



West Lothian Council

West Lothian Civic Centre
Howden South Road
LIVINGSTON
EH54 6FF

7 February 2018

A Special meeting of West Lothian Council will be held within the **Council Chambers, West Lothian Civic Centre, Livingston on Tuesday 13 February 2018 at 10:00am.**

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

Public Items for Decision

4. Corporate Plan 2018/19 to 2022/23 - Report by Depute Chief Executive (herewith)
5. Revenue Budget 2018/19 - 2022/23 - Report by Head of Finance and Property Services (herewith)
6. Asset Management Strategy and General Services Ten Year Capital Investment Programme 2018/19 - 2027/28 - Report by Head of Finance and Property Services (herewith)
7. Housing Revenue Account Budget and Rent Level 2018/19 to 2022/23 - Report by Depute Chief Executive (herewith)

DATA LABEL: Public

8. Housing Capital Investment Programme 2018/19 - 2022/23 - Report by Depute Chief Executive (herewith)
9. Treasury Management Plan 2018/19 - Report by Head of Finance and Property Services (herewith)

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



West Lothian Council

Tom Kerr - Provost

West Lothian Civic Centre, Howden South Road, Livingston, West Lothian EH54 6FF
Tel 01506 281728

Mr Graham Hope
Chief Executive
West Lothian Council
West Lothian Civic Centre
Howden South Road
Livingston
EH54 6FF

WEST LoTHIAN COUNCIL

30 JAN 2018

CHIEF EXECUTIVE

30 January 2018

Dear Graham

Special Meeting of West Lothian Council

I am calling a special meeting of West Lothian Council under Standing Order 5(1) to deal with the following business:

1. Corporate Plan
2. Revenue Budget 2018/19-2022/23
3. Asset Management Strategy and General Services Ten Year Capital Investment Programme 2018/19 -2027/28
4. 2018/19-2022/23 Housing Revenue Account Budget and Rent Level
5. Housing Capital Investment Programme 2018/19-2022/23
6. Treasury Management Plan 2018/19

Please proceed with the necessary arrangements for holding the meeting at 10.00am on Tuesday 13 February 2018.

Yours sincerely

Provost Tom Kerr



WEST LOTHIAN COUNCIL

CORPORATE PLAN 2018/19 TO 2022/23

REPORT BY DEPUTE CHIEF EXECUTIVE

A. PURPOSE OF REPORT

The purpose of the report is to allow the Council to agree a Corporate Plan for 2018/19 to 2022/23, setting out the council's strategic priorities for the next five years

B. RECOMMENDATION

It is recommended that Council:

1. Agrees the new Corporate Plan.
2. Notes the priorities, enablers and workstreams identified as being key to the achievement of better outcomes.
3. Notes that the Corporate Plan was informed and shaped by the responses to the Transforming Your Council public consultation in 2017.
4. Notes that the Corporate Plan would commence in 2018.

C. SUMMARY OF IMPLICATIONS

I Council Values	<ul style="list-style-type: none">• Focusing on our customers' needs• Being honest, open and accountable• Making best use of our resources• Working in Partnership
II Policy and Legal (including Strategic Environmental Assessment, Equality Issues, Health or Risk Assessment)	The Council is required to have transparent planning and governance. Specific proposals in the plan would be subject to an equality impact assessment and/or a strategic environmental assessment.
III Implications for Scheme of Delegations to Officers	None
IV Impact on performance and performance Indicators	The proposed plan would establish a golden thread to support evaluation of the impact (efficiency and effectiveness) of corporate planning, activity and investment.
V Relevance to New Single Outcome Agreement	Effective planning and prioritisation of resources will be essential to identify and achieve outcomes over the next four years.
VI Resources - (Financial, Staffing and Property)	The outcome-based planning approach will assist in the allocation of resources to activities that have

the greatest impact on outcomes.

VII Consideration at PDSP

N/A

VIII Other consultations

Representatives from all service areas in the council have been consulted on the content of the new Corporate Plan.

D. TERMS OF REPORT

D.1 Background

In January 2013, the council implemented a new approach to corporate and financial planning. Corporate priorities were identified and used to underpin the council's strategies, helping to ensure that constrained resources were allocated to achieve desired outcomes and value for money.

The Corporate Plan 2012/17 was developed taking into consideration the aspirations and needs of our local community, asking them to help us create a vision of what West Lothian should be and how we can get there. Supporting national priorities for Scotland and reducing inequality in society were also key drivers.

D.2 Transforming Your Council Consultation

A proposed set of priorities and options on how the council could deliver services in a better way and balance its budget was brought together in the Transforming Your Council consultation document which was published on Monday 16 October 2017. The consultation ran for four weeks and closed on 12 November 2017.

To aid the consultation process, the council's eight priorities were set out in the consultation document and respondents were asked to rate the priorities in order of importance. In addition, respondents were asked to comment on whether the eight priorities were still the priorities which the council should be focusing on.

Respondents overwhelmingly supported the priorities. The detailed comments received identified what matters to the West Lothian community and the transformation they want in council services. The top rankings were for priorities concerned with school children, early years, those affected by joblessness and poverty, and older people. This confirms the community's support for the council's approach to target services and resources to those most in need.

D.3 Corporate Plan

The Corporate Plan 2018/19 to 2022/23, set out in Appendix 1, sets the strategic priorities for the council and identifies the outcomes that we aim to achieve for West Lothian. These priorities will be the focus for all council services in the next five years, as we work to deliver better outcomes for West Lothian.

The priorities in the Corporate Plan will support the delivery of positive outcomes for all of our local community, the modernisation of council services and will target services to those most in need.

The Corporate Plan also explains how the council will seek to deliver these outcomes and in doing so, the main challenges that the council will face during the period of the plan.

The council's approach to delivering a programme of transformation is also outlined in the Corporate Plan and this will fundamentally alter the way that services are provided, with an

increasing focus on digital services and more effective, prioritised use of council resources.

Looking forward the Corporate Plan will help shape the council's corporate and financial planning, and the consultation responses will continue to influence the development and transformation of council services in the years ahead.

E. CONCLUSION

The development of the Corporate Plan has been directly influenced by the views of the people living and working in West Lothian, ensuring that we are all focused on meeting the needs of a growing and vibrant community.

The Corporate Plan sets the council's strategic direction and identifies our priorities for the years between 2018/19 and 2022/23. These priorities will be the focus for all council services in the next five years, as we work to achieve better outcomes for West Lothian.

The eight priorities reflect the areas that are the most important for the community and improving the quality of life for all living, working and visiting West Lothian. In the next five years, the council will focus on achieving outcomes in each priority.

This will help to ensure that we continue tackling the most important issues for West Lothian. Also, that we invest in and prioritise the services that make the most significant contribution to the achievement of positive outcomes.

F. BACKGROUND REFERENCES

- Revenue Budget 2017/18 – Report by Head of Finance and Property Services to West Lothian Council on 20 February 2017
- Revenue Budget Strategy 2018/19 to 2022/23 – Report by Head of Finance and Property Services to Council Executive on 20 June 2017
- Revenue Budget Strategy 2018/19 to 2022/23 and Consultation Exercise – Report by Depute Chief Executive and Head of Finance and Property Services to Council Executive on 19 September 2017

Appendices/Attachments: One

Appendix 1 – West Lothian Council Corporate Plan 2018/19 to 2022/23

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Graeme Struthers
Depute Chief Executive
13 February 2018

transforming yourcouncil

CORPORATE PLAN 2018/19 TO 2022/23



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.



Welcome from the Leader of the Council and the Chief Executive

The Corporate Plan sets West Lothian Council's strategic direction and identifies our priorities for the years between 2018/19 and 2022/23.

Welcome to the Corporate Plan for West Lothian Council 2018/23. This plan sets out the eight priorities that we believe will help our community to grow and succeed and as a result, will be a focus for council resources in the years ahead as we strive to deliver positive change in each one.

For over 20 years we have been working with and for our local community, delivering and improving the quality of public services in West Lothian. In the last five years the council has achieved significant progress in making West Lothian a smarter, healthier, wealthier, fairer and greener place to live. This includes

achieving the best ever exam results, building more new council housing than any other authority in Scotland and maintaining high performance in housing, environmental and regulatory services, social work and across many other council services.

Our success so far has been built on strong engagement with our community to understand their needs, effective corporate and financial planning and in setting clear aims that unite our services, partners and community and we have replicated this in developing our five-year Corporate Plan.

We remain committed to eight ambitious priorities that will support our aim of improving the quality of life for everyone living, working and learning in West Lothian.



While our purpose is clear, we also understand fully the scale of the challenge in the next five years and that difficult decisions will have to be made in order to prioritise those services that meet the needs of the most vulnerable in our community, such as children, older people, vulnerable adults and families living in poverty. The council is facing unprecedented levels of funding constraint at a time when demand in our community for services is increasing and we will have to transform the way that we work as a council and the services that we deliver to the community.

The council has a strong plan that will effectively prioritise resources to achieve the greatest impact on our community. We also believe that our dedicated employees – who

throughout the years have delivered the highest quality services to West Lothian – and strong partnerships will help us to continue to deliver and achieve for our community.



Lawrence Fitzpatrick
Leader of the Council



Graham Hope
Chief Executive

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Transforming your Council

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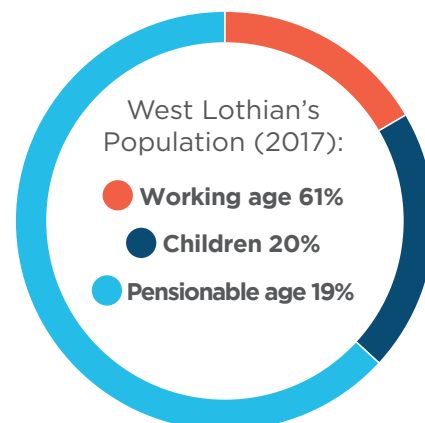
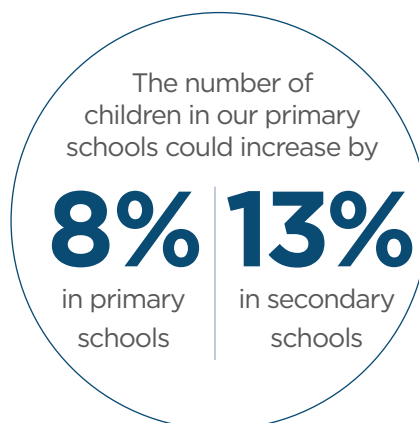
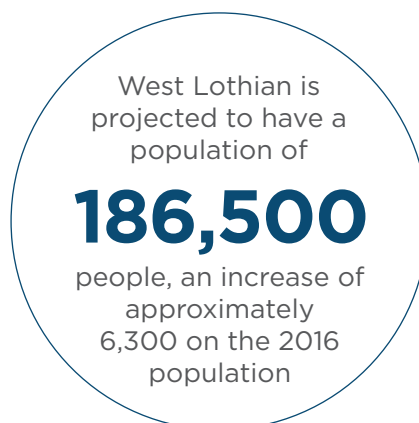
Developing Our Corporate Plan

A number of factors have influenced the council's planning processes for 2018/23 and the development of the Corporate Plan.

About West Lothian

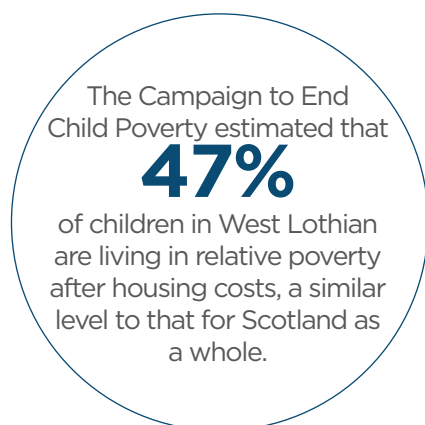
In developing eight priorities for West Lothian and the Corporate Plan, the council has taken account of some important information about the local population in order to ensure that we have a plan that will meet local needs.

West Lothian, unlike most other areas in Scotland, has a growing population. Critically it has growth in two key demographics that require services from the council, younger people and older people. By 2023, it is estimated that:



Inequalities in our Community

As well as delivering a wide range of universal services that help the community, the council targets support to those who are most in need. This includes education and support services to our young people, health and care services to older and vulnerable people and integrated support to those living in deprivation.



Council funding

The council has a robust approach to financial planning that allows us to identify where savings need to be made and where investment is needed. This helps the council ensure that resources are directed to services that will have the greatest impact in the priority outcomes for West Lothian.

The funding for our services mostly comes from Scottish Government grants. The rest of our funding is raised by the council and largely comes from the collection of Council Tax. A prolonged freeze on Council Tax, reduction in funding from the Scottish Government grant settlement and an increasing

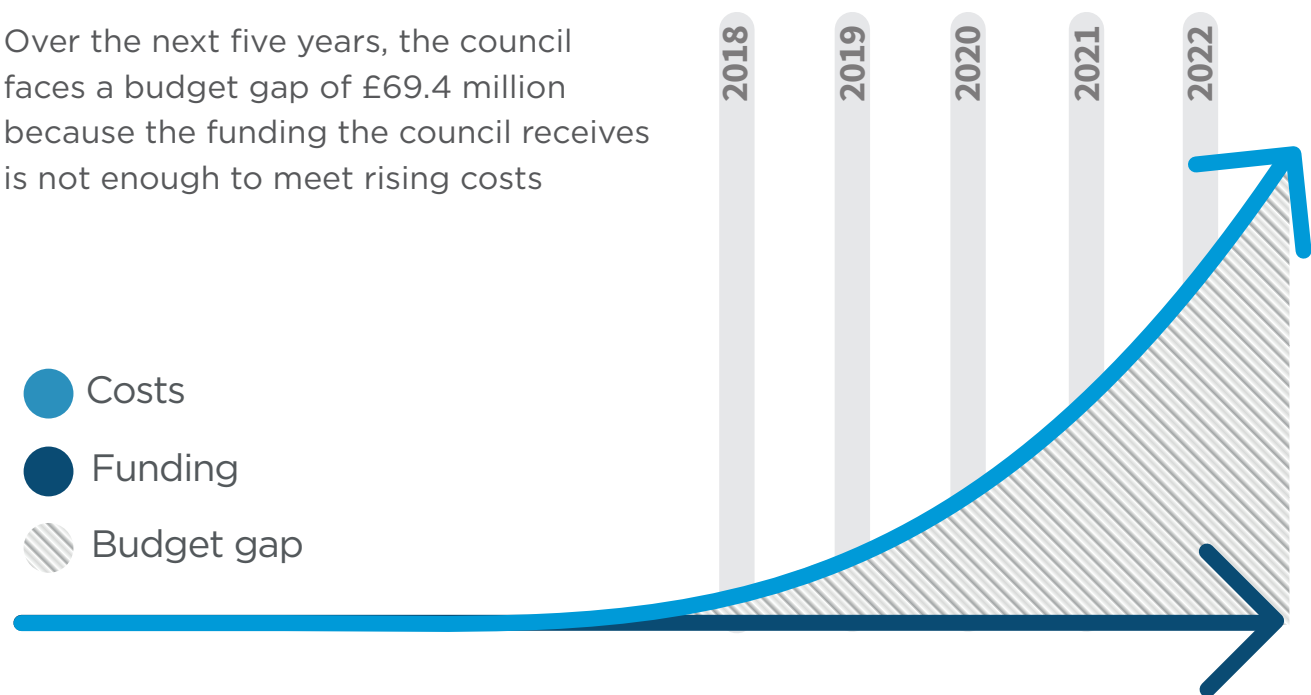
population in West Lothian has been a significant pressure on council finances and we anticipate further challenges in the next five years.

During the period of the Corporate Plan there are major risks connected to the future level of UK and Scottish Government funding and of policy changes that impact on local government in Scotland. The council is proactively planning to meet the financial pressures in the years ahead.

The expected budget gap between spend and funding received by the council is set out below for each year.

Over the next five years

Over the next five years, the council faces a budget gap of £69.4 million because the funding the council receives is not enough to meet rising costs



Financial planning

The council has consulted citizens and other key stakeholders over changes to services throughout the last ten years. This has helped shape council planning and decision-making and delivered over £92 million in savings since 2007.

West Lothian citizens and a wide range of stakeholders, including the council's employees and partners, were consulted in 2017 to develop a new prioritised financial strategy for the council. The Transforming Your Council consultation received an unprecedented level of response from over 7,000 people (see page 7).

The consultation was a critical part of the financial and corporate planning processes, gathering information from the community about their priorities for the next five years and providing detailed responses to proposals for changes to council services.

Feedback from the consultation has subsequently been used to create a financial strategy that will support the delivery of priorities and a programme of transformation that will change the way that the council services are delivered and balance the anticipated gap in the council's financial position over the next five years.

Consultation and priority setting

Council services should be designed to fit the needs of local people and resources prioritised in order to deliver the best possible outcomes for our communities.

We actively and regularly engage people who receive and deliver services in the decision-making and planning processes of the council and our priority setting is influenced by the people who live and work in the local area.

The council's eight priorities were first identified in 2012 through consultation with our community, who helped decide how the council should target resources. The practice of asking our community to get involved in our planning processes is one that we strongly believe is effective and the best way to move forward together as a community to improve West Lothian.

A public consultation called Transforming Your Council was undertaken in 2017 to review the council's priorities and gather responses to budget proposals that would address the projected gap in council funding. Over 7,000 people responded to this consultation, including citizens, council

employees, partners and stakeholders, offering the views of a wide range of people living and working in West Lothian.

Respondents overwhelmingly supported our priorities for West Lothian and also ranked the priorities in terms of importance. The detailed comments we received identified what matters to the West Lothian community and the transformation they want in council services. As well as helping shape the council's corporate and financial planning, the consultation responses will continue to influence the development and transformation of council services in the years ahead.

Ranking in 2017	Priority	Ranking in 2012
1 Up two places ↑	Improving attainment and positive destinations	3
2 Down one place ↓	Delivering positive outcomes and early interventions for early years	1
3 Up two places ↑	Minimising poverty, the cycle of deprivation and promoting equality	5
4 No movement ●	Improving the quality of life for older people	4
5 Down three places ↓	Improving the employment position in West Lothian	2
6 Up one place ↑	Delivering positive outcomes on health	7
7 Down one place ↓	Reducing crime and improving community safety	6
8 No movement ●	Protecting the built and natural environment	8

Planning and transformation

The council has a priority-based planning approach which focuses on delivering positive outcomes for West Lothian

Planning framework

Local authorities plan and work collaboratively with other public and voluntary sector organisations through a partnership arrangement called a Community Planning Partnership (CPP). The purpose of the CPP is to bring together key service providers to jointly address strategic priorities for the local area. The Appendix to the plan (page 38) provides details of the partner organisations in the West Lothian CPP.

The Community Empowerment (Scotland) Act 2015 requires each CPP to publish a Local Outcomes Improvement Plan (LOIP) that will set out the targeted long-term outcomes (priorities) for the local area.

The council is an active partner in the CPP and we have established a strong link between the LOIP, the Corporate Plan priorities and down through each level of the council's planning framework to ensure we make a meaningful contribution to the strategic outcomes for West Lothian. This means that the performance of council services and processes is aligned to the strategic outcomes and through effective performance management we can ensure outcomes are achieved and resources prioritised.



Corporate strategies

The council has a set of strategies to support the delivery of the Corporate Plan. The revenue budget and planned transformation activity are key factors in the development of the council's new strategies, as we seek to modernise services and achieve balanced budgets during what is forecast to be a challenging period for public finances.

Each strategy has clearly defined outcomes, measurable indicators of success and actions for the strategy period.

Customer service strategy

A strategy to develop the council as a customer-oriented organisation through an understanding of customer needs and excellent service provision.

People strategy

A strategy to ensure the council has the people to deliver in the priority areas and that all employees are lead, managed and developed effectively.

Raising attainment strategy

A strategy to align the council's resources in the delivery of positive change in the council's number one priority, improving attainment and positive destinations.

Digital transformation strategy

A strategy to support the development of digital services in the council.

Improvement strategy

A strategy to ensure the council has a strong culture of high performance and capacity to deliver in the priorities.

Risk management strategy

A strategy to ensure effective management of risks that may impact on the council's ability to deliver our priorities or objectives.

ICT strategy

A strategy to ensure the council has the ICT infrastructure to succeed in the priority areas.

Asset Management Strategy

A strategy to ensure the council has a strong culture of high performance and capacity to deliver in the priorities.

Audit and Counter Fraud strategy

A strategy to direct audit activity. This will ensure that the council has effective governance and controls and effective measures for the prevention, detection and investigation of fraud.

Supporting the delivery of services

The council has identified three themes that comprise the co-ordinated “enablers” activities that will support the delivery of priorities and ensure that the council meets obligations to stakeholders and society.

Financial planning

The current financial conditions faced by every local authority are very challenging. Government funding restrictions, and pressures such as increasing demographic costs, make it challenging for the council to balance the budget. This makes effective medium term financial planning key to supporting the delivery of vital council services. The council has a robust approach to financial planning and an agreed five-year Financial Plan. This allows us to identify where savings need to be made and where investment is needed.

Areas of focus will include:

- Setting a prioritised five year revenue plan for 2018 to 2023 that will enable the council to deliver the Corporate Plan.
- Agreeing a detailed three year revenue budget for 2018 to 2021 and a detailed two year budget for 2021 to 2023.
- Developing a ten year capital programme that will support improvement in infrastructure such as schools, roads, street lighting and open spaces.
- Developing a corporate asset management strategy that supports effective management of assets.

Corporate governance and risk

Corporate Governance is the system by which local authorities direct and control their functions and relate to their communities. The council believes that effective corporate governance is achieved not only by putting in place sound control systems and processes but by regularly checking to make sure those systems and processes are working in practice.

Areas of focus will include:

- Ensuring that the council continues to develop a clear vision and corporate strategy in response to corporate needs and demonstrates the values of good governance through upholding high standards of conduct and behaviour.
- Continuing to operate and review the political and managerial structures and processes to govern council decision-making.
- Defining a series of procedures and practices which together create the framework for good corporate governance.
- Taking informed and transparent decisions which are subject to effective scrutiny and managing risk.
- Engaging the community in the decision making processes of the council, through a range of open and targeted forums.
- Continuing to develop efficient and effective procurement strategies and procedures.
- Managing health and safety through effective policies and procedures and monitoring activity.
- Ensuring that there are effective policies and procedures are implemented to secure and manage information and that compliance is monitored across the council.

ENGAGING

THE COMMUNITY IN THE
DECISION MAKING PROCESSES
OF THE COUNCIL, THROUGH
A RANGE OF OPEN AND
TARGETED FORUMS

Modernisation and improvement

The council is committed to the delivery of high-quality and cost-effective public services. All services, managers and employees are tasked with maintaining standards whilst developing and implementing new improved methods of service delivery. The council's reputation for innovation in service delivery is needed in the current economic climate to ensure that the council continues to deliver high quality services.

Areas of focus will include:

Developing and implementing the Customer Service Strategy across all services to ensure we are:

- Providing our local communities with excellent services, looking for new and innovative ways to improve the way we plan, manage and deliver services.
- Ensuring that service provision is designed and delivered to meet local needs and that service improvements are customer-led and outcome focused.
- Giving our communities a voice in the shaping of services, helping to build a stronger, more responsive organisation.

Developing and implementing the People Strategy across all services to ensure we are:

- Planning, managing and developing the Council's workforce, supporting the development of a skilled, healthy, well informed, highly motivated and diverse workforce to support the changes necessary.
- Designing and delivering manager and leadership development activities and programmes that meet the development needs of individuals and the organisation as a whole.
- Providing equality for all, both as a service provider and employer, promoting the benefits of a diverse workforce and developing policies and procedures which support the elimination of discrimination.

Developing and implementing the Improvement Strategy across all services to ensure we are:

- Supporting and encouraging a strong performance culture where there is accountability and effective management of performance at all levels and that all employees understand how their role contributes to council priorities.

Developing and implementing the ICT and Digital Transformation strategies across all services to ensure we are:

- Investing in IT resources that will support digitisation and modernisation of council services and will assist services to deliver efficiencies.
- Driving deployment of new technology to support new, digital, more efficient, sustainable, flexible, and customer focused ways of working whilst minimising risks to business critical ICT systems. Successful transformation will support services to deliver efficiencies and will be dependent on the combination and balance of people, processes and technology.
- Protecting against the threat of and risks associated with Cyber Security.

PROVIDING

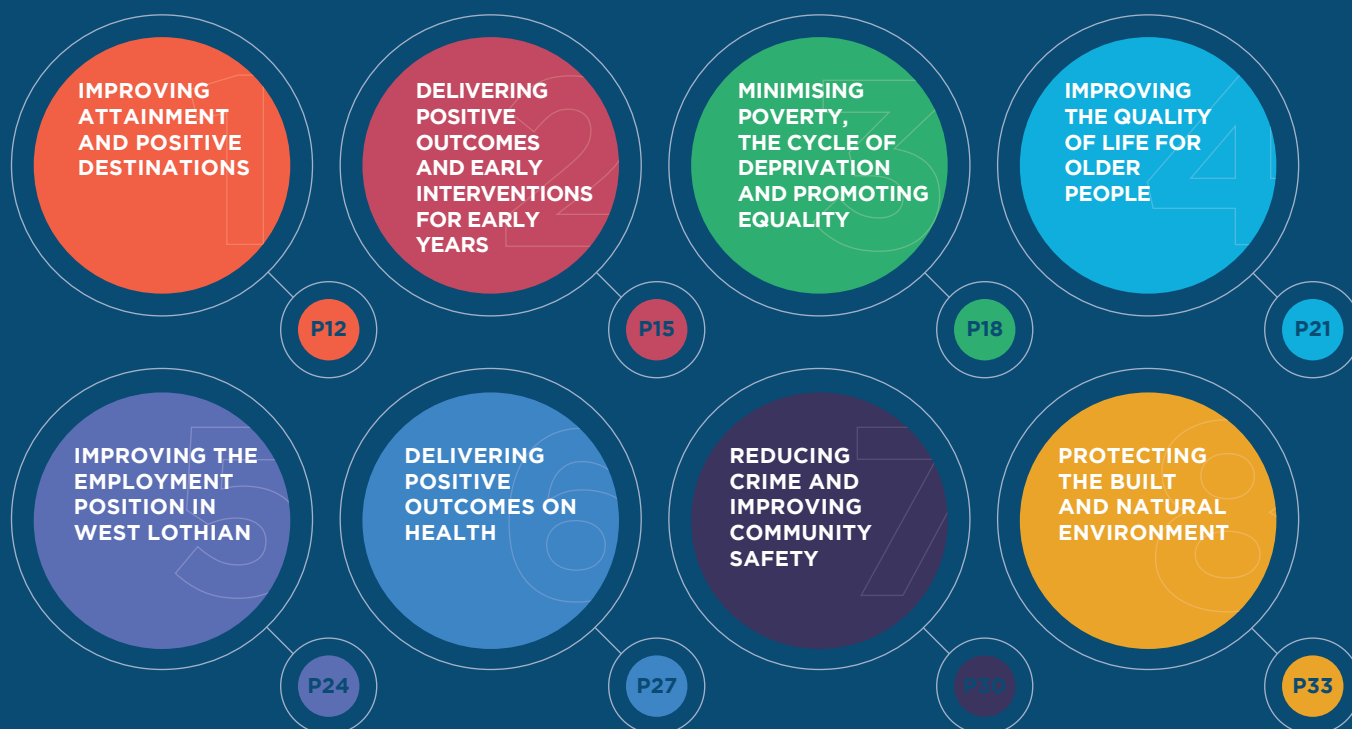
OUR LOCAL COMMUNITIES
WITH EXCELLENT SERVICES,
LOOKING FOR NEW AND
INNOVATIVE WAYS TO IMPROVE
THE WAY WE PLAN, MANAGE
AND DELIVER SERVICES.



Our Priorities for 2018/23

The council has eight priorities for the period 2018/19 to 2022/23. These reflect the areas that are the most important for the community and improving the quality of life for all living, working and visiting West Lothian.

In the next five years, the council will focus on achieving outcomes in each priority.



This section will outline the value of each priority, in terms of the impact upon the community, and what we will do in the next five years to deliver the outcomes associated with each priority.

Measuring success in each priority

The council has robust performance management arrangements that provide an in-depth view of the quality, efficiency and effectiveness of our service delivery and our impact on the community.

A performance scorecard, with measures of success for each priority, has been identified and will provide information on the levels of performance throughout the lifetime of the Corporate Plan. This information will be used across the next five years to challenge and scrutinise performance in the priority and to provide transparent reporting of performance to the public.

1 IMPROVING ATTAINMENT AND POSITIVE DESTINATIONS

The council aims to help West Lothian's young people make the most of their opportunities and to go on to achieve positive outcomes in their lives. We believe that the quality of learning and teaching that our young people receive in schools, pre-schools and nurseries is a critical factor in their ability to succeed.

In the last Corporate Plan 2012/17, the council invested in our schools and provided additional, specialist support to improve the quality of teaching and embed the Curriculum for Excellence.

During this period pupils achieved the best exam results ever recorded in West Lothian. We want to build on these outstanding results and continue to develop a culture of aspiration for all our young people.



Deliverables

In 2018/23 we will aim to improve attainment and positive destinations, with particular focus on closing the attainment gap for the most deprived young people in our communities, through the council's Raising Attainment Strategy and the following key deliverables.

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.

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.



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.



Embedding the engagement of parents and carers as partners in their child's learning through family learning programmes and support.

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.



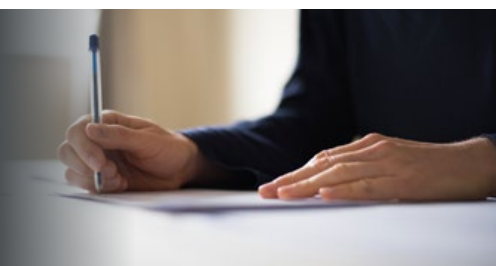
Continuing to provide access to a Breakfast Club for all primary and secondary pupils, in recognition of the link between health and attainment.

Embedding digital literacy within the learning experience.



Expanding links between local employers and schools to continue to improve positive destinations and enhance the quality of vocational options offered.

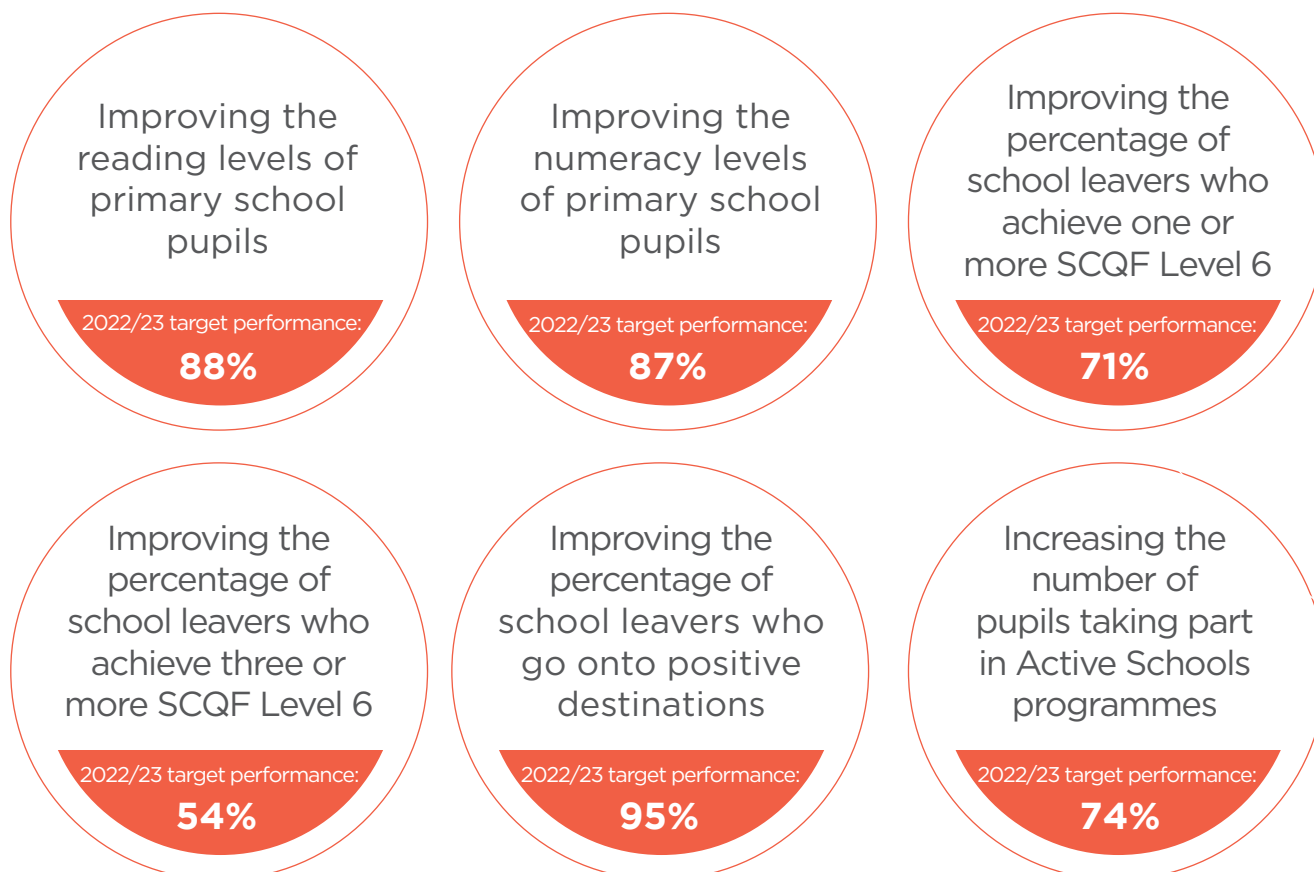
Promoting lifelong learning, including adult learning in literacy and English for speakers of other languages.



Maintaining links with the business community to ensure that education and training produces skills which match market demands.

Targeted Outcomes

We have identified the key measures of the success for this priority and will track, monitor and report on our performance in these performance indicators throughout the lifetime of our plan:



Investing in our Community

The council will continue to prioritise revenue funding for our schools to achieve positive outcomes in our number one priority. We will also continue to invest in improvements to the school estate and the ICT infrastructure in our schools. This will include:

- Improving attainment and positive destinations is our number one priority and is the highest area of council expenditure. It is anticipated that the annual Devolved School Management (DSM) budget for West Lothian schools will exceed £130m by 2022/23.
- Revenue funding of £5.159m will be provided for schools in 2018/19 for Pupil Equity Funding to close the attainment gap.
- Through the continued provision of breakfast clubs, clothing grants, clothing banks and the More Choices More Chances programme the council will ensure support is in place for children to succeed at school.
- During the period, the council will spend approximately £5.5 million on the provision of school transport and £4.7 million on the school meal service (including free breakfasts).
- Over £134 million will be invested in school property upgrades, additional capacity and new schools in the next five years.
- A total of £16.059 million has been allocated for planned property improvements in our schools and £6.613 million for improving the ICT infrastructure.

2 DELIVERING POSITIVE OUTCOMES AND EARLY INTERVENTIONS FOR EARLY YEARS

The council aims to help children and young people to get the best possible start in life. There is strong evidence to indicate what happens to children in their earliest years is key to influencing their future and positive outcomes in adult life.

In the last Corporate Plan 2012/17, we have been working together with parents and carers to develop positive attitudes to learning and health and wellbeing. With services located in some of the most deprived communities, we deliver joined up services across health, education and social care, and address social inequalities to ensure that children have the best chance of succeeding in later life.



Deliverables

In 2018/23 we will put in place a range of models of support for children, young people, parents and carers to improve the health and well being of families through the following key deliverables:

Develop more sustainable models of parenting support work within home, community and education settings.

Working with partners, including the voluntary sector, to improve access to high quality play for children from birth to three.

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.

Providing support to vulnerable children and young people to achieve sustainable positive outcomes and destinations in line with priorities in the West Lothian Corporate Parenting Plan.

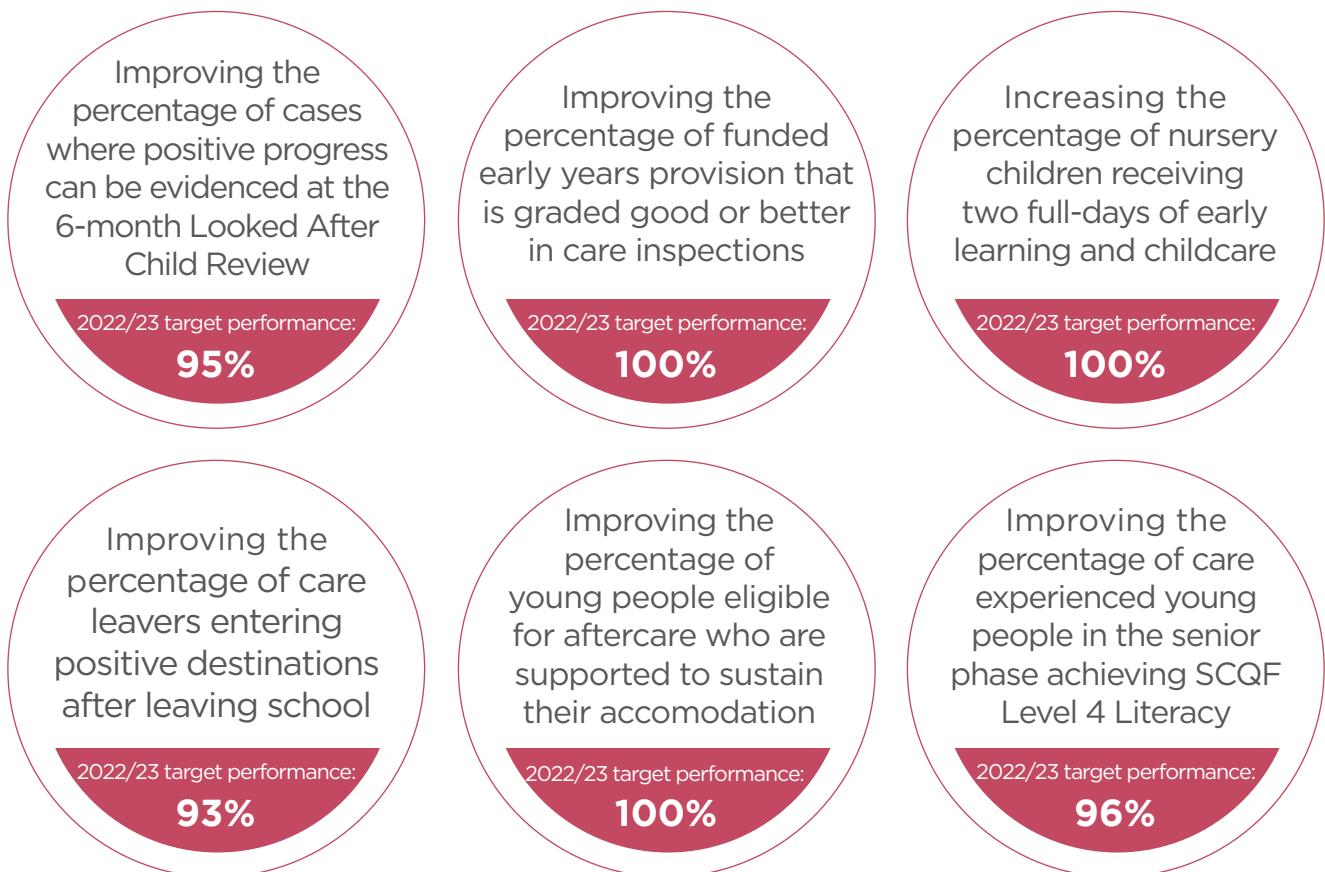
Implementing extended nursery hours, offering children the best possible start in life and a greater level of supported child care for working parents and carers.

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.

Providing support to care experienced children and young people to help achieve positive educational outcomes.

Targeted Outcomes

We have identified the key measures of the success for this priority and will track, monitor and report on our performance in these performance indicators throughout the lifetime of our plan:



Investing in our Community

The council will continue to invest in the services and facilities that help our children and young people to succeed in later life. This will include:

- Investment in the expansion of Early Learning and Childcare for all 3 and 4 years old and eligible 2 year old children. Revenue and capital funding of £739,000 and £1.094m was provided to the council in 2017/18 and a new multi-year funding package is to be announced by Scottish Government covering 2018/19 to 2021/22.
- The council will invest over £15.4 million in the expansion of Early Learning and Childcare facilities.
- A total of £250,000 has been allocated for planned property improvements to our nursery schools across the period of the Corporate Plan

3 MINIMISING POVERTY, THE CYCLE OF DEPRIVATION AND PROMOTING EQUALITY

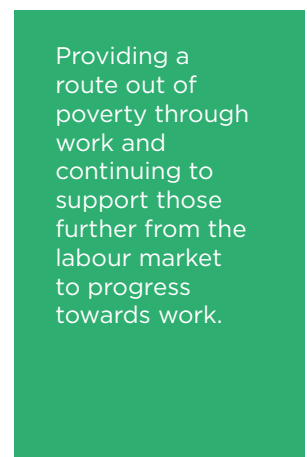
The council aims to help people living in poverty and deprivation as they have significantly worse life outcomes than those in average households, and this is often determined at a very early age by family circumstances. Individuals do less well at school, are more likely to be unemployed or in poorly paid jobs and will generally have poorer health and shorter lives. The financial cost is significant also, with people having a greater reliance on public services throughout their lives.

In the last Corporate Plan 2012/17, we have been working together with partners to mitigate the human costs of poverty through a range of supports and targeted activities in our communities. This included helping people to manage their household finances, debts and benefits but also, by investing in the New Build Council Housing programme to create 1,000 new homes for lower income families.



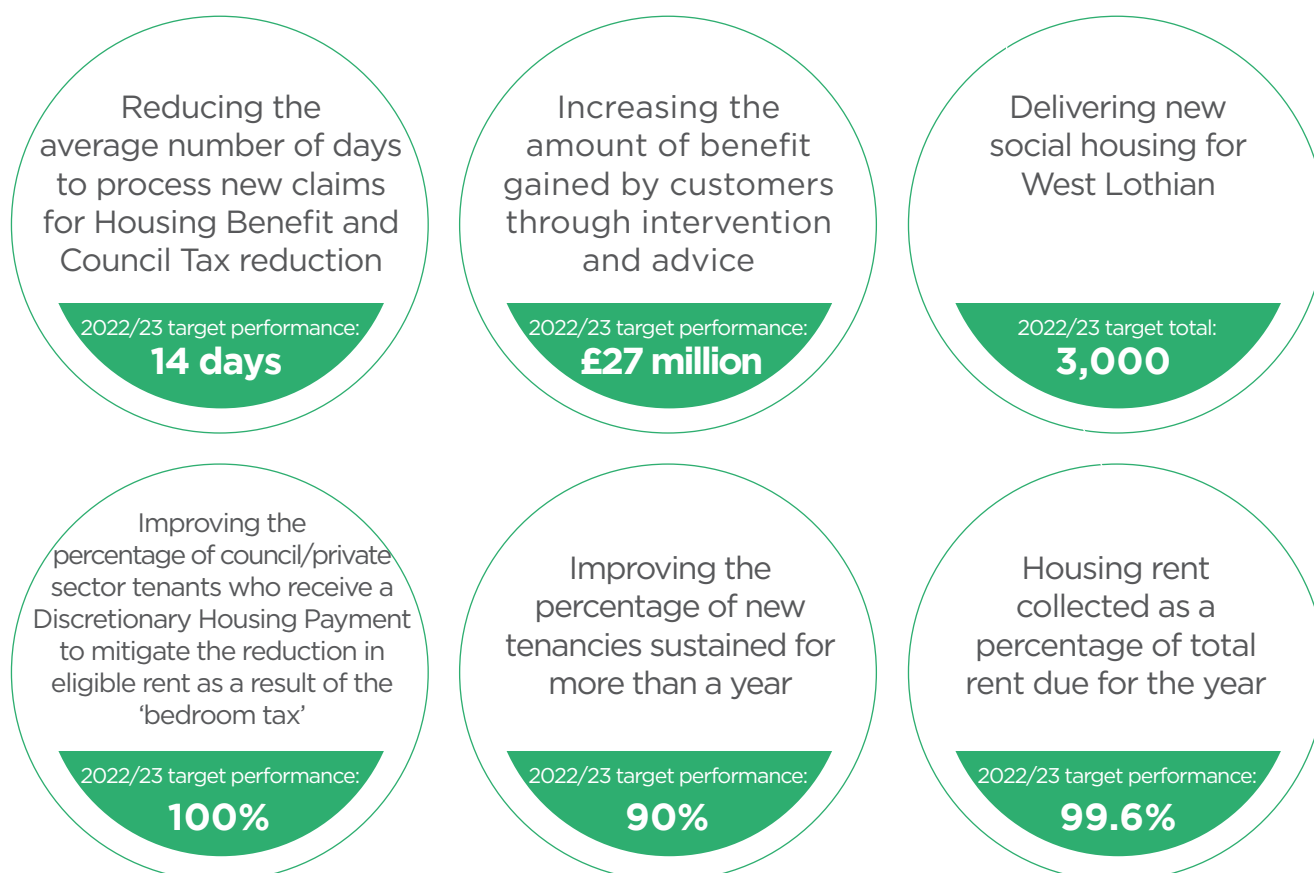
Deliverables

In 2018/23 we will aim to address some of the serious issues that have affected our communities through support, education and multi-agency working through the following key deliverables.



Targeted Outcomes

We have identified the key measures of the success for this priority and will track, monitor and report on our performance in these performance indicators throughout the lifetime of our plan:



Investing in our Community

The council will continue to invest in providing the services that address or mitigate deprivation in our community. Improving and expanding council housing will be a high priority for the council and will be funded from the Housing Revenue Account – which is protected income generated from council house rents – and will include:

- The Housing Revenue Account will have a £49.1million budget in 2018/19, enabling high quality and responsive housing services to be maintained for tenants. Resources will be directed towards efficient management of the council's housing stock and tenancies, with targeted resources for tenant participation. Future budgets will be based on rent levels (set locally) and the collection of rents.
- The Housing Revenue Account will also support investment in our existing housing stock, and the creation of new homes.

The council has a £154.8 million planned Housing Capital investment over the five year period 2018/19 -2022/23.

- This will include the completion of the 1,000 House new build programme, and creation of further 250 new build houses, as well as expansion of the housing supply through open market acquisition, with a total investment of £79.232 million.
- Also, £75.645 million will be invested in existing stock, to maintain Scottish Housing Quality Standards and to achieve compliance with the Energy Efficiency Standard for Social Housing by the end of 2020.
- The council will also invest £4 million in single person homelessness accommodation during the period.

4 IMPROVING THE QUALITY OF LIFE FOR OLDER PEOPLE

The council aims to improve the quality of life for older people by offering care and support that helps them to live well and have greater control, choice and independence. We want to enhance continuity of care, allowing older people to live with support in their community and reduce the number of admissions to hospital or long-term care. In the last Corporate Plan 2012/17, the council worked with our partners in health, the voluntary sector and our community to achieve positive outcomes for older people.

The growth in population of older people in West Lothian is greater than most of Scotland and the council will focus on improving outcomes, individual experience and establishing a long-term and sustainable service in line with growth and eligible need. The West Lothian Frail Elderly Programme was established to identify where there is potential to implement efficiency and effectiveness across the whole-system model of care for the frail elderly population, ensuring that people do not stay in hospital longer than necessary and have appropriate supports in place to enable them to live at home or in an appropriate community setting.



Deliverables

In 2018/23 we will aim to maximise independence and the well being of older people, supporting them to live longer in their own homes through the following key deliverables:

Through the delivery of the Integration Joint Board Strategic Plan, older people are able to live independently in the community with an improved quality of life.



Redesigning services for older people with a focus on supporting those most in need and maximising the use of technology enabled care where appropriate.



To increase the range of available support to enable older people to achieve better outcomes by choosing and directing their own support.



Developing a more sustainable service delivery model targeted to those most in need with an increased emphasis on reablement to retain or regain independence within their home or community setting.

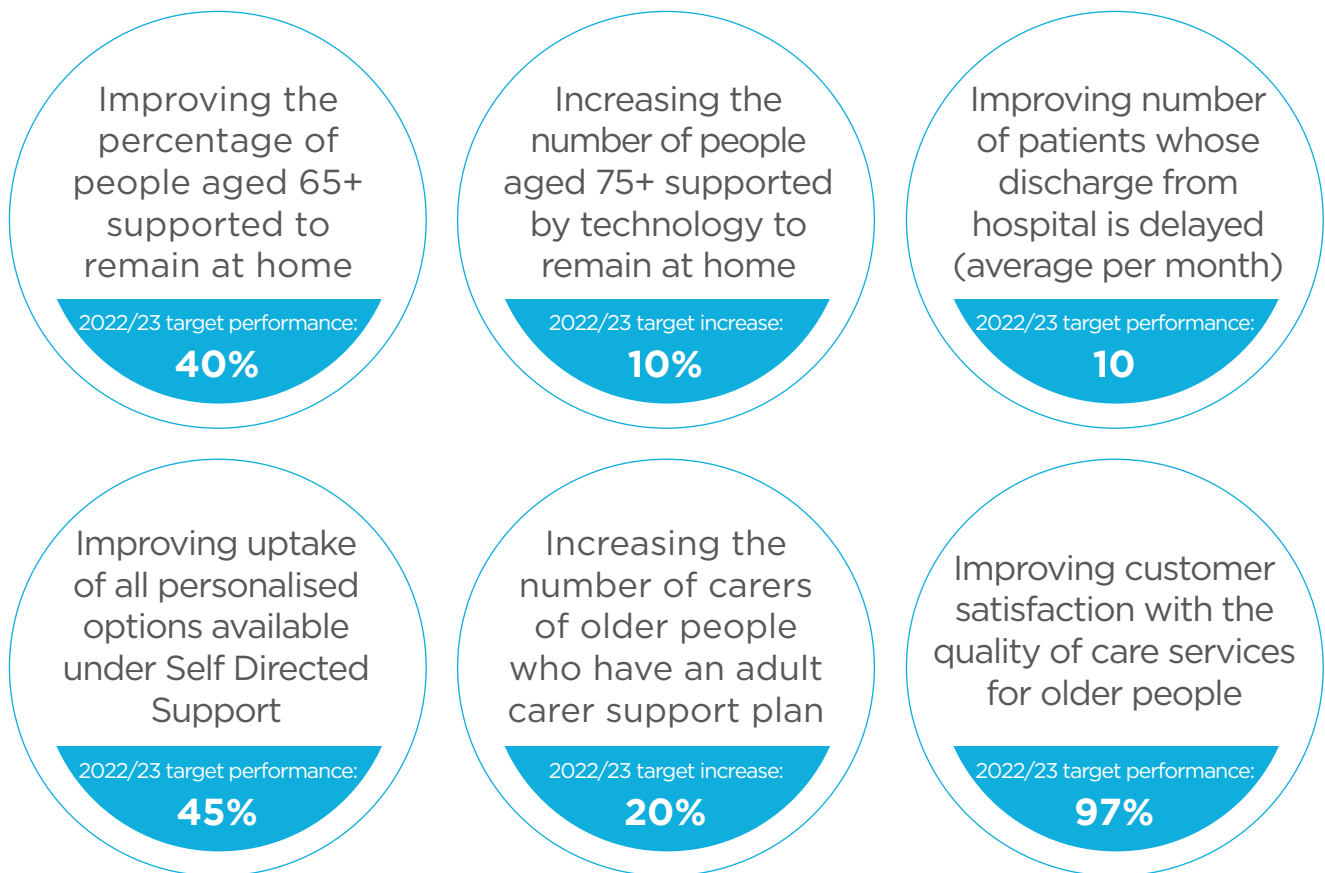


As part of the delivery of the Integration Joint Board Commissioning Plan for Older People, the council will focus on:

- Improving dementia care, with particular emphasis on improving post-diagnostic support;
- Expanding use of technology-enabled care to support older people and carers of older people;
- Supporting older people to live at home or in a homely setting for longer;
- Ensuring specialist mental health provision for the over 65's;
- Ensuring support needs of carers are met, particularly carers of those with dementia;
- Developing single points of information for all older peoples' service provision.

Targeted Outcomes

We have identified the key measures of the success for this priority and will track, monitor and report on our performance in these performance indicators throughout the lifetime of our plan:



Investing in our Community

The council will continue to invest in improving care and support services to older people, this will include:

- The council will invest a total of £600,000 during the period of the Corporate Plan in improvements to the communal areas in residential care facilities for older people.
- A total of £500,000 has been allocated for planned property improvements in residential care facilities for older people.
- Investment of £469,000 will be made in the next five years in ICT to support older people to live longer independently at home, including telecare investment.
- Ongoing programme of renewal of kitchens and bathrooms in council Sheltered Housing and Housing with Care facilities.
- Continued investment to support Older People of £42 million per annum by 2022/23.

5 IMPROVING THE EMPLOYMENT POSITION IN WEST LoTHIAN

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The council aims to support the growth of a vibrant business sector, built around a highly motivated and skilled workforce. Improving the employment position will positively impact on the quality of life and the overall wellbeing of residents in West Lothian. Our community needs a strong local economy to flourish as it supports the success of other priorities, particularly in improving attainment and health outcomes, and addressing poverty.

In the last Corporate Plan 2012/17, the council focused on maximising employment opportunities with a particular focus on helping young people enter the job market.



Deliverables

In 2018/23 we will continue to support local businesses to start-up and grow and encourage investment in West Lothian through collaboration with national partners across the following key deliverables:

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



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.

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.

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.



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

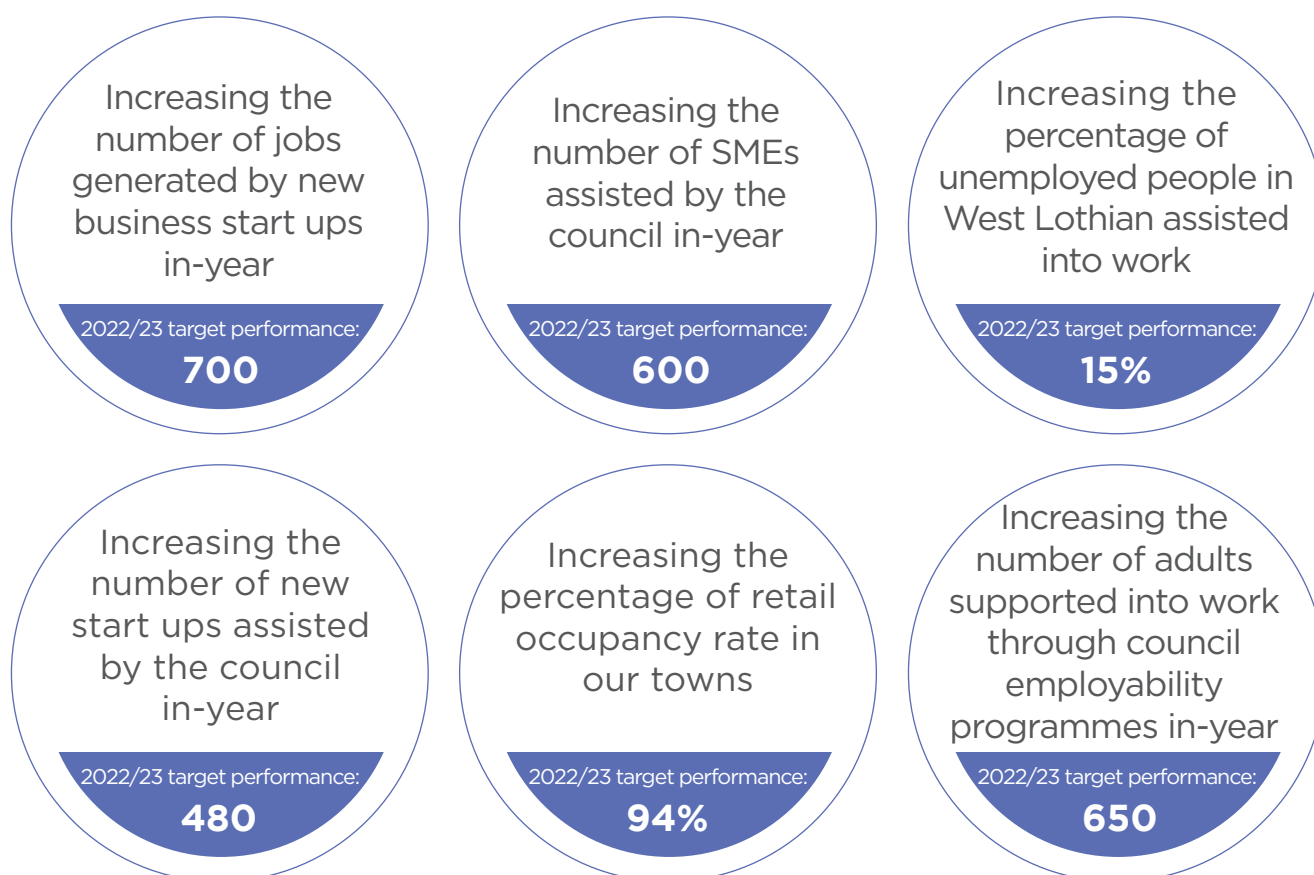


Specific programmes will be dependent on the availability of funding but will be focused on the continuation of current initiatives, including modern apprenticeships and the West Lothian Job Fund.



Targeted Outcomes

We have identified the key measures of the success for this priority and will track, monitor and report on our performance in these performance indicators throughout the lifetime of our plan:



Investing in our Community

The council will continue to invest in the local economy, helping it to grow through Economic Development, investment and assistance for local business and by improving the skills base of the local area. This will include:

- The council will provide approximately £300,000 of revenue funding in 2018/19 to improve the employment position through a range of economic development and employability activities. Future budgets will be impacted by access to external funding opportunities.
- A budget of £1.3 million for voluntary organisation grant payments to external organisations will support joint working with third sector partners to deliver our priorities, including employment.

6 DELIVERING POSITIVE OUTCOMES ON HEALTH

The council aims to address serious health inequalities, which links low income with a range of social and health issues including life expectancy.

NHS Lothian and West Lothian Council have a long history of working in partnership to meet the health and social care needs of West Lothian. The Health and Social Care Partnership will continue this tradition by working in partnership to deliver more accessible, integrated and high quality services which are planned jointly and are community focused. The main challenges to improving health in West Lothian are the ageing population, health inequalities, the continuing shift in the pattern of disease towards long term conditions and growing numbers of people with multiple conditions and complex needs. An ageing population in the county is also having an impact on the demand for health and social care.

The West Lothian Integration Joint Board Strategic Plan 2016 to 2026 focusses on addressing these issues through collaborative working and delivery of co-ordinated services to achieve positive health outcomes.



Deliverables

In 2018/23 we will aim to enable independence and social inclusion for service users and their carers by helping them take control of their own care and support provision through the following key deliverables.

The development of more targeted care at home, the use of assistive technology and provision of reablement will positively contribute to improved outcomes for people.



