construction sector remains a key focus for the service. The council has identified additional funding to invest in the infrastructure required to support growth. However, while economic circumstances appear to be improving, investment still has to be balanced against risk, and managing risk will continue to be a core consideration. All parts of the service are committed to supporting existing businesses and potential investors and to minimise, as far as possible, the negative impacts created by difficulties in the wider economy.

In these demanding times, it is ever more important that the council makes the most effective use of assets and financial resources in service delivery to continue to provide the greatest positive impact upon the people, families and communities living within West Lothian.

The purpose of the Management Plan is to outline the specific activities and actions that the service intends to carry out through the year. It sets out activities and related performance measures. All units within Planning & Economic Development play a vital role in supporting economic growth and balancing this with appropriate protection for customers and the environment. Contributing to the overall strategies, plans and values of the council and the revised Single Outcome Agreement is integral to all service activities.

### 1.3 Partnership Working

Effective partnership working is central to the delivery of many of the outcomes supported by Planning & Economic Development. These partnerships take a variety of forms, including statutory and non statutory arrangements. Some operate within a fairly rigid framework, while others are more flexible and take different forms depending on the outcome which is to be achieved. The principal partnerships are as follows:

**SESplan** is the strategic planning authority for Edinburgh and the South East of Scotland. It is a statutory partnership of six planning authorities. The partnership has responsibility for producing the Strategic Development Plan for the area.

The **West Lothian Economic Partnership** Forum is a sub group of the Community Planning Partnership and is focused on promoting West Lothian as an attractive place to do business. Partners include the Chamber of Commerce, Federation of Small Businesses, Department of Works and Pensions, Scottish Enterprise, Skills Development Scotland and representatives of the private sector.

**Business Gateway Consortium** is a partnership between the four Lothian local authorities which oversees the operational delivery of the service and provides strategic leadership for future delivery.

The **South East of Scotland Building Standards Consortium** is an informal partnership of Building Standards services in the Lothians. It provides for peer review when an authority is authorising its own building works and ensures that these works meet the building regulations.

The **Joint Health Protection Plan** is a plan prepared in partnership with NHS Lothian and the other three local authorities within the Health Board area. It outlines how all partners will work together to protect the health of the community.

**West Lothian College** is an active member of the Economic Partnership Forum and Enterprise Sub Group which provide leadership to the Economic Growth Plan.

The Working Together Group is an operation sub group of the Economic Partnership Forum which brings together SDS, DWP and the Council to promote a joined up employer offer.



Service teams also act on an initiative basis with a number of West Lothian Community Planning Partnership partners particularly, but not exclusively, Police Scotland and NHS Lothian. Initiatives are wide ranging and include joint working to address door step crime and partnership working to progress a viable development led solution for the former Bangor Hospital site at Dechmont.

## 1.4 Outcomes, Priorities and Activities

The council has set 8 priorities in the current Corporate Plan (2013/17) in consultation with the local community, partners, stakeholders and our staff. These priorities, along with the 3 enablers themes, represent all the vital activities that the council will undertake in order to achieve better outcomes for West Lothian.

Figure 1 illustrates where the WLAM units in the service *directly* contribute to the council's priorities (and/or) enablers.

	Economic Development	Environmental Health & Trading Standards	Planning Services
<b>Council Priorities</b>			
1. Delivering positive outcomes and early intervention for early years			✓
2. Improving the employment position in West Lothian	✓		✓
3. Improving attainment and positive destinations for school children	✓		
4. Improving the quality of life for older people		✓	
5. Minimising poverty, the cycle of deprivation and promoting equality	✓		✓
6. Reducing crime and improving community safety		✓	✓
7. Delivering positive outcomes on health		✓	
8. Protecting the built and natural environment		✓	✓
<b>Enablers</b>			
Financial planning			✓
Corporate governance and risk			
Modernisation and improvement	✓	✓	✓

Figure 1: Council priorities and activities

## 1.5 Corporate Strategies

The council has corporate strategies that set out what we want to achieve for a particular priority, outcome or targeted group within a corporate planning period (4 years), including what we will do, with our partner services and agencies, to deliver those outcomes.

The service has responsibility for the development and implementation of the following corporate strategies:

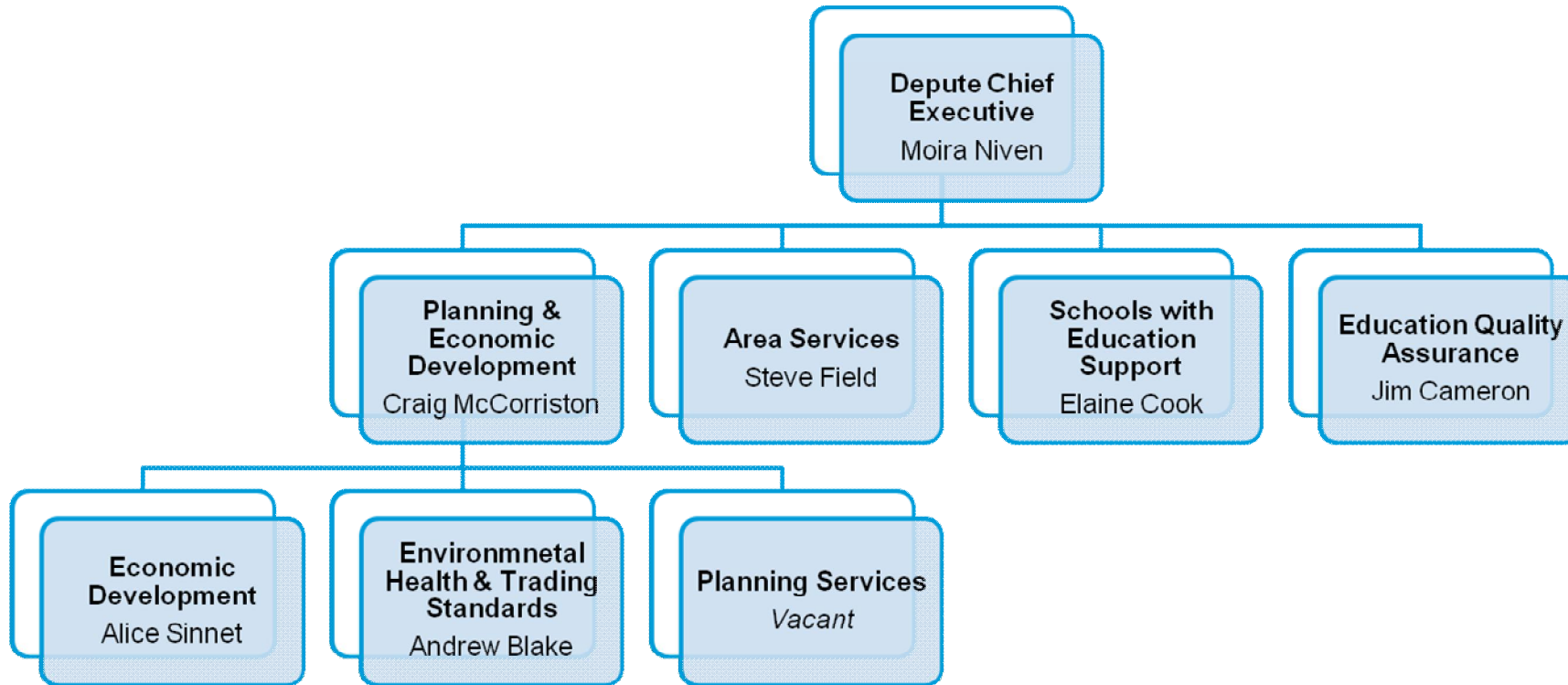
Corporate Strategy	Strategy Outcomes	Start	End	Review Date
Strategic Development Plan (The strategic component of the West Lothian Development Plan)	<ul style="list-style-type: none"> <li>■ Provide a framework for strategic planning decisions</li> <li>■ Ensure sufficient land is identified to meet housing and economic growth</li> <li>■ Identify strategic infrastructure requirements</li> </ul>	Nov 2013	Nov 2024	Sept 2014
West Lothian Local Plan (The local component of the West Lothian Development Plan)	<ul style="list-style-type: none"> <li>■ A framework for development management decisions</li> <li>■ Identify sites to meet projected housing and economic growth</li> <li>■ Identify local infrastructure requirements</li> </ul>	Jan 2009	Jan 2024	Mar 2014
Economic Strategy	<ul style="list-style-type: none"> <li>■ Support 3000 individuals into jobs / training</li> <li>■ Reduce the unemployment rate particularly for those aged 18-24</li> <li>■ Promote West Lothian as a place to do business</li> <li>■ Increase attainment levels</li> </ul>	Mar 2014	Mar 2019	Jan 2019