Through the delivery of the Integration Joint Board Strategic Plan, increase well-being and reduce health inequalities across all communities in West Lothian. Locality planning will provide a key mechanism for strong local, clinical, professional and community leadership.

Improving our approach to integrated models for mental health services for children, young people and adults recognising the importance of mental health and wellbeing on people achieving positive outcomes.



Improving support to carers over the next five years through improved identification of carers, assessment, information and advice, health and well-being, carer support, participation and partnership.

Delivering effective and integrated equipment and technology solutions to promote independence, support the ongoing shift in the balance of care, reduce and prevent hospital admissions and facilitate speedier hospital discharge.



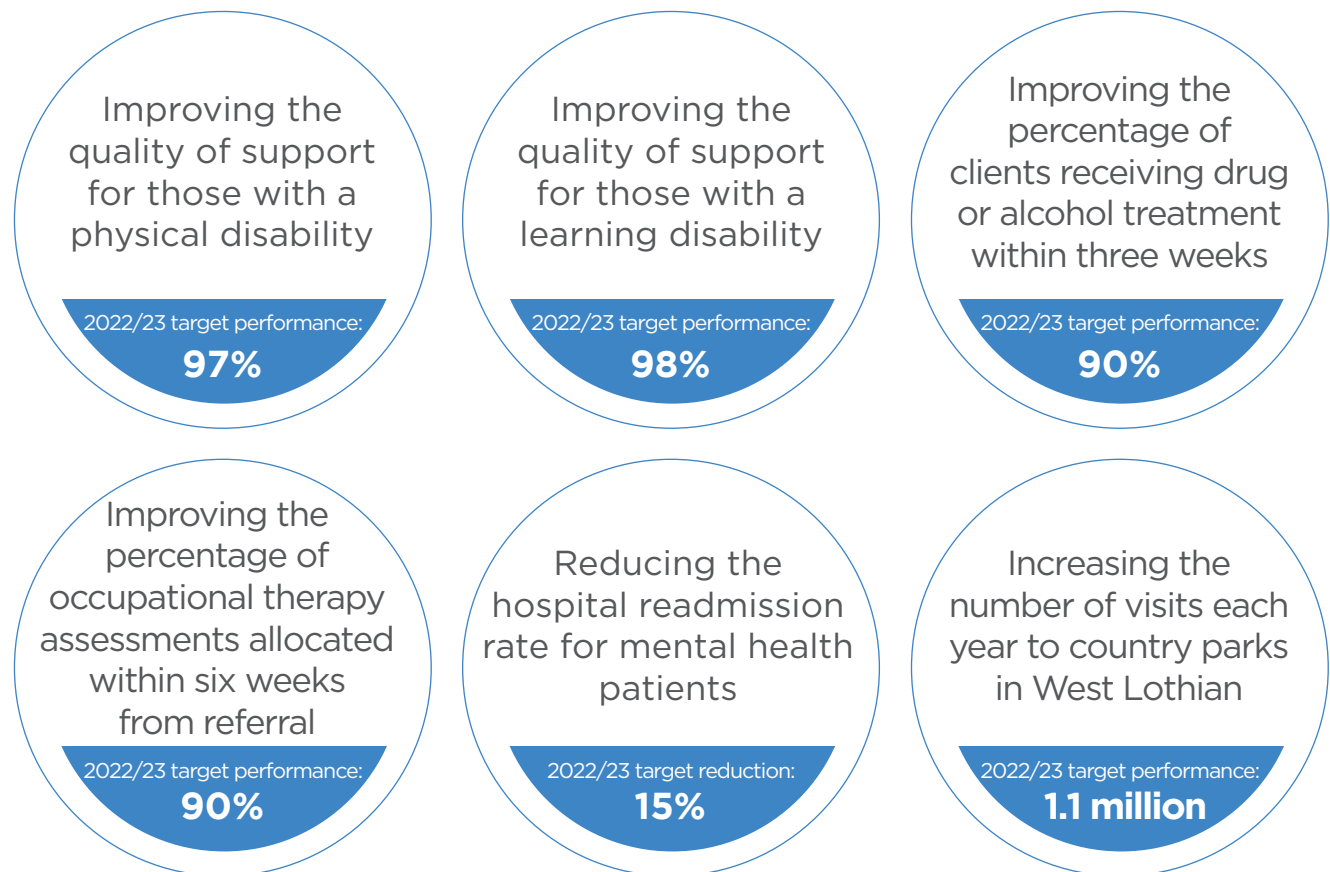
Promoting positive health and wellbeing to all, including through the provision of leisure facilities and well maintained open spaces.



Improving the health and well-being of service users through rehabilitation and reablement, which will, in turn, have a positive impact on carers.

Targeted Outcomes

We have identified the key measures of the success for this priority and will track, monitor and report on our performance in these performance indicators throughout the lifetime of our plan:



Investing in our Community

The council will continue to invest in providing services that will reduce health inequalities in society. This will include:

- The council will invest a total of £2 million during the period of the Corporate Plan in planned improvements and reconfiguration of Ability Centres in West Lothian, enhancing facilities for service users.
- Continued investment to support adults with disabilities of £29 million per annum by 2022/23.
- Planned improvements totalling over £2 million for open spaces in West Lothian and £1.096 million for childrens' play areas.
- Investment of £809,000 in multi use gym areas, kick pitches and skateparks maintenance and £479,000 to maintain synthetic turf pitches.
- During the period the council will continue support West Lothian Leisure to manage and deliver culture and leisure provision across West Lothian in partnership with the council. The council's annual contribution to the management of West Lothian Leisure is anticipated to be £1.6m by 2022/23.

7 REDUCING CRIME AND IMPROVING COMMUNITY SAFETY

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The council aims to help people to feel safe in their homes and on the streets of West Lothian, secure in the knowledge that they are living in strong and inclusive communities. We believe that community safety has a significant impact on the wellbeing of our residents and their quality of life.

In the last Corporate Plan 2012/17, the council tackled antisocial behaviour through a range of preventative and diversionary activities through our Community Safety Unit partnership with Police Scotland.

We also worked effectively with our partners to reduce reoffending and ensure that people are risk were protected.



Deliverables

In 2018/23 we will aim to work with our partners in the police, fire and justice services to improve community safety through the following key deliverables:

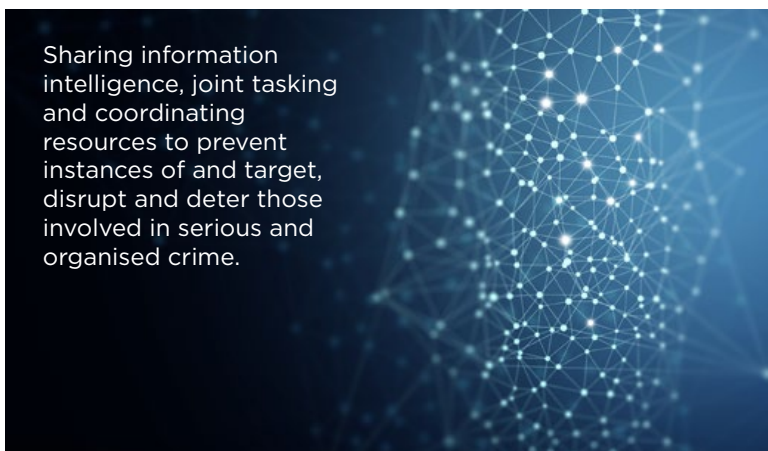
Through the Community Safety Unit (CSU), sharing intelligence and daily multi agency tasking, to allow smarter and earlier interventions, thereby preventing crimes and escalation of incidents within the communities. Dependent on future planning in terms of transformation and police plan review.



Reducing antisocial behaviour and hate crime within our communities and ensuring that violence within our communities is not tolerated through a range of targeted preventative, diversionary and educational interventions.

Protecting those in our community who are most at risk by providing effective interventions across the four main strands of public protection; Child Protection, Adult Support and Protection, Violence against Women and Girls and Multi-Agency Public Protection Arrangements (MAPPA).

Sharing information intelligence, joint tasking and coordinating resources to prevent instances of and target, disrupt and deter those involved in serious and organised crime.



Reducing the casualty rates from fires and road traffic collisions by continuing to work in partnership Fire and Rescue Services and Police Scotland through enforcement, engineering, education and effective early interventions.

Working with our partner agencies to deliver the priorities agreed in the Community Justice Strategy; focused on ensuring that those over the age of 16 involved in the justice system are best supported not to reoffend.



Targeted Outcomes

We have identified the key measures of the success for this priority and will track, monitor and report on our performance in these performance indicators throughout the lifetime of our plan:



Investing in our Community

The council will continue to invest in improvement programmes that will make our roads and streets safer.

- The council will invest a total of £1 million in Road Casualty Reduction Schemes during the period of the Corporate Plan, improving road safety in West Lothian.
- A total of £1.275 million has been allocated for planned improvements to achieve safer cycling, walking and safer streets for West Lothian residents and visitors to the area.

8 PROTECTING THE BUILT AND NATURAL ENVIRONMENT

The council aims to develop a strong, inclusive and sustainable West Lothian. We want to build communities and services that are well-designed and protect the built and natural environment for current residents and future generations.

In the last Corporate Plan 2012/17, we continued to improve the quality of council housing available to current and new tenants and supported development of public and private housing in the area.

We continued to maintain the main roads network in West Lothian to the highest standard in Scotland and increased the overall waste recycling rate to it's highest level.

We successfully introduced a partnership model which improved access to frontline services and became critical hubs for the community and increased the number of digital council services that are available to the public.



Deliverables

In 2018/23 we will focus on ensuring that we have the infrastructure to succeed – that there is access to council services, schools, housing, roads and transportation networks for people, families and business to continue to grow and achieve through the following key deliverables.

Supporting the sustainable residential and commercial development of the local area through the council's 10 year West Lothian Development Plan and emerging linkages with the City Region Deal. This will involve continuation of the co-ordinated, creative and flexible approach to funding, lobbying, negotiation and policy development that is proving to be successful in the core development areas.



Working with private landlords through the Private Sector Leasing Scheme to ensure that housing need can be met in a planned manner and that we maximise the supply of affordable housing.

Maintaining our roads network to support and sustain economic and population growth in the local area. Engaging with the community and commercial operators to deliver a cost effective public transport network and active travel options.

Helping people to access housing appropriate to their needs by supporting them to sustain their accommodation. Repairing, maintaining, improving energy efficiency to meet national standards and building social housing.



Protecting the environment through a range of regulatory and enforcement activities that will protect the health, wellbeing and safety of local people.

Providing high quality customer services and community facilities that are accessible and tailored to meet the needs and preferences of customers.



Continue to maintain and protect the local environment for residents, visitors and future generations by maintaining public spaces, gardens and provision of country parks and encouraging community to play a more active role in looking after their local environment.

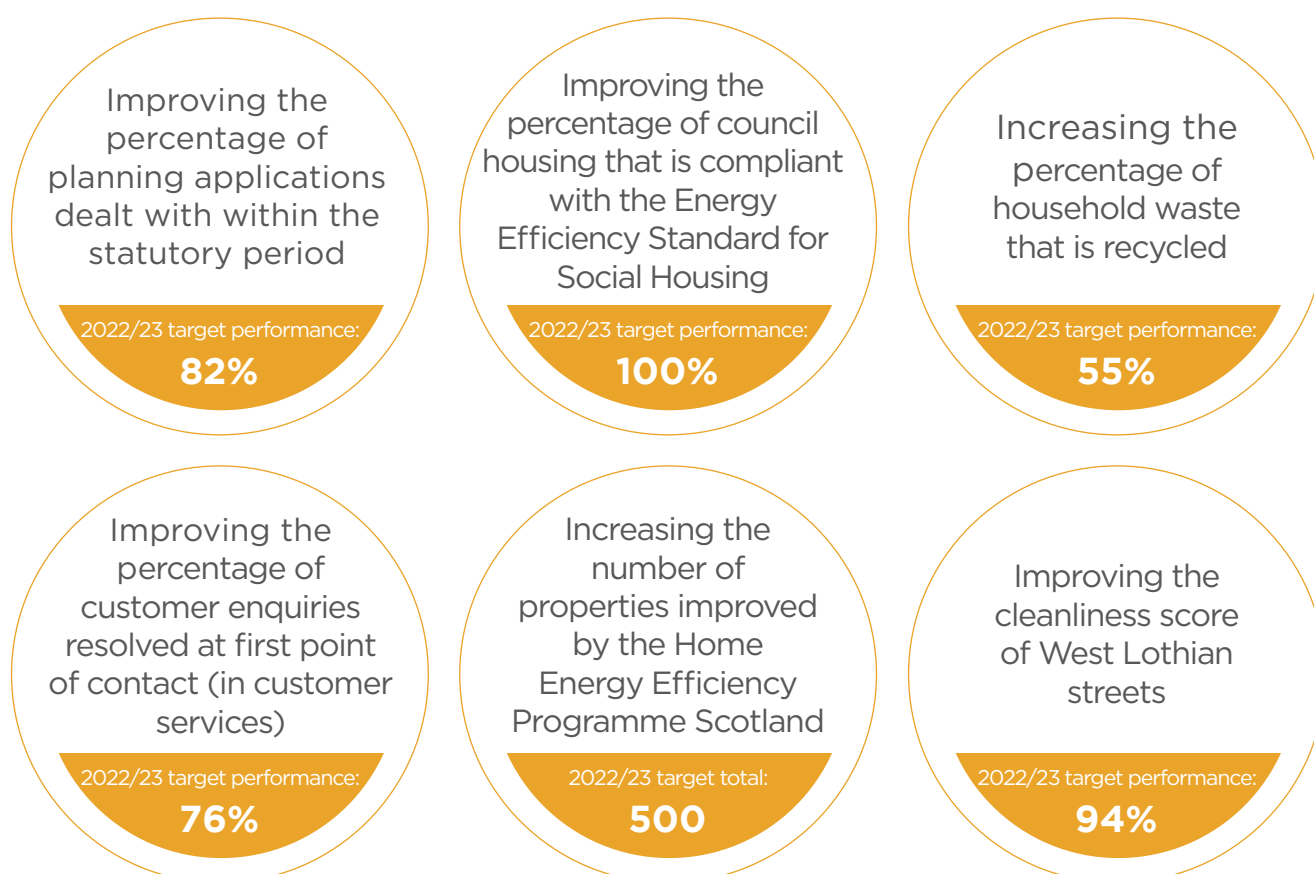
Continuing to work with our community schools and businesses to reduce littering in our towns and villages and increasing cleanliness through street cleansing.



Improving waste recycling rates across West Lothian by implementing the Scottish Government's Zero Waste Strategy.

Targeted Outcomes

We have identified the key measures of the success for this priority and will track, monitor and report on our performance in these performance indicators throughout the lifetime of our plan:



Investing in our Community

The council will continue to invest in improving our protecting and enhancing our local environment and the services to the community.

- During the period of the Corporate Plan, the council will allocate approximately £11m each year to fund domestic waste collection and disposal services
- Around £9.6 million in funding will be allocated annually to deliver maintenance activities across the roads network in West Lothian and undertake flood prevention activities.
- Capital investment in roads and footpaths totalling £10.512 million and £7.527 million in bridges maintenance has been planned for the period.
- West Lothian's built and natural environment will be protected with around £5.6 million budgeted each year for Open Spaces, street cleaning, cemeteries and country parks, with £219,000 capital investment for country parks.
- It is anticipated that services provided by Environmental Health and Trading Standards will account for around £1.3 million of the council's annual expenditure during the period.
- The net annual budget to support planning and development in the area is expected to be approximately £2.1million. This includes £348,000 of council funding and income generated from building warrants and planning services.

transforming your council

A programme of transformation will change the way that council services are delivered in the years ahead. We aim to reduce spending by reviewing service provision and reducing or stopping the activities that do not support our eight priorities.

Workstreams and council-wide projects

New technology provides the council with an opportunity to deliver services in more effective ways and the council will seek to maximise new ways of working and different models of service delivery in a wide-reaching change programme, Transforming Your Council. This will be managed through identified projects across 7 workstreams.

Modernising services and managing our workforce

making council services more efficient, accessible and cost effective. Services with a limited contribution to the council's eight priorities may be reduced, and some services may no longer be provided, or provided in different ways. This will result in changes to how staff work.

Modernising social care

this will focus on projects that change the way we deliver social care services. These alter behaviours and factors that can have a detrimental impact on lives at an early stage, and/or deal with issues before they reach a crisis stage.

Managing our relationship with customers

this will focus on projects that improve the quality and accessibility of customer services in the council, resulting in more cost effective customer contact.

Working with partners to deliver outcomes

this will focus on projects that enhance partnership working and enable the council to deliver more effective, flexible and affordable services.

Working with partners to deliver outcomes

this will focus on projects that enhance partnership working and enable the council to deliver more effective, flexible and affordable services.

Managing our assets and reducing energy

this will focus on projects that ensure that the council continues to have efficient and effectively managed assets to support service delivery.

Environment

new standards and delivery models that will ensure we continue to protect the built and natural environment in West Lothian more cost effectively.

Equality Impact Assessment

West Lothian Council has continued to make significant progress towards mainstreaming equality impact assessment within our organisational processes and structures.

An equality relevance assessment was conducted on the Corporate Plan at draft stage.

This process did not recommend a full assessment due to the strategic nature of the plan, however in order to ensure that relevant and proportionate assessment is conducted on the activities to implement the priorities set out within the Plan, the relevance assessment recommended that the various underpinning work streams are subject to equality impact assessment.

These assessments will be conducted by council officers at the appropriate stage for each individual work stream prior to implementation.

The council is committed to tackling discrimination, advancing equality of opportunity and promoting good relations both within our workforce and the wider community. Mainstreaming equality is the process by which we will work towards achieving this as an organisation.

Our equality outcomes, published in April 2017 in line with legislative requirement, outline an evidence-based approach to tackling the most significant and persistent inequalities in society. As well as a review of local and national data and evidence, extensive involvement with representatives of the community and the council's workforce took place to identify the outcomes most relevant to West Lothian Council and the services we provide. While, for legislative compliance purposes, these outcomes are distinct from the priorities outlined within this Plan, the council recognises that achieving our equality outcomes will add direct value to everything that we do as an organisation.

Appendix: more information and references

Corporate strategies

Nine corporate strategies will support the delivery of this plan and the Transforming Your Council programme. These are published on the council's website and progress and achievement in the strategy outcomes will be subject to annual review by the appropriate Policy Development and Scrutiny Panel.

Strategies: Customer Service Strategy, People Strategy, Attainment Strategy, Digital Transformation Strategy, Improvement Strategy, ICT Strategy, Asset Management Strategy, Risk Management Strategy, Audit and Counter Fraud Strategy.

Management plans

Plans developed by each council service annually, to set out the key activities and outcomes that services will work to achieve in the year and the required resources. These are published on the council's website.

Plans: Education Services, Planning, Economic Development and Regeneration Services, Corporate Services, Housing, Customer and Building Services, Operational Services, Social Policy, Finance and Property Services.

For more information: www.westlothian.gov.uk/article/4072/Management-Plans-and-Corporate-Strategies

West Lothian Community Planning Partnership

West Lothian Council: www.westlothian.gov.uk

NHS Lothian: www.nhslothian.scot.nhs.uk

Integration Joint Board: <http://www.westlothianchcp.org.uk/hsci>

Police Scotland: www.lbp.police.uk

Scottish Fire and Rescue Service: www.lothian.fire-uk.org

Voluntary Sector Gateway West Lothian: www.voluntarysectorgateway.org

West Lothian College: www.west-lothian.ac.uk

Scotland's Rural College (Oatridge Campus): www.sruc.ac.uk/info/120391/oatridge_campus

Scottish Enterprise: www.scottish-enterprise.com

West Lothian Chamber of Commerce: www.wlchamber.com

Scottish Water: www.scottishwater.co.uk

JobCentreplus: www.dwp.gov.uk/about-dwp/customer-delivery/jobcentre-plus

West Lothian Leisure: www.westlothianleisure.com

West Lothian Youth Congress

Skills Development Scotland: www.skillsdevelopmentscotland.co.uk

SESTRAN: www.sestran.gov.uk

Scottish Natural Heritage: <https://www.nature.scot/>

Scottish Environment Protection Agency: <https://www.sepa.org.uk/>

Historic Environment Scotland: <https://www.historicenvironment.scot/>

VisitScotland: <https://www.visitscotland.com/>

Scottish Sports Council (SportScotland): <https://sportscotland.org.uk/>

For more information on the CPP: <https://www.westlothian.gov.uk/communityplanning>



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CHANGING THE WAY THAT COUNCIL
SERVICES ARE DELIVERED



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WEST LOTHIAN COUNCIL

REVENUE BUDGET 2018/19 TO 2022/23

REPORT BY HEAD OF FINANCE AND PROPERTY SERVICES

A. PURPOSE OF REPORT

The purpose of this report is to enable the Council to approve a five year revenue budget strategy, including proposed saving measures, from 2018/19 to 2022/23, to agree the detailed General Fund Revenue Budget for 2018/19 to 2020/21, to set council tax level for 2018/19 and to take decisions on associated issues.

B. RECOMMENDATION

It is recommended that the Council:

1. Notes the council faces a revenue budget gap of £65.3 million over the five years 2018/19 to 2022/23 as a result of Scottish Government grant funding not being sufficient to meet the increased costs faced by the council;
2. Agrees the five year priority based revenue budget strategy, including proposed budget reduction measures as detailed in Appendix 1 of the report;
3. Notes the risks to deliverability of the budget reduction measures included within the five year revenue budget strategy, as summarised in Appendix 2;
4. Agrees that officers will continue to consider options, including the good ideas contained within Appendix 3, to address the remaining balance of savings to be identified to ensure a balanced budget over the five year period and that proposals will be brought back to elected members for consideration and approval at a future date;
5. Agrees that officers will report to Council Executive on the development of Community Choices, as set out in section D.4.5;
6. Agrees an income and contributions policy and schedule of charges as detailed in Appendix 4 of the report;
7. Agrees the proposed revenue budgets for the three years 2018/19 to 2020/21 as set out in Appendix 5 of the report;
8. Agrees the 2018/19 level of resources associated with the functions delegated to the West Lothian Integration Joint Board (IJB) of £72.879 million, taking account of West Lothian IJB's share of Scottish Government funding for social care, as set out in section D.2.4;
9. Sets a council tax level for 2018/19;
10. Approves a strategy of maintaining a minimum uncommitted General Fund Balance of £2 million;
11. Notes the position in regard to the General Fund Balance and other reserves as detailed in Appendix 6 of the report;
12. Approves the prudential indicators, as set out in Appendix 7;
13. Notes the result of the equality impact assessment of the proposed budget reduction measures, as set out in Appendix 8.

C. SUMMARY OF IMPLICATIONS

I Council Values

Being honest, open and accountable, focusing on our customers' needs, making the best use of our resources and working in partnership.

II	Policy and Legal (including Strategic Environmental Assessment, Equality Issues, Health or Risk Assessment)	<p>Approval of the Budget The Council must approve a balanced budget before 11 March each year to comply with statutory obligations. However, to initiate the collection of instalments in April 2018, it is essential that Council sets the council tax for 2018/19 no later than 22 February 2018. This allows council tax bills and benefit notifications to be issued to customers and direct debits set up for collection in April.</p> <p>General Fund Balance When considering the budget, the Council must be provided with details of the General Fund Balance and other reserves.</p> <p>Prudential Code The CIPFA Prudential Code for Capital Finance in Local Authorities stipulates that prudential indicators must be approved annually, through the same process established for setting the council's revenue budget.</p> <p>Equality Impact Assessment The equality impact of the proposed budget has been assessed in compliance with public sector equality duty requirements, as set out in the Equality Act 2010 and the Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012.</p> <p>Reserve Powers Scottish Ministers have reserve powers to cap local authority expenditure through imposing a reduced council tax level, where they consider an authority's expenditure or expenditure increase to be excessive.</p>
III	Implications for Scheme of Delegations to Officers	None.
IV	Impact on performance and performance Indicators	Ongoing government funding constraints has implications for the council's budget and performance. The impact of the proposed budget reduction measures on performance is summarised in Appendix 1, however the five year revenue budget strategy is predicated on maintaining performance wherever possible and focusing delivery of services that support council priorities.
V	Relevance to Single Outcome Agreement	The revenue budget provides resources necessary to help deliver the Single Outcome Agreement. Effective prioritisation of resources is essential to achieving key outcomes.

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|-------------|---|---|
| VI | Resources - (Financial, Staffing and Property) | <p>The outcome of the local government finance settlement for 2018/19 was reported to Council Executive on 19 December 2017. Following the local government finance settlement, and clarification by the Scottish Government of errors in the finance settlement, and further funding provided for 2018/19 as announced on 31 January 2018, the council faces a estimated budget gap of £13.9 million in 2018/19.</p> <p>Scottish Government revenue grant funding is likely to be insufficient to meet the increasing costs and demand for services, resulting in a projected budget gap over the five year period to 2022/23 of £65.3 million.</p> |
| VII | Consideration at PDSP | <p>Feedback from the council's Transforming Your Council (TYC) consultation was discussed at a series of Policy Development and Scrutiny Panel (PDSP) meetings in December 2017.</p> <p>The Partnership and Resources PDSP on 19 January 2018 considered an update on the approach to developing a revenue budget strategy which met the financial planning parameters previously agreed Council.</p> |
| VIII | Other consultations | <p>Following the PDSP meetings in December 2017 and January 2018 the Council Executive on 6 February 2018 received an update on the approach to developing the strategy along with further information on officers' prioritisation analysis of services and potential savings by service and WLAM unit level.</p> <p>The TYC consultation, which received 7,026 responses and over 45,000 comments, provided support for the council's priorities and many of the officer savings proposals.</p> <p>Meetings on the five year revenue budget strategy and detailed revenue budgets for 2018/19 to 2020/21 have been held with teaching and non-teaching trade unions.</p> |

D. TERMS OF REPORT

D.1 The report covers the following sections:

- D.2 – Governance
- D.3 – Transforming Your Council Consultation
- D.4 – Five Year Revenue Budget Strategy 2018/19 to 2022/23
- D.5 – Income and Contributions
- D.6 – Revenue Budget 2018/19 to 2020/21
- D.7 – Annual Revenue Budget 2018/19
- D.8 – General Fund Balance and Other Reserves
- D.9 – Prudential Code
- D.10 – Equality Impact Assessment
- D.11 – Risks and Uncertainties

D.2 GOVERNANCE

D.2.1 Budget Setting

The council's budget setting process is subject to statutory, regulatory and governance requirements. The Local Government Finance Act 1992 section 93(2) requires councils to formally agree council tax levels before 11 March each year. However, to enable council tax and benefits billing to take place, the budget needs to be agreed no later than 22 February 2018. The Prudential Code requires councils to approve, on an annual basis, a defined set of prudential indicators, covering both General Fund and Housing capital investment, at the same meeting that approves the revenue budget for the forthcoming year.

The council's financial regulations state that the Head of Finance and Property Services is responsible for annually presenting a balanced revenue budget and prudential indicators to the full Council. The annual revenue budget forms part of the council's integrated approach to financial strategy, corporate planning, delivery of outcomes and performance monitoring. The activity budget links the council's activities, resources and outcomes and is a core element of the council's financial strategy and annual management plans. The 2018/19 activity budget is published on the council's intranet following approval of the budget.

Management plans for each service for 2018/19 will be published on the council's website following consideration by PDSPs. The management plans incorporate the outcomes that the council, working in conjunction with community planning partners, is seeking to deliver via the Single Outcome Agreement. Performance during the year is monitored and reported using the council's performance management system, Pentana.

Audit Scotland and the Chartered Institute of Public Finance and Accountancy (CIPFA) have both identified the need for public bodies to focus on their medium to long term financial sustainability. They have advised that public bodies should develop strategies that are based on defined priorities, providing a clear road map for service delivery within constrained budgets. This means that although councils only receive one year finance settlements from the Scottish Government, they are expected for accountability to produce medium to long term financial strategies.

CIPFA's report on building resilience and managing financial stress emphasises the importance of planning for savings over at least three years. In addition, the Accounts Commission believe that all councils should have a long term financial strategy covering a minimum of five years and that these long term strategies should be supported by detailed plans covering a minimum of three years. Long term planning is essential for effective financial management and this is especially the case where councils have low levels of usable reserves. Medium term financial strategies will help to ensure that revenue and capital budgets are aligned with corporate plans and deliver agreed priorities.

This report seeks approval of the council's five year revenue budget strategy 2018/19 to 2022/23, detailed revenue budgets for the three years 2018/19 to 2020/21 and council tax levels for 2018/19.

D.2.2 Equality Impact Assessment

The council's statutory public sector equality duty arises from the Equality Act 2010 and the Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012. The council is required to undertake equality impact assessments based on the general duty within the Act and specific duties within the regulations.

The Act requires the council to have due regard to equality when exercising functions in relation to persons covered by the protected characteristics of the Act. The general duty of the Act must be taken into account during the impact assessment process with the council considering how the particular policy or change will relate to:

- Eliminating discrimination, harassment and victimisation
- Advancing equality of opportunity through removing or minimising disadvantages, taking steps to meet different needs or encouraging participation in public life
- Fostering good relations by tackling prejudice and promoting understanding

In addition to the statutory duty from the Act, and specific duties within the regulations, the Scottish Government have stated their intention to introduce a new socio-economic duty as part of the Fairer Scotland Action Plan. This new duty will help public bodies make better decisions that help tackle inequality. Although guidance is being developed, it is likely that socio-economic inequality will be incorporated into existing impact assessment processes.

The equality impact assessment process of considering the impact of current and future savings is well established in West Lothian Council. The equality assessments enable the council to identify impacts and to consider and develop mitigation measures. They are intended to inform the decision making process by making all relevant information available to members. They are not intended to prevent decisions being taken and implemented. Further detail on the process undertaken by the council is included in section D.9 of the report.

D.2.3 Best Value

The council has continued to build a resilient culture of effective planning and governance, with strong evidence to demonstrate how the council meets the defined best value characteristics. This is evidenced by the council's recent best value assurance report where the Accounts Commission concluded that the council has continued to demonstrate a number of strengths with outcomes for local people improving and the council performing well when compared to others.

The council's approved Best Value Framework ensures that the council complies with the provisions contained within the Local Government in Scotland Act 2003. The 2003 Act requires the council to:

- Secure best value in the performance of its functions
- Balance the quality and cost of the performance of its functions and the cost of council services to service users
- Have regard to efficiency, effectiveness, economy and the need to meet equal opportunity requirements in maintaining that balance
- Fully discharge its duty to secure best value in a way which contributes to the achievements of sustainable development

D.2.4 Health and Social Care Integration Joint Board

The Public Bodies (Joint Working) (Scotland) Act 2014 established the framework for the integration of health and social care in Scotland. The West Lothian Integration Joint Board (IJB) came into effect from 1 April 2016. These arrangements require the delegation of relevant functions and resources by the council and NHS Lothian to the West Lothian IJB, including the strategic planning of adult social care functions and delivery.

The Social Work (Scotland) Act 1968 (duty to assess) sets the parameters for eligibility criteria for adults. As adult social care provision is a delegated function of the IJB, the board has to consider and agree potential changes to eligibility criteria. The IJB agreed on 23 January 2018 to set the eligibility threshold for direct funded support for non-residential adult social care to the level of substantial and above.

As set out in section D.7 of this report, the proposed level of budget resources associated with council functions delegated to the IJB in 2018/19 is £72.879 million. This includes resources of £1.855 million, equivalent to the council's share of the additional £66 million funding for 2018/19 included as part of the Scottish Budget 2018 to support continued delivery of the living wage, implementation of the Carers (Scotland) Act 2016 and increasing free personal and nursing care payments.

D.3 TRANSFORMING YOUR COUNCIL CONSULTATION

The Transforming Your Council (TYC) consultation, held between 16 October and 12 November 2017, sought stakeholder opinions on three key areas:

- Priorities for the next five years based on the eight priorities of the Corporate Plan 2013/17
- Officer budget proposals that seek to address the anticipated budget gap through reductions and/or changes to services provided by the council
- Council tax levels including an assumed increase of 3% per annum and the potential to increase council tax levels by greater than 3%

The TYC consultation received 7,026 responses, with over 45,000 comments from all respondents. There was some movement in the ranking of the proposed council priorities although there continued to be agreement that these are the correct priorities for the council. Respondents agreed with the majority of officers' proposed measures. For 28 out of 35 proposals, the highest numbers of responses received were in agreement with the proposal. The six proposals where the highest number of responses received were in disagreement are:

- 1b – Rationalisation of Central Support to Schools
- 1c – Redesign Scheme of Devolved School Management
- 2c – Care for Adults
- 4a – Review Approach to Delivery of Culture and Sports
- 7c – Revised Service Standards and Delivery Models – Waste Services
- 7d – Reprioritised Passenger Transport Strategy

The consultation responses also supported a council tax increase of 3% per annum over the five years.

A series of PDSP meetings were held between 18 and 21 December 2017 to consider the feedback from the consultation which included statistical information relating to responses for measures and a high level summary of comments and feedback. The feedback from respondents relating to the themes and issues arising from the consultation is available to view online on the council's website. In addition, a number of good ideas were received within the consultation responses. These ideas have been reviewed by officers to identify potential areas for further investigation. A list of ideas is included in Appendix 3 for information, however the key themes and areas are summarised as follows:

- Use of volunteers
- Consideration of outsourcing or use of third parties for service delivery
- Improved use of technology
- Increased partnership working and collaboration
- Introduction of further or new charges for services

- Reviewing transport provision, including green travel
- Review of external grant funding
- Alternative use of both council and non council buildings
- Energy efficiency and renewable technology
- Collaborative procurement
- Greater mobile and flexible working
- Centralisation of internal activities to remove duplication

This report is a key stage in terms of decision making in relation to the council's medium term financial strategy following the conclusion of the TYC consultation. As agreed by Council Executive on 19 September 2017, the consultation responses were used to inform the council's Corporate Plan and financial plan for the period 2018/19 to 2022/23. The consultation responses, as considered by PDSPs in December, have influenced the priorities for the council and how resources should be allocated.

D.4 FIVE YEAR REVENUE BUDGET STRATEGY 2018/19 TO 2022/23

Following conclusion of the TYC consultation, a revenue budget strategy update report was presented to the Partnership and Resources PDSP on 19 January 2018 on the proposed approach to developing a revenue budget strategy for the five year period 2018/19 to 2022/23 which meets the financial planning parameters agreed by West Lothian Council in February and November 2017.

A further report was considered by the Council Executive on 6 February 2018 on the updated budget model, officer prioritisation of services against priorities and proposed budget saving measures. The Council Executive noted the revised budget model, including the additional funding announced by the Cabinet Secretary on 31 January 2018, and the officer methodology for ensuring the council has a balanced budget for each of the five years. The approach confirmed that the consultation responses should be used to inform measures to balance the revenue budget and a report should be presented to full Council in February 2018 incorporating budget proposals to meet a revised budget gap of £65.3 million. The Council Executive agreed that a number of changes and amendments to the proposed officer budget measures should be incorporated into this report and these changes are detailed in section D.4.3. In summary the motion agreed at Council Executive:

- Welcomed the progress in developing a credible financial plan for 2018/19 to 2022/23
- Noted the conclusion of the TYC consultation and that responses will be used to help inform measures to balance the revenue budget
- Noted the revised budget model and gap and the challenging financial position facing the council due to Scottish Government funding being insufficient to meet expenditure pressures
- Noted the outcome of the officer prioritisation analysis of services
- Agreed the removal of some budget savings from this report and requested that officers should review and update certain budget measure proposals as detailed in the motion

This is consistent with the strategic approach to financial and corporate planning agreed by Council on 20 February and 7 November 2017 which ensures that the council can respond proactively to the magnitude of the challenge in delivering essential services whilst financial resources are constrained. It is also consistent with the recommendations of the Accounts Commission, Audit Scotland and the Chartered Institute of Public Finance and Accountancy (CIPFA) who emphasise the need for public bodies to focus on their medium to long term financial sustainability. They have advised that public bodies should develop strategies that are based on defined priorities, providing a clear road map for service delivery. Constrained

financial resources are not a short term problem, therefore a strategic approach is essential to meet the medium to long term challenges arising from the fundamental structural changes to public sector funding.

The council's approach to financial and corporate planning considered by Partnership and Resources PDSP and agreed by Council Executive in early 2018 is beneficial as it:

- Provides a medium term view which is essential when implementing effective service and workforce planning, allowing workforce changes to be made in a proactive manner;
- Provides officers with sufficient time to implement what, in many cases, will be fundamental changes to service delivery which require a significant lead in time;
- Helps officers and elected members to consider the long term implications of policy decisions and changes to service delivery;
- Creates greater certainty surrounding detailed financial plans for the first three years of the five year financial strategy;
- Provides services and customers with advance notice of changes;
- Helps to integrate services and planning with Community Planning Partners, especially where outcomes are longer term (e.g. preventative spend).

In addition, the long lead in time required to deliver a number of the proposed budget savings measures, many of which require fundamental and significant changes to service delivery, means that if the five year strategy was not approved, the council could not deliver the proposed saving measures in sufficient time or in a cohesive and coordinated manner.

D.4.1 Overall Budget Position

As highlighted in the financial strategy update report to Partnership and Resources PDSP and Council Executive in January and February 2018, there is an estimated budget gap of £65.3 million over the period 2018/19 to 2022/23. The updated budget position for the five years is summarised below:

Table 1: Estimated Expenditure and Funding 2018/19 to 2022/23

Incremental Movements	18/19 £'m	19/20 £'m	20/21 £'m	21/22 £'m	22/23 £'m	Total £'m
Expenditure						
Staffing Costs	9.5	6.3	4.6	4.9	4.9	30.2
Demographics & Demand Pressures	5.3	5.4	5.7	5.9	6.0	28.3
Revenue Consequences of Capital	0.4	0.2	0.2	0.2	0.2	1.2
Service Pressures & Developments	6.8	1.6	8.6	4.7	0.4	22.1
Inflation and Indexation	2.9	3.2	3.5	3.6	3.7	16.9
Gross Expenditure Increases	24.9	16.7	22.6	19.3	15.2	98.7
Incremental Movements	18/19 £'m	19/20 £'m	20/21 £'m	21/22 £'m	22/23 £'m	Total £'m
Income						
Council Tax (based on 3% increase per annum)	(3.3)	(3.2)	(3.4)	(3.5)	(3.6)	(17.0)
Ring Fenced Grant Funding	(5.3)	(1.9)	(8.5)	(5.0)	(0.3)	(21.0)
Core Grant Funding	(2.4)	4.0	1.0	1.0	1.0	4.6
Income Movements	(11.0)	(1.1)	(10.9)	(7.5)	(2.9)	(33.4)
Forecast Budget Gap	13.9	15.6	11.7	11.8	12.3	65.3

The key high level funding assumptions over the five years are:

- Council tax is increased by 3% annually, the maximum increase permitted by the Scottish Government at this time.
- Increased council tax from additional 900 house completions each year.
- Reduction in core Scottish Government grant funding of £7 million over the three years 2019/20 to 2022/23 based on independent economic forecasts on public spending from bodies such as the Fraser of Allander Institute.
- Funding will be provided from the Scottish Government to deliver national policies and priorities such as additional childcare hours, increases to foster and kinship care payments and the continued provision of a living wage for social care providers.

The key high level expenditure assumptions over the five years include:

- Inflationary increases in the living wage for each of the five years, including the continued provision of the living wage for social care providers.
- A pay award assumption of 3% for those earning up to £36,500 and 2% for other staff for 2018/19, 2% for 2019/20 and 1.5% for the three years to 2022/23.
- Increased school budgets based on growth projections from the 2017 school census, the latest housing land audit projections and estimates of secondary school stay on rates.
- Increased costs for care services due to population increases and increasing demand for care services.
- Increases in transport, roads and open space maintenance due to population increases.
- Revenue consequences of the draft ten year capital programme 2018/19 to 2027/28.
- Increased expenditure, assumed to be fully funded, to deliver national priorities such as foster and kinship care, additional nursery hours and nursery lunch commitments.
- Inflationary price increases for a range of contracted services.

D.4.2 Transforming Your Council Priorities

If agreed, the five year revenue budget plan 2018/19 to 2022/23 will enable the council to plan effectively and direct constrained resources to deliver the council's Corporate Plan outcomes. It will also help to manage demand for council services, especially within areas such as social care, in line with available resources.

The Corporate Plan is directly influenced by the priorities included within the TYC consultation. The council believes that delivery of these priorities will help the community to grow and succeed, whilst also helping to focus council resources towards key areas over the next five years. The TYC consultation confirmed that the existing priorities should be retained but there was some change to the order of importance with the greatest movement seen in the minimising poverty and employment priorities. The revised order of the priorities is noted below.

As detailed in the Corporate Plan, the five year budget strategy, and three year detailed revenue budgets, will allow the council to:

1. Improve attainment and positive destinations for school children

The council has improved literacy and numeracy for children and young people and in 2017 the best ever school exam results were recorded in West Lothian. The council is committed to improving attainment and improving exam results with educational resources being focused in this area. This approach may mean some ancillary services are no longer provided, but the focus will always be on providing resources for service delivery that has a tangible impact on attainment. Key to this will be the council's Raising Attainment Strategy which in the last five years saw an increase in positive destinations for school leavers from 88.4% in 2012 to 92.7% in 2016.

2. Deliver positive outcomes and early interventions for early years
By providing services that will give children and young people the best start in life, the council will continue to embed new ways of working across partner agencies and streamline working practices. When implementing changes in this area the focus will be on Getting it Right for Every Child (GIRFEC), meeting national commitments and utilising the range of service delivery models and approaches available nationally (e.g. use of graduate professionals). The council will work with parents and carers to develop positive attitudes to learning and health and well being, focusing on the most deprived communities. Continued partnership working between health, social care and education will help to ensure that all children have the best possible start.
3. Minimise poverty, the cycle of deprivation and promote equality
The support provided to minimise poverty will be delivered through the council's updated Anti-Poverty Strategy and the new Anti-Poverty service which will provide a targeted, focused and joined up service for the most vulnerable in the community, giving those in most need a quality service. The council is committed to working with community partners to mitigate the human costs of poverty through a range of initiatives and activities. This includes supporting those with disabilities and individuals and families at high risk of poverty and deprivation. The five year strategy protects school clothing grants and free school meal and breakfast club provision. The council will continue to focus on in-work poverty and low pay, making budget provision for the living wage for council staff, social care providers and contractors who work regularly on council premises. The council also continue to raise awareness of the benefits of the living wage to all its contractors and local employers.
4. Improve the quality of life for older people
The population increases within this area, with an expected 25% increase in the number of people over 75 in the next five years, and the increasingly complexity of care requirements, means that a more sustainable delivery model will need to be developed. The forecast growth in West Lothian's older people population is higher than other Scottish local authority areas, therefore changes will be required to ensure that individual outcomes and experiences can be delivered in a sustainable way. The revised delivery model will place increased emphasis on prevention and supporting older people within their home environment. Social care resources would be focused on supporting those most in need and the council would also expand on the successful use of technology to support care at home provision. The health and social care joint strategic commissioning plans will deliver services and support for people in new and innovative ways, including working with agencies to put the right services and support in place.
5. Improve the employment position in West Lothian
West Lothian continues to perform well compared to national unemployment rates. There is some time limited investment in training and employment initiatives, such as support for graduates and apprenticeships. There will be some changes to how the council delivers Economic Development activity, however the focus will continue to be on supporting businesses, business start-ups and early stage company growth. The council will continue to build upon previous successes in helping young people to enter the job market.
6. Deliver positive outcomes on health
The continued development of the Integration Joint Board's role for strategic planning of adult and older people health and social care, and the continued collaborative work to improve life expectancy, mental wellbeing and health outcomes, will help the council to support improvements in health throughout West Lothian. The council will also continue to work with health partners to improve health outcomes for children. The focus will be on working in

partnership with health to deliver more accessible and integrated services which are jointly planned and community focused.

7. Reduce crime and improve community safety

The council will continue to participate in community safety joint working. The work of the Community Safety team will be reprioritised to reflect the new arrangements and it is anticipated that increased financial resources for Police Scotland provided by the Scottish Government and the favourable UK Government changes to Police Scotland's VAT position, will be taken into account in the Police Scotland resource plan for West Lothian.

8. Protect the built and natural environment

The council will continue to significantly increase recycling rates and reduce West Lothian's carbon footprint through introducing low carbon energy solutions such as LED street lighting. Reduced resources will be focused on supporting economic and population growth through building strong, sustainable communities and protecting the local environment.

Within the parameters of the increasing costs associated with service delivery and constrained funding settlements, the council will continue to spend a substantial amount of money in delivering essential services to local communities. Although the council has an estimated budget gap of £65.3 million over the five years, by 2022/23 the council will continue to spend nearly £429 million each year. The council will have to make substantial savings in services that are not required by law (i.e. discretionary services), and this may include highly valued services that communities have become accustomed to, but by using a priority based approach to corporate and financial planning, the objective will be to minimise the impact on essential services.

Given the extent of the financial challenge, the next five years will be a period of major change with fewer staff operating from fewer buildings and providing fewer direct services, however remaining services will be delivered in a more joined up and cost effective way. The council will continue to prioritise and deliver those services that meet the needs of the most vulnerable in the community, such as children, older people, vulnerable adults and families living in poverty.

The financial pressures faced by the council means that some services will have to be delivered in a different way, or at a different cost and some services will have to be stopped altogether. The council is facing unprecedented levels of funding constraint at a time when demand for services is increasing. These factors mean that the council will have to transform the way the council works and delivers services. Although savings will have to be delivered, financial sustainability must not be viewed as the only driver for transformation, with changes also being driven by the need to improve outcomes and deliver priorities.

Over the course of the next five years, the council will change to reflect the following aspects of service delivery:

- More focus on providing care for elderly and vulnerable adults to match population increases in this area. The council will be delivering increasing amounts of care due to the incidence of more complex health conditions, disability or problems related to old age.
- More use of technology in citizens' day to day life and to support service delivery. This will include meeting demand for greater online solutions for accessing services and the use of technology to support the increasing number of people living alone to remain in their own homes safely. Although there will be greater technological and online interactions, it will be supported by other service delivery channels where appropriate.

- An estimated increase in the West Lothian population of over 10,000 will mean prioritising investment in areas such as roads, paths and parks that will allow West Lothian to grow and prosper as well as updating education provision to make sure the increased numbers of pupils all have the same opportunity to reach their potential.
- Increased contributions to support service delivery from those who can afford to pay.
- A focus on providing services where the council is best placed to deliver effective and efficient services that deliver maximum outcomes for local communities.
- Greater modernisation, streamlining and automation of many of the support systems and functions that support front line service delivery.
- Focusing service delivery in fewer council buildings and sites whilst being mindful of how the public wish to access services. This will include both offices for council staff and community based facilities.
- Continued delivery of statutory services such as care for the vulnerable in the community, maintaining roads and education for young people although changes will mean that these services will have to be delivered in a more cost efficient manner, focusing resources on key priority areas.
- A continued focus on evidenced preventative interventions, within available resources, to minimise future costs.

D.4.3 Budget Reduction Measures

The TYC consultation included a number of officer budget proposals which included reductions and changes in services that would allow the council to balance the budget over the five years, whilst also delivering outcomes that support the council's priorities. The feedback received on these proposals was considered by PDSPs in December 2017. Reports on the proposed approach to developing a five year financial strategy were also presented to Partnership and Resources PDSP and Council Executive in January and February 2018.

As outlined in section D.4 the Council Executive agreed that, following feedback received through the TYC consultation on officers' original budget saving proposals, some measures should be removed from the proposals in this report and, in some cases, alternative measures should be identified.

The Council Executive agreed that the following proposals should be removed from the proposed budget saving measures in this report:

- H4c – Close Fauldhouse swimming pool
- O1a – Cease the concessionary rail scheme
- O1b – Reduction in mainstream school transport to the statutory minimum and removal of fare paying option
- O1c – Cease subsidised bus services
- O1d – Withdrawal of school homelessness transport scheme
- O1e – Public transport contracts budget model savings
- O3a – Staffing restructure to reflect revised core public transport activities
- E1a – Restructure of youth services to focus on More Choices, More Chances (MCMC) activity

It was also agreed that officers should review ten budget saving proposals with revised measures being incorporated into the revenue budget report. These proposals have been reviewed, with revised proposals and savings values detailed as follows:

Table 2: Changes to Savings Proposals Following Council Executive Decision

Ref	Revised Proposal	Proposed Saving Value £'000
H3b	Amalgamate the Lanthorn and Almondbank libraries into a central location in Livingston, move Carmondean library into the Ability Centre, and close Pumpherston Library to the general public (reduced value of saving)	50
O7b	Revised opening hours for all five community recycling centres (CRCs) (same level of saving)	321
O7d	Combined food and garden waste collection in brown bin (reduced value of saving)	327
SJ1a	Review of adult day care services including efficiencies in community transport, external day care provision and the Community Inclusion Team (reduced value of saving)	755
SJ6d S4d	Responsibility for payment of PVG checks passed to employees from grade WLI and above (reduced value of saving)	12
SJ1e S1i	Efficiencies in the provision of learning disability, physical disability and looked after children transport (reduced value of saving)	102
E1c	Revised model of instrumental music provision maintaining a substantial level of tuition (reduced value of saving)	493
F4c	Reduce and rationalise non-core properties – proposal updated to reflect revised building requirements arising from changes outlined above (reduced value of saving)	201

The proposed budget measures have been updated to reflect the decision of the Council Executive, including the results of the actions by officers to review and revise budget savings as outlined in the motion.

Incorporating the results of the consultation, and the decision of the Council Executive, officers have now identified specific proposals of £60.102 million that will help the council to balance the budget over the five years. This includes the addition of £1.8 million of staffing savings, phased for the last two years of the strategy. There remains a budget gap over the five years of £5.227 million, where savings have yet to be identified.

Information on these proposed budget reduction measures is included in Appendix 1. The appendix sets out any actions that will be required, including further reporting to Council Executive or PDSP and additional consultation, in order for the proposed savings to be implemented. As agreed by Council in November 2017, information is also provided on the impact the proposed measures will have on service performance and quality. In addition, as outlined in section D.10 of this report, an assessment of the risk to deliverability of each of the proposed budget measures is included in Appendix 2.

The table below summarises the proposed budget reduction measures by service.

Table 3: Proposed Budget Reduction Measures by Service – 2018/19 to 2022/23

Service	18/19 £'m	19/20 £'m	20/21 £'m	21/22 & 22/23 £'m	Total £'m
Corporate Services	1,085	407	1,193	695	3,380
Housing, Customer & Building Services	760	386	367	1,015	2,528
Operational Services	2,678	5,994	1,784	1,690	12,146
Social Policy – Delegated to IJB	2,562	2,785	4,399	6,961	16,707
Social Policy – Non IJB	519	451	1,432	4,196	6,598
Planning, Economic Development & Regeneration	190	692	332	10	1,224
Education	3,757	3,785	1,860	2,597	11,999
Chief Executive/Finance & Property Services	1,277	1,126	390	1,657	4,450
Non Service Expenditure	1,070	0	0	0	1,070
Total	13,898	15,626	11,757	18,821	60,102
Forecast Budget Gap	13,898	15,626	11,757	24,048	65,329
Balance of Savings to be Identified	0	0	0	5,227	5,227

With regard to the balance of savings to be identified, the complexity of developing a medium to long term financial plan means that it can be difficult to forecast with certainty both the income and expenditure elements of a budget model but also changes in service delivery that would allow budget savings to be delivered. To ensure that the council's five year financial strategy is robust, and that budgets will be balanced across the five year period, officers will undertake further work to identify specific measures to meet the estimated remaining budget gap. Areas that will be investigated by services, include:

- Opportunities to generate further income including introducing new charges, increasing existing charges or investigating commercial or market opportunities;
- Further rationalisation of council properties including consideration of opening hours to reflect demand for services and recognising the value of all assets in a community, not just those owned and operated by the council;
- Increased use of technology and further investigation of digital opportunities;
- Scope to work with other councils and public authorities to deliver shared services;
- Further prioritisation of council services to focus on shared priorities and cease or reduce services that do not support council priorities.
- Further consideration of new service delivery models across the council.

As outlined in section D.3 of this report, an initial exercise has been undertaken to identify good ideas from the consultation responses, with a list of ideas provided in Appendix 3.

Following the identification of proposals to meet this gap, officers will bring options back to elected members in due course for consideration and potential approval.

D.4.4 Workforce Planning

The scale of budget measures over the next five years will inevitably impact on the council's staffing numbers. The budget model provides for required changes in staffing to meet demographic pressures and new national priority initiatives, but it also includes budget measures which will reduce staff numbers.

It is estimated that an additional 640.9 full time equivalent staff (FTE) will be required to take account of growth within the council. This includes an additional

213.5 FTE staff in schools to meet projected increases in school rolls and an additional 340 FTE to deliver national childcare commitments, with an additional 87.4 FTE for school lunches and demographics in non education council services.

It is estimated that the proposed budget measures over the five years will result in a reduction of 780.2 FTE. This is an estimated reduction in FTE, based on initial assumptions by Heads of Service regarding how savings measures will be implemented, which is subject to change as proposals are further developed in more detail.

Taking both growth and budget reduction measures together, it is estimated, at this stage, that the budget strategy for 2018/19 to 2022/23 will result in a net reduction of 139.3 FTE. In addition, it should be noted that currently there are approximately 200 vacancies within the general services staffing establishment which will help contribute to the delivery of reductions in staffing costs. These figures are subject to confirmation as proposals are developed, especially for project savings scheduled in the last two years and the balance of savings still to be identified, which are likely to result in reductions in the council's workforce as the majority of the council's budget is staffing costs.

It is important that there continues to be proactive workforce planning to ensure that staffing changes are managed effectively. All measures that impact on staffing will be implemented after consultation with staff and trade unions, in accordance with agreed policies and procedures. A robust five year financial plan and effective workforce planning will be an important step to allowing workforce changes to be made in a proactive manner. Full use of the council's Modernisation Fund will be essential to meet one-off costs associated with implementing changes to service delivery and workforce management.

D.4.5 Participatory Budgeting

Participatory budgeting, or Community Choices as it is more widely known in Scotland, is a democratic process which empowers communities to have a say on how resources are used to deliver services in their local area. It is based on the view that communities are often best placed to be involved in, or make decisions on their service needs.

The Scottish Government's Programme for Government states that the Scottish Government will work with local authorities to deliver a target of having a minimum of 1% of council budgets being subject to Community Choices budgeting. The Scottish Government and COSLA have developed a framework to assist in the practical operation of this target, including its calculation and application. The framework provides local authorities with discretion on the delivery of the 1% target, allowing them to decide what capital or revenue resources are allocated to the local decision making process. It is intended that this target is not about identifying separate and/or additional resources but is about involving communities in decisions regarding the application of existing resources. The 1% target is to be achieved by local authorities by the end of 2020/21 and will be subject to the same scrutiny process as the council's annual efficiency statements.

A report on the proposed approach to meet the 1% target, which for West Lothian Council is approximately £3 million, was considered by the Partnership and Resources PDSP on 19 January 2018. A number of budget areas have been identified which could be considered for Community Choices budgeting. These areas will be reviewed further by officers with a report to be presented to Council Executive later in 2018 outlining the approach to be adopted for each, building on the existing TYC consultation. The general services revenue budgets to be considered for Community Choices are as follows:

- All revenue grants
- NETs and Land Services, in particular an element of open space maintenance
- Public Social Partnerships within Social Policy
- Pupil Equity Fund

Officers will continue to investigate opportunities for further expansion of Community Choices including the potential to involve service users in evaluating care contracts. In addition, Community Choices could be used to engage with communities for some budget saving measures where the remaining service provision has to be redesigned. Using this approach for material changes, will allow communities to be involved in changing how the council delivers services.

D.5 INCOME AND CONTRIBUTIONS

As outlined in the TYC consultation, West Lothian Council has one of the lowest levels of income through sales, fees and charges per head of population in Scotland. The council established an approach to income and concessions in 2015 where all discretionary charges are benchmarked with Scottish averages or other local providers and it is recommended that this approach is continued for the next five years.

Income and contributions measures totalling £5.4 million over the next five years have been identified, which would raise additional income to offset the council's forecast budget gap. All opportunities for discretionary charging will be reviewed and benchmarked in addition to a standard inflationary increase being applied in line with existing practice. This would include an assumed increase in non-housing rents subject to a separate consultation on rent levels with tenants. The consultation included examples of some of the areas where the council could investigate opportunities for additional sources of income, including the introduction of a contributions policy for non-residential care services subject to the financial assessment of affordability and national commitments regarding charging for care.

The council is proposing to introduce the following charges:

- A charge of £25 for a bulky uplift
- Charging developers for new waste collections bins
- A £20 administration charge for the issuing of new, renewed or replacement blue badges
- Introduction of a social care contributions policy where all non-residential care clients would be financially assessed to calculate the maximum contribution they might be expected to make to their care
- Charging for some council owned car parks, to be administered through a private sector operator

The majority of increases in council charges will be a 3.5% inflationary uplift, however it is proposed that the increase in community alarms and Telecare charges will be greater to bring it in line with other Scottish local authorities.

The consultation document included reference to the potential introduction of a contributions policy for social care. This policy would involve, subject to financial assessment on affordability, individuals making a contribution for non-residential care services where they could afford to pay. Officers will develop proposals for the introduction of a contributions policy for non-residential care services and report to the Social Policy PDSP and Council Executive in 2018 with details of recommendations for implementation.

The proposed schedule of fees and charges for 2018/19 to 2022/23 is included in Appendix 4. Approval of these fees and charges will help provide certainty of contribution costs for customers over the next five years.

D.6 REVENUE BUDGET 2018/19 TO 2020/21

As agreed by Council, in addition to the five year financial strategy, a detailed revenue budget has been developed for the three years 2018/19 to 2020/21. Although a longer term planning horizon makes it difficult to forecast with certainty income and expenditure, there is a need to develop more detailed plans for the short to medium term to provide certainty for staff and local communities and to provide sufficient time to implement changes to services to deliver savings.

Officers have developed detailed revenue budgets for the three years 2018/19 to 2020/21, including the draft grant funding for 2018/19 outlined in the local government finance settlement announced in December 2017. The revenue budget detailed analysis of budget changes for each service area and each of the three years is included in Appendix 5 for information. The core budgets for each service area, excluding time limited investment, for each of the three years is summarised as follows:

Table 4: Service Base Budget Expenditure 2018/19 to 2020/21

Service	Base Budget 2018/19	Base Budget 2019/20	Base Budget 2020/21
	£'m	£'m	£'m
Corporate Services	10.580	10.407	9.400
Housing, Customer & Building Services	6.915	6.768	6.596
Operational Services	55.649	51.442	51.335
Social Policy – Delegated to IJB	72.879	75.265	76.044
Social Policy – Non IJB	32.377	32.870	32.862
Planning, Regeneration & Economic Development	4.384	3.816	3.582
Education	153.750	156.878	167.864
Chief Executive/Finance & Property Services	25.155	25.081	25.753
Non Service/Council Wide	44.299	44.590	44.528
Total Budget	405.988	407.117	417.964

Although some elements of the budgets in 2019/20 and 2020/21 will be subject to change, for example the local government finance settlements and pay awards, this approach provides a best estimate on resources available to services to support service delivery and allows officers to progress with budget savings that will be necessary to ensure the council has a balanced budget. In line with regulatory requirements, although a 3% increase in council tax is assumed for each of the three years, the council tax levels are required to be agreed annually by Council. The following sections of this report include a summary of the key elements of the detailed revenue budgets for 2018/19 to 2020/21.

D.6.1 Expenditure and Funding Assumptions

As outlined above, the council has received confirmation of the level of Scottish Government grant funding for 2018/19 only. As the increase in funding for local government in 2018/19 was partially funded by income tax changes, economic forecasters believe that difficult decisions on public spending or tax increases may be required from 2019/20 onwards. This means that the outlook for public sector funding remains challenging. On that basis, the funding assumptions for the three years are as follows:

- 3% annual increase in council tax charges, with council tax levels approved by Council annually.
- Additional council tax from the completion of 900 new houses each year.
- Adjustment to the council tax base phasing in 2018/19 to take account of the substantial number of houses, specifically council houses, built between August 2017 when council tax base levels are set and March 2018.

- Reductions in core grant funding of £4 million in 2019/20 and £1 million in 2020/21.
- Sufficient funding to deliver the national policy commitments of foster and kinship care, free lunches and additional childcare hours.

The key expenditure assumptions for the three years 2018/19 to 2020/21 are:

- Uplift in the living wage above the cost of living increase for all three years
- A pay award assumption for 2018/19 based on the Cabinet Secretary's public sector pay announcement on 31 January 2018 where employees earning up to £36,500 will receive a minimum 3% increase and those above £36,500 will receive 2%.
- Pay award increase of 2% for 2019/20 and 1.5% for 2020/21 with an additional £1.3 million to provide a pay award in 2018/19 in line with the Scottish Government's pay proposal.
- Provision for the full year effect of the holiday pay proposal approved in 2017.
- Increased school budgets based on growth projection from the 2017 school census and the impact of 900 house completions from 2020/21 onwards.
- Increased costs for care services due to population increases and increasing demand for care services.
- Increases in transport, roads and open space maintenance costs due to population increases.
- Revenue consequences for the draft ten year capital programme.
- Increased expenditure, assumed to be fully funded, to deliver national priorities such as foster and kinship care, additional nursery hours and nursery lunches commitments.
- Allocation of further earmarked pupil equity fund and homelessness funding in 2018/19 to services to spend on these priority areas in addition to the funding received in 2017/18.
- Meeting the reduction in 2018/19 housing benefit administration funding through overall council resources.
- Additional health and social care funding of £1.855 million in 2018/19 to maintain the living wage for social care workers, implement the Carers (Scotland) Act 2016 and meet an increase in free personal and nursing care payments.
- Inflationary price increases for a range of third party payments.

D.6.2 Budget Reduction Measures and Workforce Planning

To ensure the council has a balanced budget over the three years 2018/19 to 2020/21, budget reduction measures of £41.281 million are required. As outlined in section D.4.3 of this report officer proposed budget reduction measures are detailed in Appendix 1. The measures are also included in the detailed budget changes schedules in Appendix 5 to show clearly how they impact on the overall resources available to individual service areas following the application of budget growth.

As agreed by Council Executive in September 2017, officers have undertaken preparatory work to develop these proposals in advance of the budget setting meeting. This was particularly important for savings that need to be implemented from 1 April 2018 to ensure the council has a balanced budget. Following approval of these measures, officers will work immediately to implement the plans developed during this period, with reports back to elected members as outlined in Appendix 1.

Proactive workforce planning is essential to ensure that staffing changes are managed effectively. While a proactive approach will continue to be taken, the scale of the budget measures in the three years means there will be some impact on staffing numbers and establishment. As outlined in section D.4.4 of this report, the budget model provides for required changes in staffing to meet demographic pressures and to deliver national priorities but also includes budget measures which reduce staff numbers.

The estimated impact of proposed budget measures and budget growth on staffing FTE is summarised per year as follows:

Table 5: Forecast Impact on FTE Numbers 2018/19 to 2020/21

	2018/19 FTE	2019/20 FTE	2020/21 FTE	Total FTE
Additional FTE from Budget Growth	100.2	112.3	235.0	447.5
Reductions in FTE from Measures	(193.7)	(235.2)	(117.1)	(546.0)
Total Movement in FTE	(93.5)	(122.9)	117.9	(98.5)

D.7 ANNUAL REVENUE BUDGET 2018/19

D.7.1 Scottish Government Revenue Grant Funding 2018/19

As reported to the Council Executive on 19 December 2017, the Cabinet Secretary for Finance and the Constitution set out the 2018/19 funding allocations for individual authorities in Finance Circular 5/2017. The funding allocations form the basis of the consultation between the Scottish Government and COSLA, ahead of the Local Government Finance (Scotland) Order 2018 being presented to the Scottish Parliament by the end of February 2018.

Subsequent to the circular, the Scottish Government has provided clarification in relation to an error in the settlement and has also provided additional funding to councils, which was announced on 31 January 2018. These two changes have resulted in £5.807 million of additional funding being allocated to West Lothian Council in 2018/19.

Total revenue grant funding for the council is £317.509 million in 2018/19, assuming funding from the Scottish Government of £1.820 million for expansion of early years provision yet to be confirmed. In addition, although the Scottish Government have not yet allocated funding for criminal justice, discretionary housing payments and teachers induction schemes, it is assumed that the council will receive core funding based on prior year funding. The movements in the council's revenue grant funding is summarised as follows:

Table 6: Movements in West Lothian Council Grant Funding for 2018/19

		£'m
2017/18 Scottish Government Grant Funding		309.794
Increase in Core Scottish Government Grant Funding		2.384
Ring Fenced Funding		
Social Care	1.855	
Increase in Pupil Equity Fund	0.109	
Full Year Effect of Teachers' Additional 1% Pay Award	0.913	
Increase in Temporary Accommodation Funding	0.078	
Historic Borrowing Costs Funding	0.556	3.511
Assumed Funding for Early Years Expansion		1.820
2018/19 Scottish Government Grant Funding		317.509

The Cabinet Secretary wrote to the COSLA President, copying in leaders of all Scottish local authorities on 14 December 2017 confirming details of the local government finance settlement for 2018/19. The package of measures offered to councils includes baselining from 2018/19 of the £130 million revenue investment for 2017/18, £52.2 million revenue and £150 million capital funding to deliver the

expansion of early years education and childcare provision, £24 million to cover the full year cost of the 2017/18 teachers' pay offer, continued funding of £88 million to maintain the overall pupil teacher ratio at Scottish level and to secure places for all probationers, £66 million health and social care funding, maintenance of £355 million baseline transfer to integration authorities to support health and social care and a requirement for councils not to increase council tax by more than 3%.

The Cabinet Secretary in his letter to the COSLA President confirmed that local authorities must deliver all of the measures included in the finance settlement to access all of the benefits of the package, including the financial benefits to support national priorities.

As outlined above, the draft Scottish Budget included new revenue funding of £52.2 million for the expansion of early learning and childcare provision. Information on the allocation of this revenue funding is still to be confirmed. It is assumed that any income received by the council for this purpose will be fully utilised for this purpose and will be cost neutral.

D.7.2 Council Tax Income 2018/19

The remainder of the council's recurring funding is raised through council tax, where increases in income received are calculated on an incremental basis. The following council tax assumptions have been made for 2018/19:

- Band D council tax for 2018/19 will be increased by 3% from 2017/18 levels, generating additional council tax income of £2.264 million
- The budgeted council tax collection rate for 2018/19 is 97.75%, which is assessed as the maximum which is achievable
- The council tax yield for 2018/19 is calculated using the Band D return which was submitted to the Scottish Government in August 2017
- The estimated total income raised from 2018/19 council tax billing is £77.445 million, including £742,000 from new house building up to August 2017
- Other council tax income of £844,000 is raised through the recovery of prior year income tax and council tax yields from an estimate of completed properties that become chargeable in the period between 31 August 2017 and 31 March 2018

Taking account of Scottish Government allocated general and ring fenced grants, health and social care funding and council tax income, total funding for the council in 2018/19 will be £405.988 million, as set out in the table below.

Table 7: Total Funding 2018/19

	Total Funding 2017/18 £'m	Movement 2018/19 £'m	Total Funding 2018/19 £'m
Scottish Gov't General Revenue Grant	304.742	2.384	307.126
Scottish Gov't Early Years Expansion	0.000	1.820	1.820
Scottish Gov't Other Ringfenced Funding	0.000	1.547	1.547
Scottish Gov't Pupil Equity Fund	5.052	0.109	5.161
Health and Social Care Funding	10.190	1.855	12.045
Council Tax – Current Year per Band D Report	74.439	3.006	77.445
Council Tax – Prior Year/Base Phasing	0.571	0.273	0.844
Total Recurring Funding	394.994	10.994	405.988

D.7.3 Council Tax Bands 2018/19

Based on the above assumptions, the estimated Band D council tax product is £66,657 in 2018/19 and council tax levels for each property band would be as follows:

Table 8: Council Tax Bands 2018/19

Council Tax Band	Number of Chargeable Dwellings	% of Chargeable Dwellings	Council Tax 2017/18 £	Council Tax 2018/19 £
A	16,902	21.9%	752.00	774.56
B	24,169	31.3%	877.33	903.65
C	9,771	12.7%	1,002.67	1,032.75
D	8,104	10.5%	1,128.00	1,161.84
E	9,504	12.3%	1,482.07	1,526.53
F	5,886	7.6%	1,833.00	1,887.99
G	2,656	3.5%	2,209.00	2,275.27
H	173	0.2%	2,763.60	2,846.51
Total	77,165	100.0%		

D.7.4 Service Budget Expenditure 2018/19

The recurring budget for 2018/19 is £405.988 million, equivalent to the total funding available as set out in section D.7.2 of the report. The recurring position takes account of the proposed reduction measures for 2018/19.

The revenue budget for 2018/19 also includes time limited investment for employability, school holiday clubs and anti-poverty, funded from earmarked reserves in the General Fund Balance.

The service budgets for 2018/19 are summarised in the table below and are set out in more detail in Appendix 5 as outlined in section D.6 of this report.

Table 9: Overall Service Budget Expenditure 2018/19

Service	Base Budget 2017/18 £'m	Base Movement 2018/19 £'m	Base Budget 2018/19 £'m	Time Limited 2018/19 £'m	Total Revenue Budget 2018/19 £'m
Corporate Services	11.423	(0.844)	10.579	0.000	10.579
Housing, Customer & Building Services	7.357	(0.442)	6.915	0.000	6.915
Operational Services	56.512	(0.863)	55.649	0.000	55.649
Social Policy – Delegated to IJB	69.098	3.781	72.879	0.000	72.879
Social Policy – Non IJB	31.705	0.672	32.377	0.000	32.377
Planning, Economic Development & Regeneration	4.448	(0.064)	4.384	1.428	5.812
Education	149.332	4.418	153.750	0.300	154.050
Chief Executive/Finance & Property Services	25.345	(0.189)	25.156	0.369	25.525
Non Service/Council Wide	39.774	4.525	44.299	0.000	44.299
Total Revenue Budget	394.994	10.994	405.988	2.097	408.085

D.8 GENERAL FUND BALANCE AND OTHER RESERVES

Local authority accounting standards require that when reporting the annual budget, I provide Council with a statement of the General Fund Balance and other reserves. The statement, including a strategy for managing reserves is set out in Appendix 6.

The council's external auditor, Ernst and Young LLP, has highlighted in both the 2016/17 annual audit report and the best value assurance report that the council has one of the lowest balances of all Scottish local authorities and that they believe this level of uncommitted reserves represents a high risk to the council. The auditor has recommended that the level of reserves is kept under review as it may impact on the council's ability to react to sudden and unexpected changes in circumstances. This was reinforced by the Accounts Commission financial overview report in November 2017 which emphasised that long term planning is essential for effective financial management, especially if councils have a low level of usable reserves.

As agreed with the auditor, the level of uncommitted reserves continues to be reviewed. The review considered the position in other Scottish local authorities where a recent reserves survey demonstrated that the average position is 2.1% of net expenditure and the council's position with regard to existing earmarked reserves and balances. Consideration has been given to the council's approach to in year financial management and the impact of the medium term financial strategy.

In order to ensure that sufficient funds are held in reserve to deal with the financial consequences of uncertain future events, and to provide an appropriate reasonable sum to address the potential impact of risks and uncertainties, I recommend that the uncommitted General Fund Balance is maintained at a minimum of £2 million in 2018/19. This represents 0.49% of the core revenue budget for 2018/19. This level is assessed as appropriate if the Council agrees a five year medium term strategy, and is considered appropriate as long as the council has clear financial planning arrangements, sound financial management and a substantial number of other earmarked reserves. This approach should mean that the low level of reserves should not impact on flexibility around budget decisions.

Although the General Fund Balance is estimated to be £835,000 greater than the minimum recommended level of £2 million at 31 March 2018, it would be prudent to retain the balance at this level in the interim to provide the council with a further contingency to help emerging budget pressures. In particular, ongoing discussions with West Lothian Leisure indicate that West Lothian Leisure are likely to have a budget deficit in 2018/19 and that there may be a requirement to consider additional funding support from the council, subject to the ability of West Lothian Leisure to develop and agree a robust medium term financial plan.

The level of the other reserves is assessed as being required for their stated purpose and any reduction in this level could impact on the council's ability to retain effective financial management and planning in light of the constrained financial environment in 2018/19 and beyond.

D.9 PRUDENTIAL CODE

The Prudential Code requires councils to ensure that capital spending is affordable, prudent and sustainable. The council's role is fulfilled by agreeing and monitoring prudential indicators that cover the General Fund and Housing Revenue Account. There are nine separate mandatory prudential indicators in the Prudential Code and the council must agree appropriate values and parameters for these indicators.

The prudential indicators for West Lothian are set out in Appendix 7 and incorporate the planning assumptions included in the draft housing capital and ten year general services capital investment programmes being considered by Council today. In approving, and subsequently monitoring the indicators, the council is fulfilling its duty to ensure that spending plans are affordable, prudent and sustainable. Council is accordingly asked to approve the prudential indicators.

D.10 EQUALITY IMPACT ASSESSMENT

Following the key principles of relevance and proportionality within the Equality Act 2010, an equality impact assessment of policies and decisions of the council is a requirement of the Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012. The council has made significant progress in mainstreaming equality impact assessment into the budget setting process. This is the eighth consecutive financial year where an equality impact assessment has been conducted on the draft budget measures prior to approval by Council.

The TYC consultation provided an opportunity for partners, staff, trade unions, service users and members of the public to provide their views on the proposed priorities and officer budget saving measures. Specific sessions were facilitated

with the equality forums and networks in West Lothian supported by the council. As well as contributing the overall consultation feedback, these sessions provided input to help inform the equality impact assessment process.

As outlined in the Council Executive report on 6 February 2018, an initial equality impact relevance assessment was undertaken on all the identified officer measures included in the consultation. This relevance assessment identified where full equality impact assessments were required to ensure appropriate consideration is given to the impact of proposals on protected groups, with judgements being undertaken regarding relevance and proportionality. In addition, whilst undertaking the detailed assessments, a cumulative impact assessment was completed to identify where individual measures would have a collective impact on protected groups.

The detailed equality impact assessment for all measures over the five years, including summary of relevance, full and cumulative assessment, is contained within Appendix 8. Where a full assessment was carried out, the appendix identifies the protected groups, summarises the issues and describes the possible mitigation measures. The process is designed to identify equality issues and measures to address them rather than to raise a barrier to decision making. The results are essential to a sound decision making process and outcomes. Assessments will continue to be presented as part of the annual revenue budget report each year and where detailed proposals are developed to meet the balance of savings in the latter years of the revenue budget strategy.

D.11 RISKS AND UNCERTAINTIES

There are significant risks and uncertainties associated with the short, medium and long term financial assumptions outlined in this report. There are a number of risks, uncertainties and potential cost pressures that could impact on the ability to balance the five year revenue budget strategy and three year detailed revenue budgets. Whilst acknowledging that the planning assumptions are subject to uncertainty due to the planning time horizon, some of the general risks and uncertainties are:

- The future level of Scottish Government grant funding, as only a one year finance settlement has been provided to local government.
- Economic uncertainty, where economic growth is not in line with the Office for Budget Responsibility forecasts, and impact of the vote to leave the European Union on public spending levels.
- Removal of EU funding to support business competitiveness, employability, poverty and social inclusion.
- Introduction of new legislation where inadequate funding is provided.
- Policy changes by the UK or Scottish governments which restrict the council's flexibility to decide how to deliver services locally.
- If the Scottish Government decides to introduce more ring fencing of grant funding, constraining how local authorities allocate their resources to delivering local priorities.
- Structural reform of local governance is pursued providing uncertainty for service provision and funding.
- Changes to the financial and budget responsibilities delegated to head teachers following completion of the review of the Education Bill.

Other, more specific areas of risk for West Lothian Council include:

- Increases to pay award, employers National Insurance and pension contributions above the rates forecast. With no agreed pay settlements, and with pay expected to increase in line with the removal of the pay cap at Scottish Government level, there is a risk that costs are above forecasts.

- The increase in costs associated with demand led services, such as social care for the elderly, is greater than population assumptions. Continued and accelerated increases greater than budget forecasts will create additional expenditure pressures.
- Inflation continuing to grow with increases greater than assumed.
- Actual pupil numbers exceeding forecast numbers, requiring more teachers to be employed.
- House building assumptions of 900 per year are not realised resulting in changes to the council tax and school demographic assumptions.
- Full delivery of approved budget reduction measures not being achieved.

Reflecting on the recommendations of the Accounts Commission local government finance overview report that risks should be explicit and considered by councillors as part of their scrutiny role whilst approving budgets, an assessment of the risk to deliverability of each of the proposed budget measures is included in Appendix 2. This appendix includes an assessment of the level of risk, the potential impact of the risk materialising and mitigating actions to help manage the risk. The approach to assessing these risks was developed in conjunction with the Audit, Risk and Counter Fraud Manager. All the risks, their impact and mitigating actions were also assessed and verified by the Audit, Risk and Counter Fraud Manager.

In addition, the council's risk based approach to budget monitoring will ensure that effective action is taken to manage risks during the course of the financial year. Officers will continue to provide updates on risks as part of the quarterly budget monitoring reporting to Council Executive.

E. CONCLUSION

The report enables the Council to agree a high level revenue budget plan for the five years 2018/19 to 2022/23 and detailed revenue budgets for the three years 2018/19 to 2020/21. It supports the Council to make decisions that will meet the statutory obligation to set balanced budgets for all five years and council tax levels for 2018/19. The report incorporates all previous decisions by the Council and Council Executive regarding the agreed priority based approach to financial planning and the results of the Local Government Finance Settlement.

The report sets out proposals of £60.102 million that would enable the council to balance revenue budgets over the five years, leaving a balance of savings of £5.227 million yet to be identified in the latter years of the plan. The report includes detailed saving proposals for the three years 2018/19 to 2020/21, with £13.898 million of savings required to deliver a balanced budget in 2018/19.

Agreement of the five year revenue budget plan will enable the council to build upon the established strategic approach to financial planning and to meet the challenges of funding restrictions and spending pressures. If agreed, the proposals will enable the council to balance the budget whilst continuing to deliver Corporate Plan priorities.

The report also recommends maintaining the uncommitted general fund balance at a minimum of £2 million and asks Council to approve the mandatory prudential indicators as required by the Prudential Code.

The council has a robust process for conducting equality impact assessments on changes to policy and resources related to the budget setting process. Officers have given due regard to the findings of the equality impact assessment in the development of individual service budget proposals and the analysis has been considered as part of the process for finalising the proposed five year revenue budget strategy.

F. BACKGROUND REFERENCES

- Revenue Budget 2017/18 – Report by Head of Finance and Property Services to West Lothian Council on 20 February 2017
- Revenue Budget Strategy 2018/19 to 2022/23 – Report by Head of Finance and Property Services to Council Executive on 20 June 2017
- Revenue Budget Strategy 2018/19 to 2022/23 and Consultation Exercise – Report by Depute Chief Executive and Head of Finance and Property Services to Council Executive on 19 September 2017
- Transforming Your Council Consultation – Reports to Policy Development and Scrutiny Panels – 18 to 21 December 2017
- Draft Scottish Budget and Local Government Finance Settlement 2018/19 – Report by Head of Finance and Property Services to Council Executive on 19 December 2017
- Revenue Budget Strategy 2018/19 to 2022/23 – Report by Head of Finance and Property Services to Partnership and Resources PDSP on 19 January 2018
- West Lothian Community Choices – Report by Head of Finance and Property Services to Partnership and Resources PDSP on 19 January 2018
- Revenue Budget Strategy 2018/19 to 2022/23 – Report by Head of Finance and Property Services to Council Executive on 6 February 2018
- 2018/19 Activity Budget – available on the council intranet
- Equality Relevance Assessments – available on request from Corporate Services

Appendices/Attachments:

Appendix 1 – Proposed Budget Reduction Measures 2018/19 to 2022/23
Appendix 2 – Assessment of Risk of Deliverability of Budget Reduction Measures
Appendix 3 – Summary of Good Ideas from Transforming Your Council Consultation
Appendix 4 – Reviewing Income and Concessions
Appendix 4a – Proposed Schedule of Fees, Charges and Concessions 2018/19 to 2020/21
Appendix 5 – Revenue Budget Detailed Analysis of Budget Change 2018/19 to 2020/21
Appendix 6 – Statement on General Fund Balance and Other Reserves
Appendix 7 – 2018/19 Prudential Indicators
Appendix 8 – Revenue Budget Strategy - Approach to Equality Impact Assessment
Appendix 8a – 2018/19 to 2022/23 Draft Equality Impact Assessments
Appendix 8b – Equality Impact Assessments for Revenue Budget Reduction Measures 2018/19 to 2022/23

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Donald Forrest
Head of Finance and Property Services
13 February 2018

Appendix 1 – Proposed Budget Reduction Measures 2018/19 to 2022/23

Corporate Services – Service Redesign, Integration and Modernisation

Ref	Measure	2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 2022/23 £'000	Five Year Total £'000	Estimated Staffing Reduction (FTE)	Prioritisation/ Efficiency	Further Consultation/ Reporting, or Delegation to Officers	Impact on Service Performance and Quality
C1a	IT Services staffing efficiencies, revised approach to information security and records management and use of council staff for capital projects	358	109	299	0	766	10.7	Efficiency	Officers to deliver as operational measure.	Reduced resources will require the review of service level agreements to focus on key tasks. Performance should be maintained however there may be less internal resources for project work. Use of external agents may result in some initial delays when instructing work.
C1b	Legal Services staffing efficiencies and full cost recovery for capital related work	135	12	9	132	288	3.9	Efficiency	Officers to deliver as operational measure.	Reduced resources will require the review of service level agreements to focus on key tasks. The use of external agents may result in some initial delays when instructing work.
C1c	Redesign of Corporate Procurement Unit (CPU)	0	79	94	0	173	4.4	Efficiency	Officers to deliver as operational measure.	Reduced resources will require the review of service level agreements to focus on key tasks. Services will be required to undertake low risk routine procurement without support from CPU.
C1d	Redesign of HR and payroll functions	0	17	338	0	355	9.6	Efficiency	Officers to deliver as operational measure.	Reduced resources will require the review of service level agreements to focus on key tasks. Managers will be required to use more self service support options.
C1e	Centralise loan worker device budgets and review number of devices based on need	0	0	43	0	43	0.0	Efficiency	Officers to deliver as operational measure.	No adverse impact on performance anticipated with the quality of service maintained.

Ref	Measure	2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 2022/23 £'000	Five Year Total £'000	Estimated Staffing Reduction (FTE)	Prioritisation/ Efficiency	Further Consultation/ Reporting, or Delegation to Officers	Impact on Service Performance and Quality
C1f	Corporate Communications restructure	67	3	2	0	72	1.7	Efficiency	Officers to deliver as operational measure.	Reduced resources will require the review of service level agreements to focus on key tasks.
C1g	Miscellaneous supplies and services budget reductions	45	0	0	0	45	0.0	Efficiency	Officers to deliver as operational measure.	No adverse impact on performance anticipated with the quality of service maintained.
C1h	Charge licensing staff to lifetime income and removal of vacant officer post	42	0	0	110	152	1.0	Efficiency	Officers to deliver as operational measure.	No adverse impact on performance anticipated with the quality of service maintained.
C1i	Reduction in postage budget	98	0	0	0	98	0.0	Prioritisation	Officers to deliver as operational measure.	No adverse impact on performance anticipated with the quality of service maintained.
C1j	New electronic document records management system savings	87	0	0	0	87	0.0	Efficiency	Officers to deliver as operational measure.	No adverse impact on performance anticipated with the quality of service maintained.
C1k	New approach to programme management	0	0	56	0	56	1.0	Efficiency	Officers to deliver as operational measure.	No adverse impact on performance anticipated with the quality of service maintained.
C1l	Redesign of Committee Services	0	0	23	0	23	0.0	Efficiency	Officers to deliver as operational measure.	No adverse impact on performance anticipated with the quality of service maintained.
C1m	Saving from Scottish wide area network contract	61	0	0	0	61	0.0	Prioritisation	Officers to deliver as operational measure.	No adverse impact on performance anticipated with the quality of service maintained.
C1n	Cashable sickness absence saving	100	0	0	0	100	0.0	Efficiency	Officers to deliver as operational measure.	No adverse impact on performance anticipated with the quality of service maintained.
C1o	Reduce Safeguarders budget	2	0	0	0	2	0.0	Efficiency	Officers to deliver as operational measure.	No adverse impact on performance anticipated with the quality of service maintained.
	Total	995	220	864	242	2,321	32.3			

Corporate Services – Channel Shift

Ref	Measure	2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 2022/23 £'000	Five Year Total £'000	Estimated Staffing Reduction (FTE)	Prioritisation/ Efficiency	Further Consultation/ Reporting, or Delegation to Officers	Impact on Service Performance and Quality
C2a	IT Services channel shift	0	75	0	0	75	2.0	Efficiency	Officers to deliver as operational measure.	No adverse impact on performance anticipated with the quality of service maintained.
	Total	0	75	0	0	75	2.0			

Corporate Services – Income and Contributions

Ref	Measure	2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 2022/23 £'000	Five Year Total £'000	Estimated Staffing Reduction (FTE)	Prioritisation/ Efficiency	Further Consultation/ Reporting, or Delegation to Officers	Impact on Service Performance and Quality
C3a	Increased income from employee benefits	12	13	0	0	25	0.0	Efficiency	Officers to deliver as operational measure.	Maximising employee benefits income will have no negative impact on service performance and quality.
C3b	Introduce a £20 charge for blue badges	60	0	0	0	60	0.0	Prioritisation	Based on approval of income and contributions policy and schedule of charges as part of this report, officers to deliver as operational measure.	No adverse impact on performance anticipated with the quality of service provided maintained. There may be some reduction in the number of applications however this is unlikely as the cost is not considered prohibitive.
C3c	Advertising in Bulletin and the council website	0	35	42	0	77	0.0	Efficiency	Officers to deliver as operational measure.	Maximising advertising income will have no negative impact on service performance and quality.
C3d	Inflationary increase in discretionary licensing charges	8	8	8	16	40	0.0	Efficiency	Officers to deliver as operational measure.	Inflationary income increases will have no negative impact on service performance and quality.
	Total	80	56	50	16	202	0.0			

Corporate Services – Centralisation of Learning and Development Activity

Ref	Measure	2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 2022/23 £'000	Five Year Total £'000	Estimated Staffing Reduction (FTE)	Prioritisation/ Efficiency	Further Consultation/ Reporting, or Delegation to Officers	Impact on Service Performance and Quality
C4a	Review of corporate learning and development provision	0	0	0	140	140	2.9	Efficiency	Officers to deliver as operational measure.	No adverse impact on performance anticipated with the quality of service maintained.
	Total	0	0	0	140	140	2.9			

Corporate Services – Centralisation of Performance and Assurance

Ref	Measure	2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 2022/23 £'000	Five Year Total £'000	Estimated Staffing Reduction (FTE)	Prioritisation/ Efficiency	Further Consultation/ Reporting, or Delegation to Officers	Impact on Service Performance and Quality
C5a	Redesign of performance and assurance activities	0	40	44	97	181	4.3	Efficiency	Officers to deliver as operational measure.	No adverse impact on performance anticipated with the quality of service maintained.
	Total	0	40	44	97	181	4.3			

Corporate Services – Administration Support

Ref	Measure	2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 2022/23 £'000	Five Year Total £'000	Estimated Staffing Reduction (FTE)	Prioritisation/ Efficiency	Further Consultation/ Reporting, or Delegation to Officers	Impact on Service Performance and Quality
C6a	Expansion of administration hubs	10	16	184	200	410	11.3	Prioritisation	Officers to deliver as operational measure.	Standardising support within a consolidated hub will have no adverse impact. There may be an initial reduction in processing performance as the new approach is embedded.
	Total	10	16	184	200	410	11.3			

Corporate Services – Workforce Arrangements

Ref	Measure	2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 2022/23 £'000	Five Year Total £'000	Estimated Staffing Reduction (FTE)	Prioritisation/ Efficiency	Further Consultation/ Reporting, or Delegation to Officers	Impact on Service Performance and Quality
C7a	Workforce arrangements changes	0	0	51	0	51	0.0	Efficiency	Report on revised workforce arrangements to be considered at Partnership and Resources PDSP and Council Executive following consultation with stakeholders.	No adverse impact on performance anticipated with the quality maintained.
	Total	0	0	51	0	51	0.0			
Total Corporate Services		1,085	407	1,193	695	3,380	52.8			

Housing, Customer and Building Services – Review of External Funding for Police and Community Safety

Ref	Measure	2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 2022/23 £'000	Five Year Total £'000	Estimated Staffing Reduction (FTE)	Prioritisation/ Efficiency	Further Consultation/ Reporting, or Delegation to Officers	Impact on Service Performance and Quality
H1a	Reduce funding to Police Scotland, remove contribution for vehicle costs and removal of funding for analyst post, leaving funding for one analyst post	548	110	0	0	658	0.0	Prioritisation	Officers to deliver as operational measure including consultation with Police Scotland on future partnership arrangements.	The work of the Community Safety team would be reprioritised to minimise any potential reduction in performance. It could have an impact on reducing crime and improving community safety however this would depend on the future Police Scotland resource plan for West Lothian.
H1b	Review of Community Safety Service	138	101	15	0	254	3.0	Prioritisation & Efficiency	Officers to deliver as operational measure including consultation with community planning partners.	The work of the Community Safety team would be reprioritised to minimise any potential reduction in performance.
	Total	686	211	15	0	912	3.0			

Housing, Customer and Building Services – Service Redesign, Integration and Modernisation

Ref	Measure	2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 2022/23 £'000	Five Year Total £'000	Estimated Staffing Reduction (FTE)	Prioritisation/ Efficiency	Further Consultation/ Reporting, or Delegation to Officers	Impact on Service Performance and Quality
H2a	Homelessness staffing efficiencies	0	18	12	0	30	1.2	Efficiency	Officers to deliver as operational measure.	No adverse impact on performance anticipated with the quality maintained.
H2b	Customer Service Centre staffing efficiencies	0	15	10	0	25	1.0	Efficiency	Officers to deliver as operational measure.	No adverse impact on performance anticipated with the quality maintained.
H2c	Customer and Community Services staffing efficiencies	0	29	20	0	49	1.9	Efficiency	Officers to deliver as operational measure.	No adverse impact on performance anticipated with the quality maintained.

Ref	Measure	2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 2022/23 £'000	Five Year Total £'000	Estimated Staffing Reduction (FTE)	Prioritisation/ Efficiency	Further Consultation/ Reporting, or Delegation to Officers	Impact on Service Performance and Quality
H2d	Additional staffing efficiencies	0	0	0	34	34	1.4	Efficiency	Officers to deliver as operational measure.	No adverse impact on performance anticipated with the quality maintained.
	Total	0	62	42	34	138	5.5			

Housing, Customer and Building Services – Modernised Library and Information Service

Ref	Measure	2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 2022/23 £'000	Five Year Total £'000	Estimated Staffing Reduction (FTE)	Prioritisation/ Efficiency	Further Consultation/ Reporting, or Delegation to Officers	Impact on Service Performance and Quality
H3a	Reduce service development activity in libraries	0	0	41	0	41	1.0	Efficiency	Officers to deliver as operational measure.	As a result of other saving measures, it is anticipated that the work in this area will be significantly reduced and can therefore be accommodated through a modest service redesign with no impact on performance and quality.
H3b	Amalgamate the Lanthorn and Almondbank libraries into a central location in Livingston, move Carmondean library into the Ability Centre and close Pumpherston Library to the general public	0	0	50	0	50	2.0	Prioritisation	Consultation required with library users and West Lothian College. Report on options and proposals to be presented to Culture and Leisure PDSP and Council Executive.	If customers respond positively to the consolidation of facilities, there will be no negative impact on performance and quality.

Ref	Measure	2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 2022/23 £'000	Five Year Total £'000	Estimated Staffing Reduction (FTE)	Prioritisation/ Efficiency	Further Consultation/ Reporting, or Delegation to Officers	Impact on Service Performance and Quality
H3c	Reduce the hours at Armadale, Whitburn, Blackburn and Broxburn Customer Information Service by 3.5 hours a day to 10am to 3pm	0	0	39	0	39	1.5	Prioritisation	Report on change in policy regarding opening hours to be presented to Partnership and Resources PDSP and Council Executive.	The service will be retained during peak times therefore there should be no negative impact. This will be supported through greater use of channel shift however there may be some increase in waiting times as customers move to alternative service delivery channels.
	Total	0	0	130	0	130	4.5			

Housing, Customer and Building Services – Empowering Communities and Reducing the Number of Community Facilities

Ref	Measure	2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 2022/23 £'000	Five Year Total £'000	Estimated Staffing Reduction (FTE)	Prioritisation/ Efficiency	Further Consultation/ Reporting, or Delegation to Officers	Impact on Service Performance and Quality
H4a	Review core tasks and hours at West Calder community centre	0	38	0	0	38	1.8	Prioritisation	Officers to deliver as operational measure including consultation with management committee.	This will result in a reduction in service if the management committee does not accept the cost against their income. If the committee funds this service, there will be no change to provision.
H4b	Asset transfer of non-core properties staffing saving – community centres /village halls	0	0	0	225	225	9.0	Prioritisation	Consultation with management committees and other stakeholders. Report on options and proposals to be presented to Partnership and Resources PDSP and Council Executive.	If the community become more involved in supporting these facilities, or community groups use other council and non council assets, the impact on performance should be minimal.
	Total	0	38	0	225	263	10.8			

Housing, Customer and Building Services – Channel Shift and Digital Transformation

Ref	Measure	2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 2022/23 £'000	Five Year Total £'000	Estimated Staffing Reduction (FTE)	Prioritisation/ Efficiency	Further Consultation/ Reporting, or Delegation to Officers	Impact on Service Performance and Quality
H5a	Channel shift and digital transformation	0	0	0	600	600	TBC	Prioritisation	Service developments and policy to be developed in consultation with services and stakeholders. Report on options to be presented to Partnership and Resources PDSP and Council Executive.	Detailed proposals are still being developed however it is anticipated that the introduction of more self-service and digital options will provide a better service to some users who are demanding this type of service model.
	Total	0	0	0	600	600	TBC			

Housing, Customer and Building Services – Income and Contributions

Ref	Measure	2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 2022/23 £'000	Five Year Total £'000	Estimated Staffing Reduction (FTE)	Prioritisation/ Efficiency	Further Consultation/ Reporting, or Delegation to Officers	Impact on Service Performance and Quality
H6a	Inflationary increase in rent and service charges	66	67	68	140	341	0.0	Efficiency	Rent consultation undertaken annually with tenants. HRA budget to be agreed annually by Council to approve rent and service charge increases.	Inflationary income increases will have no negative impact on service performance and quality.
H6b	Inflationary increase in Registration charges	8	8	8	16	40	0.0	Efficiency	Officers to deliver as operational measure.	Inflationary income increases will have no negative impact on service performance and quality.
	Total	74	75	76	156	381	0.0			

Housing, Customer and Building Services – Workforce Arrangements

Ref	Measure	2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 2022/23 £'000	Five Year Total £'000	Estimated Staffing Reduction (FTE)	Prioritisation/ Efficiency	Further Consultation/ Reporting, or Delegation to Officers	Impact on Service Performance and Quality
H7a	Workforce arrangements changes	0	0	104	0	104	0.0	Efficiency	Report on revised workforce arrangements to be considered at Partnership and Resources PDSP and Council Executive following consultation with stakeholders.	No adverse impact on performance anticipated with the quality maintained.
	Total	0	0	104	0	104	0.0			
Total Housing, Customer and Building Services		760	386	367	1,015	2,528	23.8			

Operational Services – Reprioritised Passenger Transport Strategy

Ref	Measure	2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 2022/23 £'000	Five Year Total £'000	Estimated Staffing Reduction (FTE)	Prioritisation/ Efficiency	Further Consultation/ Reporting, or Delegation to Officers	Impact on Service Performance and Quality
O1f	Cease the taxicard scheme	145	75	0	0	220	0.0	Prioritisation	Officers to deliver as operational measure.	Although the taxicard scheme would no longer be available, users would continue to have access to Dial-a-Ride and Dial-a-Bus.
	Total	145	75	0	0	220	0.0			

Operational Services – Green Fleet and Travel

Ref	Measure	2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 2022/23 £'000	Five Year Total £'000	Estimated Staffing Reduction (FTE)	Prioritisation/ Efficiency	Further Consultation/ Reporting, or Delegation to Officers	Impact on Service Performance and Quality
O2a	Fleet Services saving arising from reduced number of council vehicles	122	10	145	0	277	1.0	Efficiency	Officers to deliver as operational measure.	As services reduce it will be possible to decrease the size of the council's fleet. There will be a reduction in fleet management resources, offset through revised fleet requirements. Changes to fleet and mileage will have a positive impact on carbon emissions.
O2b	Green travel further reduction in mileage	100	0	0	156	256	0.0	Efficiency	Officers to deliver as operational measure.	Smarter working, changes in services, reducing business mileage requirements and reducing staffing numbers will create an overall reduction in business mileage. Reduced fleet and mileage will have a positive impact on carbon emissions.
	Total	222	10	145	156	533	1.0			

Operational Services – Service Redesign, Integration and Modernisation

Ref	Measure	2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 2022/23 £'000	Five Year Total £'000	Estimated Staffing Reduction (FTE)	Prioritisation/ Efficiency	Further Consultation/ Reporting, or Delegation to Officers	Impact on Service Performance and Quality
O3b	Review of support services	210	1	1	0	212	5.1	Efficiency	Officers to deliver as operational measure.	This will impact on service development activities and staff training. Staff training will focus only on essential compliance training.
O3c	Additional staffing efficiencies	16	0	0	1,060	1,076	42.3	Efficiency	Officers to deliver as operational measure.	No adverse impact on performance anticipated with the quality maintained.
	Total	226	1	1	1,060	1,288	47.4			

Operational Services – Revised Catering, Cleaning and Facilities Management Models and Standards

Ref	Measure	2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 2022/23 £'000	Five Year Total £'000	Estimated Staffing Reduction (FTE)	Prioritisation/ Efficiency	Further Consultation/ Reporting, or Delegation to Officers	Impact on Service Performance and Quality
O4a	Review of catering and kitchen service for school meals including transportation, menu options and other efficiencies	28	131	74	0	233	11.5	Efficiency	Officers to deliver as operational measure.	No adverse impact on performance anticipated with the quality of service maintained and school meal uptake expected to remain the same.
O4b	Reducing building cleaning levels through reduced cleaning hours for school summer holidays and Friday afternoons	178	113	248	0	539	30.8	Prioritisation	Officers to deliver as operational measure.	Cleaning of key areas would be maintained, including statutory requirements. Revised building cleaning schedules will be adopted, reducing the cleaning hours for school summer holidays and Friday afternoons.

Ref	Measure	2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 2022/23 £'000	Five Year Total £'000	Estimated Staffing Reduction (FTE)	Prioritisation/ Efficiency	Further Consultation/ Reporting, or Delegation to Officers	Impact on Service Performance and Quality
O4c	Review facilities management service delivery model in schools	97	75	139	0	311	11.3	Efficiency	Officers to deliver as operational measure.	The opening and closing hours of some buildings may be affected.
	Total	303	319	461	0	1,083	53.6			

Operational Services – Revised Service Standards and Delivery Models – NETs, Land and Countryside

Ref	Measure	2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 2022/23 £'000	Five Year Total £'000	Estimated Staffing Reduction (FTE)	Prioritisation/ Efficiency	Further Consultation/ Reporting, or Delegation to Officers	Impact on Service Performance and Quality
O5a	Remove garden maintenance service provision	176	0	0	0	176	11.0	Prioritisation	Officers to deliver as operational measure.	The garden maintenance service would no longer be provided, with provision for council housing stock being provided externally. Alternative arrangements will be developed for council tenants who previously qualified for the scheme.
O5b	Reduce seasonal ranger service provision	68	0	0	0	68	2.4	Prioritisation	Officers to deliver as operational measure.	Rangers would focus on education and safety concerns with reduced free summer ranger activities.

Ref	Measure	2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 2022/23 £'000	Five Year Total £'000	Estimated Staffing Reduction (FTE)	Prioritisation/ Efficiency	Further Consultation/ Reporting, or Delegation to Officers	Impact on Service Performance and Quality
O5c	NETs, Land and Countryside review including: <ul style="list-style-type: none"> • Environmental & access enforcement • Grounds maintenance standards • Organisational structure • Shift & generic working • Supplies, services & vehicles • Playpark inspections & standards • Apprenticeships 	564	1,735	236	0	2,535	61.8	Prioritisation and Efficiency	Report on amended service standards to be presented to Environment PDSP and Council Executive.	In some cases the level of service provision will be maintained however the method of delivery and hours of availability would change. Service prioritisation is required to ensure the delivery of high amenity areas and to deliver statutory requirements. The level and quality of service provided for non priority areas will reduce.
	Total	808	1,735	236	0	2,779	75.2			

Operational Services – Revised Service Standards and Delivery Models – Roads and Transportation

Ref	Measure	2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 2022/23 £'000	Five Year Total £'000	Estimated Staffing Reduction (FTE)	Prioritisation/ Efficiency	Further Consultation/ Reporting, or Delegation to Officers	Impact on Service Performance and Quality
O6a	Roads and Transportation review including: <ul style="list-style-type: none"> • Festive lighting • Out of hours service & shift working • Organisational structure • Use of contractors for specific tasks requiring specialist equipment • Overtime • Vehicles 	452	1,517	267	102	2,338	57.1	Prioritisation and Efficiency	Report on amended service standards to be presented to Environment PDSP and Council Executive.	In some cases the level of service provision will be maintained however the method of delivery and hours of availability would change. Service prioritisation is required to ensure that statutory requirements are delivered. The level and quality of service provided for non priority areas will reduce.
O6b	Review of winter maintenance standards for footways and grit bins	0	233	0	0	233	0.0	Prioritisation	Report on amended service standards to be presented to Environment PDSP and Council Executive.	Although service standards will reduce, the council will continue to meet its statutory winter maintenance obligations.
O6c	Continue current programme to convert street lighting to LED	67	195	48	78	388	0.0	Efficiency	Officers to deliver as operational measure.	This will have a positive impact on energy efficiency through reducing electricity use and carbon emissions.
	Total	519	1,945	315	180	2,959	57.1			

Operational Services – Revised Service Standards and Delivery Models – Waste Services

Ref	Measure	2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 2022/23 £'000	Five Year Total £'000	Estimated Staffing Reduction (FTE)	Prioritisation/ Efficiency	Further Consultation/ Reporting, or Delegation to Officers	Impact on Service Performance and Quality
O7a	Cease the commercial waste collection service and close the commercial recycling centre	51	170	0	0	221	6.0	Prioritisation	Officers to deliver as operational measure.	This service would no longer be available and is likely to impact on charities who currently receive commercial waste services for free from the council. It would not affect recycling rates.
O7b	Revised opening hours for all five community recycling centres (CRCs)	0	321	0	0	321	9.0	Prioritisation	Report on revised operation of CRCs to be presented to Environment PDSP and Council Executive.	Revised opening hours could impact on recycling rates, however all of the sites would be retained with opening hours to reflect current demand.
O7c	Introduction of a £25 charge for bulky uplifts	256	0	0	0	256	4.0	Prioritisation	Officers to deliver as operational measure.	No adverse impact on performance anticipated.
O7d	Combined food and garden waste collection in brown bin	0	327	0	0	327	0.0	Efficiency	Report on revised collection to be presented to Environment PDSP and Council Executive.	Changes to food and waste collection could have an adverse impact on recycling rates. The council would no longer provide a dedicated food waste service.
O7e	Waste Services review including: <ul style="list-style-type: none"> • Twin stream recycling • Rural road end collections • Holiday and sickness cover • Generic working and changes to shift patterns 	0	973	488	0	1,461	9.7	Efficiency	Report on amended service standards to be presented to Environment PDSP and Council Executive.	The introduction of twin stream recycling would increase recycling rates whilst reducing the net cost of disposal per household. Overall the proposals should not adversely affect service performance, although an additional recycling bin would be required for each household.
	Total	307	1,791	488	0	2,586	28.7			

Operational Services – Income and Contributions

Ref	Measure	2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 2022/23 £'000	Five Year Total £'000	Estimated Staffing Reduction (FTE)	Prioritisation/ Efficiency	Further Consultation/ Reporting, or Delegation to Officers	Impact on Service Performance and Quality
O8a	Inflationary increase in school meals prices	70	70	70	140	350	0.0	Efficiency	Officers to deliver as operational measure.	Inflationary income increases should have no negative impact on service performance and quality.
O8b	Inflationary increase in cemeteries sale of lairs and interments	17	17	17	34	85	0.0	Efficiency	Officers to deliver as operational measure.	Inflationary income increases should have no negative impact on service performance and quality.
O8c	Inflationary increase in roads inspections and consents	12	12	12	12	48	0.0	Efficiency	Officers to deliver as operational measure.	Inflationary income increases should have no negative impact on service performance and quality.
O8d	Inflationary increase in external cleaning and catering	11	11	11	22	55	0.0	Efficiency	Officers to deliver as operational measure.	Inflationary income increases should have no negative impact on service performance and quality.
O8e	Inflationary increase in countryside charges	8	8	8	16	40	0.0	Efficiency	Officers to deliver as operational measure.	Inflationary income increases should have no negative impact on service performance and quality.
O8f	Introduction of charges for new and replacement bins	30	0	0	70	100	0.0	Efficiency	Based on approval of income and contributions policy and schedule of charges as part of this report, officers to deliver as operational measure, including revising section 75 agreements.	The introduction of charging for bins should have no negative impact on service performance and quality.
	Total	148	118	118	294	678	0.0			

Operational Services – Workforce Arrangements

Ref	Measure	2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 2022/23 £'000	Five Year Total £'000	Estimated Staffing Reduction (FTE)	Prioritisation/ Efficiency	Further Consultation/ Reporting, or Delegation to Officers	Impact on Service Performance and Quality
O9a	Workforce arrangements changes	0	0	20	0	20	0.0	Efficiency	Report on revised workforce arrangements to be considered at Partnership and Resources PDSP and Council Executive following consultation with stakeholders.	No adverse impact on performance anticipated with the quality maintained.
	Total	0	0	20	0	20	0.0			
Total Operational Services		2,678	5,994	1,784	1,690	12,146	263.0			

Social Policy Integration Joint Board – Care for Adults

Ref	Measure	2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 2022/23 £'000	Five Year Total £'000	Estimated Staffing Reduction (FTE)	Prioritisation/ Efficiency	Further Consultation/ Reporting, or Delegation to Officers	Impact on Service Performance and Quality
SJ1a	Review of adult day care services including efficiencies in community transport, external day care provision and the Community Inclusion Team	0	0	755	0	755	5.9	Prioritisation and Efficiency	Proposal to rationalise day care services for adults while retaining the three existing day care centres to be presented to Social Policy PDSP and Council Executive.	Service users with lower level needs may no longer have access to support or care may be delivered differently to these users. The council would continue to focus on service users with high level needs.
SJ1b	Development of West Lothian core and cluster residential facilities for adults with learning disabilities	0	50	50	674	774	0.0	Efficiency	Officers to deliver as operational measure.	Will result in an improved service with adults with learning disabilities having access to high quality local residential facilities.
SJ1c	Reduction in in house housing support service	219	0	0	0	219	8.1	Prioritisation	Officers to deliver as operational measure.	No impact on service. Housing support will be delivered through alternative approach and employment support will continue to be delivered.
SJ1d	Assessment and eligibility for service - reduction in sleepover costs	0	0	100	200	300	0.0	Efficiency	Officers to deliver as operational measure.	No impact. New model will consider how the service can be delivered more efficiently through using a central hub and greater use of technology.
SJ1e	Efficiencies in the provision of learning disability and physical disability transport	0	0	41	0	41	0.0	Efficiency	Proposal to be presented to Social Policy PDSP and Council Executive.	No impact on service. Proposal to be delivered through efficiency measures.
	Total	219	50	946	874	2,089	14.0			

Social Policy Integration Joint Board – Adult and Older People Assessment

Ref	Measure	2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 2022/23 £'000	Five Year Total £'000	Estimated Staffing Reduction (FTE)	Prioritisation/ Efficiency	Further Consultation/ Reporting, or Delegation to Officers	Impact on Service Performance and Quality
SJ2a	Assessment and eligibility for service - review of eligibility criteria to increase need supported to substantial/high from moderate	655	1,307	1,288	2,496	5,746	0.0	Prioritisation	Eligibility and contributions policies and revised assessment guidance to be developed and brought to Social Policy and Health and Care PDSPs and Council Executive thereafter.	Service users with lower level needs may no longer have access to support or care may be delivered differently to these users. The council would continue to focus on service users with high level needs.
SJ2b	Assessment and eligibility for service - review of respite provision for learning disabilities and older people	94	0	0	0	94	0.0	Prioritisation	Eligibility and contributions policies and revised assessment guidance to be developed and brought to Social Policy and Health and Care PDSPs and Council Executive thereafter.	Service users with lower level needs may no longer have access to support or care may be delivered differently to these users. The council would continue to focus on service users with high level needs.
SJ2c	Assessment and eligibility for service - reduction in adaptation expenditure for private sector housing	268	100	0	0	368	0.0	Prioritisation	Eligibility and contributions policies and revised assessment guidance to be developed and brought to Social Policy and Health and Care PDSPs and Council Executive thereafter.	Service users with lower level needs may no longer have access to support or care may be delivered differently to these users. The council would continue to focus on service users with high level needs.

Ref	Measure	2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 2022/23 £'000	Five Year Total £'000	Estimated Staffing Reduction (FTE)	Prioritisation/ Efficiency	Further Consultation/ Reporting, or Delegation to Officers	Impact on Service Performance and Quality
SJ2d	Assessment and eligibility for service - focusing social work resources on the support of those most in need	0	0	690	690	1,380	0.0	Prioritisation	Eligibility and contributions policies and revised assessment guidance to be developed and brought to Social Policy and Health and Care PDSPs and Council Executive thereafter.	Service users with lower level needs may no longer have access to support or care may be delivered differently to these users. The council would continue to focus on service users with high level needs.
SJ2e	Adjust shift pattern of crisis care team	0	0	177	0	177	5.0	Efficiency	Officers to deliver as operational measure.	No impact on performance. Changes in shift patterns will allow the service to be delivered more efficiently.
SJ2f	Assessment and eligibility for service - review short visits to clients	75	75	75	75	300	0.0	Prioritisation	Eligibility and contributions policies and revised assessment guidance to be developed and brought to Social Policy and Health and Care PDSPs and Council Executive thereafter.	Service users with lower level needs may no longer have access to support or care may be delivered differently to these users. The council would continue to focus on service users with high level needs.
SJ2g	Increase use of technology to support care at home provision	200	150	150	300	800	0.0	Efficiency	Eligibility and contributions policies and revised assessment guidance to be developed and brought to Social Policy and Health and Care PDSPs and Council Executive thereafter.	Service users with lower level needs may no longer have access to support or care may be delivered differently to these users (e.g. through use of technological support). The council would continue to focus on service users with high level needs.
	Total	1,292	1,632	2,380	3,561	8,865	5.0			

Social Policy Integration Joint Board – Income and Contributions

Ref	Measure	2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 2022/23 £'000	Five Year Total £'000	Estimated Staffing Reduction (FTE)	Prioritisation/ Efficiency	Further Consultation/ Reporting, or Delegation to Officers	Impact on Service Performance and Quality
SJ3a	Housing with Care 3% rent increase	30	30	30	60	150	0.0	Efficiency	Officers to deliver as operational measure.	Inflationary income increases will have no negative impact on service performance and quality.
SJ3b	Contributions policy	219	781	70	130	1,200	0.0	Efficiency	Eligibility and contributions policies and revised assessment guidance to be developed and brought to Social Policy and Health and Care PDSPs and Council Executive thereafter.	Service users choose not to access services due to the requirement to make a contribution where it has been assessed they can pay.
SJ3c	Increase charge for community alarms and Telecare to match Scottish average	420	0	0	0	420	0.0	Efficiency	Officers to deliver as operational measure.	Service users choose not to access services due to the requirement to make a contribution where it has been assessed they can pay.
SJ3d	2% increase in care home accommodation recoveries based on assumed UK Government maximum	40	40	40	80	200	0.0	Efficiency	Officers to deliver as operational measure.	Inflationary income increases will have no negative impact on service performance and quality.
	Total	709	851	140	270	1,970	0.0			

Social Policy Integration Joint Board – Commissioned Services

Ref	Measure	2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 2022/23 £'000	Five Year Total £'000	Estimated Staffing Reduction (FTE)	Prioritisation/ Efficiency	Further Consultation/ Reporting, or Delegation to Officers	Impact on Service Performance and Quality
SJ4a	Assessment and eligibility for service - reducing third party payments by 25%	26	52	120	242	440	0.0	Prioritisation	Eligibility and contributions policies and revised assessment guidance to be developed and brought to Social Policy and Health and Care PDSPs and Council Executive thereafter.	The impact will be limited as reductions will be targeted towards non-essential services. This may mean that users with lower level needs may no longer have access to support or support may be delivered differently to these clients. The council will continue to focus on users with high level needs.
SJ4b	Review and prioritisation of Alcohol and Drug Partnership service	268	100	0	0	368	0.0	Prioritisation	Officers to deliver as operational measure.	Although there will be a reduction in the level and number of interventions, this will be mitigated through support continuing to be provided on a prioritised basis to deliver shared outcomes.
SJ4c	Assessment and eligibility for service - remaining former supporting people arrangements amalgamated with care at home framework	40	100	200	495	835	0.0	Prioritisation	Officers to deliver as operational measure.	The impact will be limited as the service will continue to be delivered through external framework providers. Service users with lower level needs may no longer have access to support or support may be delivered differently to these clients. The council will continue to focus on service users with high level needs.
	Total	334	252	320	737	1,643	0.0			

Social Policy Integration Joint Board – Building Based Care

Ref	Measure	2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 2022/23 £'000	Five Year Total £'000	Estimated Staffing Reduction (FTE)	Prioritisation/ Efficiency	Further Consultation/ Reporting, or Delegation to Officers	Impact on Service Performance and Quality
SJ5a	Day care to be delivered by existing external provision	0	0	300	0	300	6.8	Prioritisation	Officers to deliver as operational measure.	No impact on service. External provision is more cost effective than internally provided day care. Self directed support is likely to mean that fewer older people choose to access day care provision.
SJ5b	Remodel housing with care provision	0	0	102	591	693	70.5	Efficiency	Officers to deliver as operational measure.	No impact on service. The introduction of revised eligibility criteria means that the number of service users eligible to access support will reduce. The service will continue to be delivered through an external model to those who meet the eligibility criteria.
	Total	0	0	402	591	993	77.3			

Social Policy Integration Joint Board – Management and Support

Ref	Measure	2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 2022/23 £'000	Five Year Total £'000	Estimated Staffing Reduction (FTE)	Prioritisation/ Efficiency	Further Consultation/ Reporting, or Delegation to Officers	Impact on Service Performance and Quality
SJ6a	Review of Social Policy management	0	0	0	140	140	2.0	Efficiency	Officers to deliver as operational measure.	No impact on service delivery. Posts will be matched to support the services continuing to be provided.
SJ6b	Review of Social Policy administration support to deliver 25% reduction	0	0	0	346	346	15.1	Efficiency	Officers to deliver as operational measure.	No impact on service delivery. Posts will be matched to support the services continuing to be provided.

Ref	Measure	2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 2022/23 £'000	Five Year Total £'000	Estimated Staffing Reduction (FTE)	Prioritisation/ Efficiency	Further Consultation/ Reporting, or Delegation to Officers	Impact on Service Performance and Quality
SJ6c	Review of contract and commissioning and service development to deliver 25% reduction	0	0	0	175	175	6.4	Efficiency	Officers to deliver as operational measure.	No impact on service delivery. Posts will be matched to support the services continuing to be provided.
SJ6d	Responsibility for payment of PVG checks passed to employees from grade WLI and above	8	0	0	0	8	0.0	Efficiency	Officers to deliver as operational measure.	No impact on service performance and quality.
SJ6e	Integration of Occupational Therapy between the council and Health	0	0	111	108	219	5.4	Efficiency	Officers to deliver as operational measure.	No impact on service delivery. Efficiency achieved through managing areas or overlap and duplication with Health.
SJ6f	Additional staffing efficiencies	0	0	0	159	159	6.3	Efficiency	Officers to deliver as operational measure.	No impact on service performance and quality.
	Total	8	0	111	928	1,047	35.2			

Social Policy Integration Joint Board – Workforce Arrangements

Ref	Measure	2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 2022/23 £'000	Five Year Total £'000	Estimated Staffing Reduction (FTE)	Prioritisation/ Efficiency	Further Consultation/ Reporting, or Delegation to Officers	Impact on Service Performance and Quality
SJ7a	Workforce arrangements changes	0	0	100	0	100	0.0	Efficiency	Report on revised workforce arrangements to be considered at Partnership and Resources PDSP and Council Executive following consultation with stakeholders.	No adverse impact on performance anticipated with the quality maintained.
	Total	0	0	100	0	100	0.0			

Total Social Policy IJB	2,562	2,785	4,399	6,961	16,707	131.5			
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Social Policy Non Integration Joint Board – Care for Children

Ref	Measure	2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 2022/23 £'000	Five Year Total £'000	Estimated Staffing Reduction (FTE)	Prioritisation/ Efficiency	Further Consultation/ Reporting, or Delegation to Officers	Impact on Service Performance and Quality
S1a	Development of long term West Lothian based education placements and care arrangements for children with disabilities	0	97	287	740	1,124	0.0	Efficiency	Officers to deliver as operational measure.	It is likely that the redesign of this service may have some positive impact as children will be cared for at home for longer and near their families and communities.
S1b	External placements replaced with internal provision within West Lothian	50	50	50	445	595	0.0	Efficiency	Officers to deliver as operational measure.	It is likely that the redesign of this service may have some positive impact as development of provision in West Lothian will mean that some young people will not have to travel to their education placement.
S1c	Reduce average cost of residential placements through increasing internal capacity	253	100	330	915	1,598	0.0	Efficiency	Officers to deliver as operational measure.	It is likely that the redesign of this service may have some positive impact as the service would be tailored to focus on the most challenging young people at an earlier stage. This should prevent escalation to high cost external placements.
S1d	Support payments to former looked after children	118	0	200	0	318	0.0	Prioritisation	Officers to deliver as operational measure.	The scope of payments would reduce to focus on priority support areas and individuals.
S1e	Review family support provision – closure of centre based facilities moving to supporting children in communities	50	156	284	693	1,183	29.9	Efficiency	Officers to deliver as operational measure.	This will have a positive impact on the service as support will be delivered in communities rather than specific buildings in Whitburn and Livingston.