Corporate Strategy	Strategy Outcomes	Start	End	Review Date
Climate Change Strategy	<ul style="list-style-type: none"> <li>■ Provide a framework for reducing the council's impact on climate change</li> <li>■ Provide a framework for adaptation to the impacts of climate change</li> <li>■ Set a framework for carbon management and reduction</li> </ul>	June 2014	June 2019	Jan 2019

*Figure 2: Corporate Strategies*

## 2 Planning & Economic Development Service Structure

The service is part of the Education, Planning and Area Services directorate and the management structure is outlined in figure 3 below:



## 3 Service Activity

### 3.1 Economic Development

Manager:	Alice Sinnet
Number of Staff (FTE):	39 FTE
Location:	Civic Centre

#### Purpose

The Economic Development service has a key role in monitoring the West Lothian Economy and providing services to individuals and businesses to help deliver the conditions for economic growth in West Lothian. The Business & Enterprise team deliver support, advice and assistance to individuals starting up businesses in West Lothian; assist existing companies to safeguard jobs and to grow and expand locally; and help attract firms to relocate to the area. The Economic Policy & Business Intelligence team inform and develop the local economic strategy, monitor the economy and maximise income from external sources to support service delivery.

#### Activities

The main activities of the service in 2014/15 will be:

- Implementation of the West Lothian Economic Growth Plan.
- Promoting enterprise and improving the competitiveness of local firms to retain and strengthen businesses that can grow and create new jobs.
- Creation of the new Enterprise and Skills Hub in the Centre in partnership with West Lothian College and Land Securities
- Partnership project with Scottish Enterprise to create a centre of excellence around manufacturing and engineering
- Maximising income from external sources to support and enhance local delivery.
- Promoting West Lothian as a tourism \ visitor destination and promoting the competitiveness of our town centres.

#### Key Partners

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

- The Scottish Government including agencies such as Scottish Enterprise.
- The Chamber of Commerce and Federation of Small Businesses.
- West Lothian College.
- Department of Work and Pensions.
- Skills Development Scotland.

## Customer Participation

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

Customer Consultation Schedule				
Customer Group	Survey Method	Frequency	Responsible Officer	Feedback Method
Business Gateway – Start Up Service users	Telephone / Online	Ongoing	Jim Henderson	Publication on the website
Business Gateway – Growth Service users	Telephone / Online	Ongoing	Jim Henderson	Publication on the website
Women in Business	WIB Steering Group	Ongoing	Yvonne Shaw	Circulation of minutes
Visitors to West Lothian	Market Research	Annual	Anna Young	Publication on the website
Business Information customers	Survey Monkey	Ongoing	Jill Staniforth	E mail
E-zine readers	Survey Monkey	Annual	Andrew Cotton	E mail
Traditional Town Centre users	Market Research	Annual	Hazel Hay	Circulation of minutes
Workshop attendees	Feedback Forms	Ongoing	Jim Henderson	E mail
Economic conference attendees	Survey monkey	Annual	Andrew Cotton	E mail

**Activity Budget**

Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2014/15	PI Category	Staff Resource (FTE)	Revenue Expenditure Budget 2014/15 £	Revenue Income Budget 2014/15 £	Net Revenue Budget 2014/15 £
Economic Development Strategy and Policy	To develop the Council and Partner' economic development strategies and to promote West Lothian as a business location to provide economic intelligence and support to inform policy	1. Improving the employment position in West Lothian	EDS034_9b - Economic Development Strategy and Policy - Total number of stakeholders and project partners given advice and support on European Funding. Target 26 awards.	PUBLIC	4.0	135,259	(83,249)	52,010
			EDS013_6A.7 - Percentage of customers who rated the overall quality of the service provided by Business Gateway as good or excellent. Target 100%	PUBLIC				
Town Centre Management & BIDS	To improve and promote traditional town centres as retail, leisure, employment and visitor locations	1. Improving the employment position in West Lothian	EDS032_9B - Town Centre Occupancy Levels for Armadale, Bathgate, Broxburn/Uphall, Linlithgow, Whitburn, and Livingston. Target 93%	PUBLIC	2.0	285,911	0	285,911
			EDS013_6A.7 - Percentage of customers who rated the overall quality of the service provided by Business Gateway as good or excellent. Target 100%	PUBLIC				
Tourism - via Visit West Lothian	To maximise the tourism offering for West Lothian through support to Visit West Lothian	1. Improving the employment position in West Lothian	EDS035_9b - Tourism - Visit West Lothian: total number of businesses and projects supported. Target 40 businesses supported	PUBLIC	1.0	133,436	0	133,436
			EDS013_6A.7 - Percentage of customers who rated the overall quality of the service provided by Business Gateway as good or excellent. Target 100%	PUBLIC				



Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2014/15	PI Category	Staff Resource (FTE)	Revenue Expenditure Budget 2014/15 £	Revenue Income Budget 2014/15 £	Net Revenue Budget 2014/15 £
LEADER	To support the development and sustainability of rural business and organisations	1. Improving the employment position in West Lothian	EDS033_9B - LEADER Project - Total number of Projects supported. Target 24	PUBLIC	2.0	67,629	(41,625)	26,004
			EDS013_6A.7 - Percentage of customers who rated the overall quality of the service provided by Business Gateway as good or excellent. Target 100%	PUBLIC				
Entrepreneurs hip	To provide a wide range of support through Business Gateway branded services to start up, small and growing local companies through one to one consultancy, training, business planning advice, specialist support and access to finance	1. Improving the employment position in West Lothian	EDS001_9B.1A - Number of new businesses started in West Lothian assisted by Economic Development Service – Business Gateway. Target 450	PUBLIC	6.5	219,795	(135,280)	84,515
			EDS013_6A.7 - Percentage of customers who rated the overall quality of the service provided by Business Gateway as good or excellent. Target 100%	PUBLIC				
Business Information	To provide a quality information and research service to new and existing businesses	1. Improving the employment position in West Lothian	EDS036_9b - Economic Development - Business Information - Total number of qualitative information and research service provided to new and existing businesses. Target 600	PUBLIC	1.5	50,722	(31,218)	19,504
			ED013_6A.7 - Percentage of customers who rated the overall quality of the service provided by Business Gateway as good or excellent. Target 100%	PUBLIC				

Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2014/15	PI Category	Staff Resource (FTE)	Revenue Expenditure Budget 2014/15 £	Revenue Income Budget 2014/15 £	Net Revenue Budget 2014/15 £
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	1. Improving the employment position in West Lothian	EDS002_9b.1a - Number of small and medium sized enterprises receiving support by the Economic Development Service's Business Gateway service. Target 500	PUBLIC	6.0	202,888	(124,874)	78,014
			EDS013_6A.7 - Percentage of customers who rated the overall quality of the service provided by Business Gateway as good or excellent. Target 100%	PUBLIC				
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 services.		0.6	70,327	0	70,327
<b>Total :-</b>					<b>23.6</b>	<b>1,165,967</b>	<b>(416,246)</b>	<b>749,721</b>

Time Limited Employability Measures	Young People's Business Start Up	1. Improving the employment position in West Lothian	Progress on this activity is reported to both CMT and Council Executive on a quarterly basis. Target 50		0.5	40,000	0	40,000
<b>Total :-</b>					<b>24.1</b>	<b>1,205,967</b>	<b>(416,246)</b>	<b>789,721</b>

## Actions

Actions 2013/14						
Action	Description	Planned Outcome	Owner	Start	End	Status (Planned, Active, Complete)
Refresh West Lothian Economic Strategy	Update strategy to include developments through Economic Growth Plan	Revised Economic Strategy	Alice Sinnet / David Greaves	May 2013	March 2014	Complete
Post 2014 EU Funding Action Plan	Plan for West Lothian to ensure continued external income from EU ERDF /ESF/ Leader	Plan completed by February 2014	David Greaves	March 2013	February 2014	Complete