Ref	Measure	2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 2022/23 £'000	Five Year Total £'000	Estimated Staffing Reduction (FTE)	Prioritisation/ Efficiency	Further Consultation/ Reporting, or Delegation to Officers	Impact on Service Performance and Quality
S1f	Focusing the activity of early intervention and prevention support teams	0	0	0	276	276	6.9	Prioritisation	Officers to deliver as operational measure.	This will have a limited impact on the service. The impact will be mitigated through focusing on the areas of greatest need.
S1g	Service review of Social Care Emergency Team	0	0	60	0	60	0.8	Efficiency	Officers to deliver as operational measure.	This will have no impact on the service as the review will focus on efficiencies around shift patterns etc.
S1h	Review management of foster care placements	0	0	0	200	200	0.0	Efficiency	Officers to deliver as operational measure.	This should have a limited impact as the review will be based upon the more effective assessment and review of placements.
S1i	Efficiencies in the provision of looked after children transport	0	0	61	0	61	0.0	Efficiency	Proposal to be presented to Social Policy PDSP and Council Executive.	No impact on service, proposal to be delivered through efficiency measures.
	Total	471	403	1,272	3,269	5,415	37.6			

Social Policy Non Integration Joint Board – Income and Contributions

Ref	Measure	2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 2022/23 £'000	Five Year Total £'000	Estimated Staffing Reduction (FTE)	Prioritisation/ Efficiency	Further Consultation/ Reporting, or Delegation to Officers	Impact on Service Performance and Quality
S2a	Review of Criminal Justice funding	0	0	0	253	253	0.0	Efficiency	Officers to deliver as operational measure.	Minimal impact on service performance and quality, reduction will be focused on efficiencies achieved through redesign of processes and amalgamation of related council funded services.
	Total	0	0	0	253	253	0.0			

Social Policy Non Integration Joint Board – Commissioned Services

Ref	Measure	2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 2022/23 £'000	Five Year Total £'000	Estimated Staffing Reduction (FTE)	Prioritisation/ Efficiency	Further Consultation/ Reporting, or Delegation to Officers	Impact on Service Performance and Quality
S3a	Reducing third party payments by 25%	24	48	110	219	401	0.0	Prioritisation	Officers to deliver as operational measure.	The impact will be limited as reductions will be targeted towards non-essential services. This may mean that service users with lower level needs may no longer have access to support or support may be delivered differently to these clients. The council will continue to focus on service users with high level needs.
S3b	Reduction in financial support to voluntary sector	20	0	0	0	20	0.0	Prioritisation	Officers to deliver as operational measure.	No impact on service performance and quality.
	Total	44	48	110	219	421	0.0			

Social Policy Non Integration Joint Board – Management and Support

Ref	Measure	2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 2022/23 £'000	Five Year Total £'000	Estimated Staffing Reduction (FTE)	Prioritisation/ Efficiency	Further Consultation/ Reporting, or Delegation to Officers	Impact on Service Performance and Quality
S4a	Review of Social Policy management	0	0	0	70	70	1.0	Efficiency	Officers to deliver as operational measure.	No impact on service delivery. Posts will be matched to support the services continuing to be provided.
S4b	Review of Social Policy administration support to deliver 25% reduction	0	0	0	218	218	9.5	Efficiency	Officers to deliver as operational measure.	No impact on service delivery. Posts will be matched to support the services continuing to be provided.

Ref	Measure	2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 2022/23 £'000	Five Year Total £'000	Estimated Staffing Reduction (FTE)	Prioritisation/ Efficiency	Further Consultation/ Reporting, or Delegation to Officers	Impact on Service Performance and Quality
S4c	Review of contract and commissioning and service development to deliver 25% reduction	0	0	0	88	88	3.2	Efficiency	Officers to deliver as operational measure.	No impact on service delivery. Posts will be matched to support the services continuing to be provided.
S4d	Responsibility for payment of PVG checks passed to employees from grade WLI and above	4	0	0	0	4	0.0	Efficiency	Officers to deliver as operational measure.	No impact on service performance and quality.
S4e	Additional staffing efficiencies	0	0	0	79	79	3.2	Efficiency	Officers to deliver as operational measure.	No impact on service performance and quality.
	Total	4	0	0	455	459	16.9			

Social Policy Non Integration Joint Board – Workforce Arrangements

Ref	Measure	2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 2022/23 £'000	Five Year Total £'000	Estimated Staffing Reduction (FTE)	Prioritisation/ Efficiency	Further Consultation/ Reporting, or Delegation to Officers	Impact on Service Performance and Quality
S5a	Workforce arrangements changes	0	0	50	0	50	0.0	Efficiency	Report on revised workforce arrangements to be considered at Partnership and Resources PDSP and Council Executive following consultation with stakeholders.	No adverse impact on performance anticipated with the quality maintained.
	Total	0	0	50	0	50	0.0			

Total Social Policy Non IJB	519	451	1,432	4,196	6,598	54.5			
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Planning, Economic Development and Regeneration – Funding of Community Groups/Organisations and BIDs

Ref	Measure	2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 2022/23 £'000	Five Year Total £'000	Estimated Staffing Reduction (FTE)	Prioritisation/ Efficiency	Further Consultation/ Reporting, or Delegation to Officers	Impact on Service Performance and Quality
P1a	Cease match funding arrangements for Business Improvement Districts	0	79	79	0	158	0.0	Prioritisation	Officers to deliver as operational measure.	Stopping the match funding will not impact on the council's performance and quality of service provision.
P1b	Review and reduction in grants to community groups	0	431	0	0	431	0.0	Prioritisation	A proposed approach will be presented to Voluntary Organisations PDSP and Council Executive.	A reduction in community group funding is not expected to adversely affect service performance or quality as the focus will be on supporting council priorities. It may have an impact on the service provided by community groups.
	Total	0	510	79	0	589	0.0			

Planning, Economic Development and Regeneration – Service Redesign, Integration and Modernisation

Ref	Measure	2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 2022/23 £'000	Five Year Total £'000	Estimated Staffing Reduction (FTE)	Prioritisation/ Efficiency	Further Consultation/ Reporting, or Delegation to Officers	Impact on Service Performance and Quality
P2a	Economic Development and Regeneration efficiencies including tourism support	0	45	0	0	45	1.0	Prioritisation and Efficiency	Officers to deliver as operational measure.	There may be some reduction in quantitative performance indicators as the number of interventions will decrease, however this should not impact on the quality of the service.
P2b	Environmental Health and Trading Standards efficiencies including increasing pest control income to full cost recovery	41	57	14	10	122	1.9	Prioritisation and Efficiency	Officers to deliver as operational measure.	No impact on service performance and quality.

Ref	Measure	2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 2022/23 £'000	Five Year Total £'000	Estimated Staffing Reduction (FTE)	Prioritisation/ Efficiency	Further Consultation/ Reporting, or Delegation to Officers	Impact on Service Performance and Quality
P2c	Restructure of Planning Services	50	12	8	0	70	1.8	Prioritisation and Efficiency	Officers to deliver as operational measure.	The processing times for planning applications and building warrants may reduce slightly however statutory timescales will still be met.
P2d	Restructure of Community Regeneration – employability and community planning	99	12	8	0	119	2.7	Efficiency	Officers to deliver as operational measure.	There may be some reduction in quantitative performance indicators as the number of interventions will decrease. There may also be some impact on the quality of participation.
P2e	Restructure of administrative support	0	56	0	0	56	1.5	Prioritisation and Efficiency	Officers to deliver as operational measure.	The processing times for planning applications and building warrants may reduce slightly however statutory timescales will still be met.
P2g	Restructure of Community Regeneration – support to community groups	0	0	194	0	194	4.0	Efficiency	Officers to deliver as operational measure.	No impact on service performance and quality.
	Total	190	182	224	10	606	12.9			

Planning, Economic Development and Regeneration – Workforce Arrangements

Ref	Measure	2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 2022/23 £'000	Five Year Total £'000	Estimated Staffing Reduction (FTE)	Prioritisation/ Efficiency	Further Consultation/ Reporting, or Delegation to Officers	Impact on Service Performance and Quality
P3a	Workforce arrangements changes	0	0	29	0	29	0.0	Efficiency	Report on revised workforce arrangements to be considered at Partnership and Resources PDSP and Council Executive following consultation with stakeholders.	No adverse impact on performance anticipated with the quality maintained.
	Total	0	0	29	0	29	0.0			
Total Planning, Economic Development and Regeneration		190	692	332	10	1,224	12.9			

Education – Review of Adult Learning and Instrumental Music Services

Ref	Measure	2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 2022/23 £'000	Five Year Total £'000	Estimated Staffing Reduction (FTE)	Prioritisation/ Efficiency	Further Consultation/ Reporting, or Delegation to Officers	Impact on Service Performance and Quality
E1b	Reduce adult learning budget by 50%	0	0	0	321	321	6.8	Prioritisation	Officers to deliver as operational measure. A revised Community Learning and Development Plan to be presented to Culture and Leisure PDSP and Council Executive.	The scope of adult learning and development would reduce to focus on priority areas.
E1c	Revised model of instrumental music provision maintaining a substantial level of tuition	288	205	0	0	493	10.0	Prioritisation	Report on revised model to be presented to Education PDSP and Education Executive.	In addition to a revised model, focusing on priority areas such as bands, music tuition would continue through mainstream curriculum.
	Total	288	205	0	321	814	16.8			

Education – Review Approach to Delivery of Culture and Sports

Ref	Measure	2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 2022/23 £'000	Five Year Total £'000	Estimated Staffing Reduction (FTE)	Prioritisation/ Efficiency	Further Consultation/ Reporting, or Delegation to Officers	Impact on Service Performance and Quality
E2a	Cease arts development and non income generating activities	0	363	0	0	363	6.0	Prioritisation	Officers to deliver as operational measure. A revised Arts Strategy to be presented to Culture and Leisure PDSP and Council Executive.	Externally funded initiatives would remain however there will be a reduced number of arts interventions. This should have no impact on the quality of service.

Ref	Measure	2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 2022/23 £'000	Five Year Total £'000	Estimated Staffing Reduction (FTE)	Prioritisation/ Efficiency	Further Consultation/ Reporting, or Delegation to Officers	Impact on Service Performance and Quality
E2b	Cease sports development function	0	110	0	0	110	3.4	Prioritisation	Officers to deliver as operational measure.	Sports function would be delivered by through Active Schools with all other sports development activity ceasing or transferring to West Lothian Leisure.
E2c	Reduction in net management fee for West Lothian Leisure (WLL)	0	250	250	509	1,009	0.0	Prioritisation	Officers to deliver as operational measure.	WLL is to identify efficiency savings to service provision to accommodate this reduction. Performance is likely to be affected, however the extent of the impact is dependent upon the nature of service redesign identified by WLL.
	Total	0	723	250	509	1,482	9.4			

Education – Redesign of Early Learning and Childcare

Ref	Measure	2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 2022/23 £'000	Five Year Total £'000	Estimated Staffing Reduction (FTE)	Prioritisation/ Efficiency	Further Consultation/ Reporting, or Delegation to Officers	Impact on Service Performance and Quality
E3a	Redesign of teaching support in council nurseries replacing remaining 0.5FTE with graduate childcare professional	331	199	0	0	530	0.0	Efficiency	Officers to deliver as operational measure, including consultation with relevant stakeholders.	Potential impact on planning monitoring and quality assuring the educational experience, however this should be offset through the introduction of degree educated childcare professionals.
E3b	Efficient use of two year old nursery capacity	300	0	0	0	300	0.0	Efficiency	Officers to deliver as operational measure.	No impact envisaged as the saving relates to the efficient use of capacity.

Ref	Measure	2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 2022/23 £'000	Five Year Total £'000	Estimated Staffing Reduction (FTE)	Prioritisation/ Efficiency	Further Consultation/ Reporting, or Delegation to Officers	Impact on Service Performance and Quality
E3c	Efficient early learning and childcare placement as a result of greater flexibility in council nurseries	145	254	152	0	551	0.0	Prioritisation	Officers to deliver as operational measure.	No adverse impact on performance anticipated with the quality of service provided maintained.
E3d	Primary head teachers to be responsible for stand alone nurseries	82	49	0	0	131	2.0	Efficiency	Officers to deliver as operational measure.	As this is a realignment of duties, there should be no adverse impact on performance or quality of service.
E3e	Review of business support provision for schools	187	0	0	0	187	4.3	Prioritisation	Officers to deliver as operational measure.	Schools will have reduced support for certain business functions such as Seemis and Scotxed.
E3f	Rationalisation of Digital Learning Team	47	0	0	0	47	1.0	Prioritisation	Officers to deliver as operational measure.	Reduced capacity to support curricular ICT will be offset through the development of greater online support.
E3g	Reduction in education officers team	0	0	0	145	145	2.0	Efficiency	Officers to deliver as operational measure.	The reduction in central quality would place greater emphasis on head teachers to ensure quality assurance and school improvements. This activity would continue in schools without central support.
E3h	Merge and rationalise Pupil Placement and Customer Care	125	75	0	0	200	6.5	Prioritisation	Officers to deliver as operational measure.	Sufficient pupil placement capacity will be maintained but there may be some impact on planning of placements.
	Total	1,217	577	152	145	2,091	15.8			

Education – Redesign Scheme of Devolved School Management (DSM)

Ref	Measure	2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 2022/23 £'000	Five Year Total £'000	Estimated Staffing Reduction (FTE)	Prioritisation/ Efficiency	Further Consultation/ Reporting, or Delegation to Officers	Impact on Service Performance and Quality
E4a	Review of Scheme of Devolved School Management (DSM) including consideration of: <ul style="list-style-type: none"> • Revised training allocations • Reduced supplies • Review of central staffing allocations • Additional allocations for primary community wing provision • Primary administration and clerical allocations • Pupil support workers • Removal of virtual depute head teacher post • New Scottish Government testing • Central teachers • School staffing 	2,099	2,259	1,173	996	6,527	146.1	Efficiency	Revised DSM scheme to be presented to Education PDSP and Education Executive following consultation with relevant stakeholders.	No adverse impact on performance anticipated with the quality of service maintained.
E4b	Protecting Vulnerable Groups (PVG) checks for teachers and professional staff to be self funded	40	0	0	0	40	0.0	Efficiency	Officers to deliver as operational measure.	No adverse impact on performance anticipated with the quality of service maintained.
	Total	2,139	2,259	1,173	996	6,567	146.1			

Education – Additional Support Needs / Social, Emotional and Behavioural Needs (SEBN)

Ref	Measure	2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 2022/23 £'000	Five Year Total £'000	Estimated Staffing Reduction (FTE)	Prioritisation/ Efficiency	Further Consultation/ Reporting, or Delegation to Officers	Impact on Service Performance and Quality
E5a	Redesign of psychological service provision	66	0	159	0	225	3.4	Prioritisation	Officers to deliver as operational measure.	Using a more focused model of service delivery will allow the important aspect of development work to continue with support and advice continuing to be provided to schools. Use of dynamic assessments will help support assessment work.
	Total	66	0	159	0	225	3.4			

Education – Review of External Funding to Police

Ref	Measure	2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 2022/23 £'000	Five Year Total £'000	Estimated Staffing Reduction (FTE)	Prioritisation/ Efficiency	Further Consultation/ Reporting, or Delegation to Officers	Impact on Service Performance and Quality
E6a	Removal of funding for Police Scotland	22	8	0	0	30	0.0	Efficiency	Officers to deliver as operational measure including consultation with Police Scotland on future partnership arrangements.	It could have an impact on social education programmes however this would depend on the future Police Scotland resource plan for West Lothian.
	Total	22	8	0	0	30	0.0			

Education – Workforce Arrangements

Ref	Measure	2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 2022/23 £'000	Five Year Total £'000	Estimated Staffing Reduction (FTE)	Prioritisation/ Efficiency	Further Consultation/ Reporting, or Delegation to Officers	Impact on Service Performance and Quality
E7a	Workforce arrangements changes	0	0	101	0	101	0.0	Efficiency	Report on revised workforce arrangements to be considered at Partnership and Resources PDSP and Council Executive following consultation with stakeholders.	No adverse impact on performance anticipated with the quality maintained.
	Total	0	0	101	0	101	0.0			

Education – Working in Partnership with Community Planning Partners

Ref	Measure	2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 2022/23 £'000	Five Year Total £'000	Estimated Staffing Reduction (FTE)	Prioritisation/ Efficiency	Further Consultation/ Reporting, or Delegation to Officers	Impact on Service Performance and Quality
E8a	Working in partnership with community planning partners and other partners	0	0	0	600	600	TBC	Efficiency	Officers to deliver as operational measure.	No adverse impact on performance anticipated with the quality maintained.
	Total	0	0	0	600	600	TBC			

Education – Income and Contributions

Ref	Measure	2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 2022/23 £'000	Five Year Total £'000	Estimated Staffing Reduction (FTE)	Prioritisation/ Efficiency	Further Consultation/ Reporting, or Delegation to Officers	Impact on Service Performance and Quality
E9a	Inflationary increase in primary school lets	2	2	2	4	10	0.0	Efficiency	Officers to deliver as operational measure.	No adverse impact on performance anticipated with the quality maintained.
E9b	Inflationary increase in charges at Burgh Halls	2	2	2	4	10	0.0	Efficiency	Officers to deliver as operational measure.	No adverse impact on performance anticipated with the quality maintained.
E9c	One pence increase in school milk cartons	12	0	12	0	24	0.0	Efficiency	Officers to deliver as operational measure.	No adverse impact on performance anticipated with the quality maintained.
E9d	Inflationary increase in wraparound charges	9	9	9	18	45	0.0	Efficiency	Officers to deliver as operational measure.	No adverse impact on performance anticipated with the quality maintained.
	Total	25	13	25	26	89	0.0			
Total Education		3,757	3,785	1,860	2,597	11,999	191.5			

Chief Executive/Finance and Property Services – Service Redesign, Integration and Modernisation

Ref	Measure	2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 2022/23 £'000	Five Year Total £'000	Estimated Staffing Reduction (FTE)	Prioritisation/ Efficiency	Further Consultation/ Reporting, or Delegation to Officers	Impact on Service Performance and Quality
F1c	Financial Management Unit – staffing restructure and reduction in supplies	97	84	80	125	386	9.2	Efficiency	Officers to deliver as operational measure.	Potential impact on the number of invoices paid within 30 days. Prioritisation of tasks will be required to ensure core and statutory timescales continue to be met.
F1d	Chief Executive Office – reduction in supplies and election budget	88	0	0	0	88	0.0	Efficiency	Officers to deliver as operational measure.	No impact on service performance and quality.
F1e	Audit, Risk and Counter Fraud – staffing restructure and reduction in supplies	9	44	0	0	53	1.0	Prioritisation and Efficiency	Officers to deliver as operational measure.	Potential impact on the average length of time to conduct fraud investigations and issue fraud reports.
F1f	Revenues Unit – staffing restructure and reduction in supplies	30	205	15	0	250	7.6	Efficiency	Officers to deliver as operational measure.	Potential impact on performance indicators to log system faults and index mail.
F1g	Construction Services – staffing restructure	0	175	15	0	190	5.2	Efficiency	Officers to deliver as operational measure.	The service restructure may result in delays in completing projects.
F1h	Property Management – staffing restructure	109	19	15	0	143	4.9	Efficiency	Officers to deliver as operational measure.	Potential impact on completion of energy performance certificates and percentage of operational properties in satisfactory condition.
F1i	Additional staffing efficiencies	0	0	0	17	17	0.7	Efficiency	Officers to deliver as operational measure.	No impact on service performance and quality.
	Total	333	527	125	142	1,127	28.6			

Chief Executive/Finance and Property Services – Integrated Anti-Poverty Service

Ref	Measure	2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 2022/23 £'000	Five Year Total £'000	Estimated Staffing Reduction (FTE)	Prioritisation/ Efficiency	Further Consultation/ Reporting, or Delegation to Officers	Impact on Service Performance and Quality
F2a	New Anti-Poverty Service – restructure of management and staffing	0	153	0	513	666	15.5	Efficiency	Officers to deliver as operational measure.	Changes will be managed so that processing times are not adversely affected. It is anticipated that by streamlining the collection of customer information, passported benefits will be awarded more effectively and efficiently to claimants.
	Total	0	153	0	513	666	15.5			

Chief Executive/Finance and Property Services – Efficiencies from Improved Use and Management of Council Properties

Ref	Measure	2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 2022/23 £'000	Five Year Total £'000	Estimated Staffing Reduction (FTE)	Prioritisation/ Efficiency	Further Consultation/ Reporting, or Delegation to Officers	Impact on Service Performance and Quality
F3a	Reduced reactive and cyclical maintenance – hard schools FM and partnership centres	0	0	0	283	283	1.0	Efficiency	Officers to deliver as operational measure.	Reactive and cyclical maintenance will continue to be delivered in accordance with contract requirements. Response times will be established within contracts to ensure that the changes have no adverse impact on service delivery.
F3b	Cyclical maintenance savings - emergency lighting testing	260	0	0	0	260	0.0	Efficiency	Officers to deliver as operational measure.	Emergency lighting testing and repairs will continue in accordance with statutory requirements.
F3c	Energy efficiency and renewable energy projects	48	56	92	130	326	0.0	Efficiency	Officers to deliver as operational measure.	No adverse impact on performance anticipated. It will assist the council in achieving the Climate Change Strategy and Carbon Management Plan targets.

Ref	Measure	2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 2022/23 £'000	Five Year Total £'000	Estimated Staffing Reduction (FTE)	Prioritisation/ Efficiency	Further Consultation/ Reporting, or Delegation to Officers	Impact on Service Performance and Quality
F3d	Indexation savings within reactive maintenance	50	50	50	0	150	0.0	Prioritisation	Officers to deliver as operational measure.	No impact on service performance and quality.
F3e	Charging for car parks	0	260	0	0	260	0.0	Efficiency	Proposals for car park charging to be presented to Partnership and Resources PDSP and Council Executive.	No impact on service performance and quality.
	Total	358	366	142	413	1,279	1.0			

Chief Executive/Finance and Property Services – Empowering Communities and Reducing the Number of Council Facilities

Ref	Measure	2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 2022/23 £'000	Five Year Total £'000	Estimated Staffing Reduction (FTE)	Prioritisation/ Efficiency	Further Consultation/ Reporting, or Delegation to Officers	Impact on Service Performance and Quality
F4a	Asset transfer of non-core properties – sports pavilions	0	0	0	66	66	0.0	Efficiency	Reports on community asset transfer will be presented to Partnership and Resources PDSP and Council Executive.	Transitional support will be provided to community groups however there is a potential impact on performance and quality if suitable groups do not take on these assets.
F4b	Asset transfer of non-core properties – community centres	0	0	0	189	189	0.0	Efficiency	Reports on community asset transfer will be presented to Partnership and Resources PDSP and Council Executive.	Transitional support will be provided to community groups however there is a potential impact on performance and quality if suitable groups do not take on these assets.

Ref	Measure	2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 2022/23 £'000	Five Year Total £'000	Estimated Staffing Reduction (FTE)	Prioritisation/ Efficiency	Further Consultation/ Reporting, or Delegation to Officers	Impact on Service Performance and Quality
F4c	To reduce and rationalise non-core properties - Livingston and Whitdale Family Centres and Lanthorn and Almondbank Libraries	80	0	0	121	201	0.0	Efficiency	Officers to deliver as operational measure.	This is properties declared as surplus following implementation of service changes. There is no adverse impact on property service performance and quality.
	Total	80	0	0	376	456	0.0			

Chief Executive/Finance and Property Services – Income and Contributions

Ref	Measure	2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 2022/23 £'000	Five Year Total £'000	Estimated Staffing Reduction (FTE)	Prioritisation/ Efficiency	Further Consultation/ Reporting, or Delegation to Officers	Impact on Service Performance and Quality
F5a	Increase in housing benefit overpayments recovery	48	0	0	0	48	0.0	Efficiency	Officers to deliver as operational measure.	No impact on service performance and quality.
F5c	Increase tenanted non residential property income	80	80	80	213	453	0.0	Efficiency	Officers to deliver as operational measure.	No impact on service performance and quality, increased charges may have an impact on tenancy levels.
F5d	Realign property charges for Health and housing	330	0	0	0	330	0.0	Efficiency	Officers to deliver as operational measure.	No impact on service performance and quality.
F5f	Additional Scottish Water commission	48	0	0	0	48	0.0	Efficiency	Officers to deliver as operational measure.	No impact on service performance and quality.
	Total	506	80	80	213	879	0.0			

Chief Executive/Finance and Property Services – Workforce Arrangements

Ref	Measure	2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 2022/23 £'000	Five Year Total £'000	Estimated Staffing Reduction (FTE)	Prioritisation/ Efficiency	Further Consultation/ Reporting, or Delegation to Officers	Impact on Service Performance and Quality
F6a	Workforce arrangements changes	0	0	43	0	43	0.0	Efficiency	Report on revised workforce arrangements to be considered at Partnership and Resources PDSP and Council Executive following consultation with stakeholders.	No adverse impact on performance anticipated with the quality maintained.
	Total	0	0	43	0	43	0.0			
Total Chief Executive/ Finance & Property Services		1,277	1,126	390	1,657	4,450	45.1			

Non Service Expenditure – Technical Financial Savings

Ref	Measure	2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 2022/23 £'000	Five Year Total £'000	Estimated Staffing Reduction (FTE)	Prioritisation/ Efficiency	Further Consultation/ Reporting, or Delegation to Officers	Impact on Service Performance and Quality
F1a	Reduced loans fund budget	600	0	0	0	600	0.0	Efficiency	Officers to deliver as operational measure.	No impact on service performance and quality.
F1b	Effective management of the council's annual insurance budgets	250	0	0	0	250	0.0	Efficiency	Officers to deliver as operational measure.	No impact on service performance and quality.
	Total	850	0	0	0	850	0.0			

Non Service Expenditure – Income and Contributions

Ref	Measure	2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 2022/23 £'000	Five Year Total £'000	Estimated Staffing Reduction (FTE)	Prioritisation/ Efficiency	Further Consultation/ Reporting, or Delegation to Officers	Impact on Service Performance and Quality
F5b	Removal of long term empty council tax discount and application of 100% council tax levy on long term empty properties	200	0	0	0	200	0.0	Efficiency	Officers to deliver as operational measure. Revised policy including this change was approved by Council Executive on 28 November 2017.	No impact on service performance and quality.
F5e	Increase council tax collection by matching arrears data to employee payroll data	20	0	0	0	20	0.0	Efficiency	Proposal to be presented to Partnership and Resources PDSP and Council Executive.	No impact on service performance and quality.
	Total	220	0	0	0	220	0.0			

Total Non Service Expenditure	1,070	0	0	0	1,070	0.0			
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Appendix 2 – Assessment of Risk of Deliverability of Budget Reduction Measures

To assist elected members in considering relevant points when agreeing budget reduction measures an initial assessment of the risk of deliverability of budget reduction measures has been undertaken.

A risk matrix has been developed in consultation with the Audit, Risk and Counter Fraud Manager to assess the level of risk. The matrix and the parameters for assessment are as follows:

RISK MATRIX

LIKELIHOOD	Very Likely 4	4 Medium	8 High	12 Very High	16 Very High
	Very Possible / Likely 3	3 Low	6 Medium	9 High	12 Very High
	Possible 2	2 Low	4 Medium	6 Medium	8 High
	Unlikely 1	1 Low	2 Low	3 Low	4 Medium
		Minor 1	Significant 2	Major 3	Very Major 4
		IMPACT			

GUIDANCE

The assessed level of risk should take account of mitigating actions currently in place to manage the risk.

Likelihood – Measures the Likelihood of Failure

- Unlikely – less than 10%
- Possible – 10% to 40%
- Very Possible / Likely – 41% to 60%
- Very Likely – above 60%

Impact – Measures the Value of Any Failure to Achieve the Budget Reduction Measure

- Minor – less than £100,000
- Significant - between £100,000 and £500,000
- Major - £500,001 to £1 million
- Very Major – above £1 million

Corporate Services

Ref	Measure	Total Value £'000	Level of Risk	Lead in Time for Delivery	Description of Main Identified Risks	Potential Impact of Identified Risks	Mitigating Actions to Manage Risk
C1a	IT Services staffing efficiencies, revised approach to information security and records management and use of council staff for capital projects	766	Medium (4)	Part immediate and part 24 months	Inability to achieve staffing reductions through natural changes in workforce may mean staff have to be redeployed. Changes to activities to accommodate saving may not be acceptable to customers. Demand for support does not reduce in line with assumptions.	If staffing reductions are not achieved voluntarily, such as through retirement, changes to hours or natural churn, staff will need to be redeployed which may mean delays in achieving the saving. Continued requirement for support may result in saving becoming undeliverable.	Workforce management policies will be used to minimise the impact on staff. Workload will be streamlined and prioritised to ensure an effective service continues to be provided. Other changes proposed across the council should result in reduced demand in the medium to long term.
C1b	Legal Services staffing efficiencies and full cost recovery for capital related work	288	Medium (4)	Part immediate and part 36 months	Inability to achieve staffing reductions through natural changes in workforce may mean staff have to be redeployed. Changes to activities to accommodate saving may not be acceptable to customers. Demand for support does not reduce in line with assumptions.	If staffing reductions are not achieved voluntarily, such as through retirement, changes to hours or natural churn, staff will need to be redeployed which may mean delays in achieving the saving. If legal support is required it may have to be externally procured at a higher cost.	Workforce management policies will be used to minimise the impact on staff. Workload will be streamlined and prioritised to ensure an effective service continues to be provided. Other changes proposed across the council should result in reduced demand in the medium to long term.
C1c	Redesign of Corporate Procurement Unit	173	Low (2)	12 months	Inability to achieve staffing reductions through natural changes in workforce may mean staff have to be redeployed. Changes to activities to accommodate saving may not be acceptable to customers. Demand for support does not reduce in line with assumptions.	If staffing reductions are not achieved voluntarily, such as through retirement, changes to hours or natural churn, staff will need to be redeployed which may mean delays in achieving the saving. Continued requirement for support may result in saving becoming undeliverable.	Workforce management policies will be used to minimise the impact on staff with some vacancies removing the requirement for redeployment. Workload will be streamlined and prioritised. Expansion of Quick Quote will support services to undertake more procurement activity independently.

Ref	Measure	Total Value £'000	Level of Risk	Lead in Time for Delivery	Description of Main Identified Risks	Potential Impact of Identified Risks	Mitigating Actions to Manage Risk
C1d	Redesign of HR and payroll functions	355	Medium (4)	24 months	Inability to achieve staffing reductions through natural changes may mean staff have to be redeployed. Changes to activities to accommodate saving may not be acceptable to customers. Demand for support does not reduce in line with assumptions. Delays in implementation of new HR/payroll system.	If staffing reductions are not achieved voluntarily, such as through retirement, changes to hours or natural churn, staff will need to be redeployed which may mean delays in achieving the saving. Continued requirement for support may result in saving becoming undeliverable.	Workforce management policies will be used to minimise the impact on staff. Workload will be streamlined and prioritised to ensure an effective service continues to be provided. Other changes proposed across the council should result in reduced demand in the medium to long term.
C1e	Centralise lone worker device budgets and review number of devices based on need	43	Low (2)	24 months	Savings in device contracts are not realised due to higher unit costs.	Although there will be fewer devices, the unit costs may be greater meaning the saving cannot be delivered.	Full assessment of lone worker requirements will be undertaken in partnership with Health and Safety team. Working closely with potential suppliers and Corporate Procurement Unit.
C1f	Corporate Communications restructure	72	Low (1)	12 months	No risks identified – savings can be applied to budget immediately with no impact on service delivery.	No risks identified – savings can be applied to budget immediately with no impact on service delivery.	No mitigating actions required.
C1g	Miscellaneous supplies and services budget reductions	45	Low (1)	No lead in time	No risks identified – savings can be applied to budget immediately with no impact on service delivery.	No risks identified – savings can be applied to budget immediately with no impact on service delivery.	No mitigating actions required.
C1h	Charge licensing staff to lifetime income and removal of vacant officer post	152	Medium (4)	No lead in time	Available income is insufficient to meet anticipated costs.	Expenditure may only be covered for a short period meaning the saving becomes undeliverable.	Review of licensing charges and monitoring level of income available to support service delivery.

Ref	Measure	Total Value £'000	Level of Risk	Lead in Time for Delivery	Description of Main Identified Risks	Potential Impact of Identified Risks	Mitigating Actions to Manage Risk
C1i	Reduction in postage budget	98	Low (3)	No lead in time	Mail volume targets are not met.	If mail volumes are not reduced, the proposed saving cannot be delivered.	Use of electronic document solutions will lead to a reduction. Continue to identify opportunities to communicate with customers electronically.
C1j	New electronic document records management system savings	87	Low (1)	No lead in time	No risks identified – savings can be applied to budget immediately with no impact on service delivery.	No risks identified – savings can be applied to budget immediately with no impact on service delivery.	No mitigating actions required.
C1k	New approach to programme management	56	Low (1)	No lead in time	No risks identified – savings can be applied to budget immediately with no impact on service delivery.	No risks identified – savings can be applied to budget immediately with no impact on service delivery.	No mitigating actions required.
C1l	Redesign of Committee Services	23	Medium (4)	24 months	Inability to achieve staffing reductions through natural changes may mean staff have to be redeployed.	If staffing reductions are not achieved voluntarily staff will need to be redeployed which may mean delays in achieving the saving.	Workforce management policies will be used to minimise the impact on staff.
C1m	Saving from Scottish wide area network contract	61	Low (1)	No lead in time	No risks identified – savings can be applied to budget immediately with no impact on service delivery.	No risks identified – savings can be applied to budget immediately with no impact on service delivery.	No mitigating actions required.
C1n	Cashable sickness absence saving	100	Medium (4)	12 months	Sickness absence policy does not support a reduction in sickness absence levels.	If levels of sickness absence do not reduce, the full level of the saving is not deliverable.	Working with stakeholders to revise and update the sickness absence policy and monitoring sickness absence levels.
C1o	Reduce Safeguarders budget	2	Low (1)	No lead in time	Safeguarders are appointed by courts and appointments may be greater than anticipated.	If appointments are greater the full level of the saving may become undeliverable, although trends suggest the risk of this is low.	No mitigating actions required.

Ref	Measure	Total Value £'000	Level of Risk	Lead in Time for Delivery	Description of Main Identified Risks	Potential Impact of Identified Risks	Mitigating Actions to Manage Risk
C2a	IT Services channel shift	75	Low (2)	12 months	Inability to achieve staffing reductions through natural changes may mean staff have to be redeployed.	If staffing reductions are not achieved voluntarily staff will need to be redeployed which may mean delays in achieving the saving.	Workforce management policies will be used to minimise the impact on staff.
C3a	Increased income from employee benefits	25	Low (2)	No lead in time	Anticipated increase in employee use of the benefits scheme does not materialise.	Level of income is less than anticipated meaning the saving is not deliverable.	Further promotion to all staff of available benefits.
C3b	Introduce a £20 charge for blue badges	60	Low (2)	No lead in time	Public reaction may create pressure to remove the introduction of charging.	Pressure to remove the introduction of charging would mean saving could not be delivered	Benchmarking with other local authorities to ensure proposal is proportionate and deliverable.
C3c	Advertising in Bulletin and the council website	77	Medium (4)	12 months	Inability to generate sufficient interest in advertising in Bulletin and the website.	Level of income is less than anticipated meaning the saving is not deliverable.	Working with partners and other organisations to generate interest in advertising.
C3d	Inflationary increase in discretionary licensing charges	40	Low (1)	No lead in time	No risks identified – inflationary increases should not impact materially on income and occupancy levels.	No risks identified – inflationary increases should not impact materially on income and occupancy levels.	No mitigation actions required other than to monitor collection rates to ensure targeted income can be achieved.
C4a	Review of corporate learning and development provision	140	Medium (4)	12 months	Changes to learning and development provision do not support a reduction in demand. Inability to achieve staffing reductions through natural changes may mean staff have to be redeployed.	If reductions are not achieved voluntarily, staff will need to be redeployed. Continued requirement for support may result in saving becoming undeliverable.	Development of systems for e-learning to support a change in how learning and development are delivered across the council.
C5a	Redesign of performance and assurance activities	181	Medium (6)	12 to 36 months	Inability to achieve staffing reductions through natural changes may mean staff have to be redeployed.	If staffing reductions are not achieved voluntarily staff will need to be redeployed which may mean delays in achieving the saving.	Workforce management policies will be used to minimise the impact on staff.

Ref	Measure	Total Value £'000	Level of Risk	Lead in Time for Delivery	Description of Main Identified Risks	Potential Impact of Identified Risks	Mitigating Actions to Manage Risk
C6a	Expansion of administration hubs	410	Medium (6)	36 months	Inability to achieve staffing reductions through natural changes may mean staff have to be redeployed.	If staffing reductions are not achieved voluntarily staff will need to be redeployed which may mean delays in achieving the saving.	Workforce management policies will be used to minimise the impact on staff.
C7a	Workforce arrangements changes	51	High (8)	24 months	The recognised trade unions do not agree to the proposed workforce arrangements changes, requiring the council to dismiss and re-engage employees on new terms and conditions. Scoring of the risk is based on the collective workforce arrangement saving.	The changes are not agreed and the identified savings are not delivered. The consultation process takes longer than anticipated meaning delays in the delivery of the saving against plans.	Lead time to undertake consultation has been built in to the project and research will be undertaken to ensure proposals meet business need prior to submitting to the recognised trade unions for discussion.
	Total	3,380					

Housing, Customer and Building Services

Ref	Measure	Total Value £'000	Level of Risk	Lead in Time for Delivery	Description of Main Identified Risks	Potential Impact of Identified Risks	Mitigating Actions to Manage Risk
H1a	Reduce funding to Police Scotland, remove contribution for vehicle costs and removal of funding for analyst post, leaving funding for one analyst post	658	Low (3)	3 months	Potential risk to partnership working. Depending upon Police Scotland's resource plans, there may be a potential impact on community safety performance and the perception of community safety within the wider community.	Dependent upon Police Scotland's plans, the number of police officers available to address community safety in West Lothian could reduce. This could impact on other council services and result in pressure to reinstate funding to Police Scotland.	Any potential impact will depend, in part, on the Police Scotland resource plan for West Lothian. It is anticipated that the potential negative impact could be minimised through effective prioritisation and continued effective partnership working.
H1b	Review of Community Safety Service	254	Medium (4)	Part immediate and part 12 months	Potential impact on level of community safety activity, creating concerns about support provided by community planning partners and victims of crime.	There may be a perceived or real reduction in community safety activity and programmes which could result in pressure to reinstate funding for these services.	The council will work with external partners and other council services to identify alternative funding to allow some programmes to continue.
H2a	Homelessness staffing efficiencies	30	Low (1)	12 months	Inability to achieve staffing reductions through natural changes in workforce may mean staff have to be redeployed. Changes to activities to accommodate saving may not be acceptable to customers.	If staffing reductions are not achieved voluntarily, changes to hours or natural churn, staff will need to be redeployed which may mean delays in achieving the saving. Changes to activities and support may result in reduced customer satisfaction.	Workforce management policies will be used to minimise the impact on staff. Workload will be streamlined and prioritised to ensure an effective service continues to be provided. It is anticipated this can be delivered without impacting frontline delivery.
H2b	Customer Service Centre staffing efficiencies	25	Low (1)	12 months	Inability to achieve staffing reductions through natural changes in workforce may mean staff have to be redeployed. Changes to activities to accommodate saving may not be acceptable to customers.	If staffing reductions are not achieved voluntarily changes to hours or natural churn, staff will need to be redeployed which may mean delays in achieving the saving. Changes to activities and support may result in reduced customer satisfaction.	Workforce management policies will be used to minimise the impact on staff. Workload will be streamlined and prioritised to ensure an effective service continues to be provided. It is anticipated this can be delivered without impacting frontline delivery.

Ref	Measure	Total Value £'000	Level of Risk	Lead in Time for Delivery	Description of Main Identified Risks	Potential Impact of Identified Risks	Mitigating Actions to Manage Risk
H2c	Customer and Community Services staffing efficiencies	49	Low (3)	12 months	Inability to achieve staffing reductions through natural changes in workforce may mean staff have to be redeployed. Changes to activities to accommodate saving may not be acceptable to customers.	If staffing reductions are not achieved voluntarily changes to hours or natural churn, staff will need to be redeployed which may mean delays in achieving the saving. Changes to activities and support may result in reduced customer satisfaction.	Workforce management policies will be used to minimise the impact on staff. Workload will be streamlined and prioritised to ensure an effective service continues to be provided. It is anticipated this can be delivered without impacting frontline delivery.
H2d	Additional staffing efficiencies	34	Low (1)	12 months	Inability to achieve staffing reductions through natural changes in workforce may mean staff have to be redeployed. Changes to activities to accommodate saving may not be acceptable to customers.	If staffing reductions are not achieved voluntarily changes to hours or natural churn, staff will need to be redeployed which may mean delays in achieving the saving. Changes to activities and support may result in reduced customer satisfaction.	Workforce management policies will be used to minimise the impact on staff. Workload will be streamlined and prioritised to ensure an effective service continues to be provided. It is anticipated this can be delivered without impacting frontline delivery.
H3a	Reduce service development activity in libraries	41	Low (2)	6 months	Inability to achieve staffing reductions through natural changes in workforce may mean staff have to be redeployed.	If staffing reductions are not achieved voluntarily, such as through retirement, staff will need to be redeployed which may mean delays in achieving the saving.	As a result of other proposed savings the work undertaken in this area will be significantly reduced and accommodated through modest service redesign.
H3b	Amalgamate the Lanthorn and Almondbank libraries into a central location in Livingston, move Carmondean library into the Ability Centre and close Pumpherston Library to the general public	50	Low (3)	12 months	Customers may not support the single library location, meaning the three libraries cannot be consolidated into one location.	If the facilities are not combined the council cannot achieve staffing savings as the staffing establishment for three locations would have to be retained.	Officers will work with communities to demonstrate that library facilities will be retained, providing options and support for accessing services.

Ref	Measure	Total Value £'000	Level of Risk	Lead in Time for Delivery	Description of Main Identified Risks	Potential Impact of Identified Risks	Mitigating Actions to Manage Risk
H3c	Reduce the hours at Armadale, Whitburn, Blackburn and Broxburn Customer Information Service by 3.5 hours a day to 10am to 3pm	39	Low (3)	12 months	Inability to achieve staffing reductions through natural changes in workforce may mean staff have to be redeployed. Changes to activities to accommodate saving may not be acceptable to customers.	If staffing reductions are not achieved voluntarily, such as through retirement, changes to hours or natural churn, staff will need to be redeployed which may mean delays in achieving the saving. Changes to activities and support may result in reduced customer satisfaction.	The council will retain CIS services over the peak times of 10am to 3pm, reflecting current actual demand. The introduction of the greater use of technology and further channel shift means that there should be no significant impact on performance. Support will continue to be provided to those who are unable to use online options.
H4a	Review core tasks and hours at West Calder community centre	38	Medium (4)	12 months	The management committee does not agree to proposed changes, meaning these activities are no longer provided or this is pressure for the council to continue to provide them.	The council could have to continue to pay for staff for the café and gym whilst receiving no income to offset the cost of service delivery. The saving would therefore not be achieved.	Working closely with the management committee, and supporting them to take ownership of these services, should mean the gym and café are retained with no impact on the community.
H4b	Asset transfer of non-core properties staffing saving – community centres /village halls	225	High (8)	36 months	The council is not able to reduce and rationalise properties through asset transfer or closure due to lack of interest or public opposition.	Council will not achieve a reduction in staffing costs anticipated, and will require to maintain a property portfolio in excess of service requirements.	Working closely with community groups to ensure long term viability. Support identification of other locations to deliver services to replace closed facilities.
H5a	Channel shift and digital transformation	600	Medium (6)	36 months	As detailed proposals have yet to be developed, there is a risk that there are insufficient opportunities for digital transformation and additional savings. Timescales to implement new technologies can be greater than anticipated. There may be a lack of acceptance from customers and staff.	Channel shift and digital transformation proposals are not achievable, meaning the saving is not deliverable. Delays in implementing new technology could have reputational risk consequences for the council.	New processes will be developed in conjunction with services and customers. A holistic approach to service planning will be used to maximise the use of any new technologies through the Digital Transformation Strategy.

Ref	Measure	Total Value £'000	Level of Risk	Lead in Time for Delivery	Description of Main Identified Risks	Potential Impact of Identified Risks	Mitigating Actions to Manage Risk
H6a	Inflationary increase in rent and service charges	341	Medium (4)	No lead in time	Although charges need to be agreed each year, a recent consultation demonstrated that tenants favoured a 3% increase per annum to 2022/23. Welfare reform may have an impact on the benefit support available to support tenants in paying rent.	Additional income may not be achievable if collection rates reduce due to tenants perceiving the increase as unaffordable.	Support and assistance will continue to be available for tenants who fall into arrears including agreeing realistic repayment plans that take into account income and expenses.
H6b	Inflationary increase in Registration charges	40	Low (1)	No lead in time	No risks identified – inflationary increases should not impact materially on income and occupancy levels.	No risks identified – inflationary increases should not impact materially on income and occupancy levels.	No mitigation actions required other than to monitor collection rates to ensure targeted income can be achieved.
H7a	Workforce arrangements changes	104	High (8)	24 months	The recognised trade unions do not agree to the proposed workforce arrangements changes, requiring the council to dismiss and re-engage employees on new terms and conditions. Scoring of the risk is based on the collective workforce arrangement saving.	The changes are not agreed and the identified savings are not delivered. The consultation process takes longer than anticipated meaning delays in the delivery of the saving against plans.	Lead time to undertake consultation has been built in to the project and research will be undertaken to ensure proposals meet business need prior to submitting to the recognised trade unions for discussion.
	Total	2,528					

Operational Services

Ref	Measure	Total Value £'000	Level of Risk	Lead in Time for Delivery	Description of Main Identified Risks	Potential Impact of Identified Risks	Mitigating Actions to Manage Risk
O1f	Cease the taxicard scheme	220	Medium (4)	4 months	Public desire to retain current taxicard scheme.	If the scheme is maintained, the full saving cannot be achieved.	Media campaigns to provide details of alternatives to users may reduce potential adverse responses to the changes.
O2a	Fleet Services saving arising from reduced number of council vehicles	277	Low (2)	Ongoing	Services do not make changes to delivery models, meaning that the requirement for vehicles is not reduced.	Council will not be able to dispose of vehicles as originally anticipated and will incur additional costs in keeping or replacing vehicles for service delivery.	Working with services to ensure proposals are progressing to allow saving to be achieved.
O2b	Green travel further reduction in mileage	256	Medium (4)	Ongoing	Services may be unable to meet business mileage targets.	If business mileage is not reduced sufficiently, the full saving will not be achieved.	Working with services to minimise the requirement for business mileage and use green travel alternatives.
O3b	Review of support services	212	Medium (6)	No lead in time	Inability to achieve staffing reductions through natural changes in workforce may mean staff have to be redeployed. Changes to activities to accommodate saving may not be acceptable to customers.	If staffing reductions are not achieved voluntarily, such as through retirement, changes to hours or natural churn, staff will need to be redeployed which may mean delays in achieving the saving. Changes to activities may result in reduced customer satisfaction.	The staffing profile of the service should help to minimise the instances of redeployment. Council workforce management policies will be used to minimise the impact on staff. Workload will be streamlined and prioritised as part of the restructure.
O3c	Additional staffing efficiencies	1,076	Medium (4)	12 months	Inability to achieve staffing reductions through natural changes in workforce may mean staff have to be redeployed. Changes to activities to accommodate saving may not be acceptable to customers.	If staffing reductions are not achieved voluntarily changes to hours or natural churn, staff will need to be redeployed which may mean delays in achieving the saving. Changes to activities and support may result in reduced customer satisfaction.	Workforce management policies will be used to minimise the impact on staff. Workload will be streamlined and prioritised to ensure an effective service continues to be provided. It is anticipated this can be delivered without impacting frontline delivery.

Ref	Measure	Total Value £'000	Level of Risk	Lead in Time for Delivery	Description of Main Identified Risks	Potential Impact of Identified Risks	Mitigating Actions to Manage Risk
O4a	Review of catering and kitchen service for school meals including transportation, menu options and other efficiencies	233	Medium (4)	5 months	The inability to achieve staff reductions may result in some staff being redeployed. Changes to options may result in a reduced uptake in school meals. There may be further changes to universal free meals at a national level.	If staffing reductions are not achieved voluntarily staff will need to be redeployed which may mean delays in achieving the saving. Any reduction in uptake could result in reduced income.	Council workforce management policies will be used to minimise the impact on staff. Menu options will be reviewed to ensure sufficient quality and value for money to maintain uptake. Any extension to national statutory obligations would require full funding.
O4b	Reducing building cleaning levels through reduced cleaning hours for school summer holidays and Friday afternoons	539	Medium (6)	5 months	The inability to achieve staff reductions may result in some staff being redeployed. Building users may be unhappy with the revised cleaning standards.	If staffing reductions are not achieved voluntarily staff will need to be redeployed which may mean delays in achieving the saving. There may be pressure to increase service standards, reducing the level of saving achieved.	Council workforce management policies will be used to minimise the impact on staff. The council will work with building users to outline revised requirements and how they can help to minimise the need for cleaning.
O4c	Review facilities management service delivery model in schools	311	Medium (4)	5 months	The inability to achieve staff reductions may result in some staff being redeployed. This proposal will also require some changes to existing terms and conditions.	If staffing reductions are not achieved voluntarily staff will need to be redeployed which may mean delays in achieving the saving. If changes to terms and conditions are not agreed, it will impact on the level and timing of the proposed saving.	Council workforce management policies will be used to minimise the impact on staff. Close working with colleagues to ensure building opening, closing and annual maintenance programmes and property compliance checks are delivered.
O5a	Remove garden maintenance service provision	176	Medium (4)	No lead in time	There may be public pressure to retain the scheme. There may be insufficient supply in the market to provide maintenance services for housing.	The saving could not be achieved if the scheme is retained. Uncertain prices may mean that the council cannot secure contracts at an appropriate cost.	Media campaign to inform customers of service changes and to highlight alternatives. Working closely with potential suppliers and Corporate Procurement Unit.
O5b	Reduce seasonal ranger service provision	68	Low (1)	No lead in time	No risks identified as saving will be delivered through non recruitment of seasonal staff.	No risks identified.	No mitigating actions required.

Ref	Measure	Total Value £'000	Level of Risk	Lead in Time for Delivery	Description of Main Identified Risks	Potential Impact of Identified Risks	Mitigating Actions to Manage Risk
O5c	NETs, Land and Countryside review	2,535	High (8)	Ongoing	The inability to achieve staff reductions may result in some staff being redeployed. The ability to agree revised service standards.	If staffing reductions are not achieved voluntarily, such as through retirement, changes to hours or natural wastage, staff will need to be redeployed which may mean delays in achieving the saving. If new service standards cannot be fully agreed, there is a risk that the savings target will not be met.	Council workforce management policies will be used to minimise the impact on staff. Workload will be streamlined and prioritised to ensure an effective service continues to be provided. A project team will consider all elements of service provision to minimise the potential adverse impact on customers.
O6a	Roads and Transportation review	2,338	High (8)	Ongoing	The inability to achieve staff reductions may result in some staff being redeployed. The ability to agree revised service standards.	If staffing reductions are not achieved voluntarily, such as through retirement, changes to hours or natural wastage, staff will need to be redeployed which may mean delays in achieving the saving. If new service standards cannot be fully agreed, there is a risk that the savings target will not be met.	Council workforce management policies will be used to minimise the impact on staff. Workload will be streamlined and prioritised to ensure an effective service continues to be provided. A project team will consider all elements of service provision to minimise the potential adverse impact on customers. The council will continue to meet statutory requirements.
O6b	Review of winter maintenance standards for footways and grit bins	233	Medium (4)	18 months	Winter maintenance is largely a statutory requirement. Communities will expect the current level of service to be maintained, including non statutory elements.	The full savings target could not be achieved if this proposal is not implemented in full.	Media campaign on revised policies. Any service that is discretionary will be reviewed, whilst ensuring statutory requirements are met.
O6c	Continue current programme to convert street lighting to LED	388	Medium (4)	No lead in time	There is a risk that energy and LED unit prices may be higher than estimated. Installation is not in line with programme timescales.	Ability to achieve the savings could be compromised if prices increase. The timescales for savings could be compromised if installation is delayed.	Effective procurement of energy and LED units. Installation of the units will be progressed as per programme timescales.

Ref	Measure	Total Value £'000	Level of Risk	Lead in Time for Delivery	Description of Main Identified Risks	Potential Impact of Identified Risks	Mitigating Actions to Manage Risk
O7a	Cease the commercial waste collection service and close the commercial recycling centre	221	Medium (4)	12 months	Pressure from charities and small businesses to retain service. Inability to achieve staffing reductions through natural changes in workforce may mean staff have to be redeployed.	If staffing reductions are not achieved voluntarily staff will need to be redeployed which may mean delays in achieving the saving. Changes to activities may result in reduced customer satisfaction.	Effective media campaign to notify businesses of service changes and alternatives. Council workforce management policies will be used to minimise the impact on staff.
O7b	Revised opening hours for all five community recycling centres (CRCs)	321	Medium (4)	4 months	Public desire to maintain current opening hours. Inability to achieve staffing reductions through natural changes in workforce may mean staff have to be redeployed.	Pressure to retain current opening hours will impact on the level of saving that can be achieved. If staffing reductions are not achieved voluntarily staff will need to be redeployed which may mean delays in achieving the saving.	Effective media campaign notifying changes and alternatives. All sites will be retained with revised hours of operation. Council workforce management policies will be used to minimise the impact on staff.
O7c	Introduction of a £25 charge for bulky uplifts	256	Medium (4)	No lead in time	Public pressure to retain free service. Inability to achieve staffing reductions through natural changes in workforce may mean staff have to be redeployed.	Pressure to retain free collections will impact on the level of saving. If staffing reductions are not achieved voluntarily staff will need to be redeployed which may mean delays in achieving the saving.	Media campaign to provide notification of changes. Benchmarking with other local authorities. Council workforce management policies will be used to minimise the impact on staff.
O7d	Combined food and garden waste collection in brown bin	327	Low (2)	4 months	There are sufficient suppliers in the market for combined food and garden recycling which should have no impact on availability. Changes to brown bin collection could impact on the viability of West Lothian Recycling.	There are sufficient suppliers in the market for combined food and garden recycling which should have no impact on availability, although contracts would have to be secured within budget. Potential closure of West Lothian Recycling.	Working with Corporate Procurement Unit to ensure revised collection contracts are delivered within budget.

Ref	Measure	Total Value £'000	Level of Risk	Lead in Time for Delivery	Description of Main Identified Risks	Potential Impact of Identified Risks	Mitigating Actions to Manage Risk
O7e	Waste Services review	1,461	High (8)	12 months	Recycling gate fees do not reduce in line with assumptions following tender processes. Inability to achieve staffing reductions through natural changes in workforce may mean staff have to be redeployed. This proposal will also require some changes to existing terms and conditions. Changes to activities to accommodate savings may not be acceptable to customers.	Uncertain tender prices may mean that the council cannot secure contracts at an appropriate cost, resulting in budget pressures. If staffing reductions are not achieved voluntarily staff will need to be redeployed. If changes to terms and conditions are not agreed it will impact on the level and timing of the proposed saving. Changes to activities may result in reduced customer satisfaction.	Continued monitoring of recycling markets and relevant gate fees. Working closely with potential suppliers and Corporate Procurement Unit. Media campaign to inform the public of service changes. Council workforce management policies will be used to minimise the impact on staff. Workload will be streamlined and prioritised to ensure effective service continue to be delivered.
O8a	Inflationary increase in school meals prices	350	Low (2)	No lead in time	No risks identified – inflationary increases should not impact materially on income and occupancy levels.	No risks identified – inflationary increases should not impact materially on income and occupancy levels.	No mitigation actions required other than to monitor collection rates to ensure targeted income can be achieved.
O8b	Inflationary increase in cemeteries sale of lairs and interments	85	Low (1)	No lead in time	No risks identified – inflationary increases should not impact materially on income and occupancy levels.	No risks identified – inflationary increases should not impact materially on income and occupancy levels.	No mitigation actions required other than to monitor collection rates to ensure targeted income can be achieved.
O8c	Inflationary increase in roads inspections and consents	48	Low (1)	No lead in time	No risks identified – inflationary increases should not impact materially on income and occupancy levels.	No risks identified – inflationary increases should not impact materially on income and occupancy levels.	No mitigation actions required other than to monitor collection rates to ensure targeted income can be achieved.
O8d	Inflationary increase in external cleaning and catering	55	Low (1)	No lead in time	No risks identified – inflationary increases should not impact materially on income and occupancy levels.	No risks identified – inflationary increases should not impact materially on income and occupancy levels.	No mitigation actions required other than to monitor collection rates to ensure targeted income can be achieved.