Actions 2014/15						
Action	Description	Planned Outcome	Owner	Start	End	Status (Planned, Active, Complete)
West Lothian Economic Growth Plan (Implementation)	Implementation and monitoring of the plan	Delivery a series of outputs as agreed by year one of the plan	Alice Sinnet / Jim Henderson	April 2013	January 2017	Active
Launch of the Skills and Enterprise Hub	Additional enterprise activity within the centre	Increase number of young people in business	Alice Sinnet	April 2014	May 2017	Active
Linlithgow Bid	Progress the BID project to ballot	Bid process complete for Linlithgow	Alice Sinnet / Stewart Ness	October 2012	May 2014	Active
Launch of the Rapid Prototype Project	Working with local manufacturing companies to create a centre of excellence	Increase skills and competitive base of local companies	Alice Sinnet / Jim Henderson	February 2014	April 2014	Active

Town Centre and Villages Management Projects	Manage the implementation of the Town Centre and Villages Capital Funds	Improve the attractiveness and competitiveness of our towns and villages	Alice Sinnet / Hazel Hay	June 2013	March 2017	Active
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## Performance

<p><b>Performance Indicator</b></p>	<p><b>Number of new businesses started in West Lothian through Business Gateway.</b></p>	<p>CP:EDS001_9b.1a</p>																		
<p><b>Description</b></p>	<p>Business Gateway West Lothian provides a wide range of information, advice and training to support local entrepreneurs who want to start a new business. This performance indicator identifies the number of businesses who have started trading as either a sole trader, partnership, or limited company. Information for this indicator and target is collated cumulatively, with results produced on an annual basis.</p>																			
<table border="1"> <caption>Business Gateway Start-ups Data</caption> <thead> <tr> <th>Year</th> <th>Actual Value</th> <th>Target (Years)</th> </tr> </thead> <tbody> <tr> <td>2008/09</td> <td>286</td> <td>308</td> </tr> <tr> <td>2009/10</td> <td>378</td> <td>308</td> </tr> <tr> <td>2010/11</td> <td>389</td> <td>308</td> </tr> <tr> <td>2011/12</td> <td>363</td> <td>308</td> </tr> <tr> <td>2012/13</td> <td>377</td> <td>350</td> </tr> </tbody> </table>		Year	Actual Value	Target (Years)	2008/09	286	308	2009/10	378	308	2010/11	389	308	2011/12	363	308	2012/13	377	350	<p><b>Trend Chart Commentary:</b> The trend shows the number of new business starts achieved through the Business Gateway contract is approximately 308 per annum (taken as an average over past 5 years), plus additional start-ups from activities and initiatives, such as Enterprise in Partnership to promote entrepreneurship and hard to reach individuals. Targets for Business Gateway start ups have been set within the 5 year contract won by West Lothian Council in 2007, as part of a Lothian Consortium. These targets were set by Scottish Government who report annually on the number of start-ups across all the Business Gateway Contract areas. Business Gateway collects the information on a monthly basis, with a monthly target, which cumulates to the annual value and target. From October 2012, Business Gateway contracts have been held solely by local authorities, which allows more flexibility and enable more resources to go to frontline delivery. As a result, the target was increased to 350 in 2012/13. This target was also split between core activity, New Enterprise Allowance (NEA) &amp; Princes Scottish Youth Business Trust (PSYBT) and be related back to activity costs and survivability in order to measure effectiveness in each of these areas. Scottish Local Authorities European Economic Development Group (SLAED) has also brought in a series of performance indicators which allow benchmarking across all local authorities. In 2008/09 to 2009/10 there was an increase due to additional advisers focusing on start-ups. There was a decrease between 2010/11 and 2011/12, which was due to an emphasis on more intense working with clients needing longer-term support to reach start-up, and an increase between 2011/12 and 2012/13 was due to benefits of earlier outreach promotion and client support starting to filter through. For 2013/14 targets were reviewed and increased to 420 to reflect the changes within the Business Gateway contract. In 2014/15 this will be increased to 450.</p>
Year	Actual Value	Target (Years)																		
2008/09	286	308																		
2009/10	378	308																		
2010/11	389	308																		
2011/12	363	308																		
2012/13	377	350																		

<b>Performance Indicator</b>	<b>Percentage of customers who rated the overall quality of the service provided by Business Gateway as good or excellent.</b>	P:EDS013_6a.7																		
<b>Description</b>	<p>This performance indicator measures the number of Business Gateway customers that rated our overall quality of the service 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. West Lothian Business Gateway provides advice and assistance for new/growing businesses and promoting entrepreneurship.</p>																			
<table border="1"> <caption>Customer Satisfaction Data</caption> <thead> <tr> <th>Year</th> <th>Percentage</th> <th>Target</th> </tr> </thead> <tbody> <tr> <td>2008/09</td> <td>93%</td> <td>100%</td> </tr> <tr> <td>2009/10</td> <td>100%</td> <td>100%</td> </tr> <tr> <td>2010/11</td> <td>100%</td> <td>100%</td> </tr> <tr> <td>2011/12</td> <td>98.6%</td> <td>100%</td> </tr> <tr> <td>2012/13</td> <td>94.7%</td> <td>100%</td> </tr> </tbody> </table>		Year	Percentage	Target	2008/09	93%	100%	2009/10	100%	100%	2010/11	100%	100%	2011/12	98.6%	100%	2012/13	94.7%	100%	<p><b>Trend Chart Commentary:</b> Business Gateway customer satisfaction is collated and monitored on a monthly basis, with dips in performance in 2012/13 due to customers feeding back that the service was satisfactory in May 2012. In 2008/09 and 2011/12 levels of survey responses were low, and this had a larger impact on the overall levels of satisfaction. In 2013/14, Business Gateway will seek to improve the response rate for surveys, and ask more in-depth and challenging questions to address customers' satisfaction issues fully. The target for 2014/15 has been set at 100%.</p>
Year	Percentage	Target																		
2008/09	93%	100%																		
2009/10	100%	100%																		
2010/11	100%	100%																		
2011/12	98.6%	100%																		
2012/13	94.7%	100%																		

<b>Performance Indicator</b>	<b>Total number of jobs generated by new business start-ups assisted by Business Gateway.</b>	P:EDS003_9b.2a																		
<b>Description</b>	<p>This performance indicator measures the total number of jobs generated by new business start-ups assisted by the Business Gateway.</p>																			
<table border="1"> <caption>Jobs Generated by New Business Start-ups</caption> <thead> <tr> <th>Year</th> <th>Number of Jobs</th> <th>Target</th> </tr> </thead> <tbody> <tr> <td>2008/09</td> <td>447</td> <td>480</td> </tr> <tr> <td>2009/10</td> <td>575</td> <td>480</td> </tr> <tr> <td>2010/11</td> <td>561</td> <td>480</td> </tr> <tr> <td>2011/12</td> <td>545</td> <td>480</td> </tr> <tr> <td>2012/13</td> <td>492</td> <td>480</td> </tr> </tbody> </table>		Year	Number of Jobs	Target	2008/09	447	480	2009/10	575	480	2010/11	561	480	2011/12	545	480	2012/13	492	480	<p><b>Trend Chart Commentary:</b> In 2010/11, the target for this indicator was revised to include jobs created by both new start-ups and existing small firms. The actual for 2011/12 was 545 jobs generated. However, from 2012/13 onwards only the jobs created by new start-ups were measured. The service is on track to assist 400 new start-ups in 2013/14. At an average of 1.2 jobs per start-up, this translates to 480 jobs generated. While this may appear a decrease in jobs generated from the 545 in 2011/12, it is a more accurate indicator because only jobs created by start-ups are included.</p> <p>In 2014/15 the start up target will be increased to 450 this will equate to a target of 540 for this indicator.</p>
Year	Number of Jobs	Target																		
2008/09	447	480																		
2009/10	575	480																		
2010/11	561	480																		
2011/12	545	480																		
2012/13	492	480																		