Ref	Measure	Total Value £'000	Level of Risk	Lead in Time for Delivery	Description of Main Identified Risks	Potential Impact of Identified Risks	Mitigating Actions to Manage Risk
O8e	Inflationary increase in countryside charges	40	Low (1)	No lead in time	No risks identified – inflationary increases should not impact materially on income and occupancy levels.	No risks identified – inflationary increases should not impact materially on income and occupancy levels.	No mitigation actions required other than to monitor collection rates to ensure targeted income can be achieved.
O8f	Introduction of charges for new and replacement bins	100	Low (2)	No lead in time	Public may oppose the introduction of charges for new and replacement bins. Ability to recover charges from developers.	Refusal to pay for bins would mean that income targets are not achieved.	Media campaign to inform the public of changes. Updating section 75 agreements to ensure developers pay for new bins.
O9a	Workforce arrangements changes	20	High (8)	24 months	The recognised trade unions do not agree to the proposed workforce arrangements changes, requiring the council to dismiss and re-engage employees on new terms and conditions. Scoring of the risk is based on the collective workforce arrangement saving.	The changes are not agreed and the identified savings are not delivered. The consultation process takes longer than anticipated meaning delays in the delivery of the saving against plans.	Lead time to undertake consultation has been built in to the project and research will be undertaken to ensure proposals meet business need prior to submitting to the recognised trade unions for discussion.
	Total	12,146					

Social Policy Integration Joint Board

Ref	Measure	Total Value £'000	Level of Risk	Lead in Time for Delivery	Description of Main Identified Risks	Potential Impact of Identified Risks	Mitigating Actions to Manage Risk
SJ1a	Review of adult day care services including efficiencies in community transport, external day care provision and the Community Inclusion Team	755	Medium (6)	6 months	Saving is dependent on eligibility changes which may face adverse reaction. Ability to restructure community transport provision within Operational Services.	If eligibility changes are not implemented, demand for service could be greater than anticipated, creating a budget pressure.	Day support will continue to be provided to service users in line with assessed eligibility.
SJ1b	Development of West Lothian core and cluster residential facilities for adults with learning disabilities	774	Medium (6)	12 months	Service contracts cannot be secured at budgeted average cost per placement. Ability to identify appropriate service users for placement in residential facilities, to ensure places are used for high tariff individuals only. Finalised long term transition model may not meet expectations.	If average cost per placement is greater than budgeted, the saving will not be fully realised. Service users and their families may request alternative service delivery models at additional cost.	Careful long term planning will be undertaken to ensure the best match of service user and placement, whilst delivering value for money. Working closely with potential suppliers and Corporate Procurement Unit to help meet affordable average cost per placement.
SJ1c	Reduction in in house housing support service	219	Low (2)	No lead in time	No risks identified – service has transferred to external provision and savings can be applied to budget immediately with no impact on service delivery.	No risks identified – savings can be applied to budget immediately with no impact on service delivery.	No mitigating actions required.
SJ1d	Assessment and eligibility for service – reduction in sleepover costs	300	Medium (4)	18 months	Following assessment of individuals, proposed changes to model may not be appropriate. Dependent on ability of Crisis Care team to support delivery.	If users could not be supported, the full saving could not be delivered. May result in resource pressure within Crisis Care team.	Overnight service will continue to be provided but through a different model which includes technological solutions and the use of a central hub. Resources will be carefully planned to support service changes.

Ref	Measure	Total Value £'000	Level of Risk	Lead in Time for Delivery	Description of Main Identified Risks	Potential Impact of Identified Risks	Mitigating Actions to Manage Risk
SJ1e	Efficiencies in the provision of learning disability and physical disability transport	41	Medium (4)	12 months	Saving is dependent on eligibility changes which may face adverse reaction. Demand for the service may vary from assumptions, having an effect on anticipated income levels. Ability to redesign and create efficiencies in transport provision. Ability to transfer external provision to internal.	If eligibility changes are not implemented, demand for service could be greater than anticipated, creating a budget pressure. If changes are not made to transport, or the council no longer uses external provision for day care, the full level of the saving could not be achieved.	The move to more outreach services will reduce the demand for transport, however it will still be available where required on a cost recovery basis. Proposals will be developed in line with public transport proposals. Resources will be carefully planned to support service changes.
SJ2a	Assessment and eligibility for service – review of eligibility criteria to increase need supported to substantial/high from moderate	5,746	High (8)	6 months	Needs assessment requires an element of judgement therefore there is the risk that the same level of need could be assessed differently by staff and users. Saving is dependent on eligibility changes which may face adverse reaction. Changes to eligibility are central to the delivery of a number of other proposals.	If changes are not implemented and managed appropriately it may mean that service users continue to receive support that they would no longer be entitled, resulting in a budget pressure. Non delivery of this saving would have a wider budgetary impact.	Support will continue to be provided to those with greatest need. There will continue to be other arrangements for those with lower assessed needs, including access to community and voluntary organisations and in some cases technological solutions.
SJ2b	Assessment and eligibility for service – review of respite provision for learning disabilities and older people	94	Low (2)	6 months	The implementation of the Carers Bill on 1 April 2018 may result in increased demand for respite care.	If requests for support are greater than anticipated, the full value of the saving may not be fully realised.	A full range of respite services will remain. The council has received funding to support implementation of the Bill.
SJ2c	Assessment and eligibility for service – reduction in adaptation expenditure for private sector housing	368	Medium (4)	No lead in time	Requests for grant support may be greater than assumed within the revised budget. Saving is dependent on eligibility changes which may face adverse reaction.	If requests for grant support are greater than anticipated, or eligibility changes are not implemented, the proposed saving may not be fully realised.	Support will continue to be provided to those with greatest need. There will continue to be other arrangements for those with lower assessed needs.

Ref	Measure	Total Value £'000	Level of Risk	Lead in Time for Delivery	Description of Main Identified Risks	Potential Impact of Identified Risks	Mitigating Actions to Manage Risk
SJ2d	Assessment and eligibility for service – focusing social work resources on the support of those most in need	1,380	High (8)	6 months	Saving is linked to eligibility changes, which may face adverse reaction. Needs assessment requires an element of judgement therefore there is the risk that the same level of need could be assessed differently by staff and users.	If changes are not implemented and managed appropriately it may mean that service users continue to receive support that they would no longer be entitled, resulting in a budget pressure. Non delivery of this, and other eligibility savings, would have a wider budgetary impact.	Support will continue to be provided to those with greatest need. There will continue to be other arrangements for those with lower assessed needs, including access to community and voluntary organisations and in some cases technological solutions.
SJ2e	Adjust shift pattern of crisis care team	177	Low (2)	9 months	Inability to achieve staffing reductions through natural changes in workforce may mean staff have to be redeployed.	If staffing reductions are not achieved voluntarily staff will need to be redeployed which may mean delays in achieving the saving.	Service will remain in place. Efficiencies will be delivered through review of shift patterns and staffing levels at less busy times.
SJ2f	Assessment and eligibility for service – review short visits to clients	300	Medium (4)	6 months	Saving is linked to eligibility changes, which may face adverse reaction. Following review, changes to short care visits may not be possible where alternative options are unsuitable.	Inability to meet the needs of service users for short visits through alternative approaches would mean that the saving could not be fully delivered.	A full analysis of visits will be undertaken to fully assess appropriate changes. Changes to eligibility will have an impact on demand. It will continue to be delivered to those with an appropriate assessed level of need.
SJ2g	Increase use of technology to support care at home provision	800	Medium (6)	6 months	Saving is linked to eligibility changes, which may face adverse reaction. The council is at an early stage in the roll out of a new tech programme, therefore it may not deliver what is required to support care at a reduced cost.	If it is not possible to substitute technology for elements of service users care, then it will not be possible to fully deliver both this saving and other eligibility criteria savings.	Care will continue to be provided based on assessed level of need. Telecare has been used effectively for many years and initial work shows that development in this area is likely to help allow people to stay safely in their own homes
SJ3a	Housing with Care 3% rent increase	150	Low (2)	No lead in time	No risks identified – inflationary increases should not impact materially on income and occupancy levels.	No risks identified – inflationary increases should not impact materially on income and occupancy levels.	No mitigation actions required other than to monitor collection rates to ensure targeted income can be achieved.

Ref	Measure	Total Value £'000	Level of Risk	Lead in Time for Delivery	Description of Main Identified Risks	Potential Impact of Identified Risks	Mitigating Actions to Manage Risk
SJ3b	Contributions policy	1,200	High (8)	3 months	Changes to eligibility, and the requirement for service users to make a contribution to their care packages, may result in demand that differs from forecasts and models. Similar to eligibility changes, this proposal may face adverse reaction.	Reduced demand for services arising from the introduction of contributions, may result in the under recovery of income.	Any shortfall in contributions recovered should be offset against a similar reduction in the cost of care provided. Working with users and partners to demonstrate the need for contributions and how this helps to maintain essential care services.
SJ3c	Increase charge for community alarms and Telecare to match Scottish average	420	Medium (4)	No Lead in Time	Increased charges may result in a reduction in demand for Telecare services.	Reduced demand for services arising from an increase in charges, may result in the under recovery of income.	Any under recovery of income could be offset through a reduction in the expenditure to deliver Telecare services.
SJ3d	2% increase in care home accommodation recoveries based on assumed UK Government maximum	200	Low (2)	No Lead in Time	No risks identified – inflationary increases should not impact materially on income and occupancy levels.	No risks identified – inflationary increases should not impact materially on income and occupancy levels.	No mitigation actions required other than to monitor collection rates to ensure targeted income can be achieved.
SJ4a	Assessment and eligibility for service – reducing third party payments by 25%	440	Medium (4)	3 months	Saving is linked to eligibility changes, which may face adverse reaction. If changes to eligibility are not implemented, revised commissioning plans would not reflect service requirements.	If changes are not implemented and managed appropriately it may mean that service users continue to receive support that they would no longer be entitled, resulting in a budget pressure.	Support will continue to be provided to those with greatest need. There will continue to be other arrangements in place for service users with lower levels of assessed need.
SJ4b	Review and prioritisation of Alcohol and Drug Partnership service	368	Medium (4)	Up to 12 months	Proposed changes to funding to this service may not be consistent with service commissioning plans. Further reduction in Scottish Government funding.	If further reductions are made to the grant at a national level, there may be pressure on the council to maintain funding, making it difficult to deliver the saving.	Working with commissioning partners to focus on the delivery of key outcomes. This process has already commenced following previous reductions in funding.

Ref	Measure	Total Value £'000	Level of Risk	Lead in Time for Delivery	Description of Main Identified Risks	Potential Impact of Identified Risks	Mitigating Actions to Manage Risk
SJ4c	Assessment and eligibility for service – remaining former supporting people arrangements amalgamated with care at home framework	835	Medium (6)	Up to 12 months	Saving is linked to eligibility changes, which may face adverse reaction. If changes to eligibility are not implemented, revised commissioning plans would not reflect service requirements. Risk that the external care at home framework would not have additional capacity.	If changes are not implemented it may mean that service users continue to receive support that they would no longer be entitled, resulting in a budget pressure. There may be a need to continue to procure this service from others or to deliver it internally at an additional cost to the council.	Support will continue to be provided to those with greatest need. There will continue to be other arrangements in place for service users with lower levels of assessed need. Working closely with potential suppliers and Corporate Procurement Unit to facilitate supply.
SJ5a	Day care to be delivered by existing external provision	300	Medium (4)	12 months	Risk of inadequate external market provision. Inability to achieve staffing reductions through natural changes in workforce may mean staff have to be redeployed	If the external market cannot respond to increased demand, may be a need to continue to the service internally at an additional cost. If staffing reductions are not achieved voluntarily staff will need to be redeployed which may mean delays in achieving the saving.	Day care services will continue to be provided by existing external partners. There is likely to be reduced demand for day care services due to changes in eligibility criteria and self-directed support.
SJ5b	Remodel housing with care provision	693	Medium (6)	12 months	Risk of inadequate external market provision. Inability to achieve staffing reductions through natural changes in workforce may mean staff have to be redeployed	If the external market cannot respond to increased demand, may be a need to continue to the service internally at an additional cost. If staffing reductions are not achieved voluntarily staff will need to be redeployed which may mean delays in achieving the saving.	Change in eligibility criteria should help reduce the demand for the service.

Ref	Measure	Total Value £'000	Level of Risk	Lead in Time for Delivery	Description of Main Identified Risks	Potential Impact of Identified Risks	Mitigating Actions to Manage Risk
SJ6a	Review of Social Policy management	140	Low (2)	12 months	As services change support will need to be realigned. At this stage a fully revised model has not been finalised, making it is difficult to assess the level of support required. Inability to achieve staffing reductions through natural changes in workforce may mean staff have to be redeployed.	Revised management structure may not adequately support the service. If staffing reductions are not achieved voluntarily staff will need to be redeployed which may mean delays in achieving the saving.	Revised management requirements will be determined and developed in line with agreed and implemented changes to service delivery.
SJ6b	Review of Social Policy administration support to deliver 25% reduction	346	Medium (4)	12 months	As services change support will need to be realigned. At this stage a fully revised model has not been finalised, making it is difficult to assess the level of support required. Inability to achieve staffing reductions through natural changes in workforce may mean staff have to be redeployed.	Revised administration structure may not adequately support the service. If staffing reductions are not achieved voluntarily staff will need to be redeployed which may mean delays in achieving the saving.	Revised requirements will be determined and developed in line with agreed and implemented changes to service delivery. A large admin support team will remain in place to deliver support to professional staff
SJ6c	Review of contract and commissioning and service development to deliver 25% reduction	175	Medium (4)	12 months	As services change support will need to be realigned. At this stage a fully revised model has not been finalised, making it is difficult to assess the level of support required. Inability to achieve staffing reductions through natural changes in workforce may mean staff have to be redeployed.	Revised support structure may not adequately support the service. If staffing reductions are not achieved voluntarily staff will need to be redeployed which may mean delays in achieving the saving.	Revised requirements will be determined and developed in line with agreed and implemented changes to service delivery. Remaining activity will focus on delivering key outcomes.

Ref	Measure	Total Value £'000	Level of Risk	Lead in Time for Delivery	Description of Main Identified Risks	Potential Impact of Identified Risks	Mitigating Actions to Manage Risk
SJ6d	Responsibility for payment of PVG checks passed to employees from grade WLI and above	8	Low (1)	3 months	Will require a change of employment policy.	If the change to policy is not agreed and implemented the saving cannot be delivered.	Benchmarking with other councils and working with recognised trade unions.
SJ6e	Integration of Occupational Therapy teams between the council and Health	219	Medium (4)	12 months	Identification of areas of overlap by the council and Health to work together to identify efficiency savings. Inability to achieve staffing reductions through natural changes in workforce may mean staff have to be redeployed	If agreement cannot be reached regarding areas of efficiency, this saving could not be fully delivered. If staffing reductions are not achieved voluntarily staff will need to be redeployed which may mean delays in achieving the saving.	Occupational therapy provision will continue but on a more integrated basis with Health allowing for efficiencies to be achieved without adverse impact on service delivery.
SJ6f	Additional staffing efficiencies	159	Medium (4)	12 months	Inability to achieve staffing reductions through natural changes in workforce may mean staff have to be redeployed. Changes to activities to accommodate saving may not be acceptable to customers.	If staffing reductions are not achieved voluntarily changes to hours or natural churn, staff will need to be redeployed which may mean delays in achieving the saving. Changes to activities and support may result in reduced customer satisfaction.	Workforce management policies will be used to minimise the impact on staff. Workload will be streamlined and prioritised to ensure an effective service continues to be provided. It is anticipated this can be delivered without impacting frontline delivery.
SJ7a	Workforce arrangements changes	100	High (8)	24 months	The recognised trade unions do not agree to the proposed workforce arrangements changes, requiring the council to dismiss and re-engage employees on new terms and conditions. Scoring of the risk is based on the collective workforce arrangement saving.	The changes are not agreed and the identified savings are not delivered. The consultation process takes longer than anticipated meaning delays in the delivery of the saving against plans.	Lead time to undertake consultation has been built in to the project and research will be undertaken to ensure proposals meet business need prior to submitting to the recognised trade unions for discussion.
	Total	16,707					

Social Policy Non Integration Joint Board

Ref	Measure	Total Value £'000	Level of Risk	Lead in Time for Delivery	Description of Main Identified Risks	Potential Impact of Identified Risks	Mitigating Actions to Manage Risk
S1a	Development of long term West Lothian based education placements and care arrangements for children with disabilities	1,124	High (8)	12 months	Ability to identify appropriate service users for placement in residential facilities, to ensure places are used for high tariff individuals only. Finalised long term transition model may not meet expectations.	If the revised model does not meet expectations, the council will have to continue with the current model at significant cost, meaning the saving could not be delivered.	This proposal will generate positive outcomes for service users and their families. Careful management though the transition process will help deliver better services and reduce costs.
S1b	External placements replaced with internal provision within West Lothian	595	Medium (6)	6 months	Ability to develop additional internal provision to support the needs of young people locally.	If local provision cannot be developed, the council will have to continue to commission placements externally and the saving cannot be delivered.	Working in partnership with Education Services to secure education provision along with care requirements.
S1c	Reduce average cost of residential placements through increasing internal capacity	1,598	High (8)	6 months	Looked after children services will require fundamental changes and review. Ability to develop local solutions to support children in West Lothian. The current increasing demand, and associated financial pressures, within the service area are not reversed.	If the changes to the system are unsuccessful, this saving will not be fully delivered. In addition, given current trends in this area, if changes are not implemented, it could result in a further budget pressure for the council.	Redesign of internal services will be undertaken. This will include changing the nature of provision, making it more flexible. Some budget will remain for secure care. Support mechanisms will be developed to help children to remain at home or, where this is not possible, locally.
S1d	Support payments to former looked after children	318	Medium (6)	6 months	Changes to service delivery may impact on the ability to undertake statutory responsibilities. Pressure may be applied by stakeholders to reinstate employability support.	The council is unable to meet statutory requirements and if employability support is retained, the full value of the saving is not deliverable.	Capacity to be built within other areas to ensure that statutory requirements are met. Workload will be streamlined and prioritised to ensure an effective service continues to be provided.

Ref	Measure	Total Value £'000	Level of Risk	Lead in Time for Delivery	Description of Main Identified Risks	Potential Impact of Identified Risks	Mitigating Actions to Manage Risk
S1e	Review family support provision – closure of centre based facilities moving to supporting children in communities	1,183	High (8)	6 months	Ability to secure alternative buildings and locations for family support activities. Demand for outreach services are less than anticipated. Inability to achieve staffing reductions through natural changes in workforce may mean staff have to be redeployed.	Support activities may have to be cancelled where there is no appropriate facilities. If staffing reductions are not achieved voluntarily, such as through retirement, changes to hours or natural churn, staff will need to be redeployed which may mean delays in achieving the saving.	Focus will be on risk areas most likely to escalate. Family support will continue to be delivered. Work being undertaken to identify suitable facilities for activities.
S1f	Focusing the activity of early intervention and prevention support teams	276	Medium (4)	12 months	Inability to achieve staffing reductions through natural changes in workforce may mean staff have to be redeployed.	If staffing reductions are not achieved voluntarily staff will need to be redeployed which may mean delays in achieving the saving.	Service delivery will be modernised to focus on cases most likely to escalate. Other mental health support services will remain in place. Council workforce management policies will be used to minimise the impact on staff.
S1g	Service review of Social Care Emergency Team	60	Low (1)	No lead in time	No risks identified – savings can be applied to budget immediately with no impact on service delivery.	No risks identified – savings can be applied to budget immediately with no impact on service delivery.	No mitigating actions required.
S1h	Review management of foster care placements	200	Medium (6)	12 Months	This saving will be delivered alongside the full review of services for looked after children. Current increasing demands, and associated financial pressures, are not reversed.	If the changes are unsuccessful, this saving will not be fully delivered. In addition, given current trends, it could result in a further budget pressure for the council.	Redesign of internal services will be undertaken. This will include changing the nature of provision, making it more flexible.
S1i	Efficiencies in the provision of looked after children transport	61	Medium (6)	3 months	This saving will be delivered alongside the full review of services for looked after children. Current increasing demands, and associated financial pressures, are not reversed.	If the changes are unsuccessful, this saving will not be fully delivered. In addition, given current trends, it could result in a further budget pressure for the council.	Redesign of internal services will be undertaken. This will include changing the nature of provision, making it more flexible.

Ref	Measure	Total Value £'000	Level of Risk	Lead in Time for Delivery	Description of Main Identified Risks	Potential Impact of Identified Risks	Mitigating Actions to Manage Risk
S2a	Review of Criminal Justice funding	253	Medium (4)	12 months	Potential reductions in Scottish Government grant funding for criminal justice.	If Scottish Government grant funding is reduced, changes to council funded elements of criminal justice would be difficult to achieve.	Assessment of statutory duties. The service will be redesigned to ensure priority areas and statutory requirements are met.
S3a	Reducing third party payments by 25%	401	Medium (6)	3 months	Saving is linked to eligibility changes, which are likely to face significant adverse reaction. If changes to eligibility are not implemented, revised commissioning plans would not reflect service requirements.	If changes are not implemented and managed appropriately it may mean that service users continue to receive support that they would no longer be entitled, resulting in a budget pressure.	Support will continue to be provided to those with greatest need. There will continue to be other arrangements in place for service users with lower levels of assessed need.
S3b	Reduction in financial support to voluntary sector	20	Low (2)	No lead in time	No risks identified – savings can be applied to budget immediately with no impact on service delivery.	No risks identified – savings can be applied to budget immediately with no impact on service delivery.	No mitigating actions required.
S4a	Review of Social Policy management	70	Low (2)	12 months	As services change support will need to be realigned. At this stage a fully revised model has not been finalised, making it is difficult to assess the level of support required. Inability to achieve staffing reductions through natural changes in workforce may mean staff have to be redeployed.	Revised management structure may not adequately support the service. If staffing reductions are not achieved voluntarily staff will need to be redeployed which may mean delays in achieving the saving.	Revised management requirements will be determined and developed in line with agreed and implemented changes to service delivery.

Ref	Measure	Total Value £'000	Level of Risk	Lead in Time for Delivery	Description of Main Identified Risks	Potential Impact of Identified Risks	Mitigating Actions to Manage Risk
S4b	Review of Social Policy administration support to deliver 25% reduction	218	Medium (6)	12 months	As services change support will need to be realigned. At this stage a fully revised model has not been finalised, making it is difficult to assess the level of support required. Inability to achieve staffing reductions through natural changes in workforce may mean staff have to be redeployed.	Revised administration structure may not adequately support the service. If staffing reductions are not achieved voluntarily staff will need to be redeployed which may mean delays in achieving the saving.	Revised requirements will be determined and developed in line with agreed and implemented changes to service delivery. A large admin support team will remain in place to deliver support to professional staff
S4c	Review of contract and commissioning and service development to deliver 25% reduction	88	Medium (4)	12 months	As services change support will need to be realigned. At this stage a fully revised model has not been finalised, making it is difficult to assess the level of support required. Inability to achieve staffing reductions through natural changes in workforce may mean staff have to be redeployed.	Revised support structure may not adequately support the service. If staffing reductions are not achieved voluntarily staff will need to be redeployed which may mean delays in achieving the saving.	Revised requirements will be determined and developed in line with agreed and implemented changes to service delivery. Remaining activity will focus on delivering key outcomes.
S4d	Responsibility for payment of PVG checks passed to employees from grade WLI and above	4	Low (1)	3 months	Will require a change of employment policy.	If the change to policy is not agreed and implemented the saving cannot be delivered.	Benchmarking with other councils and working with recognised trade unions.
S4e	Additional staffing efficiencies	79	Medium (4)	12 months	Inability to achieve staffing reductions through natural changes in workforce may mean staff have to be redeployed. Changes to activities to accommodate saving may not be acceptable to customers.	If staffing reductions are not achieved voluntarily changes to hours or natural churn, staff will need to be redeployed which may mean delays in achieving the saving. Changes to activities and support may result in reduced customer satisfaction.	Workforce management policies will be used to minimise the impact on staff. Workload will be streamlined and prioritised to ensure an effective service continues to be provided. It is anticipated this can be delivered without impacting frontline delivery.

Ref	Measure	Total Value £'000	Level of Risk	Lead in Time for Delivery	Description of Main Identified Risks	Potential Impact of Identified Risks	Mitigating Actions to Manage Risk
S5a	Workforce arrangements changes	50	High (8)	24 months	The recognised trade unions do not agree to the proposed workforce arrangements changes, requiring the council to dismiss and re-engage employees on new terms and conditions. Scoring of the risk is based on the collective workforce arrangement saving.	The changes are not agreed and the identified savings are not delivered. The consultation process takes longer than anticipated meaning delays in the delivery of the saving against plans.	Lead time to undertake consultation has been built in to the project and research will be undertaken to ensure proposals meet business need prior to submitting to the recognised trade unions for discussion.
	Total	6,598					

Planning, Economic Development and Regeneration

Ref	Measure	Total Value £'000	Level of Risk	Lead in Time for Delivery	Description of Main Identified Risks	Potential Impact of Identified Risks	Mitigating Actions to Manage Risk
P1a	Cease match funding arrangements for Business Improvement Districts	158	Low (2)	18 months	Sustainability of the BIDs once funding is removed, although funding was only intended to support the start-up of BIDs.	BIDs may put pressure on the council to reinstate funding, meaning the saving cannot be delivered.	Consultation with BID companies to changing to funding and supporting them to become self-financing.
P1b	Review and reduction in grants to community groups	431	Medium (6)	18 months	Pressure from groups who have funding removed or reduced as their activities do not meet priorities to reinstate historical levels of funding.	If there is a pressure to retain historic funding, the saving could not be delivered. It would also not be consistent with priority based budgeting.	A framework will be developed to ensure funding is directed to groups that meet priorities. Clear parameters will be set for the basis of future funding.
P2a	Economic Development and Regeneration efficiencies including tourism support	45	Low (3)	12 months	Changes to activities to accommodate saving may not be acceptable to customers, especially where a specific level of activity is expected.	Changes to activities may result in reduced customer satisfaction, with a potential pressure to increase investment in this area.	The council will look to secure external grant funding to support activities that may no longer be delivered from core council budgets.
P2b	Environmental Health and Trading Standards efficiencies including increasing pest control income to full cost recovery	122	Medium (4)	12 months	This level of charging may not be achievable or sustainable over the five year period, with potential customers using the private sector. May have insufficient resources to respond to animal welfare emergencies.	Substantial increases may lead to the loss of customers to the private sector, meaning that income targets are not achieved. Changes to activities and support may result in reduced customer satisfaction.	If full cost recovery is not achieved, the service could be withdrawn and replaced with the private sector provision. Media campaigns on service delivered and alternative options.
P2c	Restructure of Planning Services	70	Low (3)	12 months	The unpredictable nature of applications makes it difficult to determine if the revised structure will support demand. Demand could be substantially greater than available resources. Inability to achieve staffing reductions through natural changes in workforce may mean staff have to be redeployed.	If staffing reductions are not achieved voluntarily staff will need to be redeployed which may mean delays in achieving the saving. If demand is greater, customer satisfaction could reduce with applicants having the ability to ask another authority to process their application, resulting in reduced income.	Council workforce management policies will be used to minimise the impact on staff. Workload will be streamlined and prioritised as part of the restructure to focus on statutory requirements. Potential use of temporary staff to cover future peaks in demand funded from additional income.

Ref	Measure	Total Value £'000	Level of Risk	Lead in Time for Delivery	Description of Main Identified Risks	Potential Impact of Identified Risks	Mitigating Actions to Manage Risk
P2d	Restructure of Community Regeneration – employability and community planning	119	Medium (4)	12 months	Inability to achieve staffing reductions through natural changes in workforce may mean staff have to be redeployed. Loss of external funding for remaining elements of the service.	If staffing reductions are not achieved voluntarily staff will need to be redeployed which may mean delays in achieving the saving. Pressure to provide core council funding to replace lost external funding.	Council workforce management policies will be used to minimise the impact on staff. Reviewing the potential changes to funding and working with partners to support these activities.
P2e	Restructure of administrative support	56	Low (3)	12 months	The unpredictable nature of applications makes it difficult to determine if the revised structure will support demand. Demand could be substantially greater than available resources. Inability to achieve staffing reductions through natural changes in workforce may mean staff have to be redeployed.	If staffing reductions are not achieved voluntarily staff will need to be redeployed which may mean delays in achieving the saving. If demand is greater, customer satisfaction could reduce with applicants having the ability to ask another authority to process their application, resulting in reduced income.	Council workforce management policies will be used to minimise the impact on staff. Workload will be streamlined and prioritised as part of the restructure to focus on statutory requirements. Potential use of temporary staff to cover future peaks in demand funded from additional income.
P2g	Restructure of Community Regeneration – support to community groups	194	Medium (6)	12 to 18 months	Proposal is dependent on a reduction in funding to community groups. Inability to achieve staffing reductions through natural changes in workforce may mean staff have to be redeployed.	If funding is not reduced, the saving in staffing cannot be achieved. If staffing reductions are not achieved voluntarily staff will need to be redeployed which may mean delays in achieving the saving.	Ensure stakeholders understand the link between this saving and the funding proposals. Council workforce management policies will be used to minimise the impact on staff.
P3a	Workforce arrangements changes	29	High (8)	24 months	The recognised trade unions do not agree to the proposed workforce arrangements changes, requiring the council to dismiss and re-engage employees on new terms and conditions. Scoring of the risk is based on the collective workforce arrangement saving.	The changes are not agreed and the identified savings are not delivered. The consultation process takes longer than anticipated meaning delays in the delivery of the saving against plans.	Lead time to undertake consultation has been built in to the project and research will be undertaken to ensure proposals meet business need prior to submitting to the recognised trade unions for discussion.
	Total	1,224					

Education

Ref	Measure	Total Value £'000	Level of Risk	Lead in Time for Delivery	Description of Main Identified Risks	Potential Impact of Identified Risks	Mitigating Actions to Manage Risk
E1b	Reduce adult learning budget by 50%	321	Medium (4)	20 months	Adult learning strategy targets may be difficult to achieve, resulting in reduced performance.	Pressure to reinstate services to enable increase adult learning opportunities would mean saving is undeliverable.	The adult learning strategy will focus on priority areas with revised targets created.
E1c	Revised model of instrumental music provision maintaining a substantial level of tuition	493	Medium (6)	No lead in time	Public desire to retain full free instrumental music provision. Revised service delivery model may not be acceptable to service users.	Pressure to retain full existing provision would impact on the ability to deliver the full saving.	Individual schools could support bands and music tuition. Music will continue to be taught as part of the curriculum and the Youth Music Initiative will continue.
E2a	Cease arts development and non income generating activities	363	Medium (4)	12 months	Impact on West Lothian Leisure revenue generation at Howden Park Centre.	Reduced income for West Lothian Leisure may impact on long term financial sustainability, resulting in a financial pressure for the council.	Continued investment in public art through developer contributions. Continuation of Youth Music Initiative and working with WLL for arts programming.
E2b	Cease sports development function	110	Medium (4)	3 Years	Joint sports development strategy is not developed in partnership with West Lothian Leisure impacting on sports development.	Pressure to retain council support for sports development would impact on the ability to deliver the full saving.	Active schools would remain. Working with WLL to develop a strategy to maximise service provision within available resources.
E2c	Reduction in net management fee for West Lothian Leisure (WLL)	1,009	Very High (12)	None	The continued operational capacity of WLL within the current trading climate, particularly in relation to private sector competition.	May impact on long term financial sustainability, resulting in a financial pressure for the council.	WLL five year financial strategy is currently in development including the identification of efficiencies to ensure ongoing viability.
E3a	Redesign of teaching support in council nurseries replacing remaining 0.5FTE with graduate childcare professional	530	Low (3)	No Lead in time	Early years expansion, including new management posts, is not fully funded by the Scottish Government. Adverse reactions to revised professional requirements for nurseries.	If sufficient funding is not received, the council could not deliver the early years expansion plan. If proposed change to professional staff is not accepted, the saving could not be delivered.	Nurseries will continue to have a qualified head teacher. Professional replacement is consistent with Scottish Government guidance on delivery of early years provision.

Ref	Measure	Total Value £'000	Level of Risk	Lead in Time for Delivery	Description of Main Identified Risks	Potential Impact of Identified Risks	Mitigating Actions to Manage Risk
E3b	Efficient use of two year old nursery capacity	300	Low (2)	No lead in time	No risks identified – savings can be applied to budget immediately with no impact on service delivery.	No risks identified – savings can be applied to budget immediately with no impact on service delivery.	No mitigating actions required.
E3c	Efficient early learning and childcare placement as a result of greater flexibility in council nurseries	551	Low (3)	No lead in time	The anticipated child delivery model from the Scottish Government varies from initial assumptions on delivery, although initial discussions mean this risk is low.	If the council's proposed approach to delivery is different, this saving may not be deliverable, especially if parents choose more expensive delivery options.	The council's current model is being reviewed to incorporate sufficient flexibility in council facilities to provide parents with greater choice within available council resources.
E3d	Primary head teachers to be responsible for stand alone nurseries	131	Low (2)	No lead in time	No risks identified – savings can be applied to budget immediately with no impact on service delivery.	No risks identified – savings can be applied to budget immediately with no impact on service delivery.	No mitigating actions required. Realignment would make the management arrangements for all nurseries consistent.
E3e	Review of business support provision for schools	187	Low (2)	No Lead in time	Schools are unable to integrate support functions within existing administrative support having an impact on statistical returns.	Statistical returns from schools could include errors, which could impact on information used to calculate funding for schools.	Training would be provided to help integrate activities into existing administrative functions and minimise potential errors in returns.
E3f	Rationalisation of Digital Learning Team	47	Low (1)	No lead in time	Requirement for hardware and software development beyond planned levels.	There may be pressure to provide additional investment.	IT curricular expertise is now well established, minimising the need for investment.
E3g	Reduction in education officers team	145	Low (2)	4 years	Reduced central support for interventions on quality issues may impact on attainment.	Attainment levels could reduce in specific schools, requiring specific interventions to improve performance.	Capacity will be developed in schools to replace central provision. Impact could be offset through the Regional Improvement Collaborative.
E3h	Merge and rationalise Pupil Placement and Customer Care	200	Medium (4)	No lead in time	Could impact on the efficiency of placement throughout West Lothian and will be additional for head teachers, although this is consistent with the requirement for increased delegation to schools.	Potential impact on revenue and capital budgets if the efficient central management of intakes is lost.	Central team will continue to support heads in key functions to maintain control of budget and planning considerations

Ref	Measure	Total Value £'000	Level of Risk	Lead in Time for Delivery	Description of Main Identified Risks	Potential Impact of Identified Risks	Mitigating Actions to Manage Risk
E4a	Review of Scheme of Devolved School Management (DSM) including consideration of: <ul style="list-style-type: none"> • Revised training allocations • Reduced supplies • Review of central staffing allocations • Additional allocations for primary community wing provision • Primary administration and clerical allocations • Pupil support workers • Removal of virtual depute head teacher post • New Scottish Government testing • Central teachers • School staffing 	6,527	High (8)	No lead in time	The revised DSM cannot be agreed during consultation with stakeholders. The Scottish Government's current Governance and Future Fair Funding Review may impact on the council's ability to develop and change the DSM scheme. Revised level of funding is insufficient to support effective service delivery in schools.	If the changes to the scheme cannot be agreed, the budget saving could not be delivered. There could be pressure to increase funding for schools, as has occurred over recent years, having an impact on the overall council budget.	Officers are working with partners to help anticipate changes from the Scottish Government review. Working with head teachers to develop a revised scheme that is fit for purpose. Use of new initiatives, such as increased use of technology and greater cluster working arrangements, to support changes in service delivery.
E4b	Protecting Vulnerable Groups (PVG) checks for teachers and professional staff to be self funded	40	Low (1)	3 months	Will require a change of employment policy.	If the change to policy is not agreed and implemented the saving cannot be delivered.	Benchmarking with other councils and working with recognised trade unions.

Ref	Measure	Total Value £'000	Level of Risk	Lead in Time for Delivery	Description of Main Identified Risks	Potential Impact of Identified Risks	Mitigating Actions to Manage Risk
E5a	Redesign of psychological service provision	225	Low (2)	No lead in time for initial saving/ 36 months for remainder	Reduction of staff development and training could impact on developing capacity in schools. There may be some impact on the immediacy of access to the service however this is likely to be minimal as the focus will be on working directly with children.	There may be some delays in access to the service as the changes are imbedded. Any substantial increase in waiting lists could result in pressure to employ further educational psychologists. Staff will have to use new approaches to development.	The psychologist statutory role in child assessment would be retained and the impact would be minimised through focusing on priority development work. In depth assessment work could be undertaken through focused interventions such as dynamic assessment.
E6a	Removal of funding for Police Scotland	30	Low (2)	Three months	Potential risk to partnership working. Depending upon Police Scotland's resource plans, there may be a potential impact on community safety performance and the perception of community safety within the wider community. Risk of reduced early interventions, leading to more young people being processed through the criminal justice system.	Dependent upon Police Scotland's resource plans, the number of police officers available to address community safety in West Lothian could reduce. This could impact on other council services and result in pressure to reinstate funding to Police Scotland.	Any potential impact will depend, in part, on the Police Scotland resource plan for West Lothian. It is anticipated that the potential negative impact could be minimised through effective prioritisation and continued effective partnership working.
E7a	Workforce arrangements changes	101	High (8)	24 months	The recognised trade unions do not agree to the proposed workforce arrangements changes, requiring the council to dismiss and re-engage employees on new terms and conditions. Scoring of the risk is based on the collective workforce arrangement saving.	The changes are not agreed and the identified savings are not delivered. The consultation process takes longer than anticipated meaning delays in the delivery of the saving against plans.	Lead time to undertake consultation has been built in to the project and research will be undertaken to ensure proposals meet business need prior to submitting to the recognised trade unions for discussion.

Ref	Measure	Total Value £'000	Level of Risk	Lead in Time for Delivery	Description of Main Identified Risks	Potential Impact of Identified Risks	Mitigating Actions to Manage Risk
E8a	Working in partnership with community planning partners and other partners	600	Medium (6)	36 months	As detailed proposals have yet to be developed, there is a risk that there are insufficient opportunities for partnership working, either through the availability of willing partners or through the level of savings that can be achieved.	Partnership working proposals are not developed or achievable, meaning the saving is not deliverable.	Officers to engage with community planning partners to help develop proposals that will benefit all parties and help ensure the smooth implementation of new methods of partnership working.
E9a	Inflationary increase in primary school lets	10	Low (1)	No lead in time	No risks identified – inflationary increases should not impact materially on income and occupancy levels.	No risks identified – inflationary increases should not impact materially on income and occupancy levels.	No mitigation actions required other than to monitor collection rates to ensure targeted income can be achieved.
E9b	Inflationary increase in charges at Burgh Halls	10	Low (1)	No lead in time	Given current occupancy levels at Burgh Halls, this inflationary increase could result in a further drop in demand meaning the proposed level of charging may not be achievable or sustainable over the five year period.	Additional income may not be achievable if demand for services at Burgh Halls remains low.	Service to investigate options to increase demand for services at Burgh Halls and collection rates to be monitored to ensure targeted income can be achieved.
E9c	One penny increase in school milk cartons	24	Low (1)	No lead in time	No risks identified – inflationary increases should not impact materially on income and occupancy levels.	No risks identified – inflationary increases should not impact materially on income and occupancy levels.	No mitigation actions required other than to monitor collection rates to ensure targeted income can be achieved.
E9d	Inflationary increase in wraparound charges	45	Low (1)	No lead in time	No risks identified – inflationary increases should not impact materially on income and occupancy levels.	No risks identified – inflationary increases should not impact materially on income and occupancy levels.	No mitigation actions required other than to monitor collection rates to ensure targeted income can be achieved.
	Total	11,999					

Finance and Property Services

Ref	Measure	Value £'000	Level of Risk	Lead in Time for Delivery	Description of Main Identified Risks	Potential Impact of Identified Risks	Mitigating Actions to Manage Risk
F1c	Financial Management Unit – staffing restructure and reduction in supplies	386	Low (2)	12 months	Inability to achieve staffing reductions through natural changes in workforce may mean staff have to be redeployed. Changes to activities to accommodate saving may not be acceptable to customers.	If staffing reductions are not achieved voluntarily, such as through retirement, changes to hours or natural churn, staff will need to be redeployed which may mean delays in achieving the saving. Changes to activities and support may result in reduced customer satisfaction.	The staffing profile of the unit should help to minimise the instances of redeployment. Council workforce management policies will be used to minimise the impact on staff. Workload will be streamlined and prioritised as part of the restructure to ensure an effective service continues to be provided.
F1d	Chief Executive Office – reduction in supplies and election budget	88	Low (1)	No lead in time	No risks identified – savings can be applied to budget immediately with no impact on service delivery.	No risks identified – savings can be applied to budget immediately with no impact on service delivery.	No mitigating actions required.
F1e	Audit, Risk and Counter Fraud – staffing restructure and reduction in supplies	53	Low (1)	12 months	Although a restructure is required, no risks have been identified. Saving will be delivered through conclusion of a fixed term contract.	No risks identified – saving will be delivered following conclusion of fixed term contract and restructure of team.	No mitigating actions, other than implementing a restructure of the team, are required.
F1f	Revenues Unit – staffing restructure and reduction in supplies	250	Low (2)	12 months	Inability to achieve staffing reductions through natural changes in workforce may mean staff have to be redeployed. Changes to activities to accommodate saving may not be acceptable to customers.	If staffing reductions are not achieved voluntarily, such as through retirement, changes to hours or natural churn, staff will need to be redeployed which may mean delays in achieving the saving. Changes to activities and support may result in reduced customer satisfaction.	There are a number of vacancies currently within the unit which should reduce the instances of redeployment. Council workforce management policies will be used to minimise the impact on staff. Workload will be streamlined and prioritised to ensure an effective service continues to be provided.

Ref	Measure	Value £'000	Level of Risk	Lead in Time for Delivery	Description of Main Identified Risks	Potential Impact of Identified Risks	Mitigating Actions to Manage Risk
F1g	Construction Services – staffing restructure	190	Low (2)	12 months	Anticipated reduction in work requirements, through reduced capital programme and number of council properties and improved efficiencies in maintenance, are not realised. Inability to achieve staffing reductions through natural changes in workforce may mean staff have to be redeployed.	If staffing reductions are not achieved voluntarily, such as through retirement, changes to hours or natural churn, staff will need to be redeployed which may mean delays in achieving the saving. If the workload of the unit does not reduce as anticipated this will create a pressure on remaining staff which may impact on building maintenance standards and customer satisfaction.	A reduced capital programme will mean a reduced requirement for support. Council workforce management policies will be used to minimise the impact on staff. Workload will be streamlined and prioritised to ensure an effective service continues to be provided.
F1h	Property Management – staffing restructure	143	Low (2)	No lead in time	Anticipated reduction in work requirements, through reduced capital programme and number of council properties and improved efficiencies in maintenance, are not realised.	If the workload of the unit does not reduce as anticipated this will create a pressure on remaining staff which may impact on building maintenance standards and customer satisfaction.	A reduced capital programme will mean a reduced need for support. Workload will be streamlined and prioritised to ensure an effective service continues to be provided. Existing vacancies will remove requirement for redeployment.
F1i	Additional staffing efficiencies	17	Low (1)	12 months	Inability to achieve staffing reductions through natural changes in workforce may mean staff have to be redeployed. Changes to activities to accommodate saving may not be acceptable to customers.	If staffing reductions are not achieved voluntarily changes to hours or natural churn, staff will need to be redeployed which may mean delays in achieving the saving. Changes to activities and support may result in reduced customer satisfaction.	Workforce management policies will be used to minimise the impact on staff. Workload will be streamlined and prioritised to ensure an effective service continues to be provided. It is anticipated this can be delivered without impacting frontline delivery.

Ref	Measure	Value £'000	Level of Risk	Lead in Time for Delivery	Description of Main Identified Risks	Potential Impact of Identified Risks	Mitigating Actions to Manage Risk
F2a	New Anti-Poverty Service – restructure of management and staffing	666	Medium (6)	12 months	Inability to achieve staffing reductions through natural changes in workforce may mean staff have to be redeployed. Demand for the new service is greater than anticipated, creating a pressure. Changes by the Scottish Government may impact on the proposed service model. Internal systems are not sufficiently modernised to support new service delivery.	If staffing reductions are not achieved voluntarily, such as through retirement, changes to hours or natural churn, staff will need to be redeployed which may mean delays in achieving the saving. Changes to activities and support may result in reduced customer satisfaction. If the workload of the unit is greater than anticipated due to factors out with the council's control, or processes are not sufficiently modernised, this may create a pressure on the service. This could impact on customer satisfaction and the ability to support those in poverty. This would impact on the ability to achieve this saving as reducing poverty is a key priority for the council.	Council workforce management policies will be used to minimise the impact on staff. Considerable work is being undertaken to develop a revised service that meets the increasing demand for anti-poverty support in a more efficient and effective manner. Changes which could affect the service are continually reviewed. Managers will work closely with staff and customers to embed changes to minimise the risk of the saving not being achieved.
F3a	Reduced reactive and cyclical maintenance – hard schools FM and partnership centres	283	Medium (4)	12 months	Savings in maintenance contracts are not realised. The council is not able to transfer all hard FM to a private contractor or, where a transfer does take place, the contractor does not meet performance required.	Uncertain tender prices may mean that the council cannot secure maintenance contracts at an appropriate cost, resulting in budget pressures. If no hard FM supplier is available, the council would have to continue to deliver the service. Supplier performance may compromise statutory compliance and quality standards.	Close review of maintenance contracts and working closely with potential suppliers and Corporate Procurement Unit. Further investigation and benchmarking of other organisations that have transferred to an external hard FM model. Close management of statutory compliance and quality to ensure the council meets legislative requirements.

Ref	Measure	Value £'000	Level of Risk	Lead in Time for Delivery	Description of Main Identified Risks	Potential Impact of Identified Risks	Mitigating Actions to Manage Risk
F3b	Cyclical maintenance savings - emergency lighting testing	260	Medium (6)	Six months	Savings in maintenance contracts are not realised.	Uncertain tender prices may mean that the council cannot secure maintenance contracts at an appropriate cost, resulting in budget pressures.	Close review of maintenance contracts and working closely with potential suppliers and Corporate Procurement Unit to ensure saving is achieved.
F3c	Energy efficiency and renewable energy projects	326	Medium (6)	Variable dependent on project	Nature of energy efficiency and renewable projects means actual benefits and costs may not reflect initial assumptions.	If implementation differs from plans, this could result in additional costs for the council or lesser than anticipated level of savings.	Use of established energy efficiency and renewable approaches and technologies should reduce this, as well as undertaking robust business cases and review before approval of projects.
F3d	Indexation savings within reactive maintenance	150	Low (2)	No lead in time	Savings in indexation for reactive maintenance contracts are not realised.	Indexation savings will not be achieved and other maintenance savings may be required which will impact on proposed levels of maintenance.	Close review of reactive maintenance contracts and working closely with potential suppliers and Corporate Procurement Unit to ensure saving is achieved.
F3e	Charging for car parks	260	High (8)	12 months	Contract to manage charges will be subject to market conditions, resulting in a higher cost than anticipated to manage the service. Public reaction, and proof of displacement of vehicles, may create pressure to remove the introduction of charging.	Anticipated income is less than forecast due to increased costs in managing the car parks. Pressure to remove the introduction of charging would mean saving could not be delivered.	Officers will consider all relevant factors when identifying sites to help minimise opposition. Benchmarking is being undertaken with other local authorities and local providers to ensure proposal is proportionate and deliverable.
F4a	Asset transfer of non-core properties – sports pavilions	66	Medium (4)	12 months	The council is not able to reduce and rationalise properties through asset transfer or closure due to lack of interest or public opposition.	Council will not achieve a reduction in property costs and will require additional capital investment to maintain properties not disposed of.	Working closely with interested community groups to ensure the long term viability of asset transfer. Support identification of other locations to deliver services to the community to replace closed facilities.

Ref	Measure	Value £'000	Level of Risk	Lead in Time for Delivery	Description of Main Identified Risks	Potential Impact of Identified Risks	Mitigating Actions to Manage Risk
F4b	Asset transfer of non-core properties – community centres	189	High (8)	12 months	The council is not able to reduce and rationalise properties through asset transfer or closure due to lack of interest or public opposition.	Council will not achieve a reduction in property costs and will require additional capital investment to maintain properties not disposed of.	Working closely with interested community groups to ensure the long term viability of asset transfer. Support identification of other locations to deliver services to the community to replace closed facilities.
F4c	To reduce and rationalise non-core properties	201	Medium (4)	Dependent on service changes	Services do not make changes to delivery models, meaning that buildings are not surplus to requirements. Market conditions may mean delays in bringing surplus sites to the market.	Council will not be able to dispose of buildings as originally anticipated and will incur additional revenue and capital costs in keeping the buildings operational.	Working with services to ensure proposals are progressing to allow saving to be achieved. Cost/benefit analysis to be completed for specific surplus sites to maximise benefit for council.
F5a	Increase in housing benefit overpayments recovery	48	Low (1)	No lead in time	Level of overpayment recovery is not achieved although current levels of recovery would suggest the risk of this is low.	Overpayment recovery income targets are not achieved.	Benefits staff to continue to take all efforts to recover any overpayment of benefit, including matching of data with other bodies.
F5c	Increase tenanted non residential property income	453	Medium (4)	Aligned with lease renewal dates	This increase is the equivalent to growth of approximately 8% on current charges. This level of charging may not be achievable or sustainable over the five year period. Loss of tenants could impact on the ability to achieve income targets.	Substantial increases may lead to the loss of tenants to the private sector, meaning that income targets are not achieved.	Market conditions will be carefully monitored to ensure that council properties remain competitive and reduce the possibility of charges becoming unsustainable. The proposed increase shouldn't be greater than private provision but bring the council in line with other landlords.

Ref	Measure	Value £'000	Level of Risk	Lead in Time for Delivery	Description of Main Identified Risks	Potential Impact of Identified Risks	Mitigating Actions to Manage Risk
F5d	Realign property charges for Health and housing	330	Low (2)	Six months	Revised property charges will require negotiation with affected parties, however the risk of agreement not being reached is considered low.	If revised charges are not agreed, the NHS and HRA could move out of council properties, resulting in reduced income.	The continued demand for these facilities, and the proportionate increase in relation to other landlords, means that the risk of the council losing these tenants is very minor.
F5f	Additional Scottish Water commission	48	Low (1)	No lead in time	No risks identified – level of commission confirmed with Scottish Water	No risks identified – increased level of commission has been confirmed and will be received to reflect administration costs to manage water charges.	No mitigating actions required other than to ensure that increased commission payment is received.
F6a	Workforce arrangements changes	43	High (8)	24 months	The recognised trade unions do not agree to the proposed workforce arrangements changes, requiring the council to dismiss and re-engage employees on new terms and conditions. Scoring of the risk is based on the collective workforce arrangement saving.	The changes are not agreed and the identified savings are not delivered. The consultation process takes longer than anticipated meaning delays in the delivery of the saving against plans.	Lead time to undertake consultation has been built in to the project and research will be undertaken to ensure proposals meet business need prior to submitting to the recognised trade unions for discussion.
	Total	4,450					

Non Service Expenditure

Ref	Measure	Value £'000	Level of Risk	Lead in Time for Delivery	Description of Main Identified Risks	Potential Impact of Identified Risks	Mitigating Actions to Manage Risk
F1a	Reduced loans fund budget	600	Low (3)	No lead in time	Borrowing interest rates are greater than forecast.	Additional costs result in treasury deficits which mean that the ten year capital programme becomes unaffordable and unsustainable.	Close monitoring of interest rates and working with treasury management advisors to secure borrowing at affordable rates.
F1b	Effective management of the council's annual insurance budgets	250	Low (2)	No lead in time	Increase in insurance claims may mean that the council cannot retain its revised risk appetite, with the council incurring increased insurance costs.	Increased claims may result in increased insurance payments which would not be affordable with the council's overall revised insurance budgets.	The Insurance Team works closely with service areas to minimise the risk in this area. The council also has a robust Insurance Fund with the level of provision being assessed as appropriate by an external actuary.
F5b	Removal of long term empty council tax discount and application of 100% council tax levy on long term empty properties	200	Low (2)	No lead in time	No risks identified – changes agreed by Council Executive 28 November 2017 and will be applied to systems for 1 April 2018.	No risks identified – changes agreed by Council Executive and council tax systems updated to reflect change. Customers are being notified but change is within the parameters of council tax legislation.	No mitigation actions other than to maintain fraud detection activities to ensure council tax payers are not trying to evade the new liability.
F5e	Increase council tax collection by matching arrears data to employee payroll data	20	Low (1)	No lead in time	Risk that current council tax collection rates are not maintained.	Additional income may not be achievable if collection rates reduce.	No mitigation actions required other than to monitor collection rates to ensure targeted income can be achieved.
	Total	1,070					

Appendix 3 – Summary of Good Ideas from Transforming Your Council Consultation

MODERNISING SERVICES AND MANAGING OUR WORKFORCE

Consultation Proposal	Idea / Comment	Response
Service Redesign, Integration & Modernisation	<ul style="list-style-type: none"> Consider outsourcing or business functions being delivered by a third party Review use of external consultants Take a corporate approach to administration and learning and development Use technology to improve effectiveness Better use of Worksmart areas Introduce a formal work from home policy to better utilise office space 	<ul style="list-style-type: none"> A number of these ideas, such as corporate administration hubs and centralised learning and development are being proposed as part of the Revenue Budget 2018/19 to 2022/23 proposals. Officers will consider the other ideas highlighted and report findings back to a future PDSP.
Rationalisation of Central Support to Schools	<ul style="list-style-type: none"> Introduce a charge for Instrumental Music, along with a concession for children entitled to free school meals Revise the management structure within schools Review the support available from early years non-statutory organisations to support children's attainment before they start school More cluster based work across schools Use of volunteers or students needing practical experience 	<ul style="list-style-type: none"> The Education Governance review is likely to provide head teachers with more autonomy on how to utilise their devolved school budgets, including the ability to set their own school management structure. Officers will consider the other ideas highlighted and report findings back to a future PDSP.
Redesign Scheme of Devolved School Management	<ul style="list-style-type: none"> Better use of technology to decrease face to face meetings or letters etc. Increased income generation within schools Introduce Virtual Teaching class studies to 5th & 6th year students Increase partnership working across schools and with voluntary organisations Increase use of parent volunteers Increase use of term time contracts for school support staff Review scope for cluster head teachers of executive head teachers 	<ul style="list-style-type: none"> The Education Governance review is likely to provide head teachers with more autonomy on how to utilise their devolved school budgets, including the ability to set their own school management structure. Officers will consider the other ideas highlighted and report findings back to a future PDSP.

Consultation Proposal	Idea / Comment	Response
Redesign of Early Learning & Childcare	<ul style="list-style-type: none"> • Explore more parent or voluntary help to run nursery service • Ensure flexibility within the new expanded early learning and childcare model • Use childminders to provide free early learning and childcare • Make best use of council nursery provision 	<ul style="list-style-type: none"> • Officers are considering all of these ideas under the proposals to expand early learning and childcare provision to 1,140 hours per year.
Service Restructure of Adult Learning & Youth Services	<ul style="list-style-type: none"> • Closer partnership working with services working with vulnerable young people to better engage them in these services • Consider increased use of e-learning • Volunteers / charities could assist with teaching English as a second language • More collaboration with community planning partners 	<ul style="list-style-type: none"> • The Council will continue to produce a statutory Community Learning and Development plan, to be delivered through the learning community partnerships centred of non-denominational secondary schools, with a focus on partnership working between schools and the third sector.
Rationalisation of Support to Parents & Carers	<ul style="list-style-type: none"> • Introduce charging for Freedom of Information Requests and Subject Access Requests 	<ul style="list-style-type: none"> • Officers will consider this idea and report findings back to a future PDSP.
Workforce Arrangements	<ul style="list-style-type: none"> • Reduce overtime rates • Replace a public holiday with additional annual leave • Reduce the standard working week from 36 hours to 35 hours • Replace overtime with time off in lieu • Review the sickness policy • Review working patterns so overtime and shift allowances can be minimised • Review of flexible working arrangements • Shutdown of non-essential services during Christmas period • Increase the flexi day 	<ul style="list-style-type: none"> • A number of these ideas, such as reviewing overtime rates and shift allowances are being proposed as part of the Revenue Budget 2018/19 to 2022/23 proposals. • Officers will consider the other ideas highlighted and report findings back to a future PDSP.
General Balance of Savings to be Identified	<ul style="list-style-type: none"> • Introduce charging for non-statutory services • Increase use of shared services and partnership working • Increase use of volunteers • Start means tested contribution for care services • Commercial management - develop the ability to sell services to other organisations to generate income for the council 	<ul style="list-style-type: none"> • The revenue budget strategy includes proposed increases to a number of discretionary fees and charges • The revenue budget proposals also include the introduction of a contributions policy for social care services and proposals to deliver savings through an increase in partnership working, including community planning partners and other organisations • Officers will consider commercial management and report findings back to a future PDSP.

MODERNISING SOCIAL CARE

Consultation Proposal	Idea / Comment	Response
Care For Children	<ul style="list-style-type: none"> • Develop council internal fostering and adoption service in order to minimise the amount of children it places with outside agencies' foster carers • Review use of taxi's and minibuses for transporting looked after children • Consider how Education and Social Policy can work more closely together • Review staffing models for children's residential units • Reduce residential placements by investing in therapeutic home based care 	<ul style="list-style-type: none"> • Social Policy and Education are committed to a joint programme of change to develop care and education services that are sustainable for the future. This joint programme will build on the action plan from the joint Children's Services Inspection and the duties under the Children and Young People (Scotland) Act 2014 for Corporate Parenting. These ideas will be considered as part of the change programme.
Adults and Older People Care Assessment	<ul style="list-style-type: none"> • Better use of technology to allow older people to remain living independently in their own homes • Introduce means tested charging for services • Increase support to volunteering / befriending schemes 	<ul style="list-style-type: none"> • The revenue budget includes proposals for increased use of technology to support care at home provision and the introduction of a contributions policy for social care services, whereby clients will be financially assessed to calculate the maximum contribution that they might be expected to contribute to their care. • Social Policy has recently awarded a contract for a befriending scheme for adults with a learning disability and is piloting a volunteer programme in older people's services. Evaluation of these initiatives will inform future plans taking into account our objective to keep people engaged with their local communities.
Care for Adults	<ul style="list-style-type: none"> • Review sleepover shifts and redesign service to utilise reablement or crisis care intervention over night • Review of day care transport, including charging • Greater use of technology, such as SKYPE, for remote access with adults and older people 	<ul style="list-style-type: none"> • The revenue budget includes proposals for a review of sleepover arrangements and for the review of social care transport for adults. • The budget also includes proposals for increased use of technology to support care at home provision. Officers will regularly review this to keep up to date with latest technological advances.