<p><b>Performance Indicator</b></p>	<p><b>Economic Development - Business Information - Total number of information and research responses provided to new and existing businesses and other stakeholders.</b></p>	<p>EDS036_9b</p>																													
<p><b>Description</b></p>	<p>This Performance Indicator tracks the overall number of economic and business information enquiries responded to by Economic Development. The target of 550 is based on volume of enquiries that were previously separately tracked and recorded. The combined total covers information requests from:</p> <ul style="list-style-type: none"> <li>· Businesses</li> <li>· Potential investors</li> <li>· Business start-ups</li> <li>· Partner organisations</li> <li>· Council services, management and elected members</li> </ul> <p>Service standard is that requests for information will be responded to within 5 working days where possible. If it is not possible to respond in five working days (because of the nature and complexity of the enquiry) a revised response time will be agreed with the customer.</p>																														
<table border="1"> <caption>Quarterly Enquiry Data</caption> <thead> <tr> <th>Quarter</th> <th>Enquiries</th> <th>Target</th> </tr> </thead> <tbody> <tr> <td>Q1 2012/13</td> <td>196</td> <td>-</td> </tr> <tr> <td>Q2 2012/13</td> <td>299</td> <td>-</td> </tr> <tr> <td>Q3 2012/13</td> <td>437</td> <td>-</td> </tr> <tr> <td>Q4 2012/13</td> <td>578</td> <td>550</td> </tr> <tr> <td>Q1 2013/14</td> <td>163</td> <td>-</td> </tr> <tr> <td>Q2 2013/14</td> <td>310</td> <td>-</td> </tr> <tr> <td>Q3 2013/14</td> <td>437</td> <td>-</td> </tr> </tbody> </table>	Quarter	Enquiries	Target	Q1 2012/13	196	-	Q2 2012/13	299	-	Q3 2012/13	437	-	Q4 2012/13	578	550	Q1 2013/14	163	-	Q2 2013/14	310	-	Q3 2013/14	437	-	<table border="1"> <thead> <tr> <th>Trend</th> <th>Chart</th> <th>Commentary</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> <td> <p>This Performance Indicator analyses the scale of enquiries for business and economic information responded to by the Economic Development service. The service exceeded the target for the year 2012/13 with 578 enquiries being handled against a target of 550. There is a seasonal variation in the volume of enquiries - with the first quarter being particularly busy. The first quarter for 2013-14 generated 163 enquiries, 33 less than the first quarter of 2012-13. In the second quarter a total of 147 enquiries were received and responded to. By the end of quarter 3 the total enquiry numbers had reached 437, exactly in line with the volume for the same period in 2012-13, and above target for the year.</p> <p>The target for 2014/15 will be set at 600 to reflect the increase in number of enquiries.</p> <p>This PI does <u>not</u> include the specific research and analysis exercises undertaken by Economic Development to inform council and partners on policy issues. In 2013/14 these have included:</p> <ul style="list-style-type: none"> <li>· Analysis of latest employment data released in December 2013</li> <li>· Analysis of Census 2011 results - with partners alerts circulated at each census release</li> <li>· Provision of Monthly economic updates to stakeholders</li> </ul> </td> </tr> </tbody> </table>	Trend	Chart	Commentary			<p>This Performance Indicator analyses the scale of enquiries for business and economic information responded to by the Economic Development service. The service exceeded the target for the year 2012/13 with 578 enquiries being handled against a target of 550. There is a seasonal variation in the volume of enquiries - with the first quarter being particularly busy. The first quarter for 2013-14 generated 163 enquiries, 33 less than the first quarter of 2012-13. In the second quarter a total of 147 enquiries were received and responded to. By the end of quarter 3 the total enquiry numbers had reached 437, exactly in line with the volume for the same period in 2012-13, and above target for the year.</p> <p>The target for 2014/15 will be set at 600 to reflect the increase in number of enquiries.</p> <p>This PI does <u>not</u> include the specific research and analysis exercises undertaken by Economic Development to inform council and partners on policy issues. In 2013/14 these have included:</p> <ul style="list-style-type: none"> <li>· Analysis of latest employment data released in December 2013</li> <li>· Analysis of Census 2011 results - with partners alerts circulated at each census release</li> <li>· Provision of Monthly economic updates to stakeholders</li> </ul>
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### Calendar of Improvement and Efficiency Activity

Action	Frequency	2014/15 (✓)											
		Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
● Performance management	Monthly	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
● Review of Performance Indicators and targets	Monthly	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
● Benchmarking	As Required												
● Collation Specified Performance Indicators (SPIs)	N/A												
● Update of PPR information	Monthly	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
● WLAM (assessment)	Annual	✓											
● Review Panel	Annual		✓										
● Performance Committee	As Required												
● Process Review (Lean/RIE activity)	N/A												
● Progress review of improvement actions	Monthly	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
● CSE preparation	Annual									✓	✓		
● Inspection or Audit activity	As Required												
● Budget Management activity	Monthly	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
● Equality Impact Assessment(s)	Annual								✓				
● Health and Safety Assessment(s)	Annual								✓				
● Business Continuity Planning	Annual								✓				
● Workforce Planning	Six Monthly	✓							✓				
● PRPDs	Six Monthly	✓							✓				
● Review of customer groups/segmentation matrix	Annual											✓	
● Customer consultation	Annual											✓	
● Review of Service Standards	Annual											✓	
● Planned Engagement activity	Annual											✓	
● Website content management	Monthly	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

● Performance activity    
 ● Self Assessment activity    
 ● Consultation & engagement activity    
 ● External assessment activity    
 ● Corporate management activity



## 3.2 Environmental Health & Trading Standards

Manager:	Andrew Blake
Number of Staff (FTE):	39.9
Location:	County Buildings

### Purpose

The role of Environmental Health & Trading Standards is to protect and enhance, through the application of statute, the health, welfare, environment, safety, and trading market place of the people of West Lothian. Teams within the service deliver health protection in relation to food safety and composition; workplace safety; pollution control, including air quality and noise issues; animal health, welfare and control; pest control; consumer protection and compliance with fair trading legislation. Without the fundamental principles of a clean and safe environment, food which will not harm you, and trust in trading operations, the other aspirations of the council would be diminished, highlighting the importance of this small service.

### Activities

The main activities of the service in 2014/15 will be:

- Protect consumer health by ensuring compliance with food hygiene and food compositional standards.
- Monitoring highest risk workplace health & safety activities, carrying out accident investigation and processing miscellaneous licence applications.
- Promote community safety and cohesion by investigating and abating nuisance, including concerns relating to unfit housing conditions and noise.
- Protect the whole community by monitoring air quality standards.
- Ensuring animal welfare, including dog control issues.
- Protect the agricultural economy by enforcing animal health legislation in relation to animal movement and disease control.
- Promote and protect legitimate businesses by consistent application of a fair trading environment within West Lothian.
- Protect children from early introduction to age restricted products, such as tobacco, by carrying out appropriate test purchasing.
- Promote a fair trading environment, and protect consumers, through enforcement of weights and measures legislation and provision of advice and calibration facilities to businesses.
- Fulfilling the council's statutory role in ensure that the district is free from vermin, particularly in peoples' homes.
- Monitoring, promotional and educational activities, related to vehicle emissions.

## Key Partners

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

- Scottish Government
- Scottish Environment Protection Agency
- Citizen's Advice National Consumer Helpline
- Health & Safety Executive
- NHS Lothian
- Police Scotland
- Trading Standards Scotland

## Customer Participation

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

Customer Consultation Schedule				
Customer Group	Survey Method	Frequency	Responsible Officer	Feedback Method
Business owners	Enquiry questionnaire to premises subjected to inspection within a specific time period.	Annually	Andrew Blake	Collated survey results are displayed on the web
Public using service	Enquiry questionnaire to customers accessing the service within a specific time period.	Annually	Andrew Blake	Collated survey results are displayed on the web

**Activity Budget**

Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2014/15	PI Category	Staff Resource (FTE)	Revenue Expenditure Budget 2014/15	Revenue Income Budget 2014/15	Net Revenue Budget 2014/15
						£	£	£
Food Safety Enforcement ; Health & Safety Enforcement.	Protect public health, workplace safety and a fair trading environment by application of food hygiene, food compositional and safety at work legislation. Assist new businesses to comply. Investigate food and water borne diseases and reported accidents. Carry out licensing functions and facilitate food export from WL	8. Deliver an integrated service that has positive outcomes on health	EH044_9a Percentage of commercial premises rated as high risk or food hygiene, food standards, trading standards or health & safety, which were inspected on time as per the annual inspection program. Target 95%	PUBLIC	10.1	501,604	(3,608)	497,996
			EH045_9b Premises rated as broadly compliant with food hygiene legislation as a percentage of all risk rated food premises. Target 85%	PUBLIC				

Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2014/15	PI Category	Staff Resource (FTE)	Revenue Expenditure Budget 2014/15 £	Revenue Income Budget 2014/15 £	Net Revenue Budget 2014/15 £
Pest Control	Protect public health and damage to properties through eradication of vermin and specified pests	7. Protect the built and natural environment and ensuring other council activities are carried out in a sustainable manner	EH048_6b - Percentage of requests for service to Environmental Health responded to within the specific service level targets. Target 85%	PUBLIC	4.0	154,335	(86,658)	67,677
			EH050_6a Percentage of customers (public and business) responding to satisfaction surveys who rate the Environmental Health and Trading Standards service as either Good or Excellent. Target 85%	WLAM				
Animal Welfare	Protect the safety and welfare of the public and animals by applying animal establishment controls. Investigating animal related noise complaints and complaints relating to out of control dogs, dog fouling and dog straying. Promoting good dog ownership through carrying out education activities.	7. Protect the built and natural environment and ensuring other council activities are carried out in a sustainable manner	EH048_6b Percentage of requests for service to Environmental Health responded to within the specific service level targets. Target 85%	PUBLIC	2.0	79,770	(120)	79,650
			EH050_6a Percentage of customers (public and business) responding to satisfaction surveys who rate the Environmental Health and Trading Standards service as either Good or Excellent. Target 85%	WLAM				

Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2014/15	PI Category	Staff Resource (FTE)	Revenue Expenditure Budget 2014/15 £	Revenue Income Budget 2014/15 £	Net Revenue Budget 2014/15 £
Public Health, Housing & Pollution Control	Protect public health and prevent deterioration of well-being through the application of various noise, pollution, public health and housing standards. Prevent increase in detriment to health through assessing the environmental impact of planning activities.	8. Deliver an integrated service that has positive outcomes on health	EH048_6b Percentage of requests for service to Environmental Health responded to within the specific service level targets. Target 85%	PUBLIC	7.0	315,303	(2,733)	312,570
			EH050_6a Percentage of customers (public and business) responding to satisfaction surveys who rate the Environmental Health and Trading Standards service as either Good or Excellent. Target 85%	WLAM				
Fair Trading Enforcement	Protect consumer interests, consumer safety and promote a fair trading environment by the application of legislation and provision of advice and test purchasing.	6. Reducing crime and improving community safety	EH044_9b - Percentage of commercial premises rated as high risk or food hygiene, food standards, trading standards or health & safety, which were inspected on time as per the annual inspection program. Target 95%	PUBLIC	7.1	280,854	(1,537)	279,317
			EH047_9b Percentage of business owners who rated the officers explanation of how to comply with relevant legislation as Excellent or Good (target 95%) EH007_9b Percentage of Trading Standards consumer complaints completed within 14 days. Target 75%	PUBLIC				

Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2014/15	PI Category	Staff Resource (FTE)	Revenue Expenditure Budget 2014/15 £	Revenue Income Budget 2014/15 £	Net Revenue Budget 2014/15 £
Commercial & Agriculture Enforcement	Protect consumer interests, consumer safety and animal welfare by the application of metrology, petroleum safety and animal welfare legislation	8. Deliver an integrated service that has positive outcomes on health	EH044_9b Percentage of commercial premises rated as high risk or food hygiene, food standards, trading standards or health & safety, which were inspected on time as per the annual inspection program. (target 95%)	PUBLIC	3.0	118,654	(649)	118,005
			EH047_9b - Percentage of business operators who, following an inspection, considered that they better understood what they needed to do to comply with relevant legislation. EH007_6b - Percentage of Trading Standards consumer complaints completed within 14 days.(Target 95%)	PUBLIC				
Vehicles Emissions Testing	Reduce negative health effects caused by vehicle emissions. Testing and promoting good vehicle operation. Education and enforcement relating to vehicle idling.	7. Protect the built and natural environment and ensuring other council activities are carried out in a sustainable manner	Performance measure to be developed	WLAM	2.0	150,000	(150,000)	0
			Performance measure to be developed	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 services.		4.7	258,521	0	258,521
<b>Total :-</b>					<b>39.9</b>	<b>1,859,041</b>	<b>(245,305)</b>	<b>1,613,736</b>

## Actions

Actions 2013/14						
Action	Description	Planned Outcome	Owner	Start	End	Status (Planned, Active, Complete)
Trusted Trader	Introduce a Trusted Trader Scheme to West Lothian.	The Trusted Trader scheme will promote business and assist consumers.	Ed Machin	January 2013	August 2013	Complete
Food Hygiene Information System	Introduce a Food Hygiene Information System to West Lothian.	The Food Hygiene Information System will allow consumers to view premises ratings.	Craig Smith	January 2013	August 2013	Complete
Regulatory Reform	Ensure that the aims of the Regulatory Reform Bill, once enacted, are promoted in service activities where appropriate.	Service delivery meets the requirements of the Bill.	Andrew Blake	June 2013	January 2014	Complete

Actions 2014/15						
Action	Description	Planned Outcome	Owner	Start	End	Status (Planned, Active, Complete)
Pest Control Charging	Introduce a charging regime for pest control activities	Charging scheme implemented and cost recovery targets achieved.	Andrew Blake	April 2014	May 2014	Planned
E.Coli Action Plan	Incorporate Scottish Government E.Coli action plan in to service policy and staff training.	New policy will be embedded in to inspection procedures	Andrew Blake	April 2014	September 2014	Planned

Improve resilience	Improve resilience to deal with any outbreak by progressing more formal arrangements with neighbouring authorities.	A formal agreement will be in place to give mutual assistance in the event of a serious public health incident.	Andrew Blake	April 2013	Aug 2014	Active
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## Performance

<p><b>Performance Indicator</b></p>	<p><b>Percentage of commercial premises rated as highest risk for food hygiene, food standards, trading standards or health &amp; safety, which were inspected on time as per the annual inspection program.</b></p>	<p>P:EH044_9b</p>																
<p><b>Description</b></p> <p>Commercial properties are given a risk rating depending upon their inherent risk and the management controls applied. This rating, based on national guidelines, determines how often the business is inspected; higher risk premises being inspected more frequently than lower risk premises. Inspections are carried out for the purposes of workforce H&amp;S, food hygiene, food standards (composition) and trading standards. For the purpose of this indicator, highest risk premises are considered to be category A and B1 for Health &amp; Safety, category A and B for food hygiene, category A for food standards, and High for trading standards. 'On time' is within 28 days of the planned inspection date for EH and by the planned date for TS - this is in keeping with national guidance. Inspections lists are prepared annually and refreshed following every inspection.</p>																		
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<p><b>Performance Indicator</b></p>	<p><b>Percentage of businesses owners who rated the officer's explanation of how to comply with relevant legislation as Good or Excellent.</b></p>	<p>P:EH047_9b</p>														
<p><b>Description</b></p> <p>Correct communication of compliance information is vital to promoting good business; it requires competent staff who can communicate relevant, and sometimes complex information to all types of businesses and business operators. This indicator, obtained through annual consultation, indicates whether the business operators understood what was being asked of them and is the prime driver of all Environmental Health &amp; Trading Standards commercial inspection work. Customers are asked to rate the quality of the officer's explanation of how to comply with relevant legislation provided as: excellent, good, satisfactory, poor or very poor.</p> <p>Uptake of information will be directly related to the training, awareness and language skills of food operators.</p>																
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<p><b>Performance Indicator</b></p>	<p><b>Percentage of requests for service to Trading Standards responded to within the specific service level targets.</b></p>	<p>P:EH049_6b</p>																		
<p><b>Description</b></p>	<p>This indicator shows the percentage of service requests attended to within the specific specified targets. Different response times exist depending upon the nature of the request. Most will be subject to a target of 2 working days, although requests regarding licensing matters will be 10 days or more, and freedom of information requests will be 20 working days. The timeframes are allocated to each type of service request on a computerised database which is used to report performance against individual complaint type targets. Performance is influenced by the number of staff available to handle the number of service requests received linked to the timeliness of complaints being allocated to officers by support staff. Service request numbers are outwith the control of management therefore fluctuations within the indicator are to be expected.</p>																			
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<p><b>Performance Indicator</b></p>	<p><b>Percentage of customers (public and business) responding to satisfaction surveys who rate the Environmental Health and Trading Standards service as either Good or Excellent.</b></p>	<p>P:EH050_6a</p>						
<p><b>Description</b></p>	<p>This performance indicator measures the percentage of Environmental Health &amp; Trading Standards customers, both business and public, who rated our service as Excellent or Good out of the five descriptors Excellent, Good, Satisfactory, Poor or Very Poor. The data was collected by asking those accessing the service within a specified three month period to complete and return a questionnaire. The results are analysed to identify improvements to the way the service is delivered. Data prior to 2013 used rankings for Excellent, Very Good or Good - the new description now aligns with the corporate question set.</p>							
<div style="display: flex; justify-content: space-between;"> <div data-bbox="92 1283 853 1774"> <table border="1"> <caption>Percentage of customers (public and business) responding to satisfaction surveys who rate the Environmental Health and Trading Standards service as either Good or Excellent</caption> <thead> <tr> <th>Year</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>2012/13</td> <td>89.2%</td> </tr> <tr> <td>2013/14</td> <td>82.8%</td> </tr> </tbody> </table> </div> <div data-bbox="853 1283 1501 1774"> <p><b>Trend Chart Commentary</b>                      The 2013/14 entry is the first set of data using the corporate scoring system of two rankings, Excellent or Good, therefore no trends are available. The 2012/13 figure is provided only to show the dip resulting in changing the question set from the three rankings of Excellent, Very Good or Good, to the two rankings shown. Despite this narrowing of selection, the target for 2013/14 remained at 85% and it is intended that 2014/15 will also remain unchanged. During 2013/14, 120 out of 145 respondents rated the service as Excellent or Good - negative comments related to a reduction in the dog warden service at the time of survey due to a vacancy which has now been filled.</p> </div> </div>			Year	Percentage	2012/13	89.2%	2013/14	82.8%
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**Calendar of Improvement and Efficiency Activity**

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● Progress review of improvement actions	Monthly	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
● CSE preparation	Annual									✓	✓		
● Inspection or Audit activity	As Required												
● Budget Management activity	Monthly	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
● Equality Impact Assessment(s)	Annual								✓				
● Health and Safety Assessment(s)	Annual								✓				
● Business Continuity Planning	Annual								✓				
● Workforce Planning	Six-Monthly	✓							✓				
● PRPDPs	Six-Monthly	✓							✓				
● Review of customer groups/segmentation matrix	Annual											✓	
● Customer consultation	Annual											✓	
● Review of Service Standards	Annual											✓	
● Planned Engagement activity	Annual											✓	
● Website content management	Monthly	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

● Performance activity     
 ● Self Assessment activity     
 ● Consultation & engagement activity     
 ● External assessment activity     
 ● Corporate management activity

### 3.3 Planning Services

Manager:	Vacant
Number of Staff (FTE):	39.9
Location:	County Buildings

#### Purpose

The principal purpose of Planning Services is to carry out the statutory planning and building standards functions of the council and ensure that sufficient education capacity exists for predicted levels of demand in nurseries and schools. The service also leads on delivering the council's duties and responsibilities in responding to climate change. The overall aim of the service is to promote economic development and ensure protection of the environment.

#### Activities

The main activities of the service in 2014/15 will be:

- Maintaining, monitoring and implementing an up to date development plan.
- Preparing, monitoring and reviewing supplementary planning guidance.
- Verifying applications for building warrants and recording completion certificates.
- Enforcement of Building (Scotland) Act 2003 in relation to dangerous buildings and unauthorised works.
- Processing planning and related applications.
- Processing appeals and participating in local reviews against decisions on planning applications.
- Enforcement of planning control.
- Conservation and design of the built heritage.
- Preparing school roll projections.
- Progressing school consultations to support the development plan alongside appropriate school provisioning and capacity increases.

#### Key Partners

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

- SESplan
- Scottish Government
- Other Government agencies including the Scottish Environment Protection Agency (SEPA), Scottish Natural Heritage (SNH) and Historic Scotland.
- Her Majesty's Inspector of Schools (HMIE)

## 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				
Customer Group	Survey Method	Frequency	Responsible Officer	Feedback Method
Development Planning Customers	Online and Newsletter	Annually, linked to development plan timetable.	Fiona McBrierty	Development Plan
School Consultations	Online, in writing, ad hoc meetings, public meetings, HMI review	As required per consultation	David McKinney	Education Executive
Applicants and agents – Development Management	Focus group	Bi-annually	Chris Norman	Minutes and follow up meeting
Applicants and agents – Development Management	Questionnaires	Annually	Chris Norman	Service Improvement Plan as part of the Planning Performance Framework
Applicants and agents – Building Standards	Focus group	Bi-annually	Jim McGinley	Minutes and follow up meeting
Applicants and agents – Building Standards	Questionnaires	Annually	Jim McGinley	Balanced Scorecard

**Activity Budget**

Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2014/15	PI Category	Staff Resource (FTE)	Revenue Expenditure Budget 2014/15 £	Revenue Income Budget 2014/15 £	Net Revenue Budget 2014/15 £
Development Management - Processing Planning Applications and appeals	To determine applications for planning permission, advertisement consent and listed building consent in accordance with the development plan and other material considerations	7. Protect the built and natural environment and ensure other council activities are carried out in a sustainable manner	Applications determined within the statutory time period: (a) householders applications determined within 2 months: Target 80% (b) DBS030_6b no-householder applications determined within 2 months: Target 80% (c) DBS004_6b all applications determined within two months: Target 80% (d) DBS014_9b Number of successful appeals: Target 0% (e) DBS018_6b Number of appeal statements submitted within 28 days: Target 100%	PUBLIC	10.2	523,437	(723,876)	(200,439)
			Applications determined within the statutory time period: DBS004_6b all applications determined within two months. Target 80%	PUBLIC				

Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2014/15	PI Category	Staff Resource (FTE)	Revenue Expenditure Budget 2014/15 £	Revenue Income Budget 2014/15 £	Net Revenue Budget 2014/15 £
Development Management - Enforcement	To regulate unauthorised development in the interests of our communities and the environment	7. Protect the built and natural environment and ensure other council activities are carried out in a sustainable manner	Breach of condition and enforcement notices served: 32 PPF456_9A Enforcement – time since enforcement charter published (full years) – 2  PPF457_9A Enforcement – number of breaches identified – 450  PPF458_9A Decision-making timescales – local developments (non-householder): local: less than 2 months (average timescale (weeks)) – 7.1  PPF472_9A Enforcement – number of breaches resolved – 350	WLAM	1.0	66,019	0	66,019
Building Standards- Processing applications for Building Warrants, Completion Certificates, Letters of Comfort	To ensure new development is undertaken in the interests of the health & safety and welfare of the general public and the environment	7. Protect the built and natural environment and ensure other council activities are carried out in a sustainable manner	New PIs to be established to accord with the revised building standards performance framework KPO 1 - Year on year reduction in the average time taken to grant a building warrant	WLAM	8.7	507,019	(726,232)	(219,213)
			KPO 3 - Increased commitment to meeting customer expectations	WLAM				

Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2014/15	PI Category	Staff Resource (FTE)	Revenue Expenditure Budget 2014/15 £	Revenue Income Budget 2014/15 £	Net Revenue Budget 2014/15 £
Dangerous Building Notices & Other Enforcement Notices	To ensure new development is undertaken in the interests of the health & safety and welfare of the general public and the environment	7. Protect the built and natural environment and ensure other council activities are carried out in a sustainable manner	Action on unauthorised alterations, dangerous buildings and defective buildings: 150 cases New PI to be established based around % cost recovery of costs associated with carrying out direct action	WLAM	0.5	26,686	0	26,686
			New PI to be established based around time to respond to possible dangerous buildings enquiries	WLAM				
Planning Briefs	To prepare planning briefs	7. Protect the built and natural environment and ensure other council activities are carried out in a sustainable manner	<p>STP001_9B Percentage of population covered by a finalised or adopted Local Plan. Target 100%</p> <p>STP002_9B Percentage of planning permissions for housing development which require a contribution to affordable housing in accordance with the council's affordable housing policy. Target 100%</p> <p>STP009_9B Percentage of housing development on brownfield land. Target 50%</p>	HIGH LEVEL	0.5	37,715	0	37,715



Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2014/15	PI Category	Staff Resource (FTE)	Revenue Expenditure Budget 2014/15 £	Revenue Income Budget 2014/15 £	Net Revenue Budget 2014/15 £
Development Planning	Maintain and implement an up to date development plan and provide a statutory framework for development and to implement plan policies and proposals	7. Protect the built and natural environment and ensure other council activities are carried out in a sustainable manner	<p>STP001_9B Percentage of population covered by a finalised or adopted Local Plan. Target 100%</p> <p>STP002_9B %age of planning permissions for housing development which require a contribution to affordable housing in accordance with the council's affordable housing policy. Target 100%</p> <p>STP009_9B Percentage of housing development on brownfield land. Target 50%</p>	HIGH LEVEL	3.9	294,570	(51,480)	243,090
Supplementary Planning Guidance	To prepare, monitor and review supplementary planning guidance (SPG) including promotion of TPOs and progressing tree consents and preparation of development briefs	7. Protect the built and natural environment and ensure other council activities are carried out in a sustainable manner	Review, customise and stylise all SPG. New PIs to be established based around developer contributions secured and additional infrastructure capacity created	HIGH LEVEL	3.2	242,497	0	242,497

Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2014/15	PI Category	Staff Resource (FTE)	Revenue Expenditure Budget 2014/15 £	Revenue Income Budget 2014/15 £	Net Revenue Budget 2014/15 £
Environmental Projects	Protect and enhance the environment. To make West Lothian a more sustainable environment for working, living and leisure	7. Protect the built and natural environment and ensure other council activities are carried out in a sustainable manner	Environmental projects and initiatives delivered. Target 10 projects delivered	WLAM	0.5	10,846	0	10,846
Climate Change Projects	To reduce the council's carbon footprint and to work with others to manage carbon reductions across West Lothian.	7. Protect the built and natural environment and ensure other council activities are carried out in a sustainable manner	CMP001_9a Carbon Footprint. Target 30% reduction achieved by 2020	WLAM	1.7	36,934	0	36,934
Access Projects	To implement and review the core paths plan including project based improvement works and dispute resolution	7. Protect the built and natural environment and ensure other council activities are carried out in a sustainable manner	New PIs to be established based around length of paths improved.	WLAM	0.5	10,846	0	10,846

Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2014/15	PI Category	Staff Resource (FTE)	Revenue Expenditure Budget 2014/15 £	Revenue Income Budget 2014/15 £	Net Revenue Budget 2014/15 £
Contaminated Land	Protect and enhance the environment through implementation of contaminated land studies	7. Protect the built and natural environment and ensure other council activities are carried out in a sustainable manner	New PIs to be established based around number of investigations carried out and number of owner / developer led remediation schemes implemented.	WLAM	1.0	75,431	0	75,431
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 services.		4.7	190,453	0	190,453
	<b>Total :-</b>				<b>36.4</b>	<b>2,022,453</b>	<b>(1,501,588)</b>	<b>520,865</b>

Activity Name and Description		Link to Corporate Plan	Performance Indicator and Target 2014/15	PI Category	Staff Resource (FTE)	Revenue Expenditure Budget 2014/15 £	Revenue Income Budget 2014/15 £	Net Revenue Budget 2014/15 £
School Provisioning including Section 75 Development	Ensure sufficiency of places to meet statutory requirements and to secure Best Value and education provision.	7. Protect the built and natural environment and ensuring other council activities are carried out in a sustainable manner	All pupils placed within statutory legislation and Council Policy. Target 100%.	HIGH LEVEL	3.0	130,956	0	130,956
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 services.		0.5	10,216	0	10,216
	<b>Total :-</b>				<b>3.5</b>	<b>141,172</b>	<b>0</b>	<b>141,172</b>

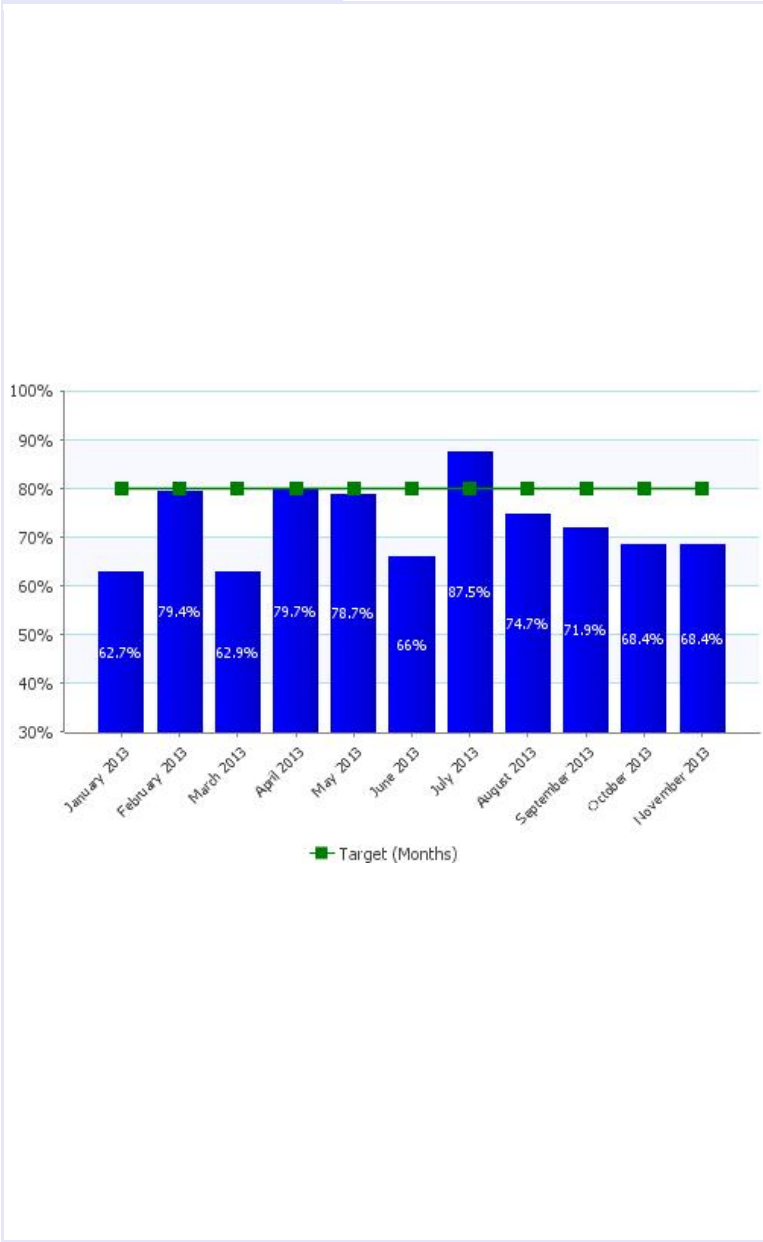
**Actions**

Actions 2013/14						
Action	Description	Planned Outcome	Owner	Start	End	Status (Planned, Active, Complete)
Review building standards customer charter.	Review building standards customer charter in line with Scottish Government performance framework.	Standardise information in local customer charter and include information with national context.	Jim McGinley	April 2013	October 2013	Complete
Respond to improvement tasks resulting from the planning performance framework.	A more holistic annual account of the performance of the planning service.	Annual submission to Scottish Government showing improvements undertaken.	Chris Norman	September 2013	March 2014	Complete
Review Enforcement Charter.	Review and update the charter as necessary.	Charter updated to reflect agree enforcement procedures and priorities.	Chris Norman	April 2013	October 2013	Complete

Actions 2014/15						
Action	Description	Planned Outcome	Owner	Start	End	Status (Planned, Active, Complete)
Planning training for community councils, including design awareness.	Quarterly evening presentation on planning practice and procedures.	Better informed community councils that are able to engage more fully with the planning process.	Chris Norman	April 2014	December 2014	Active
Improvements to processing procedures and reporting	Implement revised procedures for processing planning applications and revise reporting procedures to conform to Government guidance.	Average processing timescales reduced and percentage of applications processed within statutory timescales increased.	Chris Norman	April 2014	December 2014	Active
Monitoring process for pre application discussions.	Implement a system which meets Scottish Government requirements.	Aid the submission of planning applications.	Chris Norman	April 2014	December 2014	Active
Introduce processing agreements for major planning applications.	To provide greater certainty for the delivery of major planning decisions.	Formal processing agreements set up for major applications.	Chris Norman	April 2014	December 2014	Active
Carbon Management Plan.	Update, approve and implement a carbon management plan.	Targets set and achieved for carbon reduction.	Caitlin Hamlett	May 2014	March 2015	Planned
Environmental Behaviour Change Project.	Implement a programme to encourage behavioural change with respect to energy efficiency.	Targets for reduced energy use in schools achieved. Programme incorporated into the school curriculum. CPD requirements on environmental awareness for teachers achieved.	Caitlin Hamlett	April 2014	March 2015	Planned

## Performance

<b>Performance Indicator</b>	<b>Percentage of all planning applications determined (processed) within two months.</b>	<i>P:DBS030_6b</i>
<b>Description</b>	This specified performance indicator, set by the Scottish Government, measures the percentage of how many applications are submitted to the council which are determined within two months from the date of the applications being registered by the council, with results analysed to identify improvements to the way the service is delivered to customers.	