Consultation Proposal	Idea / Comment	Response
Commissioned Services	<ul style="list-style-type: none"> Joint procurement with other councils to increase efficiency Review of all external funding 	<ul style="list-style-type: none"> Social care services are tendered based on assessed needs and evaluated to ensure Best Value. We will continue to work with our partner providers to ensure that commissioned services are aligned to our priorities.
Building Based Care	<ul style="list-style-type: none"> Provide sheltered housing/housing with care type of accommodation for younger adults which could prevent expensive residential care costs being required Consider Day centres being operated from community centres Review the housing with care meals service, including centralisation of food preparation Review management of housing with care units Review out of hours services 	<ul style="list-style-type: none"> The revenue budget includes proposals for a wider review of housing with care and day care. Community resources will be key to the delivery in any new models to ensure that older people stay active and connected with their local area.
Social Policy Management and Support	<ul style="list-style-type: none"> Modernise administration of assessment and care plans 	<ul style="list-style-type: none"> Officers are working with suppliers to identify more efficient ways of all elements of practice based recording

MANAGING OUR RELATIONSHIP WITH CUSTOMERS

Consultation Proposal	Idea / Comment	Response
Channel Shift and Digital Transformation	<ul style="list-style-type: none"> Increased use of email / text message for contacting tenants More use of online booking systems Development of a council application for Smartphones Move Bulletin to online only Improve online payment systems Development of instant online chat facility to contact customer advisors More use of self-service or signposting solutions 	<ul style="list-style-type: none"> The development of the councils Digital Transformation Strategy will ensure that these types of initiatives are considered.
Modernised Library and Information Services	<ul style="list-style-type: none"> Explore opportunities for volunteering to maintain library service provision Expand the number of public access computers 	<ul style="list-style-type: none"> Officers will consider these ideas and report findings back to a future PDSP.

Consultation Proposal	Idea / Comment	Response
Integrated Anti-Poverty Service	<ul style="list-style-type: none"> Review funding of anti-poverty advice with the third sector and other external advice providers Include additional computer access for public 	<ul style="list-style-type: none"> The proposed integrated Anti-Poverty service will help provide support and advice to vulnerable people in the community through bringing together council services. Officers will consider opportunities to work further with other partners and providers to deliver advice and support.

WORKING WITH PARTNERS TO DELIVER OUTCOMES

Consultation Proposal	Idea / Comment	Response
Review approach to Delivery of Culture and Sports	<ul style="list-style-type: none"> Increase use of volunteers to deliver sports and cultural services Restrict free swimming during school holidays to those in receipt of free school meals Increase existing charging for culture and sport activities Introduce a small charge for swimming for the over 60's Explore external funding opportunities including sponsorship 	<ul style="list-style-type: none"> Officers will consider these ideas and report findings back to a future PDSP.
Support for Community Groups, Organisations and Business Improvement Districts	<ul style="list-style-type: none"> Review funding for Twinning links Review of councillor's disbursements Better use of volunteers to help provide services to the community Review of Service Level Agreements 	<ul style="list-style-type: none"> Officers will consider these ideas and report findings back to a future PDSP.
Working in Partnership	<ul style="list-style-type: none"> Greater integration and sharing of information across services Shared procurement with other partners Establishment of participatory budgeting 	<ul style="list-style-type: none"> Officers will consider these ideas and report findings back to a future PDSP.

MANAGING OUR ASSETS AND REDUCING ENERGY

Consultation Proposal	Idea / Comment	Response
Empowering Communities & Reducing the Number of Community Facilities	<ul style="list-style-type: none"> Each community needs a hub for local events and activities for young and old Provide support and training to allow communities to take on responsibility for operating community centres themselves Community Centre's run by Management Committees could pay towards council maintenance/staffing costs 	<ul style="list-style-type: none"> Officers will consider the ideas highlighted and report findings back to a future PDSP.
Revised Property Requirements from Service Proposals	<ul style="list-style-type: none"> Consider scope for alternative use of empty buildings e.g. Homeless provision 	<ul style="list-style-type: none"> The council has undertaken projects in the past to use surplus land and buildings for provision of council housing (e.g. Broxburn PS). The council will continue to review opportunities to use surplus assets for similar purposes. Officers will report their finding back to a future PDSP
Efficiencies from Improved Use & Management of Council Properties	<ul style="list-style-type: none"> Reduce offices and make better use of partnership centres Restrict opening hours of buildings out with normal opening hours Ensure full cost recovery for letting buildings Introduce a charge for use of electric car charging points Close all council buildings over Christmas and New Year Consider opportunities for more partnership working in use of buildings 	<ul style="list-style-type: none"> Officers will consider the ideas highlighted and report findings back to a future PDSP.
Reducing Carbon Emissions & Improving Energy Efficiency	<ul style="list-style-type: none"> Generate own energy to sell to grid Review time street lighting is switched on Replace illuminated signs with reflective versions Review / Reduce lighting in buildings Better temperature control in council buildings Wind turbines and solar panels should be installed where possible at all council buildings. 	<ul style="list-style-type: none"> Officers will consider the ideas highlighted and report findings back to a future PDSP.
Treasury and Insurance Savings	<ul style="list-style-type: none"> Review scope for treasury, insurance and other estate and property asset management services to be shared across councils 	<ul style="list-style-type: none"> Officers will consider the ideas highlighted and report findings back to a future PDSP.

INCOME AND CONCESSIONS

Consultation Proposal	Idea / Comment	Response
Reviewing Income and Concessions	<ul style="list-style-type: none"> • Consideration for those who are on low incomes • Car parking charging to exclude council staff • Charge for Freedom of Information Requests and Subject Access Requests. • Review upfront payment of lets etc to reduce billing administration • Review scope for sponsorship from businesses and Crowdfunding from residents/visitors. 	<ul style="list-style-type: none"> • The income proposals contained in the revenue budget contain a number of concessions for low paid families or individuals. • The proposals for car park charging do not include a proposal to charge council staff for use of council car parks during working hours. • Officers will consider the other ideas highlighted and report findings back to a future PDSP.

ENVIRONMENT

Consultation Proposal	Idea / Comment	Response
Revised Catering and Cleaning Models & Standards	<ul style="list-style-type: none"> • Consider means testing of free school meals to Special Schools • Consider healthier options for school meals • Review breakfast club provision • Options for pupil involvement in cleaning their classroom 	<ul style="list-style-type: none"> • Officers will consider these ideas and report findings back to a future PDSP.
Revised Facilities Management in Schools	<ul style="list-style-type: none"> • Remove school crossing patrols during lunchtimes • Consider FM staff undertaking small maintenance tasks • Stop external lets in primary schools where it does not cover costs 	<ul style="list-style-type: none"> • Officers will consider these ideas and report findings back to a future PDSP.
Revised Service Standards & Delivery Models - Waste Services	<ul style="list-style-type: none"> • Introduce road end bin collections in rural areas • Keep all community recycling centres open, but reduce their opening times • Offer free compost bins to reduce brown bin waste • Remove non-charging for charities for trade waste 	<ul style="list-style-type: none"> • The budget report includes proposals for ceasing the commercial trade waste uplift service and redirecting customers to private providers. • The budget report also includes proposals for reducing the opening hours of recycling centres, as opposed to closure of any sites. • Officers will consider the other ideas highlighted and report findings back to a future PDSP.

Consultation Proposal	Idea / Comment	Response
Reprioritised Passenger Transport Strategy	<ul style="list-style-type: none"> • Use of smaller buses / minibuses on less viable routes 	<ul style="list-style-type: none"> • Officers will consider these ideas and report findings back to a future PDSP.
Green Travel and Fleet	<ul style="list-style-type: none"> • Make better use of electric vehicles • Stop council cars and vans being taken home at night • Review block booking of pool cars 	<ul style="list-style-type: none"> • Officers will consider these ideas and report findings on additional further green travel savings back to a future PDSP.
Revised Service Standards & Delivery Models - NETs, Land & Countryside	<ul style="list-style-type: none"> • Cemetery charges for non-residents could be increased. • Consider use of community payback orders to compliment local schemes • Encourage communities to take ownership of their own space 	<ul style="list-style-type: none"> • Officers will consider these ideas and report findings back to a future PDSP.
Revised Service Standards & Delivery Models - Roads & Transportation	<ul style="list-style-type: none"> • Review cost of funding galas and marches 	<ul style="list-style-type: none"> • Officers will consider these ideas and report findings back to a future PDSP.

Appendix 4 – Reviewing Income and Concessions

1. BACKGROUND

The Transforming Your Council (TYC) consultation set out a proposal that the council would review all opportunities for discretionary charging and would investigate opportunities for additional sources of income. In addition, it was proposed that a contributions policy for non-residential care services would be introduced, subject to the financial assessment of affordability. This appendix sets out proposals for income and contributions for the three years 2018/19 to 2020/21, along with an indicative level of income to be sought in 2021/22 and 2022/23. In total, these proposals would increase income by £5.213m over the five years.

2. TYC CONSULTATION FEEDBACK

The council received a total of 1,626 responses in the TYC consultation on the section on Income and Concessions. 52.2% of respondents agreed with the proposals set out for income and concessions, with 27.5% disagreeing. The full breakdown of responses is summarised as follows:

Category of Response	Number	%
The respondent advised that they agreed with the proposal	849	52.2
The respondent advised that they either did not agree or did not believe the council should consider the proposal.	447	27.5
The respondent advised that they had no comment to make.	47	2.9
The council is already doing what is being suggested.	22	1.3
It is proposed that this suggestion is not taken forward because the council is required by law to deliver this work.	4	0.2
It is proposed that this suggestion is not taken forward because it is likely that the costs of this proposal would outweigh the benefit.	8	0.5
It is proposed that this suggestion is not taken forward because it is not consistent with the council's values and priorities.	3	0.2
It is proposed that this suggestion is not taken forward because it has been previously considered and will not be progressed.	1	0.1
This is a positive suggestion. Officers will consider how this could be developed	161	9.9
The respondent's comment was either not relevant to the question, inappropriate and/or contained personal and sensitive information.	61	3.8
This suggestion is out with the responsibility of West Lothian Council. Where relevant, we will forward these comments to our partner organisations.	23	1.4
Total	1,626	100.0

3. APPROACH TO SETTING CHARGES

The Council Executive agreed in December 2013 that for setting future fees, charges and concessions for discretionary charging services that the council would adopt the following principles as best practice:

- A corporate approach to setting charges should continue to be taken into account as part of the council's revenue budget planning;
- The council should continue to consider comparative information from other councils, arm's length bodies and other service providers when setting charges;
- Charging options should continue to be subject to an Equality Impact Assessment;
- The council should develop its use of cost, uptake, usage and capacity information, as a way of assisting to design charges, provided the information required to be gathered is proportionate to the level of resources required;
- In line with the Corporate Plan, the council will continue to develop a clear and fair pricing strategy and concessions scheme to ensure that charges generate income to support council services, in a way that is consistent with the council's Anti-Poverty Strategy;
- Alternatives to charging should be considered as part of future charging options.

A review has been undertaken of current charges using the principles highlighted above. It is estimated that the income proposals will generate an additional £5.213m of council income over the next five years. The table below summarises the list of proposals relating to income and contributions.

	2018/19	2019/20	2020/21	2021/22 & 2022/23	Total
	£'000	£'000	£'000	£'000	£'000
Proposed Increases to Current Charges					
Discretionary Licencing charges – inflationary increase	8	8	8	16	40
Registration Charges – inflationary increases	8	8	8	16	40
School Meals – inflationary increase	70	70	70	140	350
School Milk – price increase	12	0	12	0	24
Wraparound Charges – inflationary increase	9	9	9	18	45
School Lets – inflationary increase	2	2	2	4	10
Sale of cemetery lairs and interments – inflationary increase	17	17	17	34	85
Roads Inspections and Consents – inflationary increase	12	12	12	12	48
External cleaning and catering – inflationary increase	11	11	11	22	55
Countryside charges – inflationary increase	8	8	8	16	40
Community Alarms and Telecare – increase charge	420	0	0	0	420
Care Home accommodation recoveries – inflationary increase	40	40	40	80	200
Pest Control	5	5	5	10	25
Burgh Halls – inflationary increase	2	2	2	4	10
Sub Total	624	192	204	372	1,392
Proposed Introduction of New Charges					
Introduce a £20 administration charge for Blue Badges	60	0	0	0	60
Introduce a £25 charge for Bulky Uplifts	256	0	0	0	256
Introduce charging for new and replacement bins	30	0	0	70	100
Sub Total	346	0	0	70	416
Rent Increases					
Non HRA housing properties – rent increase	66	67	68	140	341
Housing with Care properties – rent increase	30	30	30	60	150
Tenanted Non Residential Properties – increased rental income	80	80	80	213	453
Realign property rental charges to Health and housing	330	0	0	0	330
Rental Income from leasing Council Car Parks	0	260	0	0	260
Sub Total	506	437	178	413	1,534
Other Income					
Employee Benefit Scheme – National Insurance rebate income	12	13	0	0	25
Bulletin / Council Website – increases advertising income	0	35	42	0	77
Criminal Justice – additional funding	0	0	0	253	253
Housing Benefits overpayments – increase in income recovery	48	0	0	0	48
Council Tax charges for long term unoccupied dwellings	200	0	0	0	200
Council Tax Arrears Income	20	0	0	0	20
Scottish Water Commission	48	0	0	0	48
Sub Total	328	48	42	253	671
Contributions Policy	219	781	70	130	1,200
Total	2,023	1,458	494	1,238	5,213

4. RATIONALE FOR SETTING CHARGES / INCOME LEVELS

4A. PROPOSED INCREASE TO CURRENT DISCRETIONARY CHARGES

Registration Charges – New registration charges were introduced in 2015/16 to bring West Lothian into line with how other councils charge for discretionary registration services. The new charges introduced were in line with Scottish averages and it is proposed to apply an inflationary uplift of 3.5% per year in order that charges remain in line with this position.

Licensing Charges – It is proposed that discretionary charges for hire car licensing and other miscellaneous licensing charges are uplifted by 3.5% inflation each year.

School Meals – Based on 2017 benchmarking data, the council's current school meal prices are slightly below the Scottish average, and on this basis it is recommended that future price increases are restricted to an inflationary uplift of 3.5% per year to ensure the council remains at, or below, the Scottish average.

School Milk – It is proposed that charges for school milk (excluding pupils entitled to free school milk) are increased by one pence a carton in 2018/19 and again by one pence in 2020/21. School milk prices compare favourably with other councils.

Wraparound Charges – Based on 2017 benchmarking data, the council's current charges are in line with the Scottish average, and on this basis it is recommended that future price increases are restricted to an inflationary uplift of 3.5% per year.

School Lets – an inflationary increase of 3.5% per year is proposed.

Cemeteries Charges – West Lothian Council currently ranks as the seventh lowest charges in Scotland in 2017, with the cost of a burial (purchase of lair and interment) costing £1,089.79 against a Scottish average of £1,413.84. It is proposed to restrict price increases to an inflationary increase of 3.5% per year which over five years will raise income by £85,000, whilst at the same time ensuring West Lothian remains well below the Scottish average.

Roads Inspections and Consents – It is proposed that discretionary charges for roads inspections and consents are increased by an inflationary uplift of 3.5% per year.

Cleaning and Catering – It is proposed that external cleaning and catering charges (excluding school meals) are uplifted by 3.5% inflation each year.

Countryside – It is proposed that discretionary charges for the hire of facilities at Beecraigs and Almondell and Calderwood Country Parks are uplifted by 3.5% per year.

Community Alarms and Telecare – The total cost of providing home safety services, including a share of careline support is £1.003 million. Based on 4,000 chargeable clients, the total cost of the service is equivalent to £4.82 per week. In order to support this service, it is proposed that the council increases its charges for the community alarms and telecare service from £1 per week to £3.02 per week for all clients. The charge of £3.02 per week is the equivalent to the Scottish average charge in 2017.

Care Home Accommodation Charges - Care Home income is based on the level of resident recovery the council receives from clients relating to their assessed contribution towards care home accommodation costs, after the Free Personal Care element is deducted. The maximum a client can contribute is dependent on the level of the total care home fee set each year and the value of the free personal care element that the UK government sets each year. Based on previous year's figures, this is estimated to equate to a 2% increase in resident recovery income per year.

Pest Control – It is proposed that the service moves towards a full cost recovery model for pest control charges, generating an additional £25,000 over the next five years, equivalent to a 4% increase per year. Revised charges are proposed for 2018/19 to 2020/21, which will allow for monitoring of charges and income against commercial competition, pending setting of charges for 2021/22 and 2022/23.

Burgh Halls – After conducting a detailed benchmarking exercise, a new pricing structure was introduced for Burgh Halls in 2016/17, including new pricing for wedding packages. It is proposed that charges increase by 3.5% per year for 2018/19 to 2020/21, and a further benchmarking review will be undertaken before setting prices for 2021/22 and 2022/23.

Appendix 4a of the report sets out the proposed fees, charges and concessions for all council services for 2018/19 to 2020/21.

4B. PROPOSALS FOR NEW CHARGES

Charging for Bulky uplifts – West Lothian Council is one of the few Scottish councils who do not currently charge per bulky uplift. It is therefore proposed to introduce a charge of £25.00 for a bulky uplift. Based on estimated demand, this will generate additional income of £110,000 per year but also reduce waste collection costs by £146,000 to save a total of £256,000.

Charging Developers for New Bins – It is proposed that the full cost of providing new bins in new housing developments will be recharged to house-builders as part as part of Section 75 planning agreements with developers.

Blue Badges - Councils in Scotland have the option to charge up to £20 for the issue of a Blue Badge. Currently, West Lothian is the only Scottish council not to levy a charge for issuing a Blue Badge. The proposal is to introduce the maximum charge of £20 for the administration of blue badges from 1 April 2018, which is estimated to raise £60,000 for the council.

4C. RENTAL INCOME

Sheltered Housing and Housing with Care rents – Rents for sheltered housing and housing with care accrue to the general fund but are set in line with the HRA Rent Strategy. In line with HRA rent setting proposals of 3% per annum for council properties and service charges, rents for council housing stock held within the general fund will increase by 3% per annum which will result in general fund rent increases of £341,000 for sheltered housing and £150,000 for Housing for Care properties will be deliverable over the next five years.

Tenanted Non Residential Property portfolio - The council owns approximately 550 commercial property assets within the tenanted non-residential portfolio which are held to generate revenue income and support economic development together with service delivery. The portfolio has been effectively and efficiently managed for a number of years, and is a Significant Trading Organisation (STO) with its performance regularly reported. To increase Tenanted Non Residential Property (TNRP) net income by approximately £453,000 per annum cumulatively from 2018/19 to 2022/23 represents an approximate 11% increase in commercial rental targets, which is assessed as being achievable in current market conditions.

Property Rental Charges for NHS – NHS Lothian currently has staff occupying a number of West Lothian Council buildings. The proposal is to realign NHS property costs and ensure that appropriate agreements outlining basis of occupation in council buildings are established including provisions for rent, service recharge, and insurance. This will result in an additional property recharge to NHS Lothian of £175,000 in 2018/19.

Property Rental Charges for Housing Revenue Account – The proposal is to realign the allocation of operating costs for council buildings between general services and housing based on occupation numbers. This will result in an additional property recharge to the HRA of £155,000 in 2018/19.

Council Public Car Parks – West Lothian Council is one of only six Scottish councils who do not operate some form of charging for council owned public car parks, with the exception of the Vennel, Linlithgow. It is proposed that the council seeks to enter into lease agreements with private sector car park operators for a number of council owned public car parks throughout West Lothian. The private operator will in turn be responsible for levying car park charges and managing enforcement within the car parks. It is planned that this arrangement would commence from 1 April 2019 and it is estimated that the council could receive income of £260,000 from this arrangement. A further report will be required to be considered by Partnership and Resources PDSP and agreed by Council Executive setting out proposals for car park charging. The proposal does not include any introduction of car park charges for council staff attending work.

4D. OTHER INCOME

Employee Benefit Scheme – The council currently offers a selection of employee benefits to staff, some of which have a cost benefit to the council i.e. Cycle to Work and Child Care vouchers, by way of a rebate of employer's National Insurance contributions. The value of this saving to the council in 2016/17 was around £69,000. It is proposed to promote the employee benefit scheme more widely across the council, to attract a target of one hundred additional members, to target savings of £25,000.

Bulletin / Website advertising - The Bulletin is delivered to every household in West Lothian and as it is the only publication in the West Lothian area which is delivered to every household, it has the potential to be an attractive prospect for local and national businesses to advertise in. It is estimated that the council can generate additional income of £67,000 from additional Bulletin and Website advertising.

Criminal Justice Funding – Due to an anticipated change in both the funding formula and the removal of funding ring-fencing, it is anticipated that the council will receive additional Criminal Justice funding of £253,000 by 2022/23.

Housing Benefits Overpayments income – the Council budgets to recover income from over payments of housing benefit payments. A review of this budget has determined that additional income of £48,000 will be able to be recovered from 2018/19.

Council Tax on long term empty properties - The Council Tax (Variation for Unoccupied Dwellings)(Scotland) Regulations 2013 provide discretion for councils to increase Council Tax by up to 100% for long term empty properties that have been unoccupied for 12 months, or 2 years where marketed for sale or rent. Based on this, it was agreed by Council Executive on 28 November 2017, that effective from 1 April 2018, the council would remove the current 10% discount and to increase the charge by 100% for long term unoccupied dwellings, resulting in an additional council tax income of £200,000 in 2018/19.

Council Tax Arrears - It is proposed that council tax arrears and other outstanding liability data are cross checked against employee payroll data to identify current employees with council tax arrears. It is estimated that introduction of this process, which is in place in many other councils in Scotland, will increase council tax collection by £20,000 per annum.

Scottish Water Commission - Due to a change in the formula for calculating the commission paid to local authorities for collection of Scottish Water income with Council Tax billing, additional income of £48,000 is achievable in 2018/19.

4E. SOCIAL CARE CONTRIBUTIONS POLICY

The application of the existing Charging Policy by Community Care Services has been in relation to receipt of services provided or commissioned by the Council such as homecare, day care and housing support. In order to address the national agenda of Personalisation in Social Care (Self Directed Support) (Scotland) Act 2013 it is proposed that a new policy is developed which will enable individuals to make a contribution to their care while accessing other types of support.

The application of a contributions policy would mean that all service users would be financially assessed to calculate the maximum contribution that they might be expected to contribute to their care. This would then be offset against the cost of care packages taking account of exemptions such as statutory free personal care exemptions to arrive at a net cost to deliver their outcomes based care package. This would be the case whether the service was delivered internally or externally giving equity across all service users. The Contributions Policy will ensure that people only pay a contribution which has been based on their ability to pay following a full financial assessment and benefits check.

The proposed Contributions Policy is based on an individual's ability to pay and is consistent with COSLA and Scottish Government guidance and is common practice in other authorities in Scotland. It should be noted that the value of the care plan will still be based on assessed need, and any contribution will be calculated after the assessment process is complete. It is also proposed that the contributions

policy is aligned more closely to the national policy framework and its deployment across most local authorities. It is proposed that the Contributions Policy will be implemented for all new and existing clients from 1 April 2018. From this date the care review process will also incorporate a review of the financial assessment to ensure that any change in a client's care plans that impacts on the level of client contributions is taken into account.

5. CONCLUSION

The report sets out proposals that could generate additional income for council of £5.213 million over the five years 2018/19 to 2022/23. Subject to Council approval, the report also sets out the full range of fees, charges and concessions to be applied by council services in 2018/19 to 2020/21.

Donald Forrest
Head of Finance and Property Services
13 February 2018

Appendix 4a – Proposed Schedule of Fees, Charges and Concessions 2018/19 to 2020/21

Alcohol Licensing	2017/18 Charge	2018/19 Proposed	2019/20 Proposed	2020/21 Proposed	Basis of charge	Discretionary/ Non-discretionary
Transfer application	£25.00	£25.00	£25.00	£25.00	Per application	Non-Discretionary
Minor variation - change to premises manager	£31.00	£31.00	£31.00	£31.00	Per application	Non-Discretionary
All other minor variations	£20.00	£20.00	£20.00	£20.00	Per application	Non-Discretionary
Major variation of premises licence	£100.00	£100.00	£100.00	£100.00	Per application	Non-Discretionary
Personal licence	£50.00	£50.00	£50.00	£50.00	Per year	Non-Discretionary
Duplicate personal licence	£25.00	£25.00	£25.00	£25.00	Per application	Non-Discretionary
Duplicate premises licence	£35.00	£35.00	£35.00	£35.00	Per application	Non-Discretionary
Occasional licence	£10.00	£10.00	£10.00	£10.00	Per application	Non-Discretionary
Extended hours application	£10.00	£10.00	£10.00	£10.00	Per application	Non-Discretionary
Provisional grant of premises licence	£200.00	£200.00	£200.00	£200.00	Per year	Non-Discretionary
Premises License Category 1 - application fee	£200.00	£200.00	£200.00	£200.00	Per application	Non-Discretionary
Premises License Category 1 - annual fee	£180.00	£180.00	£180.00	£180.00	Per year	Non-Discretionary
Premises License Category 2 - application fee	£800.00	£800.00	£800.00	£800.00	Per application	Non-Discretionary
Premises License Category 2 - annual fee	£220.00	£220.00	£220.00	£220.00	Per year	Non-Discretionary
Premises License Category 3 - application fee	£1,100.00	£1,100.00	£1,100.00	£1,100.00	Per application	Non-Discretionary
Premises License Category 3 - annual fee	£280.00	£280.00	£280.00	£280.00	Per year	Non-Discretionary
Premises License Category 4 - application fee	£1,300.00	£1,300.00	£1,300.00	£1,300.00	Per application	Non-Discretionary
Premises License Category 4 - annual fee	£500.00	£500.00	£500.00	£500.00	Per year	Non-Discretionary
Premises License Category 5 - application fee	£1,700.00	£1,700.00	£1,700.00	£1,700.00	Per application	Non-Discretionary
Premises License Category 5 - annual fee	£700.00	£700.00	£700.00	£700.00	Per year	Non-Discretionary
Premises License Category 6 - application fee	£2,000.00	£2,000.00	£2,000.00	£2,000.00	Per application	Non-Discretionary
Premises License Category 6 - annual fee	£900.00	£900.00	£900.00	£900.00	Per year	Non-Discretionary

Gambling Premises Fees	2017/18 Charge	2018/19 Proposed	2019/20 Proposed	2020/21 Proposed	Basis of charge	Discretionary/ Non-discretionary
Adult gaming centre - application fee	£1,400.00	£1,400.00	£1,400.00	£1,400.00	Per application	Non Discretionary
Adult gaming centre - first annual fee	£525.00	£525.00	£525.00	£525.00	Per fee	Non Discretionary
Adult gaming centre - annual fee	£700.00	£700.00	£700.00	£700.00	Per year	Non Discretionary
Adult gaming centre - application to vary licence	£700.00	£700.00	£700.00	£700.00	Per application	Non Discretionary
Adult gaming centre - transfer fee	£840.00	£840.00	£840.00	£840.00	Per application	Non Discretionary
Adult gaming centre - reinstatement fee	£840.00	£840.00	£840.00	£840.00	Per application	Non Discretionary
Betting premises - application fee	£2,100.00	£2,100.00	£2,100.00	£2,100.00	Per application	Non Discretionary
Betting premises - first annual fee	£300.00	£300.00	£300.00	£300.00	Per year	Non Discretionary
Betting premises - annual fee	£400.00	£400.00	£400.00	£400.00	Per year	Non Discretionary

Gambling Premises Fees	2017/18 Charge	2018/19 Proposed	2019/20 Proposed	2020/21 Proposed	Basis of charge	Discretionary/ Non-discretionary
Betting premises - application to vary licence	£1,050.00	£1,050.00	£1,050.00	£1,050.00	Per application	Non Discretionary
Betting premises - transfer fee	£840.00	£840.00	£840.00	£840.00	Per application	Non Discretionary
Betting premises - reinstatement fee	£840.00	£840.00	£840.00	£840.00	Per application	Non Discretionary
Bingo club - application fee	£2,450.00	£2,450.00	£2,450.00	£2,450.00	Per application	Non Discretionary
Bingo club - first annual fee	£525.00	£525.00	£525.00	£525.00	Per fee	Non Discretionary
Bingo club - annual fee	£700.00	£700.00	£700.00	£700.00	Per year	Non Discretionary
Bingo club - application to vary licence	£1,200.00	£1,200.00	£1,200.00	£1,200.00	Per year	Non Discretionary
Bingo club - transfer fee	£840.00	£840.00	£840.00	£840.00	Per application	Non Discretionary
Bingo club - reinstatement fee	£840.00	£840.00	£840.00	£840.00	Per application	Non Discretionary
Family entertainment centre - application fee	£1,400.00	£1,400.00	£1,400.00	£1,400.00	Per application	Non Discretionary
Family entertainment centre - first annual fee	£375.00	£375.00	£375.00	£375.00	Per fee	Non Discretionary
Family entertainment centre - annual fee	£500.00	£500.00	£500.00	£500.00	Per year	Non Discretionary
Family entertainment centre - application to vary licence	£700.00	£700.00	£700.00	£700.00	Per application	Non Discretionary
Family entertainment centre - transfer fee	£660.00	£660.00	£660.00	£660.00	Per application	Non Discretionary
Family entertainment centre - reinstatement fee	£660.00	£660.00	£660.00	£660.00	Per application	Non Discretionary
Large casino - application fee	£7,500.00	£7,500.00	£7,500.00	£7,500.00	Per application	Non Discretionary
Large casino - first annual fee	£5,620.00	£5,620.00	£5,620.00	£5,620.00	Per fee	Non Discretionary
Large casino - annual fee	£7,500.00	£7,500.00	£7,500.00	£7,500.00	Per year	Non Discretionary
Large casino - application to vary licence	£3,750.00	£3,750.00	£3,750.00	£3,750.00	Per application	Non Discretionary
Large casino - transfer fee	£1,600.00	£1,600.00	£1,600.00	£1,600.00	Per application	Non Discretionary
Large casino - reinstatement fee	£1,600.00	£1,600.00	£1,600.00	£1,600.00	Per application	Non Discretionary
Small casino - application fee	£6,000.00	£6,000.00	£6,000.00	£6,000.00	Per application	Non Discretionary
Small casino - first annual fee	£2,810.00	£2,810.00	£2,810.00	£2,810.00	Per fee	Non Discretionary
Small casino - annual fee	£3,750.00	£3,750.00	£3,750.00	£3,750.00	Per year	Non Discretionary
Small casino - application to vary licence	£3,000.00	£3,000.00	£3,000.00	£3,000.00	Per application	Non Discretionary
Small casino - transfer fee	£1,350.00	£1,350.00	£1,350.00	£1,350.00	Per application	Non Discretionary
Small casino - reinstatement fee	£1,350.00	£1,350.00	£1,350.00	£1,350.00	Per application	Non Discretionary
Race tracks - application fee	£1,750.00	£1,750.00	£1,750.00	£1,750.00	Per application	Non Discretionary
Race tracks - first annual fee	£750.00	£750.00	£750.00	£750.00	Per fee	Non Discretionary
Race tracks - annual fee	£1,000.00	£1,000.00	£1,000.00	£1,000.00	Per year	Non Discretionary
Race tracks - variation	£870.00	£870.00	£870.00	£870.00	Per application	Non Discretionary
Race tracks - transfer	£660.00	£660.00	£660.00	£660.00	Per application	Non Discretionary
Race tracks - reinstatement	£660.00	£660.00	£660.00	£660.00	Per application	Non Discretionary
Gambling premises - request a copy of a licence	£25.00	£25.00	£25.00	£25.00	Per copy	Non Discretionary
Gambling premises - notification of change of circumstances	£50.00	£50.00	£50.00	£50.00	Per notification	Non Discretionary

Gambling Permits Fees	2017/18 Charge	2018/19 Proposed	2019/20 Proposed	2020/21 Proposed	Basis of charge	Discretionary/ Non-discretionary
Family entertainment centre gaming machine - new application fee	£300.00	£300.00	£300.00	£300.00	Per application	Non Discretionary
Family entertainment centre gaming machine - renewal	£300.00	£300.00	£300.00	£300.00	Per renewal	Non Discretionary
Small society lottery - new application fee	£40.00	£40.00	£40.00	£40.00	Per application	Non Discretionary
Small society lottery - annual fee	£20.00	£20.00	£20.00	£20.00	Per year	Non Discretionary
Club gaming - new application fee	£200.00	£200.00	£200.00	£200.00	Per application	Non Discretionary
Club gaming - annual fee	£50.00	£50.00	£50.00	£50.00	Per year	Non Discretionary
Club gaming - renewal	£200.00	£200.00	£200.00	£200.00	Per renewal	Non Discretionary
Club gaming - permit variation fee	£100.00	£100.00	£100.00	£100.00	Per variation	Non Discretionary
Club gaming machine - new application fee	£200.00	£200.00	£200.00	£200.00	Per application	Non Discretionary
Club gaming machine - annual fee	£50.00	£50.00	£50.00	£50.00	Per year	Non Discretionary
Club gaming machine - renewal	£200.00	£200.00	£200.00	£200.00	Per renewal	Non Discretionary
Club gaming machine - permit variation fee	£100.00	£100.00	£100.00	£100.00	Per variation	Non Discretionary
Licenced premises (2 machines or less) - new application fee	£50.00	£50.00	£50.00	£50.00	Per application	Non Discretionary
Licenced premises (3 machines or more) - new application fee	£150.00	£150.00	£150.00	£150.00	Per application	Non Discretionary
Licenced premises (3 machines or more) - annual fee	£50.00	£50.00	£50.00	£50.00	Per year	Non Discretionary
Licenced premises gaming machine permits - variation	£100.00	£100.00	£100.00	£100.00	Per variation	Non Discretionary
Licenced premises gaming machine permits - transfer	£25.00	£25.00	£25.00	£25.00	Per transfer	Non Discretionary
Prize gaming permits - new application fee	£300.00	£300.00	£300.00	£300.00	Per application	Non Discretionary
Prize gaming permits - renewal fee	£300.00	£300.00	£300.00	£300.00	Per renewal	Non Discretionary
Gambling permit - change of name	£25.00	£25.00	£25.00	£25.00	Per change	Non Discretionary
Request a copy of a permit	£15.00	£15.00	£15.00	£15.00	Per copy	Non Discretionary

Hire Car Licensing	2017/18 Charge	2018/19 Proposed	2019/20 Proposed	2020/21 Proposed	Basis of charge	Discretionary/ Non-discretionary
Taxi - initial grant	£394.14	£407.93	£422.21	£436.99	Per application	Discretionary
Taxi - renewal fee	£357.30	£369.81	£382.75	£396.15	Per year	Discretionary
Private hire car - initial grant	£374.49	£387.60	£401.17	£415.21	Per application	Discretionary
Private hire car - renewal fee	£357.30	£369.81	£382.75	£396.15	Per year	Discretionary
Taxi driver - initial grant	£182.95	£189.35	£195.98	£202.84	Per application	Discretionary
Taxi driver - renewal fee	£154.71	£160.12	£165.73	£171.53	Per year	Discretionary
Taxi driver (within first year of PHC driver)	£34.38	£35.58	£36.83	£38.12	Per year	Discretionary
Private hire car driver - initial grant	£182.95	£189.35	£195.98	£202.84	Per application	Discretionary
Private hire car driver - renewal fee	£154.71	£160.12	£165.73	£171.53	Per year	Discretionary
Duplicate licence	£7.37	£7.62	£7.89	£8.17	Per replacement	Discretionary
Replacement ID card	£7.37	£7.62	£7.89	£8.17	Per replacement	Discretionary

Hire Car Licensing	2017/18 Charge	2018/19 Proposed	2019/20 Proposed	2020/21 Proposed	Basis of charge	Discretionary/ Non-discretionary
Replacement vehicle	£61.39	£63.54	£65.77	£68.07	Per amendment	Discretionary
Amendment to licence (apart from address)	£34.38	£35.58	£36.83	£38.12	Per amendment	Discretionary
Application for change of address	Free of Charge	Free of Charge	Free of Charge	Free of Charge	Per amendment	Discretionary
Issue of commercially valuable information	£76.13	£78.79	£81.55	£84.40	Per application	Discretionary
Missed medical fee	£60.36	£62.47	£64.66	£66.92	Per appointment	Discretionary
Application to install CCTV	£36.84	£38.12	£39.46	£40.84	Per application	Discretionary
Vehicle test cancellation fee	£36.84	£38.12	£39.46	£40.84	Per appointment	Discretionary
Replacement plates - front	£12.28	£12.71	£13.15	£13.61	Per replacement	Discretionary
Replacement plates - rear	£24.56	£25.42	£26.31	£27.23	Per replacement	Discretionary
Replacement plate bracket - front	£12.28	£12.71	£13.15	£13.61	Per replacement	Discretionary
Replacement plate bracket - rear	£18.42	£19.06	£19.73	£20.42	Per replacement	Discretionary
Private hire car replacement door signs	£13.30	£13.77	£14.25	£14.75	Per year	Discretionary
Advertising on taxis - full livery	£92.09	£95.31	£98.65	£102.10	Per year	Discretionary
Advertising on taxis - sides only	£42.97	£44.48	£46.04	£47.65	Per year	Discretionary
Advertising on type 2 private hire cars	£36.84	£38.12	£39.46	£40.84	Per year	Discretionary
Administration fee - first year	£34.38	£35.58	£36.83	£38.12	Per year	Discretionary

Miscellaneous Licensing	2017/18 Charge	2018/19 Proposed	2019/20 Proposed	2020/21 Proposed	Basis of charge	Discretionary/ Non-discretionary
Public entertainment - initial grant (1 year)	£139.97	£144.87	£149.94	£155.19	Per application	Discretionary
Public entertainment - renewal fee (1 year)	£104.37	£108.02	£111.80	£115.71	Per year	Discretionary
Public entertainment - temporary fee	£97.00	£100.40	£103.91	£107.55	Per event	Discretionary
Public entertainment fee - gala/marches/Newlands committees, voluntary & community groups	£0.00	£0.00	£0.00	£0.00	Per event	Discretionary
Public fireworks display - temporary fee	£34.38	£35.58	£36.83	£38.12	Per event	Discretionary
Indoor sports entertainment - initial grant	£139.97	£144.87	£149.94	£155.19	Per application	Discretionary
Indoor sports entertainment - renewal fee	£104.37	£108.02	£111.80	£115.71	Per year	Discretionary
Indoor sports entertainment - temporary fee	£97.00	£100.40	£103.91	£107.55	Per event	Discretionary
Second hand dealer - initial grant	£139.97	£144.87	£149.94	£155.19	Per application	Discretionary
Second hand dealer - renewal fee	£104.37	£108.02	£111.80	£115.71	Per year	Discretionary
Second hand dealer - temporary fee	£97.00	£100.40	£103.91	£107.55	Per event	Discretionary
Second hand dealer - exemption fee	£34.38	£35.58	£36.83	£38.12	Per event	Discretionary
Market operator - initial grant	£206.28	£213.50	£220.97	£228.70	Per application	Discretionary
Market operator - renewal fee	£173.13	£179.19	£185.46	£191.95	Per year	Discretionary
Market operator - temporary fee	£97.00	£100.40	£103.91	£107.55	Per event	Discretionary

Miscellaneous Licensing	2017/18 Charge	2018/19 Proposed	2019/20 Proposed	2020/21 Proposed	Basis of charge	Discretionary/ Non-discretionary
Window cleaner - initial grant	£47.89	£49.56	£51.30	£53.09	Per application	Discretionary
Window cleaner - renewal fee	£34.38	£35.58	£36.83	£38.12	Per year	Discretionary
Late hours catering - initial grant	£97.00	£100.40	£103.91	£107.55	Per application	Discretionary
Late hours catering - renewal fee	£73.67	£76.25	£78.92	£81.68	Per year	Discretionary
Late hours catering - exemption fee	£34.38	£35.58	£36.83	£38.12	Per year	Discretionary
Metal dealer - initial grant	£97.00	£100.40	£103.91	£107.55	Per application	Discretionary
Metal dealer - renewal fee	£73.67	£76.25	£78.92	£81.68	Per year	Discretionary
Metal dealer - exemption fee	£34.38	£35.58	£36.83	£38.12	Per year	Discretionary
Itinerant metal dealer - initial grant	£82.27	£85.15	£88.13	£91.21	Per application	Discretionary
Itinerant metal dealer - renewal fee	£62.62	£64.81	£67.08	£69.43	Per year	Discretionary
Street trader food - initial grant	£97.00	£100.40	£103.91	£107.55	Per application	Discretionary
Street trader food - renewal fee	£73.67	£76.25	£78.92	£81.68	Per year	Discretionary
Street trader food - temporary fee	£68.76	£71.17	£73.66	£76.23	Per event	Discretionary
Street trader non-food - initial fee	£82.27	£85.15	£88.13	£91.21	Per application	Discretionary
Street trader non-food - renewal fee	£62.62	£64.81	£67.08	£69.43	Per year	Discretionary
Street trader non-food - temporary fee	£68.76	£71.17	£73.66	£76.23	Per event	Discretionary
Street trader wheeled bin - initial fee	£97.00	£100.40	£103.91	£107.55	Per application	Discretionary
Street trader wheeled bin - renewal fee	£73.67	£76.25	£78.92	£81.68	Per year	Discretionary
Street trader wheeled bin - temporary fee	£68.76	£71.17	£73.66	£76.23	Per event	Discretionary
Street trader replacement vehicle	£34.38	£35.58	£36.83	£38.12	Per replacement	Discretionary
Street trader employee - initial grant	£47.89	£49.56	£51.30	£53.09	Per application	Discretionary
Street trader employee - renewal fee	£34.38	£35.58	£36.83	£38.12	Per year	Discretionary
Street trader employee - temporary fee	£34.38	£35.58	£36.83	£38.12	Per event	Discretionary
Cinema (one year)	£434.66	£449.87	£465.62	£481.91	Per year	Discretionary
Cinema (one month)	£143.66	£148.69	£153.89	£159.28	Per month	Discretionary
Cinema (transfer)	£170.67	£176.64	£182.83	£189.23	Per transfer	Discretionary
Theatre (one year)	£434.66	£449.87	£465.62	£481.91	Per year	Discretionary
Theatre (one month)	£143.66	£148.69	£153.89	£159.28	Per month	Discretionary
Theatre (occasional)	£72.44	£74.98	£77.60	£80.32	Per occasion	Discretionary
Theatre (transfer)	£170.67	£176.64	£182.83	£189.23	Per transfer	Discretionary
Hypnotist	£41.75	£43.21	£44.72	£46.29	Per year	Discretionary
Sex shops	£715.84	£740.89	£766.82	£793.66	Per year	Discretionary
Venison dealer (3 year)	£62.62	£64.81	£67.08	£69.43	Per 3 years	Discretionary
Amendment to licence	£34.38	£35.58	£36.83	£38.12	Per amendment	Discretionary
Houses in multiple occupation (up to 50 residents)	£605.33	£626.52	£648.44	£671.14	Per year	Discretionary
Knife dealer	£184.18	£190.62	£197.30	£204.20	Per year	Discretionary

Miscellaneous Licensing	2017/18 Charge	2018/19 Proposed	2019/20 Proposed	2020/21 Proposed	Basis of charge	Discretionary/ Non-discretionary
Skin piercing - initial grant	£139.97	£144.87	£149.94	£155.19	Per application	Discretionary
Skin piercing - renewal fee	£104.37	£108.02	£111.80	£115.71	Per year	Discretionary
Booking office licence - application fee	£122.78	£127.08	£131.53	£136.13	Per application	Discretionary
Booking office licence - licence fee	£122.78	£127.08	£131.53	£136.13	Per year	Discretionary
Administration fee	£34.38	£35.58	£36.83	£38.12	Per amendment	Discretionary

Road Occupation Permits	2017/18 Charge	2018/19 Proposed	2019/20 Proposed	2020/21 Proposed	Basis of charge	Discretionary/ Non-discretionary
Scaffolding permit – category A (traffic sensitive road)	£90.26	£93.42	£96.69	£100.07	Per permit up to 3 months	Discretionary
Scaffolding permit – category B	£68.88	£71.29	£73.79	£76.37	Per permit up to 3 months	Discretionary
Storage containers/cabins permit - category A (traffic sensitive road)	£68.88	£71.29	£73.79	£76.37	Per permit up to 3 months	Discretionary
Storage containers/cabins permit - category B	£36.72	£38.01	£39.34	£40.71	Per permit up to 3 months	Discretionary
Crane and cherry picker permit	£38.01	£39.34	£40.72	£42.14	Per permit up to 3 months	Discretionary
Hoists and towers permit	£19.00	£19.67	£20.35	£21.07	Per permit up to 3 months	Discretionary
Public utilities - recharge for damage to council roads, structure and assets	Full cost recovery	Full cost recovery	Full cost recovery	Full cost recovery	Per job	Discretionary
Public utilities - fixed penalty notices	£120.00	£120.00	£120.00	£120.00	Per defect	Non-discretionary

Road Permits	2017/18 Charge	2018/19 Proposed	2019/20 Proposed	2020/21 Proposed	Basis of charge	Discretionary/ Non-discretionary
Permits and licences - skip hire	£19.60	£20.29	£21.00	£21.73	Per permit	Discretionary
Permits and licences - drop crossing	£38.01	£39.34	£40.72	£42.14	Per permit up to 3 months	Discretionary
Permits and licences - road openings, crossings and excavations	£54.04	£55.93	£57.89	£59.92	Per permit	Discretionary
Permits and licences - section 109 permit	£118.18	£122.32	£126.60	£131.03	Per permit	Discretionary
Public utilities - defect inspections	£36.00	£36.00	£36.00	£36.00	Per inspection	Non-discretionary

Road Construction Consents	2017/18 Charge	2018/19 Proposed	2019/20 Proposed	2020/21 Proposed	Basis of charge	Discretionary/ Non-discretionary
Road construction consents - inspector rate	£56.42	£58.39	£60.43	£62.55	Per hour	Discretionary
Road construction consents - technician rate	£59.16	£61.23	£63.37	£65.59	Per hour	Discretionary
Road construction consents - engineer	£81.20	£84.04	£86.99	£90.03	Per hour	Discretionary
Road construction consents - senior engineer	£96.69	£100.07	£103.58	£107.20	Per hour	Discretionary
Road safety audits - team member rate	£441.82	£457.28	£473.29	£489.85	Per day	Discretionary
Road safety audits - team leader rate	£498.83	£516.29	£534.36	£553.06	Per day	Discretionary

Fleet and Community Transport	2017/18 Charge	2018/19 Proposed	2019/20 Proposed	2020/21 Proposed	Basis of charge	Discretionary/ Non-discretionary
MoT class 4	£54.85	£54.85	£54.85	£54.85	Per MoT	Non-Discretionary
MoT class 5	£59.55	£59.55	£59.55	£59.55	Per MoT	Non-Discretionary
MoT class 7	£58.60	£58.60	£58.60	£58.60	Per MoT	Non-Discretionary
Hire of bus and driver	Price on request	Price on request	Price on request	Price on request	Per hour	Discretionary
Supply of fuel	Price on request	Price on request	Price on request	Price on request	Per litre	Discretionary
Repairs to vehicles	Price on request	Price on request	Price on request	Price on request	Per job	Discretionary
Provision of vehicle management service	Price on request	Price on request	Price on request	Price on request	Per vehicle	Discretionary
Mini bus permits (authorisation to drive council mini buses)	£25.00	£25.00	£25.00	£25.00	Per permit	Discretionary

Cemetery and Burial Grounds	2017/18 Charge	2018/19 Proposed	2019/20 Proposed	2020/21 Proposed	Basis of charge	Discretionary/ Non-discretionary
Sale of lairs - all cemeteries	£557.58	£577.10	£597.30	£618.20	Per lair	Discretionary
Sale of cremation lair - Torphichen (2 sets of ashes)	£222.36	£230.14	£238.20	£246.53	Per lair	Discretionary
Sale of cremation lair - other cemeteries (4 sets of ashes)	£222.36	£230.14	£238.20	£246.53	Per lair	Discretionary
Interment fees - adult	£532.21	£550.84	£570.12	£590.07	Per interment	Discretionary
Interment fees - 6 to 18 years	£110.44	£114.31	£118.31	£122.45	Per interment	Discretionary
Interment fees - stillborn and up to 5 years (including cremated remains)	No charge	No charge	No charge	No charge	Per interment	Discretionary
Interment fees - cremated remains	£114.82	£118.84	£123.00	£127.31	Per interment	Discretionary
Other charges - duplicate or transfer certificate	£21.79	£22.55	£23.34	£24.16	Per certificate	Discretionary
Headstone applications (under 3 feet) - Adambrae, Livingston, Kingscavil, Linlithgow, Woodbank (new extension), Hermand Park cemeteries - strip foundation	£90.36	£93.52	£96.80	£100.18	Per headstone	Discretionary

Cemetery and Burial Grounds	2017/18 Charge	2018/19 Proposed	2019/20 Proposed	2020/21 Proposed	Basis of charge	Discretionary/ Non-discretionary
Headstone applications (over 3 feet) - Adambrae, Livingston, Kingscavil, Linlithgow, Woodbank (new extension), Hermand Park cemeteries - strip foundation	£130.73	£135.31	£140.04	£144.94	Per headstone	Discretionary
Headstone applications (under 3 feet) - other cemeteries	£54.22	£56.12	£58.08	£60.11	Per headstone	Discretionary
Headstone applications (over 3 feet) - other cemeteries	£89.16	£92.28	£95.51	£98.85	Per headstone	Discretionary
Memorial planter - Adambrae Cemetery - 10 year lease	£366.89	£379.73	£393.02	£406.78	Per planter	Discretionary
Memorial planter - Adambrae Cemetery - 20 year lease	£437.74	£453.06	£468.92	£485.33	Per planter	Discretionary
<i>Note: services out with normal hours will be increased by 50% and Sundays and Public Holidays by 100%</i>	-	-	-	-		Discretionary

Public Transport - School Bus Passes	2017/18 Charge	2018/19 Proposed	2019/20 Proposed	2020/21 Proposed	Basis of charge	Discretionary/ Non-discretionary
School bus passes - Primary single	£0.70	£0.72	£0.75	£0.78	Per pass - single	Discretionary
School bus passes - Primary return	£1.19	£1.23	£1.28	£1.32	Per pass - return	Discretionary
School bus passes - Primary - book of 10	£5.30	£5.49	£5.68	£5.88	Per pass - 10 journey	Discretionary
School bus passes - Primary - term 1	£88.50	£91.60	£94.80	£98.12	Per pass - term 1	Discretionary
School bus passes - Primary - term 2	£63.00	£65.21	£67.49	£69.85	Per pass - term 2	Discretionary
School bus passes - Primary - term 3	£49.00	£50.72	£52.49	£54.33	Per pass - term 3	Discretionary
School bus passes - Primary - all terms	£200.50	£207.52	£214.78	£222.30	Per pass - all terms	Discretionary
School bus passes - High School single	£0.83	£0.86	£0.89	£0.92	Per pass - single	Discretionary
School bus passes - High School return	£1.43	£1.48	£1.53	£1.58	Per pass - return	Discretionary
School bus passes - High School - book of 10	£6.50	£6.73	£6.96	£7.21	Per pass - 10 journey	Discretionary
School bus passes - High School - term 1	£106.50	£110.23	£114.09	£118.08	Per pass - term 1	Discretionary
School bus passes - High School - term 2	£75.50	£78.14	£80.88	£83.71	Per pass - term 2	Discretionary
School bus passes - High School - term 3	£59.00	£61.07	£63.20	£65.41	Per pass - term 3	Discretionary
School bus passes - High School - all terms	£241.00	£249.44	£258.17	£267.20	Per pass - all terms	Discretionary

School Catering	2017/18 Charge	2018/19 Proposed	2019/20 Proposed	2020/21 Proposed	Basis of charge	Discretionary/ Non-discretionary
Primary school meals	£1.97	£2.04	£2.11	£2.18	Per meal	Discretionary
Primary school meals - all primary one to primary three pupils	£0.00	£0.00	£0.00	£0.00	Per meal	Non Discretionary
Primary school meals concession - parents/guardians in receipt of means tested benefits	£0.00	£0.00	£0.00	£0.00	Per meal	Non Discretionary
Primary school meals concession - all special school pupils	£0.00	£0.00	£0.00	£0.00	Per meal	Discretionary
Secondary school catering - full meal	£2.12	£2.19	£2.27	£2.35	Per meal	Discretionary
Secondary school meals concession - parents/guardians in receipt of means tested benefits	£0.00	£0.00	£0.00	£0.00	Per meal	Non Discretionary
School catering - teachers paid (full meal)	£3.60	£3.75	£3.85	£4.00	Per meal	Discretionary
Breakfast clubs - all primary, special school & secondary pupils entitled to free school meal	£0.00	£0.00	£0.00	£0.00	Per meal	Discretionary
Breakfast clubs - all other secondary pupils	£0.55	£0.57	£0.59	£0.61	Per meal	Discretionary
School milk - per 200ml carton	£0.19	£0.20	£0.20	£0.21	Per carton	Discretionary
School milk concession - all nursery/special school pupils and primary parents/guardians in receipt of means tested benefits	£0.00	£0.00	£0.00	£0.00	Per carton	Discretionary

Commercial Waste - Purchase of Containers	2017/18 Charge	2018/19 Proposed	2019/20 Proposed	2020/21 Proposed	Basis of charge	Discretionary/ Non-discretionary
Food - 23 litre caddy	Free of Charge	Free of Charge	n/a	n/a	Per container	Discretionary
Food - 140 litre	£54.54	£56.45	n/a	n/a	Per container	Discretionary
Glass - 3 x 240 litre bin (clear, green & brown bins required)	£54.54	£56.45	n/a	n/a	Per container	Discretionary
Glass - 3 x 1100 litre bin (clear, green & brown bins required)	£385.84	£399.34	n/a	n/a	Per container	Discretionary
Blue recycling - 240 litre bin	£54.54	£56.45	n/a	n/a	Per container	Discretionary
Blue recycling - 1100 litre bin	£385.84	£399.34	n/a	n/a	Per container	Discretionary
Non-recyclable waste - 240 litre bin	£54.54	£56.45	n/a	n/a	Per container	Discretionary
Non-recyclable waste - 1100 litre bin	£385.84	£399.34	n/a	n/a	Per container	Discretionary

Commercial Waste - Waste Collection Charges	2017/18 Charge	2018/19 Proposed	2019/20 Proposed	2020/21 Proposed	Basis of charge	Discretionary/Non-discretionary
Food - 23 litre caddy	£1.85	£1.94	n/a	n/a	Per uplift	Discretionary
Food - 140 litre	£5.55	£5.85	n/a	n/a	Per uplift	Discretionary
Glass - 3 x 240 litre bin (clear, green & brown bins required)	£3.50	£3.69	n/a	n/a	Per uplift	Discretionary
Glass - 3 x 1100 litre bin (clear, green & brown bins required)	£12.64	£13.32	n/a	n/a	Per uplift	Discretionary
Blue recycling - 240 litre bin	£2.10	£2.21	n/a	n/a	Per uplift	Discretionary
Blue recycling - 1100 litre bin	£7.42	£7.83	n/a	n/a	Per uplift	Discretionary
Residual waste - 240 litre bin	£5.14	£5.41	n/a	n/a	Per uplift	Discretionary
Residual waste - 1100 litre bin	£23.42	£24.69	n/a	n/a	Per uplift	Discretionary
Cardboard - flattened	Free	Free	n/a	n/a	Per uplift	Discretionary

Civic Centre Café / Sandwich Run	2017/18 Charge	2018/19 Proposed	2019/20 Proposed	2020/21 Proposed	Basis of charge	Discretionary/Non-discretionary
Soup, hot drinks, baguettes, cakes etc	various	17/18 & 3.5%	18/19 & 3.5%	19/20 & 3.5%	Per unit	Discretionary
Fruit	£0.40	£0.40	£0.40	£0.40	Per unit	Discretionary
Fruit salad	£1.25	£1.25	£1.25	£1.25	Per unit	Discretionary
Water 330ml	£1.00	£1.00	£1.00	£1.00	Per unit	Discretionary
Water 500ml	£1.05	£1.05	£1.05	£1.05	Per unit	Discretionary
Orange juice	£0.85	£0.85	£0.85	£0.85	Per unit	Discretionary

Showground Leases - Circus / Gala Day	2017/18 Charge	2018/19 Proposed	2019/20 Proposed	2020/21 Proposed	Basis of charge	Discretionary/Non-discretionary
King George V, Whitburn	£1,013.42	£1,048.89	£1,085.60	£1,123.59	Per lease	Discretionary
Limefield, Polbeth	£759.48	£786.06	£813.57	£842.05	Per lease	Discretionary
Meadow Park, Bathgate	£755.99	£782.45	£809.83	£838.17	Per lease	Discretionary
Niddry Park, Bathgate	£605.72	£626.92	£648.86	£671.57	Per lease	Discretionary
Stewartfield Park, Broxburn	£1,019.24	£1,054.91	£1,091.84	£1,130.05	Per lease	Discretionary
Watson Park, Armadale	£1,011.09	£1,046.47	£1,083.10	£1,121.01	Per lease	Discretionary

Environmental Wardens - Fixed Penalties	2017/18 Charge	2018/19 Proposed	2019/20 Proposed	2020/21 Proposed	Basis of charge	Discretionary/Non-discretionary
Environmental Wardens - fixed penalties - littering	£80.00	£80.00	£80.00	£80.00	Per penalty	Non-discretionary
Environmental Wardens - fixed penalties - fly tipping	£200.00	£200.00	£200.00	£200.00	Per penalty	Non-discretionary
Environmental Wardens - fixed penalties - dog fouling	£80.00	£80.00	£80.00	£80.00	Per penalty	Non-discretionary
Environmental Wardens - fixed penalties - dog fouling - if not paid within 28 days	£100.00	£100.00	£100.00	£100.00	Per penalty	Non-discretionary

Countryside - Caravan and Camping	2017/18 Charge	2018/19 Proposed	2019/20 Proposed	2020/21 Proposed	Basis of charge	Discretionary/ Non-discretionary
Caravan site fees - high season caravan/motorhome/trailer tent (2 people plus one vehicle)	£25.00	£25.88	£26.78	£27.72	Per night	Discretionary
Caravan site fees - low season caravan/motorhome/trailer tent (2 people plus one vehicle)	£20.00	£20.70	£21.42	£22.17	Per night	Discretionary
Caravan site fees - backpacker/cyclist with no car, one person tent	£10.75	£11.13	£11.52	£11.92	Per night	Discretionary
Caravan site fees - one person tent with car	£14.35	£14.85	£15.37	£15.91	Per night	Discretionary
Caravan site fees - tent less than 16m2	£16.50	£17.08	£17.68	£18.29	Per night	Discretionary
Caravan site fees - tent between 16m2 - 24m2	£25.00	£25.88	£26.78	£27.72	Per night	Discretionary
Caravan site fees - group hire of grass camping area (min 2 nights, max 10 tents)	£196.00	£202.86	£209.96	£217.31	Per night	Discretionary
Caravan site fees - extra person aged 5 or above	£4.20	£4.35	£4.50	£4.66	Per night	Discretionary
Caravan site fees - extra car	£4.75	£5.00	£5.00	£5.00	Per night	Discretionary
Caravan Club and Camping & Caravanning Club concession - 10% discount on 7+ consecutive nights stay	-	-	-	-	Per night	Discretionary
Little Lodges 6 berth - high season (based on 2 people, minimum 2 night stay)	£55.00	£56.93	£58.92	£60.98	Per night	Discretionary
Little Lodges 6 berth - low season (based on 2 people, minimum 2 night stay)	£50.00	£51.75	£53.56	£55.44	Per night	Discretionary
Little Lodges 4 berth - high season (based on 2 people, minimum 2 night stay)	£45.00	£46.58	£48.21	£49.89	Per night	Discretionary
Little Lodges 4 berth - low season (based on 2 people, minimum 2 night stay)	£40.00	£41.40	£42.85	£44.35	Per night	Discretionary
Little Lodges - children under 3 years of age	Free	Free	Free	Free	Per night	Discretionary
Little Lodges - extra person aged 3+	£5.00	£5.00	£5.00	£5.00	Per night	Discretionary
Little Lodges - dog	£5.00	£5.00	£5.00	£5.00	Per night	Discretionary
Little Lodges - extra car	£4.75	£5.00	£5.00	£5.00	Per night	Discretionary

Countryside - Miscellaneous Park Hire Charges	2017/18 Charge	2018/19 Proposed	2019/20 Proposed	2020/21 Proposed	Basis of charge	Discretionary/ Non-discretionary
Visitor Centre - Almondell & Calderwood Country Park (first hour)	£12.25	£12.70	£13.15	£13.60	Per hour	Discretionary
Visitor Centre - Almondell & Calderwood Country Park (each subsequent hour)	£11.00	£11.40	£11.80	£12.20	Per hour	Discretionary
Sutherland Building - Beecraigs Country Park (first hour)	£12.25	£12.70	£13.10	£13.50	Per hour	Discretionary
Sutherland Building - Beecraigs Country Park (each subsequent hour)	£11.00	£11.40	£11.80	£12.20	Per hour	Discretionary
Group hire of target/field for archery course	£14.85	£15.35	£15.90	£16.45	Per hour	Discretionary
Individual hire of target/field for archery course	£6.70	£6.90	£7.15	£7.40	Per hour	Discretionary
Hire of pioneering course	£14.85	£15.35	£15.90	£16.45	Per hour	Discretionary
Barbecue booking fee	£24.50	£25.35	£26.25	£27.15	Per session	Discretionary
Barbecue - mid week rate for 15 or less persons	£18.35	£19.00	£19.65	£20.35	Per session	Discretionary
Countryside Ranger Service - adult (1.5 hours maximum)	£3.80	£3.90	£4.05	£4.20	Per event / activity	Discretionary
Countryside Ranger Service - child (1.5 hours maximum)	£2.60	£2.70	£2.80	£2.90	Per event / activity	Discretionary
Countryside Ranger Service - classroom based presentation	£26.00	£26.90	£27.85	£28.80	Per event	Discretionary
Countryside Ranger Service - activity based at school	£2.60	£2.70	£2.80	£2.90	Per child	Discretionary
Countryside Ranger Service - activity week (5 days)	£89.00	£92.10	£95.30	£98.65	Per week	Discretionary
Polkemmet Bowling green fees - adult	£3.50	£3.60	£3.70	£3.80	Per hour	Discretionary
Polkemmet Bowling green fees - concession	£3.15	£3.25	£3.35	£3.45	Per hour	Discretionary
Polkemmet Bowling green fees - over 60's resident in West Lothian	£0.00	£0.00	£0.00	£0.00	Per hour	Discretionary
Polkemmet hire of bowls	£1.40	£1.45	£1.50	£1.55	Per hour	Discretionary

School Lets (Prices Exclude VAT which will be added if applicable)	2017/18 Charge	2018/19 Proposed	2019/20 Proposed	2020/21 Proposed	Basis of charge	Discretionary/ Non-discretionary
Category 1 - free of charge	Free	Free	Free	Free	Per hour	Discretionary
Category 2 - registered youth organisations - classroom	£5.00	£5.18	£5.36	£5.54	Per hour	Discretionary
Category 2 - registered youth organisations - gym/small hall	£8.30	£8.59	£8.89	£9.20	Per hour	Discretionary
Category 3 - other recognised community organisations - classroom	£8.85	£9.16	£9.48	£9.81	Per hour	Discretionary
Category 3 - other recognised community organisations - gym/small hall	£14.40	£14.90	£15.43	£15.97	Per hour	Discretionary
Category 4 - instructional classes - classroom	£21.60	£22.36	£23.14	£23.95	Per hour	Discretionary
Category 4 - instructional classes - gym/small hall	£36.60	£37.88	£39.21	£40.58	Per hour	Discretionary

School Lets (Prices Exclude VAT which will be added if applicable)	2017/18 Charge	2018/19 Proposed	2019/20 Proposed	2020/21 Proposed	Basis of charge	Discretionary/ Non-discretionary
Category 5 - commercial use - classroom	£22.75	£23.55	£24.37	£25.22	Per hour	Discretionary
Category 5 - commercial use - gym/small hall	£39.35	£40.73	£42.15	£43.63	Per hour	Discretionary
Category 6 - summer schools	By quote	By quote	By quote	By quote	Per quoted rate	Discretionary
Category 7 - youth group camps in educational premises	£8.30	£8.59	£8.89	£9.20	Per person per day	Discretionary
Category 8 - use of playgrounds for car parking when undertaking commercial or fundraising activities	£28.30	£29.29	£30.32	£31.38	Per hour	Discretionary
Category 10 - gym halls, badminton or volleyball courts - adult groups	£21.00	£21.74	£22.50	£23.28	Per hour per court	Discretionary
Category 10 - gym halls, badminton or volleyball courts - registered youth groups	£8.60	£8.90	£9.21	£9.53	Per hour per court	Discretionary
Category 10 - gym halls, badminton or volleyball courts - adults	£4.10	£4.24	£4.39	£4.55	Per hour per person	Discretionary
Category 10 - gym halls, badminton or volleyball courts - registered youths	£2.75	£2.85	£2.95	£3.05	Per hour per person	Discretionary
Category 13 - football, rugby, hockey or training - synthetic pitch - adult groups	£32.40	£33.53	£34.71	£35.92	Per hour	Discretionary
Category 13 - football, rugby, hockey or training - synthetic pitch - youth groups	£15.75	£16.30	£16.87	£17.46	Per hour	Discretionary
Category 13 - football, rugby, hockey or training - grass pitch - adult groups	£31.00	£32.09	£33.21	£34.37	Per hour	Discretionary
Category 13 - football, rugby, hockey or training - grass - adult groups	£15.00	£15.53	£16.07	£16.63	Per hour	Discretionary
Category 16 - floodlighting - adult groups	£9.00	£9.32	£9.64	£9.98	Per hour	Discretionary
Category 16 - floodlighting - registered youth groups	£6.85	£7.09	£7.34	£7.59	Per hour	Discretionary
Category 17 - meetings in premises out with designated openings - weekdays or Saturdays - additional charge	£25.75	£26.65	£27.58	£28.55	Per hour	Discretionary
Category 17 - meetings in premises out with designated openings - Sundays - additional charge	£35.00	£36.23	£37.49	£38.81	Per hour	Discretionary
Category 18 - Chalmers Hall, Linlithgow - main hall	£9.30	£9.63	£9.96	£10.31	Per hour	Discretionary
Category 18 - Chalmers Hall, Linlithgow - Ante Room (with snooker table)	£4.65	£4.81	£4.98	£5.16	Per hour	Discretionary
Category 18 - Chalmers Hall, Linlithgow - kitchen	£3.90	£4.04	£4.18	£4.32	Per hour	Discretionary

Fauldhouse Partnership Centre	2017/18 Charge	2018/19 Proposed	2019/20 Proposed	2020/21 Proposed	Basis of charge	Discretionary/ Non-discretionary
Swimming - adult	£2.50	£2.60	£2.70	£2.80	Per adult	Discretionary
Swimming - juvenile/adult concession	£1.25	£1.30	£1.35	£1.40	Per concession	Discretionary
Swimming concession - under 5's and over 60's	£0.00	£0.00	£0.00	£0.00	Per person	Discretionary
Swim and sauna/steam room - adults	£4.15	£4.30	£4.45	£4.60	Per adult	Discretionary
Swim and sauna/steam room - over 60's concession	£2.10	£2.17	£2.25	£2.33	Per adult	Discretionary
10 visit swim ticket (16+ Monday to Friday 8am to 4pm)	£16.50	£17.00	£17.50	£18.00	Per 10 visits	Discretionary
Monthly pass (16+ unlimited pool/sauna/steam room use)	£25.00	£25.75	£26.75	£27.50	Per pass	Discretionary
Monthly pass plus - 2 x (16+ unlimited pool/sauna/steam room use)	£45.00	£46.50	£48.00	£49.50	Per pass	Discretionary

Linlithgow Burgh Halls - Room Hire Charges	2017/18 Charge	2018/19 Proposed	2019/20 Proposed	2020/21 Proposed	Basis of charge	Discretionary/ Non-discretionary
Education room/café space - community groups non-income generating	£11.50	£11.90	£12.30	£12.75	Per hour	Discretionary
Education room/café space - community groups income generating	£18.00	£18.60	£19.25	£19.90	Per hour	Discretionary
Education room/café space - commercial organisations	£35.00	£36.20	£37.50	£38.80	Per hour	Discretionary
Education room/café space - commercial organisations half day (4 hours)	£127.00	£131.50	£136.00	£140.75	Per half day	Discretionary
Education room/café space - commercial organisations full day (8 hours)	£255.00	£264.00	£273.00	£283.00	Per full day	Discretionary
Provost Lawrie/Baillie Hardie Hall weekdays - community groups non-income generating	£19.00	£19.60	£20.30	£21.00	Per hour	Discretionary
Provost Lawrie/Baillie Hardie Hall weekdays - community groups income generating	£26.50	£27.40	£28.40	£29.40	Per hour	Discretionary
Provost Lawrie/Baillie Hardie Hall weekdays - commercial organisations	£56.00	£58.00	£60.00	£62.00	Per hour	Discretionary
Provost Lawrie/Baillie Hardie Hall weekdays - commercial organisations half day (4 hours)	£204.00	£211.00	£218.00	£226.00	Per half day	Discretionary
Provost Lawrie/Baillie Hardie Hall weekdays - commercial organisations half day (8 hours)	£409.00	£423.00	£438.00	£453.00	Per full day	Discretionary
Provost Lawrie/Baillie Hardie Hall weekends - community groups non-income generating	£29.00	£30.00	£31.00	£32.00	Per hour	Discretionary
Provost Lawrie/Baillie Hardie Hall weekends - community groups income generating	£42.00	£43.50	£45.00	£46.50	Per hour	Discretionary
Provost Lawrie/Baillie Hardie Hall weekends - commercial organisations	£72.00	£74.50	£77.00	£79.50	Per hour	Discretionary

Linlithgow Burgh Halls - Room Hire Charges	2017/18 Charge	2018/19 Proposed	2019/20 Proposed	2020/21 Proposed	Basis of charge	Discretionary/ Non-discretionary
Provost Lawrie/Baillie Hardie Hall weekends - commercial organisations half day (4 hours)	£258.00	£267.00	£276.00	£285.50	Per half day	Discretionary
Provost Lawrie/Baillie Hardie Hall weekends - commercial organisations full day (8 hours)	£516.00	£534.00	£552.50	£572.00	Per full day	Discretionary
Delegate day rate - education room (min10/max30)	£21.00	£21.75	£22.50	£23.30	Per delegate	Discretionary
Delegate day rate - Provost Lawrie Hall (min50/max130)	£21.00	£21.75	£22.50	£23.30	Per delegate	Discretionary
Delegate day rate - Baillie Hardie Hall (min30/max100)	£21.00	£21.75	£22.50	£23.30	Per delegate	Discretionary
Parties - minimum 50, maximum 150	£8.00	£8.30	£8.50	£8.80	Per person	Discretionary
Teen parties - minimum 30	£7.80	£8.00	£8.30	£8.60	Per person	Discretionary
Children's parties - minimum 20	£8.30	£8.60	£8.90	£9.20	Per person	Discretionary

Linlithgow Burgh Halls - General Equipment Hire and Services	2017/18 Charge	2018/19 Proposed	2019/20 Proposed	2020/21 Proposed	Basis of charge	Discretionary/ Non-discretionary
Portable induction loop	No charge	No charge	No charge	No charge	Per item	Discretionary
Lectern	No charge	No charge	No charge	No charge	Per item	Discretionary
Top table	No charge	No charge	No charge	No charge	Per item	Discretionary
Trestle tables	No charge	No charge	No charge	No charge	Per item	Discretionary
Small square tables	No charge	No charge	No charge	No charge	Per item	Discretionary
200 conference chairs	No charge	No charge	No charge	No charge	Per item	Discretionary
Card tables	No charge	No charge	No charge	No charge	Per item	Discretionary
Flip chart stand with pad and pens	£8.00	£8.00	£8.00	£8.00	Per item	Discretionary
TV/DVD player	£32.00	£32.00	£32.00	£32.00	Per item	Discretionary
Digital projector	£26.50	£26.50	£26.50	£26.50	Per item	Discretionary
Digital projector & screen	£48.00	£48.00	£48.00	£48.00	Per item	Discretionary
Laptop computer	£32.00	£32.00	£32.00	£32.00	Per item	Discretionary
Sound system	£42.00	£42.00	£42.00	£42.00	Per item	Discretionary
Wired microphone	£16.00	£16.00	£16.00	£16.00	Per item	Discretionary
Wired microphone - technician per hour	£32.00	£33.00	£34.00	£35.00	Per hour	Discretionary
Radio microphone	£32.00	£32.00	£32.00	£32.00	Per item	Discretionary
Radio microphone - technician per hour	£32.00	£33.00	£34.00	£35.00	Per hour	Discretionary
140 chair covers	£1.00	£1.00	£1.00	£1.00	Per item	Discretionary
5 portable staging pieces	£32.00	£32.00	£32.00	£32.00	Per item	Discretionary
Additional cleaning	£32.00	£32.00	£32.00	£32.00	Per item	Discretionary
Photocopying A4	£0.10	£0.10	£0.10	£0.10	Per item	Discretionary
Photocopying A3	£0.20	£0.20	£0.20	£0.20	Per item	Discretionary
Laminating A4	£0.80	£0.80	£0.80	£0.80	Per item	Discretionary

Linlithgow Burgh Halls - General Equipment Hire and Services	2017/18 Charge	2018/19 Proposed	2019/20 Proposed	2020/21 Proposed	Basis of charge	Discretionary/ Non-discretionary
Laminating A3	£1.60	£1.60	£1.60	£1.60	Per item	Discretionary
Phone calls - local only	£0.50	£0.50	£0.50	£0.50	Per minute	Discretionary
Technician	£32.00	£33.00	£34.00	£35.00	Per hour	Discretionary
Steward	£12.50	£13.00	£13.50	£14.00	Per hour	Discretionary
Linen table cloth hire	£6.50	£6.50	£6.50	£6.50	Per item	Discretionary
PRS fees for income generating performances	3% Gross Sales	3% Gross Sales	3% Gross Sales	3% Gross Sales	Per performance	Discretionary
PRS fees for non-income generating performances - up to 100 people (£2.41 for every 25 thereafter)	£9.51	£9.84	£10.19	£10.54	Per performance	Discretionary
PRS fees for private hire discos	No charge	No charge	No charge	No charge	Per disco	Discretionary
PRS fees for dance classes	£1.43	£1.48	£1.53	£1.59	Per class	Discretionary
Bar Services	£22.00	£22.75	£23.50	£24.50	Per hour	Discretionary

Linlithgow Burgh Halls - Wedding Packages	2017/18 Charge	2018/19 Proposed	2019/20 Proposed	2020/21 Proposed	Basis of charge	Discretionary/ Non-discretionary
Standard package - Friday and Saturday - Jan/Feb/Nov/Dec	£1,000.00	£1,035.00	£1,070.00	£1,100.00	Per package	Discretionary
Standard package - Friday and Saturday - Mar/Apr/Sep/Oct	£1,500.00	£1,550.00	£1,600.00	£1,650.00	Per package	Discretionary
Standard package - Friday and Saturday - May to Aug	£2,000.00	£2,070.00	£2,140.00	£2,215.00	Per package	Discretionary
Standard package - Sunday to Thursday - Jan/Feb/Nov/Dec	£800.00	£825.00	£850.00	£880.00	Per package	Discretionary
Standard package - Sunday to Thursday - Mar/Apr/Sep/Oct	£1,200.00	£1,240.00	£1,280.00	£1,325.00	Per package	Discretionary
Standard package - Sunday to Thursday - May to Aug	£1,600.00	£1,650.00	£1,710.00	£1,775.00	Per package	Discretionary
Standard package & ceremony supplement - Friday and Saturday - Jan/Feb/Nov/Dec	£1,500.00	£1,550.00	£1,600.00	£1,650.00	Per package	Discretionary
Standard package & ceremony supplement - Friday and Saturday - Mar/Apr/Sep/Oct	£2,000.00	£2,070.00	£2,140.00	£2,215.00	Per package	Discretionary
Standard package & ceremony supplement - Friday and Saturday - May to Aug	£2,500.00	£2,580.00	£2,670.00	£2,770.00	Per package	Discretionary
Standard package & ceremony supplement - Sunday to Thursday - Jan/Feb/Nov/Dec	£1,200.00	£1,240.00	£1,280.00	£1,325.00	Per package	Discretionary
Standard package & ceremony supplement - Sunday to Thursday - Mar/Apr/Sep/Oct	£1,600.00	£1,650.00	£1,710.00	£1,775.00	Per package	Discretionary
Standard package & ceremony supplement - Sunday to Thursday - May to Aug	£2,000.00	£2,070.00	£2,140.00	£2,215.00	Per package	Discretionary
Deluxe package - Friday and Saturday - Jan/Feb/Nov/Dec	£2,000.00	£2,070.00	£2,140.00	£2,215.00	Per package	Discretionary
Deluxe package - Friday and Saturday - Mar/Apr/Sep/Oct	£2,500.00	£2,580.00	£2,670.00	£2,770.00	Per package	Discretionary
Deluxe package - Friday and Saturday - May to Aug	£3,000.00	£3,105.00	£3,210.00	£3,320.00	Per package	Discretionary

Linlithgow Burgh Halls - Wedding Packages	2017/18 Charge	2018/19 Proposed	2019/20 Proposed	2020/21 Proposed	Basis of charge	Discretionary/ Non-discretionary
Deluxe package - Sunday to Thursday - Jan/Feb/Nov/Dec	£1,600.00	£1,650.00	£1,710.00	£1,775.00	Per package	Discretionary
Deluxe package - Sunday to Thursday - Mar/Apr/Sep/Oct	£2,000.00	£2,070.00	£2,140.00	£2,215.00	Per package	Discretionary
Deluxe package - Sunday to Thursday - May to Aug	£2,400.00	£2,480.00	£2,570.00	£2,660.00	Per package	Discretionary
Deluxe package & ceremony supplement - Friday and Saturday - Jan/Feb/Nov/Dec	£2,500.00	£2,580.00	£2,670.00	£2,770.00	Per package	Discretionary
Deluxe package & ceremony supplement - Friday and Saturday - Mar/Apr/Sep/Oct	£3,000.00	£3,105.00	£3,210.00	£3,320.00	Per package	Discretionary
Deluxe package & ceremony supplement - Friday and Saturday - May to Aug	£3,500.00	£3,620.00	£3,750.00	£3,880.00	Per package	Discretionary
Deluxe package & ceremony supplement - Sunday to Thursday - Jan/Feb/Nov/Dec	£2,000.00	£2,070.00	£2,140.00	£2,215.00	Per package	Discretionary
Deluxe package & ceremony supplement - Sunday to Thursday - Mar/Apr/Sep/Oct	£2,400.00	£2,480.00	£2,570.00	£2,660.00	Per package	Discretionary
Deluxe package & ceremony supplement - Sunday to Thursday - May to Aug	£2,800.00	£2,900.00	£3,000.00	£3,100.00	Per package	Discretionary
Exclusive Use - Friday and Saturday - Jan/Feb/Nov/Dec	£4,000.00	£4,140.00	£4,280.00	£4,430.00	Per package	Discretionary
Exclusive Use - Friday and Saturday - Mar/Apr/Sep/Oct	£4,500.00	£4,650.00	£4,820.00	£4,990.00	Per package	Discretionary
Exclusive Use - Friday and Saturday - May to Aug	£5,000.00	£5,175.00	£5,350.00	£5,540.00	Per package	Discretionary
Exclusive Use - Sunday to Thursday - Jan/Feb/Nov/Dec	£3,200.00	£3,310.00	£3,425.00	£3,545.00	Per package	Discretionary
Exclusive Use - Sunday to Thursday - Mar/Apr/Sep/Oct	£3,600.00	£3,725.00	£3,855.00	£3,990.00	Per package	Discretionary
Exclusive Use - Sunday to Thursday - May to Aug	£4,000.00	£4,140.00	£4,280.00	£4,430.00	Per package	Discretionary
Catering company deposit	£500.00	£500.00	£500.00	£500.00	Per package	Discretionary
Catering company charge	10% of contract	10% of contract	10% of contract	10% of contract	Per package	Discretionary

Planning Services - Building Warrants Fees	2017/18 Charge	2018/19 Proposed	2019/20 Proposed	2020/21 Proposed	Basis of charge	Discretionary/ Non-discretionary
Value of works (£0,000 - £5,000)	£150.00	£150.00	£150.00	£150.00	Per application	Non-discretionary
Value of works (£5,001 - £5,500)	£169.00	£169.00	£169.00	£169.00	Per application	Non-discretionary
Value of works (£5,501 - £6,000)	£188.00	£188.00	£188.00	£188.00	Per application	Non-discretionary
Value of works (£6,001 - £6,500)	£207.00	£207.00	£207.00	£207.00	Per application	Non-discretionary
Value of works (£6,501 - £7,000)	£226.00	£226.00	£226.00	£226.00	Per application	Non-discretionary
Value of works (£7,001 - £7,500)	£245.00	£245.00	£245.00	£245.00	Per application	Non-discretionary
Value of works (£7,501 - £8,000)	£264.00	£264.00	£264.00	£264.00	Per application	Non-discretionary
Value of works (£8,001 - £8,500)	£283.00	£283.00	£283.00	£283.00	Per application	Non-discretionary
Value of works (£8,501 - £9,000)	£302.00	£302.00	£302.00	£302.00	Per application	Non-discretionary

Planning Services - Building Warrants Fees	2017/18 Charge	2018/19 Proposed	2019/20 Proposed	2020/21 Proposed	Basis of charge	Discretionary/ Non-discretionary
Value of works (£9,001 - £9,500)	£321.00	£321.00	£321.00	£321.00	Per application	Non-discretionary
Value of works (£9,501 - £10,000)	£340.00	£340.00	£340.00	£340.00	Per application	Non-discretionary
Value of works (£10,001 - £11,000)	£359.00	£359.00	£359.00	£359.00	Per application	Non-discretionary
Value of works (£11,001 - £12,000)	£378.00	£378.00	£378.00	£378.00	Per application	Non-discretionary
Value of works (£12,001 - £13,000)	£397.00	£397.00	£397.00	£397.00	Per application	Non-discretionary
Value of works (£13,001 - £14,000)	£416.00	£416.00	£416.00	£416.00	Per application	Non-discretionary
Value of works (£14,001 - £15,000)	£435.00	£435.00	£435.00	£435.00	Per application	Non-discretionary
Value of works (£15,001 - £16,000)	£454.00	£454.00	£454.00	£454.00	Per application	Non-discretionary
Value of works (£16,001 - £17,000)	£473.00	£473.00	£473.00	£473.00	Per application	Non-discretionary
Value of works (£17,001 - £18,000)	£492.00	£492.00	£492.00	£492.00	Per application	Non-discretionary
Value of works (£18,001 - £19,000)	£511.00	£511.00	£511.00	£511.00	Per application	Non-discretionary
Value of works (£19,001 - £20,000)	£530.00	£530.00	£530.00	£530.00	Per application	Non-discretionary
Value of works (£20,001 - £30,000)	£593.00	£593.00	£593.00	£593.00	Per application	Non-discretionary
Value of works (£30,001 - £40,000)	£656.00	£656.00	£656.00	£656.00	Per application	Non-discretionary
Value of works (£40,001 - £50,000)	£719.00	£719.00	£719.00	£719.00	Per application	Non-discretionary
Value of works (£50,001 - £60,000)	£782.00	£782.00	£782.00	£782.00	Per application	Non-discretionary
Value of works (£60,001 - £70,000)	£845.00	£845.00	£845.00	£845.00	Per application	Non-discretionary
Value of works (£70,001 - £80,000)	£908.00	£908.00	£908.00	£908.00	Per application	Non-discretionary
Value of works (£80,001 - £90,000)	£971.00	£971.00	£971.00	£971.00	Per application	Non-discretionary
Value of works (£90,001 - £100,000)	£1,034.00	£1,034.00	£1,034.00	£1,034.00	Per application	Non-discretionary
Value of works (£100,001 - £120,000)	£1,137.00	£1,137.00	£1,137.00	£1,137.00	Per application	Non-discretionary
Value of works (£120,001 - £140,000)	£1,240.00	£1,240.00	£1,240.00	£1,240.00	Per application	Non-discretionary
Value of works (£140,001 - £160,000)	£1,343.00	£1,343.00	£1,343.00	£1,343.00	Per application	Non-discretionary
Value of works (£160,001 - £180,000)	£1,446.00	£1,446.00	£1,446.00	£1,446.00	Per application	Non-discretionary
Value of works (£180,001 - £200,000)	£1,549.00	£1,549.00	£1,549.00	£1,549.00	Per application	Non-discretionary
Value of works (£200,001 - £220,000)	£1,652.00	£1,652.00	£1,652.00	£1,652.00	Per application	Non-discretionary
Value of works (£220,001 - £240,000)	£1,755.00	£1,755.00	£1,755.00	£1,755.00	Per application	Non-discretionary
Value of works (£240,001 - £260,000)	£1,858.00	£1,858.00	£1,858.00	£1,858.00	Per application	Non-discretionary
Value of works (£260,001 - £280,000)	£1,961.00	£1,961.00	£1,961.00	£1,961.00	Per application	Non-discretionary
Value of works (£280,001 - £300,000)	£2,064.00	£2,064.00	£2,064.00	£2,064.00	Per application	Non-discretionary
Value of works (£300,001 - £320,000)	£2,167.00	£2,167.00	£2,167.00	£2,167.00	Per application	Non-discretionary
Value of works (£320,001 - £340,000)	£2,270.00	£2,270.00	£2,270.00	£2,270.00	Per application	Non-discretionary
Value of works (£340,001 - £360,000)	£2,373.00	£2,373.00	£2,373.00	£2,373.00	Per application	Non-discretionary
Value of works (£360,001 - £380,000)	£2,476.00	£2,476.00	£2,476.00	£2,476.00	Per application	Non-discretionary
Value of works (£380,001 - £400,000)	£2,579.00	£2,579.00	£2,579.00	£2,579.00	Per application	Non-discretionary
Value of works (£400,001 - £420,000)	£2,682.00	£2,682.00	£2,682.00	£2,682.00	Per application	Non-discretionary

Planning Services - Building Warrants Fees	2017/18 Charge	2018/19 Proposed	2019/20 Proposed	2020/21 Proposed	Basis of charge	Discretionary/ Non-discretionary
Value of works (£420,001 - £440,000)	£2,785.00	£2,785.00	£2,785.00	£2,785.00	Per application	Non-discretionary
Value of works (£440,001 - £460,000)	£2,888.00	£2,888.00	£2,888.00	£2,888.00	Per application	Non-discretionary
Value of works (£460,001 - £480,000)	£2,991.00	£2,991.00	£2,991.00	£2,991.00	Per application	Non-discretionary
Value of works (£480,001 - £500,000)	£3,094.00	£3,094.00	£3,094.00	£3,094.00	Per application	Non-discretionary
Value of works (£500,001 - £550,000)	£3,272.00	£3,272.00	£3,272.00	£3,272.00	Per application	Non-discretionary
Value of works (£550,001 - £600,000)	£3,450.00	£3,450.00	£3,450.00	£3,450.00	Per application	Non-discretionary
Value of works (£600,001 - £650,000)	£3,628.00	£3,628.00	£3,628.00	£3,628.00	Per application	Non-discretionary
Value of works (£650,001 - £700,000)	£3,806.00	£3,806.00	£3,806.00	£3,806.00	Per application	Non-discretionary
Value of works (£700,001 - £750,000)	£3,984.00	£3,984.00	£3,984.00	£3,984.00	Per application	Non-discretionary
Value of works (£750,001 - £800,000)	£4,162.00	£4,162.00	£4,162.00	£4,162.00	Per application	Non-discretionary
Value of works (£800,001 - £850,000)	£4,340.00	£4,340.00	£4,340.00	£4,340.00	Per application	Non-discretionary
Value of works (£850,001 - £900,000)	£4,518.00	£4,518.00	£4,518.00	£4,518.00	Per application	Non-discretionary
Value of works (£900,001 - £950,000)	£4,696.00	£4,696.00	£4,696.00	£4,696.00	Per application	Non-discretionary
Value of works (£950,001 - £1,000,000)	£4,874.00	£4,874.00	£4,874.00	£4,874.00	Per application	Non-discretionary
Value of works greater than £1,000,000 - additional fee per £100,000	£253.00	£253.00	£253.00	£253.00	Per application	Non-discretionary

Planning Services - Letters of Comfort	2017/18 Charge	2018/19 Proposed	2019/20 Proposed	2020/21 Proposed	Basis of charge	Discretionary/ Non-discretionary
Domestic properties - any works carried without a building warrant (pre 1 May 2005)	£278.00	£450.00	£450.00	£450.00	Per application	Non-discretionary
Non domestic properties - unauthorised works with an estimated value of up to £3,000 (pre 1 May 2005)	£294.00	300% of BW value	300% of BW value	300% of BW value	Per application	Non-discretionary
Non domestic properties - unauthorised works with an estimated value of over £3,000 (pre 1 May 2005)	£535.00	300% of BW value	300% of BW value	300% of BW value	Per application	Non-discretionary
Unauthorised works carried out after 1 May 2005	300% of BW value	300% of BW value	300% of BW value	300% of BW value	Per application	Non-discretionary

Planning Services - Building Warrants - Work Not Started prior to the Application	2017/18 Charge	2018/19 Proposed	2019/20 Proposed	2020/21 Proposed	Basis of charge	Discretionary/ Non-discretionary
Application for conversion only - that is without any building work	£150.00	£150.00	£150.00	£150.00	Per application	Non-discretionary
Application for demolition only - that is where there are no immediate plans for rebuilding	£150.00	£150.00	£150.00	£150.00	Per application	Non-discretionary
Amendment to warrant application (value increased by £5,000 or under)	£100.00	£100.00	£100.00	£100.00	Per application	Non-discretionary
Amendment to warrant application - increase of more than £5,000 (take from fee table above)	Per fee table	Per fee table	Per fee table	Per fee table	Per application	Non-discretionary
Amendment for further stage of staged building warrants	£100.00	£100.00	£100.00	£100.00	Per application	Non-discretionary
Extend period of validity of building warrant	£100.00	£100.00	£100.00	£100.00	Per application	Non-discretionary
Application to provide facilities solely for use of disabled persons within a dwelling	No Fee	No Fee	No Fee	No Fee	Per application	Non-discretionary

Planning Services - Building Warrants - Work Started prior to the Application	2017/18 Charge	2018/19 Proposed	2019/20 Proposed	2020/21 Proposed	Basis of charge	Discretionary/ Non-discretionary
Building warrant application - based on value of work	200% of BW fee	200% of BW fee	200% of BW fee	200% of BW fee	Per application	Non-discretionary
Application for conversion only - that is without any building work	£200.00	£200.00	£200.00	£200.00	Per application	Non-discretionary
Application for demolition only - that is where there are no immediate plans for rebuilding	£200.00	£200.00	£200.00	£200.00	Per application	Non-discretionary

Planning Services - Building Warrants - Work Completed and No Building Warrant Submitted	2017/18 Charge	2018/19 Proposed	2019/20 Proposed	2020/21 Proposed	Basis of charge	Discretionary/ Non-discretionary
Building warrant application - based on value of work	300% of BW fee	300% of BW fee	300% of BW fee	300% of BW fee	Per application	Non-discretionary
Application for conversion only - that is without any building work	£300.00	£300.00	£300.00	£300.00	Per application	Non-discretionary
Application for demolition only - that is where there are no immediate plans for rebuilding	£300.00	£300.00	£300.00	£300.00	Per application	Non-discretionary

Planning Services - Discounts for Building Warrant Fees	2017/18 Charge	2018/19 Proposed	2019/20 Proposed	2020/21 Proposed	Basis of charge	Discretionary/ Non-discretionary
Discounts for using Certifier of Design						
Value of works (£0,000 - £5,000)	£30.00	£30.00	£30.00	£30.00	Per Application	Non-discretionary
Value of works (£5,001 - £10,000)	£40.00	£40.00	£40.00	£40.00	Per Application	Non-discretionary
Value of works (£10,001 - £15,000)	£50.00	£50.00	£50.00	£50.00	Per Application	Non-discretionary
Value of works (£15,001 - £20,000)	£60.00	£60.00	£60.00	£60.00	Per Application	Non-discretionary
Value of works (£20,001 - £50,000)	£80.00	£80.00	£80.00	£80.00	Per Application	Non-discretionary

Planning Services - Discounts for Building Warrant Fees	2017/18 Charge	2018/19 Proposed	2019/20 Proposed	2020/21 Proposed	Basis of charge	Discretionary/ Non-discretionary
Value of works (£50,001 - £100,000)	£100.00	£100.00	£100.00	£100.00	Per Application	Non-discretionary
Value of works (£100,000 or Greater)	10% of Fee	10% of Fee	10% of Fee	10% of Fee	Per Application	Non-discretionary
Discounts for using Certifier of Construction						Non-discretionary
Value of works (£0,000 - £5,000)	£15.00	£15.00	£15.00	£15.00	Per Application	Non-discretionary
Value of works (£5,001 - £10,000)	£15.00	£15.00	£15.00	£15.00	Per Application	Non-discretionary
Value of works (£10,001 - £15,000)	£20.00	£20.00	£20.00	£20.00	Per Application	Non-discretionary
Value of works (£15,001 - £20,000)	£25.00	£25.00	£25.00	£25.00	Per Application	Non-discretionary
Value of works (£20,001 - £50,000)	£30.00	£30.00	£30.00	£30.00	Per Application	Non-discretionary
Value of works (£50,001 - £100,000)	£35.00	£35.00	£35.00	£35.00	Per Application	Non-discretionary
Value of works (£100,000 or Greater)	3% of Fee	3% of Fee	3% of Fee	3% of Fee	Per Application	Non-discretionary
Letter of comfort for unauthorised works completed before 1 May 2005 - domestic properties	£278.00	£278.00	£278.00	£278.00	Per application	Discretionary
Letter of comfort for unauthorised works completed before 1 May 2005 - non domestic properties (value of works up to £3,000)	£294.00	£294.00	£294.00	£294.00	Per application	Discretionary
Letter of comfort for unauthorised works completed before 1 May 2005 - non domestic properties (value of works over £3,001)	£535.00	£535.00	£535.00	£535.00	Per application	Discretionary
Letter confirming works completed in line with expired building warrant						
Domestic properties	£160.00	£160.00	£160.00	£160.00	Per application	Discretionary
Non domestic properties	£294.00	£294.00	£294.00	£294.00	Per application	Discretionary
Confirmation of exemption from building regulations						
Domestic properties	£128.00	£128.00	£128.00	£128.00	Per application	Discretionary
Non domestic properties	£128.00	£128.00	£128.00	£128.00	Per application	Discretionary
Copy documents & approved plans - building warrant reference number supplied	£31.00	£31.00	£31.00	£31.00	Per application	Discretionary
Copy documents & approved plans - building warrant reference number not supplied	£52.00	£52.00	£52.00	£52.00	Per application	Discretionary
Replacement window survey (work completed by 3 September 2005)	£128.00	£128.00	£128.00	£128.00	Per application	Discretionary

Planning Services - Planning Application Fees	2017/18 Charge	2018/19 Proposed	2019/20 Proposed	2020/21 Proposed	Basis of charge	Discretionary/ Non-discretionary
1. Construction of buildings, structures or erections for use as residential accommodation						
a) Planning permission in principle						
• One house or where the site area does not exceed 2.5 hectares	£401.00	£401.00	£401.00	£401.00	Per 0.1 hectare of site area	Non-discretionary
• Site area exceeds 2.5 hectares (max Charge £62,500)	£401.00	£401.00	£401.00	£401.00	Per 0.1 hectare of site area	Non-discretionary
b) Other than planning permission in principle						Non-discretionary
• Up to 50 dwelling/houses	£401.00	£401.00	£401.00	£401.00	Per dwelling/ house	Non-discretionary
• More than 50 dwelling/houses (max charge £124,850)	£20,050 to £124,850	£20,050 to £124,850	£20,050 to £124,850	£20,050 to £124,850	Per application	Non-discretionary
2. The erection of buildings (other than categories 1,3,4,6)						
a) Planning permission in principle						
• site does not exceed 2.5 hectares	£401.00	£401.00	£401.00	£401.00	Per 0.1 hectare of site area	Non-discretionary
• site exceeds 2.5 hectares	£10,028 to £62,500	£10,028 to £62,500	£10,028 to £62,500	£10,028 to £62,500	Per application	Non-discretionary
b) Other than planning permission in principle						Non-discretionary
• Area of gross floor space less than 40 square metres	£202.00	£202.00	£202.00	£202.00	Per application	Non-discretionary
• Area of gross floor space greater than 40 square metres but less than 75 square metres	£401.00	£401.00	£401.00	£401.00	Per application	Non-discretionary
• Area of gross floor space greater than 75 square metres but less than 3750 square metres	£401.00	£401.00	£401.00	£401.00	Per every 75 m2	Non-discretionary
• Area of gross floor space greater than 3750 square metres but less than 3750 square metres	£20,050 to £125,000	£20,050 to £125,000	£20,050 to £125,000	£20,050 to £125,000	Per application	Non-discretionary
3. Erection on land used for the purposes of agriculture (other than category 4)						
a) Planning permission in principle	£401.00	£401.00	£401.00	£401.00	Per 0.1 hectare of site area	Non-discretionary
b) Ground area to be covered exceeds 465 m2 but does not exceed 540m2	£401.00	£401.00	£401.00	£401.00	Per application	Non-discretionary
c) Ground area to be covered exceeds (max Charge £20,055)	£401.00	£401.00	£401.00	£401.00	Per every 75 m2	Non-discretionary
4. Erection of glasshouses on land used for agriculture - where ground exceeds 465 m2	£2,321.00	£2,321.00	£2,321.00	£2,321.00	Per application	Non-discretionary

Planning Services - Planning Application Fees	2017/18 Charge	2018/19 Proposed	2019/20 Proposed	2020/21 Proposed	Basis of charge	Discretionary/ Non-discretionary
5. Erection, alteration or replacement of plant & machinery						
a) site does not exceed 5 hectares	£401.00	£401.00	£401.00	£401.00	Per 0.1 hectare of site area	Non-discretionary
b) site exceeds 5 hectares	£20,050 to £125,000	£20,050 to £125,000	£20,050 to £125,000	£20,050 to £125,000	Per application	Non-discretionary
6. Enlargement, Improvement or other alteration of existing dwelling/houses						
a) one dwelling/house	£202.00	£202.00	£202.00	£202.00	Per application	Non-discretionary
b) two or more dwelling/houses	£401.00	£401.00	£401.00	£401.00	Per application	Non-discretionary
7a) Operations including erection of a building within curtilage of an existing dwelling/house	£202.00	£202.00	£202.00	£202.00	Per application	Non-discretionary
7b) Erection or construction of gates, fences, walls or other means of enclosure along a boundary of the curtilage of an existing dwelling house	£202.00	£202.00	£202.00	£202.00	Per application	Non-discretionary
7c) Construction of car parks, service roads and other means of access on land used for the purposes of a single undertaking, where the development is required for a purpose incidental to the existing use of the land	£202.00	£202.00	£202.00	£202.00	Per application	Non-discretionary
8. Operations connected with the exploratory drilling for oil or natural gas						
a) site area does not exceed 7.6 hectares	£401.00	£401.00	£401.00	£401.00	Per 0.1 hectare of site area	Non-discretionary
b) site exceeds 7.6 hectares	£30,240 to £125,000	£30,240 to £125,000	£30,240 to £125,000	£30,240 to £125,000	Per application	Non-discretionary
9. Placing or assembly of equipment in any part of marine waters for purposes of fish farming						
a) surface area of marine waters to be used	£183.00	£183.00	£183.00	£183.00	Per 0.1 hectare of site area	Non-discretionary
b) area of sea bed to be used	£63.00	£63.00	£63.00	£63.00	Per 0.1 hectare of site area	Non-discretionary
10. Any operations not within the above categories						
a) Winning and working of minerals where the site does not exceed 15 hectares	£202.00	£202.00	£202.00	£202.00	Per 0.1 hectare of site area	Non-discretionary
b) Winning and working of minerals where the site exceeds 15 hectares	£30,240 to £125,000	£30,240 to £125,000	£30,240 to £125,000	£30,240 to £125,000	Per application	Non-discretionary
c) Winning and working of peat (max charge £3,024)	£202.00	£202.00	£202.00	£202.00	Per hectare	Non-discretionary
d) Any other purpose (max charge £2,016)	£202.00	£202.00	£202.00	£202.00	Per hectare	Non-discretionary

Planning Services - Planning Application Fees	2017/18 Charge	2018/19 Proposed	2019/20 Proposed	2020/21 Proposed	Basis of charge	Discretionary/ Non-discretionary
11. Change of use of a building to use as one or more dwelling/houses						
a) development exceeds 50 dwelling/houses	£20,050 to £124,850	£20,050 to £124,850	£20,050 to £124,850	£20,050 to £124,850	Per application	Non-discretionary
12a) Use of land for the disposal of refuse or waste materials or deposit of material remaining after minerals extracted						
• does not exceed 15 hectares	£202.00	£202.00	£202.00	£202.00	Per 0.1 hectare of site area	Non-discretionary
• exceeds 15 hectares	£30,240 to £125,000	£30,240 to £125,000	£30,240 to £125,000	£30,240 to £125,000	Per application	Non-discretionary
12b) Use of land for the storage of minerals in the open						
• does not exceed 15 hectares	£202.00	£202.00	£202.00	£202.00	Per 0.1 hectare of site area	Non-discretionary
• exceeds 15 hectares	£30,240 to £125,000	£30,240 to £125,000	£30,240 to £125,000	£30,240 to £125,000	Per application	Non-discretionary
13. Making of a material change in the use of a building or land, other than a material change of use within category 11 or 12 or in the use of equipment placed or assembled in marine waters for fish farming	£401.00	£401.00	£401.00	£401.00	Per application	Non-discretionary

Environmental Health & Trading Standards - Licensing Charges	2017/18 Charge	2018/19 Proposed	2019/20 Proposed	2020/21 Proposed	Basis of charge	Discretionary/ Non-discretionary
Food Export Health Certificates	£80.76	£83.59	£86.51	£89.54	Per application	Discretionary
Duplicate Food Export Certificates - requested with original	£7.13	£7.38	£7.63	£7.90	Per certificate	Discretionary
Duplicate Food Export Certificates - requested after original issued	£14.25	£14.75	£15.27	£15.80	Per certificate	Discretionary
Section 50 certificates licence fees - new premises - planning permission	£72.50	£75.04	£77.66	£80.38	Per premises	Discretionary
Section 50 certificates licence fees - new premises - building warrant	£197.50	£204.41	£211.57	£218.97	Per premises	Discretionary
Section 50 certificates licence fees - new premises - hygiene certificate	£0.00	£0.00	£0.00	£0.00	Per premises	Discretionary
Weights & measures certificates	£104.00	£108.00	£111.00	£115.00	Per hour	Discretionary
Petroleum Licences (less than 2,500 litres)	£42.00	£44.00	£44.00	£44.00	Per licence	Non-discretionary
Petroleum Licences (2,500 to 50,000 litres)	£58.00	£60.00	£60.00	£60.00	Per licence	Non-discretionary
Petroleum Licences (more than 50,000 litres)	£120.00	£125.00	£125.00	£125.00	Per licence	Non-discretionary

Environmental Health & Trading Standards - Licensing Charges	2017/18 Charge	2018/19 Proposed	2019/20 Proposed	2020/21 Proposed	Basis of charge	Discretionary/ Non-discretionary
Stray dog charges	£25.00	£25.00	£25.00	£25.00	Per animal	Non-discretionary
Immigration letter (housing inspections)	£86.70	£89.73	£92.88	£96.13	Per application	Discretionary
New licence to store explosives - minimum separation distance of greater than 0 metres is required	£185.00	£185.00	£185.00	£185.00	Per new licence	Non-discretionary
New licence to store explosives - no minimum separation distance required	£109.00	£109.00	£109.00	£109.00	Per new licence	Non-discretionary
Renewal of licence to store explosives - minimum separation distance of greater than 0 metres is required	£86.00	£86.00	£86.00	£86.00	Per year - renewal	Non-discretionary
Renewal of licence to store explosives - no minimum separation distance required	£54.00	£54.00	£54.00	£54.00	Per year - renewal	Non-discretionary
Variation of name or address/transfer/replacement of explosives licence	£36.00	£36.00	£36.00	£36.00	Per application	Non-discretionary
Firework extended sale period licence	£500.00	£500.00	£500.00	£500.00	Per year	Non-discretionary
Trusted Trader Membership fee (VAT registered businesses)	£200.00	£207.00	£214.00	£221.00	Per year	Discretionary
Trusted Trader Membership fee (non VAT registered businesses)	£100.00	£103.50	£107.00	£110.50	Per year	Discretionary

Environmental Health & Trading Standards - Private Water Sampling	2017/18 Charge	2018/19 Proposed	2019/20 Proposed	2020/21 Proposed	Basis of charge	Discretionary/ Non-discretionary
Type A or B analysis of samples (recharge of analyst fees)	per analysts fee	per analysts fee	per analysts fee	per analysts fee	Per visit	Statutory Maximum
Risk assessment preparation and site visit if required	£120.00	£124.00	under review	under review	Per visit	Statutory Maximum
Sampling visit	£70.00	£72.45	under review	under review	Per visit	Statutory Maximum
Review of risk assessment	£50.00	£51.75	under review	under review	Per review	Statutory Maximum

Animal Premises / Business Licence Fees	2017/18 Charge	2018/19 Proposed	2019/20 Proposed	2020/21 Proposed	Basis of charge	Discretionary/ Non-discretionary
Animal Boarding Establishment Licence - new licence application	£248.23	£256.91	£265.91	£275.21	Per year - new licence	Discretionary
Animal Boarding Establishment Licence - renewal	£111.64	£115.55	£119.59	£123.78	Per year - renewal	Discretionary
Homeboarding Licence - new licence	£178.15	£184.39	£190.84	£197.52	Per year - new licence	Discretionary
Homeboarding Licence - renewal	£111.64	£115.55	£119.59	£123.78	Per year - renewal	Discretionary
Dog Day Care Licence - new licence application	£248.23	£256.91	£265.91	£275.21	Per year - new licence	Discretionary
Dog Day Care Licence - renewal	£111.64	£115.55	£119.59	£123.78	Per year - renewal	Discretionary
Dog Breeding Establishment Licence - new licence application	£248.23	£256.91	£265.91	£275.21	Per year - new licence	Discretionary
Dog Breeding Establishment Licence - renewal	£111.64	£115.55	£119.59	£123.78	Per year - renewal	Discretionary
Dangerous Wild Animals Licence - new licence application	£248.23	£256.91	£265.91	£275.21	Per year - new licence	Discretionary
Dangerous Wild Animals Licence - renewal	£111.64	£115.55	£119.59	£123.78	Per year - renewal	Discretionary
Pet Shop Licence - new licence application	£248.23	£256.91	£265.91	£275.21	Per year - new licence	Discretionary
Pet Shop Licence - renewal	£111.64	£115.55	£119.59	£123.78	Per year - renewal	Discretionary
Riding School Licence - new licence application	£248.23	£256.91	£265.91	£275.21	Per year - new licence	Discretionary
Riding School Licence - renewal	£178.15	£184.39	£190.84	£197.52	Per year - renewal	Discretionary
Performing Animals Registration - new licence application	£84.33	£87.28	£90.33	£93.49	Per registration	Discretionary
Zoo Licence - new licence application	£789.81	£817.45	£846.07	£875.68	Per year - new licence	Discretionary
Zoo Licence - renewal (6 years)	£469.00	£485.41	£502.40	£519.99	Per 6 years - renewal	Discretionary
Vet cancellation fee - if less than 48 hours notice (exc VAT)	£112.96	£116.91	£121.00	£125.24	Per cancellation	Discretionary

Pest Control	2017/18 Charge	2018/19 Proposed	2019/20 Proposed	2020/21 Proposed	Basis of charge	Discretionary/ Non-discretionary
Rats and mice treatment - domestic (non council tenant)	£66.50	£69.00	£71.50	£74.00	Per treatment	Discretionary
Rats and mice treatment - domestic (non council tenant concession)	£33.25	£34.50	£35.75	£37.00	Per treatment	Discretionary
Rats and mice treatment - domestic (council tenant - charged to Housing Revenue Account)	£0.00	£0.00	£0.00	£0.00	Per treatment	Discretionary
Rats and mice treatment - non domestic premises (initial visit)	£66.50	£69.00	£71.50	£74.00	Per treatment	Discretionary
Rats and mice treatment - non domestic premises (each subsequent visit)	£55.50	£57.50	£59.50	£61.50	Per hour	Discretionary
Fleas - domestic (non council tenant)	£66.50	£69.00	£71.50	£74.00	Per treatment	Discretionary
Fleas - domestic (non council tenant concession)	£33.25	£34.50	£35.75	£37.00	Per treatment	Discretionary
Fleas - domestic (council tenant - charged to Housing Revenue Account)	£0.00	£0.00	£0.00	£0.00	Per treatment	Discretionary
Fleas - non domestic premises (initial visit)	£66.50	£69.00	£71.50	£74.00	Per treatment	Discretionary
Fleas - non domestic premises (each subsequent visit)	£55.00	£57.00	£59.00	£61.00	Per hour	Discretionary
Bedbugs - domestic (non council tenant)	£53.00	£54.50	£56.50	£58.50	Per survey	Discretionary
Bedbugs - domestic (non council tenant concession)	£26.50	£27.25	£28.25	£29.25	Per survey	Discretionary
Bedbugs - domestic (council tenant - charged to Housing Revenue Account)	£0.00	£0.00	£0.00	£0.00	Per survey	Discretionary
Bedbugs - non domestic premises (initial visit)	£53.00	£54.50	£56.50	£58.50	Per survey	Discretionary
Bedbugs - non domestic premises (each subsequent visit) - initial survey fee deductible	£26.50	by quote	by quote	by quote	Per survey	Discretionary
Wasps - domestic (non council tenant)	£46.50	£48.00	£49.50	£51.00	Per treatment	Discretionary
Wasps - domestic (non council tenant concession)	£23.25	£24.00	£24.75	£25.50	Per treatment	Discretionary
Wasps - domestic (council tenant - charged to Housing Revenue Account)	£0.00	£0.00	£0.00	£0.00	Per treatment	Discretionary
Wasps - non domestic premises (initial visit)	£46.50	£48.00	£49.50	£51.00	Per treatment	Discretionary
Wasps - non domestic premises (each subsequent visit)	£55.50	£57.50	£59.50	£61.50	Per hour	Discretionary
Other insects - domestic (non council tenant)	£53.00	£54.50	£56.50	£58.50	Per treatment	Discretionary
Other insects - domestic (non council tenant concession)	£26.50	£27.25	£28.25	£29.25	Per treatment	Discretionary
Other insects - domestic (council tenant - charged to Housing Revenue Account)	£0.00	£0.00	£0.00	£0.00	Per treatment	Discretionary
Other insects - non domestic premises (initial visit)	£53.00	£54.50	£56.50	£58.50	Per treatment	Discretionary
Other insects - non domestic premises (each subsequent visit)	£26.50	£27.25	£28.25	£29.25	Per hour	Discretionary
Squirrels - One Week's Trapping	£138.00	£143.00	£148.00	£153.00	Per Week	Discretionary
Moles - One Week's Trapping or Three Gassing Visits	£138.00	£143.00	£148.00	£153.00	Per Week or 3 Gassing Visits	Discretionary

Property Management Fees	2017/18 Charge	2018/19 Proposed	2019/20 Proposed	2020/21 Proposed	Basis of charge	Discretionary/Non-discretionary
Wayleaves for utilities	£220.00	£228.00	£236.00	£244.00	Per transaction	Discretionary
Servitudes	£360.00	£373.00	£386.00	£400.00	Per transaction	Discretionary
Minutes of waiver	£360.00	£373.00	£386.00	£400.00	Per transaction	Discretionary
Land sales (transactions up to £10,000)	£360.00	£373.00	£386.00	£400.00	Per transaction	Discretionary
Land sales (transactions over £10,000)	£720.00	£745.00	£771.00	£798.00	Per transaction	Discretionary
Garden ground administration fee	£200.00	£207.00	£214.00	£221.00	Per transaction	Discretionary
Preparation of deed plans (guide)	£220.00	£228.00	£236.00	£244.00	Per transaction	Discretionary
Planning permission (guide)	£440.00	£455.00	£471.00	£487.00	Per transaction	Discretionary
Commercial property advertising boards - administration fee	£220.00	£228.00	£236.00	£244.00	Per transaction	Discretionary
Landlord reference (within West Lothian Council area)	£150.00	£155.00	£160.00	£166.00	Per transaction	Discretionary
Landlord reference (out with West Lothian Council area)	£290.00	£300.00	£311.00	£322.00	Per transaction	Discretionary
New leases, lease renewals (transactions up to £10,000)	£360.00	£373.00	£386.00	£400.00	Per transaction	Discretionary
New leases, lease renewals (transactions over £10,000)	£720.00	£745.00	£771.00	£798.00	Per transaction	Discretionary
Landlords consent (transactions up to £10,000)	£360.00	£373.00	£386.00	£400.00	Per transaction	Discretionary
Landlords consent (transactions over £10,000)	£720.00	£745.00	£771.00	£798.00	Per transaction	Discretionary
Roundabout sponsorship	£130.00	£135.00	£140.00	£145.00	Per sign, per month	Discretionary
All fees inclusive of VAT						

Library Charges	2017/18 Charge	2018/19 Proposed	2019/20 Proposed	2020/21 Proposed	Basis of charge	Discretionary/Non-discretionary
Replacement membership card	£1.10	£1.10	£1.10	£1.10	Per card	Discretionary
Photocopying/Printing A4 Black and White	£0.10	£0.10	£0.10	£0.10	Per copy	Discretionary
Photocopying/Printing A4 Colour	£0.20	£0.20	£0.20	£0.20	Per copy	Discretionary
Photocopying/Printing A3 Black and White	£0.20	£0.20	£0.20	£0.20	Per copy	Discretionary
Photocopying/Printing A3 Colour	£0.40	£0.40	£0.40	£0.40	Per copy	Discretionary
Unreturned Items	replacement cost	replacement cost	replacement cost	replacement cost	Per item	Discretionary

Registration Services - Births and Deaths	2017/18 Charge	2018/19 Proposed	2019/20 Proposed	2020/21 Proposed	Basis of charge	Discretionary/ Non-discretionary
Full birth certificate - at the time of registration or within one month of registration	£10.00	£10.00	£10.00	£10.00	Per certificate	Non-discretionary
Full birth certificate - purchased out with one month of registration	£15.00	£15.00	£15.00	£15.00	Per certificate	Non-discretionary
Death certificate	Free of Charge	Free of Charge	Free of Charge	Free of Charge	Per certificate	Non-discretionary
Abbreviated extract of the death entry	Free of Charge	Free of Charge	Free of Charge	Free of Charge	Per extract	Non-discretionary
Full death extract - at the time of registration or within one month of registration	£10.00	£10.00	£10.00	£10.00	Per extract	Non-discretionary
Full death extract - purchased out with one month of registration	£15.00	£15.00	£15.00	£15.00	Per extract	Non-discretionary

Registration Services - Marriages and Civil Ceremonies	2017/18 Charge	2018/19 Proposed	2019/20 Proposed	2020/21 Proposed	Basis of charge	Discretionary/ Non-discretionary
Registry Office weddings - Monday to Friday - private ceremony	£125.00	£125.00	£125.00	£125.00	Per ceremony	Non Discretionary
Registry Office weddings - Monday to Fri - with guest supplement (over and above 2 witnesses)	£175.00	£177.00	£179.00	£181.00	Per ceremony	Discretionary supplement
Registry Office weddings - Saturday - private ceremony	£200.00	£200.00	£200.00	£200.00	Per ceremony	Non Discretionary
Registry Office weddings - Saturday - guest supplement (over and above 2 witnesses)	£250.00	£252.00	£254.00	£256.00	Per ceremony	Discretionary supplement
External venue agreed with the Registrar - Monday to Friday	£305.00	£310.00	£315.00	£320.00	Per ceremony	Discretionary supplement
External venue agreed with the Registrar - Saturday 12-4 and Mon-Fri 4-5	£350.00	£355.00	£360.00	£365.00	Per ceremony	Discretionary supplement
Out with Registry Office weddings - Sunday and Public Holidays	£430.00	£435.00	£440.00	£445.00	Per ceremony	Discretionary supplement
Marriage Ceremony - conducted by person other than a registrar - marriage notice (2)	£60.00	£60.00	£60.00	£60.00	Per ceremony	Non Discretionary
Marriage Ceremony - conducted by person other than a registrar - marriage certificate	£10.00	£10.00	£10.00	£10.00	Per ceremony	Non Discretionary

Registration Services - Naming Ceremonies and Renewal of Vows	2017/18 Charge	2018/19 Proposed	2019/20 Proposed	2020/21 Proposed	Basis of charge	Discretionary/Non-discretionary
Office ceremony - Monday to Thursday	£65.00	£67.00	£69.00	£71.00	Per event	Discretionary
Office ceremony - Friday	£213.00	£220.00	£228.00	£236.00	Per event	Discretionary
Approved venues - Monday to Thursday & Friday before 4pm	£178.00	£184.00	£190.00	£197.00	Per event	Discretionary
Approved venues - Friday after 4pm & Saturday	£237.00	£245.00	£254.00	£263.00	Per event	Discretionary
Approved venues - Sunday and Public Holidays	£326.00	£337.00	£349.00	£361.00	Per event	Discretionary

Landlord Registrations	2017/18 Charge	2018/19 Proposed	2019/20 Proposed	2020/21 Proposed	Basis of charge	Discretionary/Non-discretionary
Landlord/agent initial fee	£55.00	£55.00	£55.00	£55.00	Per year	Non-discretionary
Additional fee per property	£11.00	£11.00	£11.00	£11.00	Per year	Non-discretionary

Neighbourhood Response Teams	2017/18 Charge	2018/19 Proposed	2019/20 Proposed	2020/21 Proposed	Basis of charge	Discretionary/Non-discretionary
Fixed penalty notices	£100.00	£100.00	£100.00	£100.00	Per penalty	Non-discretionary