**Trend Chart Commentary:** The trend shows that the Service's performance on all planning applications determined within two months can fluctuate as a result of the number, complexity and type of decisions issued over that period. Each application which fails to meet its target is the subject of post determination monitoring which sets out the reason on a case by case basis. Longer determination periods are principally caused by the issuing of planning permissions for applications that have been subject to lengthy negotiations on planning obligations and this in turn helps to provide funding for essential infrastructure. The Service will continue to dispose of inactive applications where no progress has been made in finalising planning obligations even though this may in the short term continue to increase determination periods. Prior to a statutory change in September 2013 a high number of council interest applications needed a committee referral often extending determination periods

Additionally a large number of 'legacy cases' comprising planning applications submitted prior to the economic downturn require to be removed from the system. These are applications which are long standing but on which no progress is being made. All these applications will fail to meet the target but the impact of this will be relatively short term.

The council continues to have the second highest proportion of major application as a percentage of all applications across Scotland. The figure for 2013 is 2.7%. This adversely impacts on the council's performance as the statutory period allowed for processing these applications is four months rather than two although they continue to be measured against the two month target in the national indicator.

The 2013/14 target for this indicator is set at a statutory level of 80%.



<p><b>Performance Indicator</b></p>	<p><b>Average number of working days to respond to request for completion certificate.</b></p>	<p>DBS017_9a</p>																										
<p><b>Description</b></p>	<p>This performance indicator measures the average number of working days for building standards to respond to completion certificate submissions. This is the average number of working days from receipt of a completion certificate submission to building standards visiting the premises or contacting the applicant to arrange a specific appointment.</p>																											
<div style="display: flex; justify-content: space-between;"> <div data-bbox="92 405 858 902" style="width: 45%;"> <table border="1"> <caption>Average number of working days to respond to request for completion certificate</caption> <thead> <tr> <th>Month</th> <th>Value</th> </tr> </thead> <tbody> <tr><td>January 2013</td><td>1.82</td></tr> <tr><td>February 2013</td><td>1.44</td></tr> <tr><td>March 2013</td><td>1.59</td></tr> <tr><td>April 2013</td><td>1.36</td></tr> <tr><td>May 2013</td><td>1.4</td></tr> <tr><td>June 2013</td><td>1.5</td></tr> <tr><td>July 2013</td><td>1.7</td></tr> <tr><td>August 2013</td><td>1.97</td></tr> <tr><td>September 2013</td><td>1.29</td></tr> <tr><td>October 2013</td><td>1.63</td></tr> <tr><td>November 2013</td><td>1.8</td></tr> <tr><td>December 2013</td><td>1.7</td></tr> </tbody> </table> </div> <div data-bbox="858 405 1508 902" style="width: 50%;"> <p><b>Trend Chart Commentary:</b> The trend shows that the service has maintained a level of responding to requests for completion certificates within the target of three days up until and including March 2013. In 2013 the target was reviewed and reduced from three days to two days.</p> <p>The target for 2014/15 is retained as two days with levels monitored throughout the year.</p> <p>It should be noted that this is an 'inverse' indicator i.e. the intention is to keep performance below the target.</p> </div> </div>			Month	Value	January 2013	1.82	February 2013	1.44	March 2013	1.59	April 2013	1.36	May 2013	1.4	June 2013	1.5	July 2013	1.7	August 2013	1.97	September 2013	1.29	October 2013	1.63	November 2013	1.8	December 2013	1.7
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<p><b>Performance Indicator</b></p>	<p><b>The percentage of customers completing satisfaction surveys who rate the service provided by Planning Services as Good or Excellent.</b></p>	<p>P:STP005_6a.7</p>								
<p><b>Description</b></p>	<p>This performance indicator measures the percentage of Planning Services' customers that rated our overall service as good or excellent. The survey is standardised across the teams within Planning Services, and the survey is carried out on an annual basis. Customers are asked to rate the quality of the service provided as: excellent, good, satisfactory, poor, or very poor. The survey is a representative sample of customers that accessed the service and the results are analysed to identify improvements to the way the service is delivered to customers.</p>									
<div style="display: flex; justify-content: space-between;"> <div data-bbox="92 1216 858 1731" style="width: 45%;"> <table border="1"> <caption>Percentage of customers completing satisfaction surveys who rate the service provided by Planning Services as Good or Excellent</caption> <thead> <tr> <th>Year</th> <th>Value</th> </tr> </thead> <tbody> <tr><td>2010/11</td><td>83.2%</td></tr> <tr><td>2011/12</td><td>86.9%</td></tr> <tr><td>2012/13</td><td>86.5%</td></tr> </tbody> </table> </div> <div data-bbox="858 1216 1508 1731" style="width: 50%;"> <p><b>Trend Chart Commentary:</b> The trend chart shows that since 2010/11 Planning Services' has maintained a reasonably constant customer satisfaction level. In 2011/12, a new target of 90% was set, with questionnaires reviewed to ask more in-depth and challenging questions, to address customers' satisfaction issues fully.</p> <p>The target for 2014/15 is retained at 90%.</p> </div> </div>			Year	Value	2010/11	83.2%	2011/12	86.9%	2012/13	86.5%
Year	Value									
2010/11	83.2%									
2011/12	86.9%									
2012/13	86.5%									

<p><b>Performance Indicator</b></p>	<p><b>Percentage of population covered by the adopted Local Plan.</b></p>	<p>STP001_9b.1b</p>												
<p><b>Description</b></p>	<p>This performance indicator measures the percentage of population covered by an adopted Local Plan. Results are analysed to identify improvements to the way the service is delivered to customers.</p>													
<table border="1"> <caption>Percentage of population covered by the adopted Local Plan</caption> <thead> <tr> <th>Year</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>2008/09</td> <td>100%</td> </tr> <tr> <td>2009/10</td> <td>100%</td> </tr> <tr> <td>2010/11</td> <td>100%</td> </tr> <tr> <td>2011/12</td> <td>100%</td> </tr> <tr> <td>2012/13</td> <td>100%</td> </tr> </tbody> </table>		Year	Percentage	2008/09	100%	2009/10	100%	2010/11	100%	2011/12	100%	2012/13	100%	<p><b><u>Trend Chart Commentary:</u></b></p> <p>The trend shows that the service has year on year maintained 100% of percentage of population covered by a finalised or adopted Local Plan. The service met last year's target of 100%.</p> <p>Revised Planning regulations mean that this indicator will only ever be either 100% or 0% and for this reason it has been discontinued as a national indicator. A revised measure of development plan performance will be implemented for the service in 2014/15.</p>
Year	Percentage													
2008/09	100%													
2009/10	100%													
2010/11	100%													
2011/12	100%													
2012/13	100%													

### Calendar of Improvement and Efficiency Activity

Action	Frequency	2014/15 (✓)											
		Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
● Performance management	Monthly	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
● Review of Performance Indicators and targets	Monthly	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
● Benchmarking	As Required	✓											
● Collation Specified Performance Indicators (SPIs)	Annual		✓										
● Update of PPR information	Monthly	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
● WLAM (assessment)	3 Yr Cycle	✓											
● Review Panel	3 Yr Cycle	✓											
● Performance Committee	As Required												
● Process Review (Lean/RIE activity)	N/A												
● Progress review of improvement actions	Monthly	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
● CSE preparation	Annual									✓	✓		
● Inspection or Audit activity	As Required												
● Budget Management activity	Monthly	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
● Equality Impact Assessment(s)	Annual								✓				
● Health and Safety Assessment(s)	Annual								✓				
● Business Continuity Planning	Annual								✓				
● Workforce Planning	Six-Monthly	✓							✓				
● PRPDPs	Six-Monthly	✓							✓				
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● Website content management	Monthly	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

● Performance activity     
 ● Self Assessment activity     
 ● Consultation & engagement activity     
 ● External assessment activity     
 ● Corporate management activity

# Planning & Economic Development Services

## Management Plan 2014/15

**Craig McCorrison**  
Head of Service

April 2014

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