Pre School Education - Wraparound Care Charges	2017/18 Charge	2018/19 Proposed	2019/20 Proposed	2020/21 Proposed	Basis of charge	Discretionary/Non-discretionary
Annual administration fee - per child, non-refundable	£20.00	£20.00	£20.00	£20.00	Per Year	Discretionary
Minimum Charge Per Month	£20.00	£20.00	£20.00	£20.00	Per Month	Discretionary
Late Fee	£4.27	£4.42	£4.57	£4.73	Per Fee	Discretionary
Session 1 - AM EL&C finish time to centre closing time	£26.42	£27.34	£28.30	£29.29	Per Session	Discretionary
Session 2 - AM EL&C finish time to centre closing time - Mon to Thur	£17.08	£17.68	£18.30	£18.94	Per Session	Discretionary
Session 2 - AM EL&C finish time to centre closing time - Friday	£4.27	£4.42	£4.57	£4.73	Per Session	Discretionary
Session 3 - Primary School finish time to centre closing time	£9.61	£9.95	£10.29	£10.65	Per Session	Discretionary
Session 3 - Primary School finish time to Linlithgow Centre closing time	£11.74	£12.15	£12.58	£13.02	Per Session	Discretionary
Session 4 - PM EL&C finish time to centre closing time	£6.41	£6.63	£6.87	£7.11	Per Session	Discretionary
Session 4 - PM EL&C finish time to centre closing time	£8.54	£8.84	£9.15	£9.47	Per Session	Discretionary
Session 5 - Primary School finish time to centre closing time – Friday only	£21.35	£22.10	£22.87	£23.67	Per Session	Discretionary
Session 6 - full day provision finish time to centre closing time	£8.54	£8.84	£9.15	£9.47	Per Session	Discretionary

Community Alarms and Telecare	2017/18 Charge	2018/19 Proposed	2019/20 Proposed	2020/21 Proposed	Basis of charge	Discretionary/Non-discretionary
Community alarms & Telecare per week for new clients	£1.00	£3.02	£3.02	£3.02	Per week	Discretionary

REVENUE BUDGET 2018/19
DETAILED ANALYSIS OF BUDGET CHANGE - CORPORATE SERVICES

	£	£
BASE BUDGET 2017/18		11,423,298
BASE BUDGET MOVEMENTS 2018/19		
STAFFING		
Pay	239,483	239,483
INFLATION AND INDEXATION		
Grant payments to sports, arts, community groups and gala days	1,824	1,824
SERVICE REDESIGN, INTEGRATION AND MODERNISATION		
IT Services staffing efficiencies, revised approach to information security and records management and use of council staff for capital projects	(358,000)	
Legal Services staffing efficiencies and full cost recovery for capital related work	(135,000)	
Corporate Communications restructure	(67,000)	
Miscellaneous supplies and services budget reductions	(45,000)	
Charge licensing staff to lifetime income and removal of vacant officer post	(42,000)	
Reduction in postage budget	(98,000)	
New electronic document records management system savings	(87,000)	
Saving from Scottish wide area network contract	(61,000)	
Cashable sickness absence saving	(100,000)	
Reduce Safeguarders budget	(2,000)	
		(995,000)
INCOME AND CONTRIBUTIONS		
Increased income from employee benefits	(12,000)	
Introduce a £20 charge for blue badges	(60,000)	
Inflationary increase in discretionary licensing charges	(8,000)	
		(80,000)
ADMINISTRATION SUPPORT		
Expansion of administration hubs	(10,000)	
		(10,000)
TOTAL BASE BUDGET DECREASE 2018/19		(843,693)
TOTAL BUDGET 2018/19 - BASE BUDGET		10,579,605

REVENUE BUDGET 2018/19**DETAILED ANALYSIS OF BUDGET CHANGE - HOUSING, CUSTOMER AND BUILDING SERVICES**

	£	£
BASE BUDGET 2017/18		7,357,096
BASE BUDGET MOVEMENTS 2018/19		
STAFFING		
Pay	<u>239,644</u>	239,644
SERVICE PRESSURES AND DEVELOPMENTS		
Homelessness Funding	<u>78,000</u>	78,000
REVIEW OF EXTERNAL FUNDING FOR POLICE AND COMMUNITY SAFETY		
Reduce funding to Police Scotland, remove contribution for vehicle costs and removal of funding for analyst post, leaving funding for one analyst post	(548,000)	
Review of Community Safety Service	<u>(138,000)</u>	(686,000)
INCOME AND CONTRIBUTIONS		
Inflationary increase in rent and service charges	(66,000)	
Inflationary increase in Registration charges	<u>(8,000)</u>	(74,000)
TOTAL BASE BUDGET DECREASE 2018/19		(442,356)
TOTAL BUDGET 2018/19 - BASE BUDGET		<u><u>6,914,740</u></u>

REVENUE BUDGET 2018/19
DETAILED ANALYSIS OF BUDGET CHANGE - OPERATIONAL SERVICES

	£	£
BASE BUDGET 2017/18		56,511,855
BASE BUDGET MOVEMENTS 2018/19		
STAFFING		
Pay	972,416	972,416
DEMOGRAPHICS AND DEMAND-LED PRESSURES		
Demographics - Roads and Footpaths	39,000	
Demographics - Waste	104,000	
Demographics - NETS, Land and Countryside	1,000	
Demographics - Additional Support Needs transport	27,000	171,000
REVENUE CONSEQUENCES OF CAPITAL PROGRAMME		
School estate expansion - facilities management	13,000	13,000
INFLATION AND INDEXATION		
Electricity - street lighting	86,000	
Vehicle fuel	123,000	
Waste disposal gate fees and landfill tax	178,000	
Passenger transport contracts	191,000	
Operational materials	53,000	
Food	27,761	658,761
REPRIORITISED PASSENGER TRANSPORT STRATEGY		
Cease the taxicard scheme	(145,000)	(145,000)
GREEN FLEET AND TRAVEL		
Fleet Services saving arising from reduced number of council vehicles and service restructure	(122,000)	
Green travel further reduction in mileage	(100,000)	(222,000)
SERVICE REDESIGN, INTEGRATION AND MODERNISATION		
Review of support services	(210,000)	
Additional staffing efficiencies	(16,000)	(226,000)
REVISED CATERING, CLEANING AND FACILITIES MANAGEMENT MODELS AND STANDARDS		
Review of catering and kitchen service for school meals including transportation, menu options and other efficiencies	(28,000)	
Reducing building cleaning levels through reduced cleaning hours for school summer holidays and Friday afternoons	(178,000)	
Review Facilities Management service delivery model in schools	(97,000)	(303,000)
REVISED SERVICE STANDARDS AND DELIVERY MODELS - NET'S LAND AND COUNTRYSIDE		
Remove garden maintenance service provision	(176,000)	
Reduce seasonal ranger service provision	(68,000)	
NETs, Land and Countryside review	(564,000)	(808,000)
REVISED SERVICE STANDARDS AND DELIVERY MODELS - ROADS AND TRANSPORTATION		
Roads and Transportation review	(452,000)	
Continue current programme to convert street lighting to LED	(67,000)	(519,000)
REVISED SERVICE STANDARDS AND DELIVERY MODELS - WASTE SERVICES		
Cease the commercial waste collection service and close the commercial recycling centre	(51,000)	
Introduction of a £25 charge for bulky uplifts	(256,000)	(307,000)
INCOME AND CONTRIBUTIONS		
Inflationary increase in school meals prices	(70,000)	
Inflationary increase in cemeteries sale of lairs and interments	(17,000)	
Inflationary increase in roads inspections and consents	(12,000)	
Inflationary increase in external cleaning and catering	(11,000)	
Inflationary increase in countryside charges	(8,000)	
Introduction of charges for new and replacement bins	(30,000)	(148,000)
TOTAL BASE BUDGET DECREASE 2018/19		(862,823)
TOTAL BUDGET 2018/19 - BASE BUDGET		55,649,032

REVENUE BUDGET 2018/19
DETAILED ANALYSIS OF BUDGET CHANGE - SOCIAL POLICY INTEGRATION JOINT BOARD

	£	£
BASE BUDGET 2017/18		69,098,390
BASE BUDGET MOVEMENTS 2018/19		
STAFFING		
Pay	646,957	646,957
DEMOGRAPHICS AND DEMAND LED PRESSURES		
Social care demographics and cost of care demands	2,938,000	
Carers' Act and Health and Social Care Funding	1,855,000	4,793,000
INFLATION AND INDEXATION		
Increased external provision, including allowance for Living Wage	896,000	
Grant payments to sports, arts, community groups and gala days	814	
Food	6,310	903,124
CARE FOR ADULTS		
Reduction in in house housing support service	(219,000)	(219,000)
ADULT AND OLDER PEOPLE ASSESSMENT		
Assessment and eligibility for service - review of eligibility criteria to increase need supported to substantial/high from moderate	(655,000)	
Assessment and eligibility for service - review of respite for learning disabilities and older people	(94,000)	
Assessment and eligibility for service - reduction in adaptation expenditure for PSHG	(268,000)	
Assessment and eligibility for service - review short visits to clients	(75,000)	
Increase use of technology to support care at home provision	(200,000)	(1,292,000)
INCOME AND CONTRIBUTIONS		
Housing with Care 3% rent increase	(30,000)	
Contributions policy	(219,000)	
Increase charge for community alarms and Telecare to match Scottish average	(420,000)	
2% increase in care home accommodation recoveries	(40,000)	(709,000)
COMMISSIONED SERVICES		
Assessment and eligibility for service - reducing third party payments by 25%	(26,000)	
Review and prioritisation of Alcohol and Drug Partnership service	(268,000)	
Assessment and eligibility for service - remaining former supporting people arrangements amalgamated with care at home framework	(40,000)	(334,000)
MANAGEMENT AND SUPPORT		
Responsibility for payment of PVG checks passed to employees from grade WLI and above	(8,000)	(8,000)
TOTAL BASE BUDGET INCREASE 2018/19		3,781,081
TOTAL BUDGET 2018/19 - BASE BUDGET		72,879,471

REVENUE BUDGET 2018/19**DETAILED ANALYSIS OF BUDGET CHANGE - SOCIAL POLICY NON INTEGRATION JOINT BOARD**

	£	£
BASE BUDGET 2017/18		31,704,898
BASE BUDGET MOVEMENTS 2018/19		
STAFFING		
Pay	449,866	449,866
DEMOGRAPHICS AND DEMAND LED PRESSURES		
Social care demographics and cost of care demands	442,000	442,000
INFLATION AND INDEXATION		
Fostering and kinship care, residential schools, secure units, day placements	297,000	
Grant payments to sports, arts, community groups and gala days	1,358	
Food	429	
		298,787
CARE FOR CHILDREN		
External placements replaced with internal provision within West Lothian	(50,000)	
Reduce average cost of residential placements through increasing internal capacity	(253,000)	
Support payments to former looked after children	(118,000)	
Review family support provision – closure of centre based facilities moving to supporting children in communities	(50,000)	
		(471,000)
COMMISSIONED SERVICES		
Reducing third party payments by 25%	(24,000)	
Reduction in financial support to voluntary sector	(20,000)	
		(44,000)
MANAGEMENT AND SUPPORT		
Responsibility for payment of PVG checks passed to employees from grade WLI and above	(4,000)	
		(4,000)
TOTAL BASE BUDGET INCREASE 2018/19		671,653
TOTAL BUDGET 2018/19 - BASE BUDGET		32,376,551

REVENUE BUDGET 2018/19**DETAILED ANALYSIS OF BUDGET CHANGE - PLANNING, REGENERATION AND ECONOMIC DEVELOPMENT**

	£	£
BASE BUDGET 2017/18		4,447,832
BASE BUDGET MOVEMENTS 2018/19		
STAFFING		
Pay	121,234	121,234
INFLATION AND INDEXATION		
Grant payments to sports, arts, community groups and gala days	5,004	5,004
SERVICE REDESIGN, INTEGRATION AND MODERNISATION		
Environmental Health and Trading Standards efficiencies including increasing pest control income to full cost recovery	(41,000)	
Restructure of Planning Services	(50,000)	
Restructure of Community Regeneration – employability and community planning	(99,000)	(190,000)
TOTAL BASE BUDGET DECREASE 2018/19		(63,762)
TOTAL BUDGET 2018/19 - BASE BUDGET		<u>4,384,070</u>
TIME LIMITED MEASURES		
Additional training and employment / Skills Training Programme	1,428,000	1,428,000
TOTAL BUDGET 2018/19 - BASE BUDGET AND TIME LIMITED		<u>5,812,070</u>

REVENUE BUDGET 2018/19
DETAILED ANALYSIS OF BUDGET CHANGE - EDUCATION

	£	£
BASE BUDGET 2017/18		149,332,427
BASE BUDGET MOVEMENTS 2018/19		
STAFFING		
Pay - teachers	3,334,000	
Pay - non teachers	<u>788,413</u>	4,122,413
DEMOGRAPHICS AND DEMAND LED PRESSURES		
Pupil Equity Expenditure	109,000	
Demographics - all sectors	<u>1,699,000</u>	1,808,000
SERVICE PRESSURES AND DEVELOPMENTS		
Early Learning and Childcare - increase to 1,140 hours	<u>1,820,000</u>	1,820,000
INFLATION AND INDEXATION		
Public Private Partnership (PPP) unitary charge	396,000	
Nurseries partner provider places	8,000	
Scottish Qualifications Authority fees	19,000	
Food	<u>1,500</u>	424,500
REVIEW OF ADULT LEARNING AND INSTRUMENTAL MUSIC SERVICES		
Revised model of instrumental music provision maintaining a substantial level of tuition	<u>(288,000)</u>	(288,000)
REDESIGN OF EARLY LEARNING AND CHILDCARE		
Redesign of teaching support in council nurseries replacing remaining 0.5FTE with graduate childcare professional	(331,000)	
Efficient use of two year old nursery capacity	(300,000)	
Efficient early learning and childcare placement as a result of greater flexibility in council nurseries	(145,000)	
Primary head teachers to be responsible for stand alone nurseries	(82,000)	
Review of business support provision for schools	(187,000)	
Rationalisation of Digital Learning Team	(47,000)	
Merge and rationalise Pupil Placement Team and Customer Care Team	<u>(125,000)</u>	(1,217,000)
REDESIGN SCHEME OF DEVOLVED SCHOOL MANAGEMENT (DSM)		
Review of Scheme of Devolved School Management (DSM)	(2,099,000)	
Protecting Vulnerable Groups (PVG) checks for teachers and professional staff to be self funded	<u>(40,000)</u>	(2,139,000)
ADDITIONAL SUPPORT NEEDS/SOCIAL, EMOTIONAL AND BEHAVIOURAL NEEDS (SEBN)		
Redesign of psychological service provision	<u>(66,000)</u>	(66,000)
REVIEW OF EXTERNAL FUNDING TO POLICE		
Removal of funding for Police Scotland	<u>(22,000)</u>	(22,000)
INCOME AND CONTRIBUTIONS		
Inflationary increase in primary school lets	(2,000)	
Inflationary increase in charges at Burgh Halls	(2,000)	
One pence increase in school milk cartons	(12,000)	
Inflationary increase in wraparound charges	<u>(9,000)</u>	(25,000)
TOTAL BASE BUDGET INCREASE 2018/19		4,417,913
TOTAL BUDGET 2018/19 - BASE BUDGET		<u>153,750,340</u>
TIME LIMITED PREVENTATIVE INVESTMENT		
Expansion of school holiday club scheme	<u>300,000</u>	300,000
TOTAL BUDGET 2018/19 - BASE BUDGET AND TIME LIMITED		<u>154,050,340</u>

REVENUE BUDGET 2018/19**DETAILED ANALYSIS OF BUDGET CHANGE - CHIEF EXECUTIVE / FINANCE AND PROPERTY SERVICES**

	£	£
BASE BUDGET 2017/18		25,344,520
BASE BUDGET MOVEMENTS 2018/19		
STAFFING		
Pay	291,987	291,987
REVENUE CONSEQUENCES OF CAPITAL PROGRAMME		
School estate expansion - energy, water & sewerage, Non Domestic Rates & maintenance	392,000	392,000
SERVICE PRESSURES AND DEVELOPMENTS		
Discretionary Housing Payments - Administration Grant	72,000	72,000
INFLATION AND INDEXATION		
Electricity	164,000	
Gas	48,000	
Carbon commitment	28,000	
Water and sewerage	24,000	
Non domestic rates poundage	256,000	
Public conveniences contract	9,000	
Insurance premium tax	53,000	582,000
TECHNICAL FINANCIAL SAVINGS		
Effective management of the council's annual insurance budgets	(250,000)	(250,000)
SERVICE REDESIGN, INTEGRATION AND MODERNISATION		
Financial Management Unit – staffing restructure and reduction in supplies	(97,000)	
Chief Executive Office – reduction in supplies and election budget	(88,000)	
Audit, Risk and Counter Fraud – staffing restructure and reduction in supplies	(9,000)	
Revenues Unit – staffing restructure and reduction in supplies	(30,000)	
Property Management – staffing restructure	(109,000)	(333,000)
EFFICIENCIES FROM IMPROVED USE AND MANAGEMENT OF COUNCIL PROPERTIES		
Cyclical maintenance savings - emergency lighting testing	(260,000)	
Energy efficiency and renewable energy projects	(48,000)	
Indexation savings within reactive maintenance	(50,000)	(358,000)
EMPOWERING COMMUNITIES AND REDUCING THE NUMBER OF COUNCIL FACILITIES		
To reduce and rationalise non-core properties	(80,000)	(80,000)
INCOME AND CONTRIBUTIONS		
Increase in housing benefit overpayments recovery	(48,000)	
Increase tenanted non residential property income	(80,000)	
Realign property charges for Health and housing	(330,000)	
Additional Scottish Water commission	(48,000)	(506,000)
TOTAL BASE BUDGET DECREASE 2018/19		(189,013)
TOTAL BUDGET 2018/19 - BASE BUDGET		25,155,507
TIME LIMITED PREVENTATIVE / ANTI POVERTY MEASURES		
Anti-Poverty Strategy	369,000	369,000
TOTAL BUDGET 2018/19 - BASE BUDGET AND TIME LIMITED		25,524,507

REVENUE BUDGET 2018/19**DETAILED ANALYSIS OF BUDGET CHANGE - NON SERVICE EXPENDITURE**

	£	£
BASE BUDGET 2017/18		39,773,685
BASE BUDGET MOVEMENTS 2018/19		
STAFFING		
Provision for Holiday Pay	360,000	
Provision for Additional 1% Pay Award	<u>2,100,000</u>	2,460,000
SERVICE PRESSURES AND DEVELOPMENTS		
Loans Charges Support	706,000	
Recurring Pressure from 2017/18 Budget	<u>2,179,000</u>	2,885,000
TECHNICAL FINANCIAL SAVINGS		
Reduced loans fund budget	<u>(600,000)</u>	(600,000)
INCOME AND CONTRIBUTIONS		
Removal of long term empty council tax discount and application of 100% council tax levy on long term empty properties	(200,000)	
Increase council tax collection by matching council tax arrears data to employee payroll data	<u>(20,000)</u>	(220,000)
TOTAL BASE BUDGET DECREASE 2018/19		4,525,000
TOTAL BUDGET 2018/19 - BASE BUDGET		<u><u>44,298,685</u></u>

REVENUE BUDGET 2019/20
DETAILED ANALYSIS OF BUDGET CHANGE - CORPORATE SERVICES

	£	£
BASE BUDGET 2018/19		10,579,605
BASE BUDGET MOVEMENTS 2019/20		
STAFFING		
Pay	232,684	232,684
INFLATION AND INDEXATION		
Grant payments to sports, arts, community groups and gala days	1,847	1,847
SERVICE REDESIGN, INTEGRATION AND MODERNISATION		
IT Services staffing efficiencies, revised approach to information security and records management and use of council staff for capital projects	(109,000)	
Legal Services staffing efficiencies and full cost recovery for capital related work	(12,000)	
Redesign of Corporate Procurement Unit	(79,000)	
Redesign of HR and payroll functions	(17,000)	
Corporate Communications restructure	(3,000)	
		(220,000)
CHANNEL SHIFT		
IT Services channel shift	(75,000)	(75,000)
INCOME AND CONTRIBUTIONS		
Increased income from employee benefits	(13,000)	
Advertising in Bulletin and the council website	(35,000)	
Inflationary increase in discretionary licensing charges	(8,000)	
		(56,000)
CENTRALISATION OF PERFORMANCE AND ASSURANCE		
Redesign of performance and assurance activities	(40,000)	(40,000)
ADMINISTRATION SUPPORT		
Expansion of administration hubs	(16,000)	(16,000)
TOTAL BASE BUDGET DECREASE 2019/20		(172,469)
TOTAL BUDGET 2019/20 - BASE BUDGET		10,407,136

REVENUE BUDGET 2019/20**DETAILED ANALYSIS OF BUDGET CHANGE - HOUSING, CUSTOMER AND BUILDING SERVICES**

	£	£
BASE BUDGET 2018/19		6,914,740
BASE BUDGET MOVEMENTS 2019/20		
STAFFING		
Pay	<u>239,622</u>	239,622
REVIEW OF EXTERNAL FUNDING FOR POLICE AND COMMUNITY SAFETY		
Reduce funding to Police Scotland, remove contribution for vehicle costs and removal of funding for analyst post, leaving funding for one analyst post	(110,000)	
Review of Community Safety Service	<u>(101,000)</u>	(211,000)
SERVICE REDESIGN, INTEGRATION AND MODERNISATION		
Homelessness staffing efficiencies	(18,000)	
Customer Service Centre staffing efficiencies	(15,000)	
Customer & Community Services staffing efficiencies	<u>(29,000)</u>	(62,000)
EMPOWERING COMMUNITIES AND REDUCING THE NUMBER OF COMMUNITY FACILITIES		
Review core tasks and hours at West Calder community centre	<u>(38,000)</u>	(38,000)
INCOME AND CONTRIBUTIONS		
Inflationary increase in rent and service charges	(67,000)	
Inflationary increase in Registration charges	<u>(8,000)</u>	(75,000)
TOTAL BASE BUDGET DECREASE 2019/20		(146,378)
TOTAL BUDGET 2019/20 - BASE BUDGET		<u><u>6,768,362</u></u>

REVENUE BUDGET 2019/20
DETAILED ANALYSIS OF BUDGET CHANGE - OPERATIONAL SERVICES

	£	£
BASE BUDGET 2018/19		55,649,032
BASE BUDGET MOVEMENTS 2019/20		
STAFFING		
Pay	974,952	974,952
DEMOGRAPHICS AND DEMAND-LED PRESSURES		
Demographics - Roads and Footpaths	39,000	
Demographics - Waste	104,000	
Demographics - NETS, Land and Countryside	1,000	
Demographics - Additional Support Needs transport	27,000	
		171,000
INFLATION AND INDEXATION		
Electricity - street lighting	90,000	
Vehicle fuel	82,000	
Waste disposal gate fees and landfill tax	181,000	
Passenger transport contracts	204,000	
Operational materials	56,000	
Food	27,678	
		640,678
REPRIORITISED PASSENGER TRANSPORT STRATEGY		
Cease the taxicard scheme	(75,000)	(75,000)
GREEN FLEET AND TRAVEL		
Fleet Services saving arising from reduced number of council vehicles and service restructure	(10,000)	(10,000)
SERVICE REDESIGN, INTEGRATION AND MODERNISATION		
Review of support services	(1,000)	(1,000)
REVISED CATERING, CLEANING AND FACILITIES MANAGEMENT MODELS AND STANDARDS		
Review of catering and kitchen service for school meals including transportation, menu options and other efficiencies	(131,000)	
Reducing building cleaning levels through reduced cleaning hours for school summer holidays and Friday afternoons	(113,000)	
Review Facilities Management service delivery model in schools	(75,000)	
		(319,000)
REVISED SERVICE STANDARDS AND DELIVERY MODELS - NET'S LAND AND COUNTRYSIDE		
NETs, Land and Countryside review	(1,735,000)	(1,735,000)
REVISED SERVICE STANDARDS AND DELIVERY MODELS - ROADS AND TRANSPORTATION		
Roads and Transportation review	(1,517,000)	
Review of winter maintenance standards for footways and grit bins	(233,000)	
Continue current programme to convert street lighting to LED	(195,000)	
		(1,945,000)
REVISED SERVICE STANDARDS AND DELIVERY MODELS - WASTE SERVICES		
Cease the commercial waste collection service and close the commercial recycling centre	(170,000)	
Revised opening hours for all five community recycling centres (CRCs)	(321,000)	
Combined food and garden waste collection in brown bin	(327,000)	
Waste Services review	(973,000)	
		(1,791,000)
INCOME AND CONTRIBUTIONS		
Inflationary increase in school meals prices	(70,000)	
Inflationary increase in cemeteries sale of lairs and interments	(17,000)	
Inflationary increase in roads inspections and consents	(12,000)	
Inflationary increase in external cleaning and catering	(11,000)	
Inflationary increase in countryside charges	(8,000)	
		(118,000)
TOTAL BASE BUDGET DECREASE 2019/20		(4,207,370)
TOTAL BUDGET 2019/20 - BASE BUDGET		51,441,662

REVENUE BUDGET 2019/20**DETAILED ANALYSIS OF BUDGET CHANGE - SOCIAL POLICY INTEGRATION JOINT BOARD**

	£	£
BASE BUDGET 2018/19		72,879,471
BASE BUDGET MOVEMENTS 2019/20		
STAFFING		
Pay	634,828	634,828
DEMOGRAPHICS AND DEMAND LED PRESSURES		
Social care demographics and cost of care demands	3,302,000	3,302,000
INFLATION AND INDEXATION		
Increased external provision, including allowance for Living Wage	1,227,000	
Grant payments to sports, arts, community groups and gala days	824	
Food	6,373	1,234,197
CARE FOR ADULTS		
Development of West Lothian core and cluster residential facilities for adults with learning disabilities	(50,000)	(50,000)
ADULT AND OLDER PEOPLE ASSESSMENT		
Assessment and eligibility for service - review of eligibility criteria to increase need supported to substantial/high from moderate	(1,307,000)	
Assessment and eligibility for service - reduction in adaptation expenditure for PSHG	(100,000)	
Assessment and eligibility for service - review short visits to clients	(75,000)	
Increase use of technology to support care at home provision	(150,000)	(1,632,000)
INCOME AND CONTRIBUTIONS		
Housing with Care 3% rent increase	(30,000)	
Contributions policy	(781,000)	
2% increase in care home accommodation recoveries based on assumed UK Government maximum	(40,000)	(851,000)
COMMISSIONED SERVICES		
Assessment and eligibility for service - reducing third party payments by 25%	(52,000)	
Review and prioritisation of Alcohol and Drug Partnership service	(100,000)	
Assessment and eligibility for service - remaining former supporting people arrangements amalgamated with care at home framework	(100,000)	(252,000)
TOTAL BASE BUDGET INCREASE 2019/20		2,386,025
TOTAL BUDGET 2019/20 - BASE BUDGET		75,265,496

REVENUE BUDGET 2019/20**DETAILED ANALYSIS OF BUDGET CHANGE - SOCIAL POLICY NON INTEGRATION JOINT BOARD**

	£	£
BASE BUDGET 2018/19		32,376,551
BASE BUDGET MOVEMENTS 2019/20		
STAFFING		
Pay	438,814	438,814
DEMOGRAPHICS AND DEMAND LED PRESSURES		
Social care demographics and cost of care demands	197,000	197,000
INFLATION AND INDEXATION		
Fostering and kinship care, residential schools, secure units, day placements	307,000	
Grant payments to sports, arts, community groups and gala days	1,375	
Food	434	
		308,809
CARE FOR CHILDREN		
Development of long term West Lothian based placements for children with disabilities	(97,000)	
External placements replaced with internal provision within West Lothian	(50,000)	
Reduce average cost of residential placements through increasing internal capacity	(100,000)	
Review family support provision – closure of centre based facilities moving to supporting children in communities	(156,000)	
		(403,000)
COMMISSIONED SERVICES		
Reducing third party payments by 25%	(48,000)	
		(48,000)
TOTAL BASE BUDGET INCREASE 2019/20		493,623
TOTAL BUDGET 2019/20 - BASE BUDGET		<u>32,870,174</u>

REVENUE BUDGET 2019/20**DETAILED ANALYSIS OF BUDGET CHANGE - PLANNING, REGENERATION AND ECONOMIC DEVELOPMENT**

	£	£
BASE BUDGET 2018/19		4,384,070
BASE BUDGET MOVEMENTS 2019/20		
STAFFING		
Pay	118,994	118,994
INFLATION AND INDEXATION		
Grant payments to sports, arts, community groups and gala days	4,954	4,954
FUNDING OF COMMUNITY GROUPS/ORGANISATIONS AND BIDS		
Cease match funding arrangements for Business Improvement Districts	(79,000)	
Review and reduction in grants to community groups	(431,000)	(510,000)
SERVICE REDESIGN, INTEGRATION AND MODERNISATION		
Economic Development and Regeneration efficiencies including tourism support	(45,000)	
Environmental Health and Trading Standards efficiencies including increasing pest control income to full cost recovery	(57,000)	
Restructure of Planning Services	(12,000)	
Restructure of Community Regeneration – employability and community planning	(12,000)	
Restructure of administrative support	(56,000)	(182,000)
TOTAL BASE BUDGET DECREASE 2019/20		(568,052)
TOTAL BUDGET 2019/20 - BASE BUDGET		<u>3,816,018</u>

REVENUE BUDGET 2019/20
DETAILED ANALYSIS OF BUDGET CHANGE - EDUCATION

	£	£
BASE BUDGET 2018/19		153,750,340
BASE BUDGET MOVEMENTS 2019/20		
STAFFING		
Pay - teachers	2,600,000	
Pay - non teachers	<u>778,973</u>	3,378,973
DEMOGRAPHICS AND DEMAND LED PRESSURES		
Demographics - all sectors	<u>1,726,000</u>	1,726,000
SERVICE PRESSURES AND DEVELOPMENTS		
Early Learning and Childcare - increase to 1,140 hours	<u>1,353,000</u>	1,353,000
INFLATION AND INDEXATION		
Public Private Partnership (PPP) unitary charge	427,000	
Nurseries partner provider places	8,000	
Scottish Qualifications Authority fees	18,000	
Food	<u>1,515</u>	454,515
RESTRUCTURE OF ADULT LEARNING AND YOUTH SERVICES		
Revised model of instrumental music provision maintaining a substantial level of tuition	<u>(205,000)</u>	(205,000)
REVIEW APPROACH TO DELIVERY OF CULTURE AND SPORTS		
Cease arts development and non income generating activities	(363,000)	
Cease sports development function	(110,000)	
Reduction in net management fee for West Lothian Leisure (WLL)	<u>(250,000)</u>	(723,000)
REDESIGN OF EARLY LEARNING AND CHILDCARE		
Redesign of teaching support in council nurseries replacing remaining 0.5FTE with graduate childcare professional	(199,000)	
Efficient early learning and childcare placement as a result of greater flexibility in council nurseries	(254,000)	
Primary head teachers to be responsible for stand alone nurseries	(49,000)	
Merge and rationalise Pupil Placement Team and Customer Care Team	<u>(75,000)</u>	(577,000)
REDESIGN SCHEME OF DEVOLVED SCHOOL MANAGEMENT (DSM)		
Review of Scheme of Devolved School Management (DSM)	<u>(2,259,000)</u>	(2,259,000)
REVIEW OF EXTERNAL FUNDING TO POLICE		
Removal of funding for Police Scotland	<u>(8,000)</u>	(8,000)
INCOME AND CONTRIBUTIONS		
Inflationary increase in primary school lets	(2,000)	
Inflationary increase in charges at Burgh Halls	(2,000)	
Inflationary increase in wraparound charges	<u>(9,000)</u>	(13,000)
TOTAL BASE BUDGET INCREASE 2019/20		3,127,488
TOTAL BUDGET 2019/20 - BASE BUDGET		<u>156,877,828</u>

REVENUE BUDGET 2019/20**DETAILED ANALYSIS OF BUDGET CHANGE - CHIEF EXECUTIVE / FINANCE AND PROPERTY SERVICES**

	£	£
BASE BUDGET 2018/19		25,155,507
BASE BUDGET MOVEMENTS 2019/20		
STAFFING		
Pay	276,133	276,133
REVENUE CONSEQUENCES OF CAPITAL PROGRAMME		
School estate expansion - energy, water & sewerage, Non Domestic Rates & maintenance	200,000	200,000
INFLATION AND INDEXATION		
Electricity	172,000	
Gas	50,000	
Water and sewerage	25,000	
Non domestic rates poundage	264,000	
Public conveniences contract	10,000	
Insurance premium tax	54,000	
		575,000
SERVICE REDESIGN, INTEGRATION AND MODERNISATION		
Financial Management Unit – staffing restructure and reduction in supplies	(84,000)	
Audit, Risk and Counter Fraud – staffing restructure and reduction in supplies	(44,000)	
Revenues Unit – staffing restructure and reduction in supplies	(205,000)	
Construction Services – staffing restructure	(175,000)	
Property Management – staffing restructure	(19,000)	
		(527,000)
INTEGRATED ANTI-POVERTY SERVICE		
New Anti-Poverty Service – restructure of management and staffing	(153,000)	
		(153,000)
EFFICIENCIES FROM IMPROVED USE AND MANAGEMENT OF COUNCIL PROPERTIES		
Energy efficiency and renewable energy projects	(56,000)	
Indexation savings within reactive maintenance	(50,000)	
Charging for car parks	(260,000)	
		(366,000)
INCOME AND CONTRIBUTIONS		
Increase tenanted non residential property income	(80,000)	
		(80,000)
TOTAL BASE BUDGET DECREASE 2019/20		(74,867)
TOTAL BUDGET 2019/20 - BASE BUDGET		25,080,640

REVENUE BUDGET 2019/20**DETAILED ANALYSIS OF BUDGET CHANGE - NON SERVICE EXPENDITURE**

	£	£
BASE BUDGET 2018/19		44,298,685
BASE BUDGET MOVEMENTS 2019/20		
SERVICE PRESSURES AND DEVELOPMENTS		
Loans Charges Support	<u>291,000</u>	291,000
TOTAL BASE BUDGET DECREASE 2019/20		291,000
TOTAL BUDGET 2019/20 - BASE BUDGET		<u><u>44,589,685</u></u>

REVENUE BUDGET 2020/21
DETAILED ANALYSIS OF BUDGET CHANGE - CORPORATE SERVICES

	£	£
BASE BUDGET 2019/20		10,407,136
BASE BUDGET MOVEMENTS 2020/21		
STAFFING		
Pay	184,202	184,202
INFLATION AND INDEXATION		
Grant payments to sports, arts, community groups and gala days	1,496	1,496
SERVICE REDESIGN, INTEGRATION AND MODERNISATION		
IT Services staffing efficiencies, revised approach to information security and records management and use of council staff for capital projects	(299,000)	
Legal Services staffing efficiencies and full cost recovery for capital related work	(9,000)	
Redesign of Corporate Procurement Unit	(94,000)	
Redesign of HR and payroll functions	(338,000)	
Centralise loan worker device budgets and reduce number of devices based on need	(43,000)	
Corporate Communications restructure	(2,000)	
New approach to programme management	(56,000)	
Redesign of Committee Services	(23,000)	
		(864,000)
INCOME AND CONTRIBUTIONS		
Advertising in Bulletin and the council website	(42,000)	
Inflationary increase in discretionary licensing charges	(8,000)	
		(50,000)
CENTRALISATION OF PERFORMANCE AND ASSURANCE		
Redesign of performance and assurance activities	(44,000)	
		(44,000)
ADMINISTRATION SUPPORT		
Expansion of administration hubs	(184,000)	
		(184,000)
WORKFORCE ARRANGEMENTS		
Workforce arrangements changes	(51,000)	
		(51,000)
TOTAL BASE BUDGET DECREASE 2020/21		(1,007,302)
TOTAL BUDGET 2020/21 - BASE BUDGET		9,399,834

REVENUE BUDGET 2020/21**DETAILED ANALYSIS OF BUDGET CHANGE - HOUSING, CUSTOMER AND BUILDING SERVICES**

	£	£
BASE BUDGET 2019/20		6,768,362
BASE BUDGET MOVEMENTS 2020/21		
STAFFING		
Pay	194,487	194,487
REVIEW OF EXTERNAL FUNDING FOR POLICE AND COMMUNITY SAFETY		
Review of Community Safety Service	(15,000)	(15,000)
SERVICE REDESIGN, INTEGRATION AND MODERNISATION		
Homelessness staffing efficiencies	(12,000)	
Customer Service Centre staffing efficiencies	(10,000)	
Customer & Community Services staffing efficiencies	(20,000)	(42,000)
MODERNISED LIBRARY AND INFORMATION SERVICE		
Reduce service development activity in libraries	(41,000)	
Amalgamate the Lanthorn and Almondbank libraries into a central location in Livingston, move Carmondean library into the Ability Centre and close Pumpherston Library to the general public	(50,000)	
Reduce the hours at Armadale, Whitburn, Blackburn and Broxburn Customer Information Service by 3.5 hours a day to 10am to 3pm	(39,000)	(130,000)
INCOME AND CONTRIBUTIONS		
Inflationary increase in rent and service charges	(68,000)	
Inflationary increase in Registration charges	(8,000)	(76,000)
WORKFORCE ARRANGEMENTS		
Workforce arrangements changes	(104,000)	(104,000)
TOTAL BASE BUDGET DECREASE 2020/21		(172,513)
TOTAL BUDGET 2020/21 - BASE BUDGET		6,595,849

REVENUE BUDGET 2020/21
DETAILED ANALYSIS OF BUDGET CHANGE - OPERATIONAL SERVICES

	£	£
BASE BUDGET 2019/20		51,441,662
BASE BUDGET MOVEMENTS 2020/21		
STAFFING		
Pay	813,432	813,432
DEMOGRAPHICS AND DEMAND-LED PRESSURES		
Demographics - Roads and Footpaths	39,000	
Demographics - Waste	104,000	
Demographics - NETS, Land and Countryside	1,000	
Demographics - Additional Support Needs transport	27,000	
		171,000
INFLATION AND INDEXATION		
Electricity - street lighting	95,000	
Vehicle fuel	123,000	
Waste disposal gate fees and landfill tax	185,000	
Passenger transport contracts	199,000	
Operational materials	62,000	
Food	28,596	
		692,596
GREEN FLEET AND TRAVEL		
Fleet Services saving arising from reduced number of council vehicles and service restructure	(145,000)	(145,000)
SERVICE REDESIGN, INTEGRATION AND MODERNISATION		
Review of support services	(1,000)	(1,000)
REVISED CATERING, CLEANING AND FACILITIES MANAGEMENT MODELS AND STANDARDS		
Review of catering and kitchen service for school meals including transportation, menu options and other efficiencies	(74,000)	
Reducing building cleaning levels through reduced cleaning hours for school summer holidays and Friday afternoons	(248,000)	
Review facilities management service delivery model in schools	(139,000)	
		(461,000)
REVISED SERVICE STANDARDS AND DELIVERY MODELS - NET'S LAND AND COUNTRYSIDE		
NETs, Land and Countryside review	(236,000)	(236,000)
REVISED SERVICE STANDARDS AND DELIVERY MODELS - ROADS AND TRANSPORTATION		
Roads and Transportation review	(267,000)	
Continue current programme to convert street lighting to LED	(48,000)	
		(315,000)
REVISED SERVICE STANDARDS AND DELIVERY MODELS - WASTE SERVICES		
Waste Services review	(488,000)	(488,000)
INCOME AND CONTRIBUTIONS		
Inflationary increase in school meals prices	(70,000)	
Inflationary increase in cemeteries sale of lairs and interments	(17,000)	
Inflationary increase in roads inspections and consents	(12,000)	
Inflationary increase in external cleaning and catering	(11,000)	
Inflationary increase in countryside charges	(8,000)	
		(118,000)
WORKFORCE ARRANGEMENTS		
Workforce arrangements changes	(20,000)	(20,000)
TOTAL BASE BUDGET DECREASE 2020/21		(106,972)
TOTAL BUDGET 2020/21 - BASE BUDGET		51,334,690

REVENUE BUDGET 2020/21
DETAILED ANALYSIS OF BUDGET CHANGE - SOCIAL POLICY INTEGRATION JOINT BOARD

	£	£
BASE BUDGET 2019/20		75,265,496
BASE BUDGET MOVEMENTS 2020/21		
STAFFING		
Pay	517,402	517,402
DEMOGRAPHICS AND DEMAND LED PRESSURES		
Social care demographics and cost of care demands	3,314,000	3,314,000
INFLATION AND INDEXATION		
Increased external provision, including allowance for Living Wage	1,339,000	
Grant payments to sports, arts, community groups and gala days	667	
Food	6,436	1,346,103
CARE FOR ADULTS		
Review of adult day care services including efficiencies in community transport, external day care provision and the Community Inclusion Team	(755,000)	
Development of West Lothian core and cluster residential facilities for adults with learning disabilities	(50,000)	
Assessment and eligibility for service - reduction in sleepover costs	(100,000)	
Efficiencies in the provision of learning disability and physical disability transport	(41,000)	(946,000)
ADULT AND OLDER PEOPLE ASSESSMENT		
Assessment and eligibility for service - review of eligibility criteria to increase need supported to substantial/high from moderate	(1,288,000)	
Assessment and eligibility for service - focusing social work resources on the support of those most in need	(690,000)	
Adjust shift pattern of crisis care team	(177,000)	
Assessment and eligibility for service - review short visits to clients	(75,000)	
Increase use of technology to support care at home provision	(150,000)	(2,380,000)
INCOME AND CONTRIBUTIONS		
Housing with Care 3% rent increase	(30,000)	
Contributions policy	(70,000)	
2% increase in care home accommodation recoveries based on assumed UK Government maximum	(40,000)	(140,000)
COMMISSIONED SERVICES		
Assessment and eligibility for service - reducing third party payments by 25%	(120,000)	
Assessment and eligibility for service - remaining former supporting people arrangements amalgamated with care at home framework	(200,000)	(320,000)
BUILDING BASED CARE		
Day care to be delivered by existing external provision	(300,000)	
Remodel housing with care provision	(102,000)	(402,000)
MANAGEMENT AND SUPPORT		
Integration of Occupational Therapy teams between the council and Health	(111,000)	(111,000)
WORKFORCE ARRANGEMENTS		
Workforce arrangements changes	(100,000)	(100,000)
TOTAL BASE BUDGET INCREASE 2020/21		778,505
TOTAL BUDGET 2020/21 - BASE BUDGET		76,044,001

REVENUE BUDGET 2020/21**DETAILED ANALYSIS OF BUDGET CHANGE - SOCIAL POLICY NON INTEGRATION JOINT BOARD**

	£	£
BASE BUDGET 2019/20		32,870,174
BASE BUDGET MOVEMENTS 2020/21		
STAFFING		
Pay	331,030	331,030
DEMOGRAPHICS AND DEMAND LED PRESSURES		
Social care demographics and cost of care demands	211,000	211,000
INFLATION AND INDEXATION		
Fostering and kinship care, residential schools, secure units, day placements	320,000	
Compliance with national foster care rate	560,000	
Grant payments to sports, arts, community groups and gala days	1,113	
Food	438	
		881,551
CARE FOR CHILDREN		
Development of long term West Lothian based placements for children with disabilities	(287,000)	
External placements replaced with internal provision within West Lothian	(50,000)	
Reduce average cost of residential placements through increasing internal capacity	(330,000)	
Support payments to former looked after children	(200,000)	
Review family support provision – closure of centre based facilities moving to supporting children in communities	(284,000)	
Service review of Social Care Emergency Team	(60,000)	
Efficiencies in the provision of looked after children transport	(61,000)	
		(1,272,000)
COMMISSIONED SERVICES		
Reducing third party payments by 25%	(110,000)	
		(110,000)
WORKFORCE ARRANGEMENTS		
Workforce arrangements changes	(50,000)	
		(50,000)
TOTAL BASE BUDGET INCREASE 2020/21		(8,419)
TOTAL BUDGET 2020/21 - BASE BUDGET		32,861,755

REVENUE BUDGET 2020/21**DETAILED ANALYSIS OF BUDGET CHANGE - PLANNING, REGENERATION AND ECONOMIC DEVELOPMENT**

	£	£
BASE BUDGET 2019/20		3,816,018
BASE BUDGET MOVEMENTS 2020/21		
STAFFING		
Pay	94,771	94,771
INFLATION AND INDEXATION		
Grant payments to sports, arts, community groups and gala days	3,724	3,724
FUNDING OF COMMUNITY GROUPS/ORGANISATIONS AND BIDS		
Cease match funding arrangements for Business Improvement Districts	(79,000)	(79,000)
SERVICE REDESIGN, INTEGRATION AND MODERNISATION		
Environmental Health and Trading Standards efficiencies including increasing pest control income to full cost recovery	(14,000)	
Restructure of Planning Services	(8,000)	
Restructure of Community Regeneration – employability and community planning	(8,000)	
Restructure of Community Regeneration – support to community groups	(194,000)	(224,000)
WORKFORCE ARRANGEMENTS		
Workforce arrangements changes	(29,000)	(29,000)
TOTAL BASE BUDGET DECREASE 2020/21		(233,505)
TOTAL BUDGET 2020/21 - BASE BUDGET		<u>3,582,513</u>

REVENUE BUDGET 2020/21
DETAILED ANALYSIS OF BUDGET CHANGE - EDUCATION

	£	£
BASE BUDGET 2019/20		156,877,828
BASE BUDGET MOVEMENTS 2020/21		
STAFFING		
Pay - teachers	1,997,000	
Pay - non teachers	<u>649,795</u>	2,646,795
DEMOGRAPHICS AND DEMAND LED PRESSURES		
Demographics - all sectors	<u>1,975,000</u>	1,975,000
SERVICE PRESSURES AND DEVELOPMENTS		
Early Learning and Childcare - increase to 1,140 hours	6,529,000	
Early Learning and Childcare - free lunches for 2, 3 and 4 year olds	<u>1,228,000</u>	7,757,000
INFLATION AND INDEXATION		
Public Private Partnership (PPP) unitary charge	440,000	
Nurseries partner provider places	6,000	
Scottish Qualifications Authority fees	20,000	
Food	<u>1,530</u>	467,530
REVIEW APPROACH TO DELIVERY OF CULTURE AND SPORTS		
Reduction in net management fee for West Lothian Leisure (WLL)	<u>(250,000)</u>	(250,000)
REDESIGN OF EARLY LEARNING AND CHILDCARE		
Efficient early learning and childcare placement as a result of greater flexibility in council nurseries	<u>(152,000)</u>	(152,000)
REDESIGN SCHEME OF DEVOLVED SCHOOL MANAGEMENT (DSM)		
Review of Scheme of Devolved School Management (DSM)	<u>(1,173,000)</u>	(1,173,000)
ADDITIONAL SUPPORT NEEDS/SOCIAL, EMOTIONAL AND BEHAVIOURAL NEEDS (SEBN)		
Redesign of psychological service provision	<u>(159,000)</u>	(159,000)
WORKFORCE ARRANGEMENTS		
Workforce arrangements changes	<u>(101,000)</u>	(101,000)
INCOME AND CONTRIBUTIONS		
Inflationary increase in primary school lets	(2,000)	
Inflationary increase in charges at Burgh Halls	(2,000)	
One pence increase in school milk cartons	(12,000)	
Inflationary increase in wraparound charges	<u>(9,000)</u>	(25,000)
TOTAL BASE BUDGET INCREASE 2020/21		10,986,325
TOTAL BUDGET 2020/21 - BASE BUDGET		<u><u>167,864,153</u></u>

REVENUE BUDGET 2020/21**DETAILED ANALYSIS OF BUDGET CHANGE - CHIEF EXECUTIVE / FINANCE AND PROPERTY SERVICES**

	£	£
BASE BUDGET 2019/20		25,080,640
BASE BUDGET MOVEMENTS 2020/21		
STAFFING		
Pay	220,881	220,881
REVENUE CONSEQUENCES OF CAPITAL PROGRAMME		
School estate expansion - energy, water & sewerage, Non Domestic Rates & maintenance	200,000	200,000
INFLATION AND INDEXATION		
Electricity	181,000	
Gas	88,000	
Climate change levy	11,000	
Water and sewerage	25,000	
Non domestic rates poundage	272,000	
Public conveniences contract	10,000	
Insurance premium tax	55,000	
		642,000
SERVICE REDESIGN, INTEGRATION AND MODERNISATION		
Financial Management Unit – staffing restructure and reduction in supplies	(80,000)	
Revenues Unit – staffing restructure and reduction in supplies	(15,000)	
Construction Services – staffing restructure	(15,000)	
Property Management – staffing restructure	(15,000)	
		(125,000)
EFFICIENCIES FROM IMPROVED USE AND MANAGEMENT OF COUNCIL PROPERTIES		
Energy efficiency and renewable energy projects	(92,000)	
Indexation savings within reactive maintenance	(50,000)	
		(142,000)
INCOME AND CONTRIBUTIONS		
Increase tenanted non residential property income	(80,000)	
		(80,000)
WORKFORCE ARRANGEMENTS		
Workforce arrangements changes	(43,000)	
		(43,000)
TOTAL BASE BUDGET DECREASE 2020/21		672,881
TOTAL BUDGET 2020/21 - BASE BUDGET		25,753,521

REVENUE BUDGET 2020/21**DETAILED ANALYSIS OF BUDGET CHANGE - NON SERVICE EXPENDITURE**

	£	£
BASE BUDGET 2019/20		44,589,685
BASE BUDGET MOVEMENTS 2020/21		
STAFFING		
Provision for Holiday Pay	<u>(360,000)</u>	(360,000)
SERVICE PRESSURES AND DEVELOPMENTS		
Loans Charges Support	<u>298,000</u>	298,000
TOTAL BASE BUDGET DECREASE 2020/21		(62,000)
TOTAL BUDGET 2020/21 - BASE BUDGET		<u><u>44,527,685</u></u>

Appendix 6 – Statement on General Fund Balance and Other Reserves

1. Background

In reporting on the annual budget, I am required to provide Council with details of the General Fund Balance and its proposed use, and an opinion as to the adequacy of reserves for the forthcoming financial year.

2. Overall General Fund Balance

The council's General Fund Balance at 1 April 2017 was £25.3 million and is forecast to be £21.5 million at 1 April 2018. This consists of the following:

- An uncommitted General Fund Balance of £2.835 million
- Approved funding for time limited investment of £2.100 million in 2018/19
- A Modernisation Fund of £3.764 million, required to meet the cost associated with staffing and other organisational changes
- A Devolved Schools Management (DSM) scheme balance of £1.060 million
- An Energy Efficiency Fund of £349,000
- Developer contributions of £6.562 million funded from the Housing Revenue Account
- Other earmarked balances of £4.816 million, including committed Economic Recovery Plan funding and Scottish Government employability funding

3. Uncommitted General Fund Balance

The principal focus, in considering future financial strategy, is to ensure that sufficient funds are held in reserve to deal with the financial consequences of uncertain future events, and to provide a reasonable sum to address the potential impact of the range of risks and uncertainties highlighted in the budget report. Taking account of the significant financial pressures facing the council in future years, I am recommending that the uncommitted General Fund Balance is maintained at a minimum of £2 million in 2018/19, equivalent to 0.49% of annual baseline revenue expenditure. At this level, West Lothian Council will continue to have one of the lowest uncommitted general fund balances in Scotland.

The unallocated General Fund Balance at 31 March 2017 was £2.075 million as noted in the council's audited 2016/17 annual accounts. As agreed at Council Executive on 14 November 2018, the forecast revenue budget underspend of £1.050 million was retained in the unallocated General Fund Balance. In addition, the Council Executive agreed on 6 February 2018 that officers should retain the time limited funded bus routes for a further year at a cost of £290,000. The retention of these time limited funded bus routes will be funded from the retained 2017/18 revenue budget underspend. Based on this, I would estimate, based on the current year revenue budget monitoring forecasts that the uncommitted General Fund Balance will be £2.835 million at 31 March 2018. Although this balance is in excess of the recommended balance of £2 million, I would recommend retaining the balance at this level in the interim to provide the council with a contingency of £835,000 to help address emerging budget pressures, including potential support required for West Lothian Leisure. A report on the West Lothian Leisure financial position is due to be considered at a special meeting of the West Lothian Leisure Advisory Committee.

The proposed 2018/19 revenue budget does not assume any use of the uncommitted general fund balance, apart from the use of £290,000 for time limited bus routes, in 2018/19.

4. Other Elements of the General Fund Balance

The council's Modernisation Fund was established on 15 January 2013 to assist the council in meeting one-off costs associated with implementing changes to services and in delivering proactive workforce planning. The intention in establishing the Modernisation Fund was to recognise that a key objective of the council is to modernise service delivery. While this will be closely linked to the reconfiguration of staffing, there is a broader scope of costs associated with modernising service delivery which the fund also covers. This may, for example, include employing specialist temporary staff or procuring new systems to streamline and modernise processes. As noted the fund has been utilised to help cover the cost of voluntary severance or early retirement packages with 643 members of staff receiving a package with £16.9 million of costs being funded from the Modernisation Fund since 2010. This has helped to deliver recurring budget savings of approximately £92 million from 2010/11 to date.

As part of the council's efficiency agenda to secure better outcomes, modernise services and achieve savings, there has been, and will continue to be, continuous change in the way services are delivered. The anticipated deployment of the Modernisation Fund is therefore dependent on the phasing of modernisation initiatives. The projected uncommitted Modernisation Fund balance at 1 April 2018 is £3.764 million. In order to facilitate staffing changes and service modernisation and to respond to the financial challenges anticipated for the future five years 2018/19 to 2022/23, I would advise council that the Modernisation Fund is required in full to help the council to continue to deliver balanced budgets.

In accordance with the Devolved School Management Scheme, the schools delegated balance is held within the General Fund but is earmarked for school spending. The schools delegated balance is available to be utilised, if required, on school expenditure in 2018/19.

5. Other Reserves

The council has a capital fund and insurance fund which are separate reserves to the council's General Fund Balance.

The Insurance Fund provides self-insurance within an overall risk management strategy. The fund covers all known liabilities and is independently valued every three years. The fund was subject to an independent actuarial revaluation in early 2017. Based on the results of this revaluation, and on an assessment of potential future risks, I consider it essential to maintain the Insurance Fund at the current level pending the results of the next independent valuation of the fund, to ensure all known liabilities and risks are appropriately covered.

The Capital Fund, established in 2003, is integral to the council's capital investment strategy. The mix between borrowing and application of the Capital Fund is kept under review to take account of prevailing market conditions and other funding risks. The Capital Fund earns interest on balances and, in line with approved procedure, treasury surpluses are also transferred to the fund. Taking account of these factors, the estimated balance on the Capital Fund at 31 March 2018 will be £50.426 million.

Based on the council's planned capital investment programme and future treasury costs, I can confirm that all the capital fund is fully committed in future years to help finance the proposed ten year capital investment strategy, and to secure best value in treasury management.

The proposed Asset Management Strategy and General Services Ten Year Capital Investment Programme for 2018/19 to 2027/28 has been developed to ensure that essential assets are maintained at an appropriate level. As part of the resources to deliver this strategy, the Capital Fund will be required in its entirety over the period 2018/19 to 2027/28 to fund required capital investment. The council's approach to the Capital Fund will ensure that the council can continue to invest in assets during a period of financial constraint. If the Capital Fund is unavailable to prioritise capital investment, the future capital programme would have to be

reduced accordingly. In this regard, the Capital Fund is a key element in ensuring that capital spending plans are affordable, prudent and sustainable and continue to comply with the requirements of the Prudential Code.

The forecast movement in council reserves in 2018/19 are as follows:

	Forecast Balance 1 April 2018 £000's	Additions/ (Withdrawals) £000's	Forecast Balance 31 March 2019 £000's
Insurance Fund	11,835	-	11,835
Capital Fund	50,426	(7,554)	42,872

6. Conclusion

As set out above, I am recommending to Council that the uncommitted General Fund Balance is maintained at a minimum of £2 million. Based on an assessment of the assumptions within the revenue budget report including funding and cost pressures in future years, I believe that a minimum uncommitted General Fund Balance of £2 million is an adequate contingency, albeit one of the lowest balances within Scotland. Given the potential pressure facing West Lothian Leisure, I am also recommending that the £835,00 remaining in the General Fund Balance above the £2 million is retained, pending a report to West Lothian Leisure Advisory Committee on the latest financial position facing West Lothian Leisure. I would also advise that the level of the other reserves is required for their stated purpose and any reduction in this level could impact on the council's ability to retain effective financial management and planning in light of the constrained financial environment in 2018/19 and beyond.

I will keep the level of reserves and balances under review, taking into account latest circumstances and financial demands on the council.

Appendix 7 - 2018/19 Prudential Indicators

The key objective of the Prudential Code is to ensure that the capital investment plans are affordable, prudent and sustainable. The Code has nine prudential indicators designed to support and record local decision making. These indicators require to be approved and monitored by the Council. The following describes the purpose of each indicator and the implications for West Lothian Council of the proposed levels, values and parameters.

CAPITAL EXPENDITURE INDICATORS

1. CAPITAL EXPENDITURE

Purpose of the Indicator

This indicator outlines capital spending plans for the next three years to ensure the council meets its duty under the Local Government in Scotland Act 2003 to determine and keep under review the amount it can afford to allocate to capital expenditure.

	2017/18	2018/19	2019/20	2020/21
	£'000	£'000	£'000	£'000
	Estimate	Estimate	Estimate	Estimate
General Fund	48,992	54,190	85,770	57,488
Housing	51,098	32,679	34,939	28,030
Total	100,090	86,869	120,709	85,518

Implications

The capital expenditure estimates are based on the ten year General Services capital investment programme for 2018/19 to 2027/28 and the five year Housing capital investment programme for 2018/19 to 2022/23 which are being presented to the Council for approval.

2. CAPITAL FINANCING REQUIREMENT

Purpose of the Indicator

The capital financing requirement measures the council's underlying need to borrow for a capital purpose. This is the council's total outstanding debt required to finance planned capital expenditure.

	2017/18	2018/19	2019/20	2020/21
	£'000	£'000	£'000	£'000
	Estimate	Estimate	Estimate	Estimate
General Fund	464,182	454,338	442,493	431,368
Housing	216,776	245,063	263,676	281,340
Total	680,958	699,401	706,169	712,708

Implications

The capital financing requirement continues to rise throughout the period as the council's outstanding debt incorporates the borrowing required to finance the approved capital expenditure plans. Indicators three, four and five help to determine whether the planned level of borrowing is affordable and financially prudent.

AFFORDABILITY INDICATOR

3. RATIO OF FINANCING COSTS TO NET REVENUE STREAM

Purpose of the Indicator

This indicator provides a measure of the proportion of the budget allocated to financing capital expenditure. For the General Fund, it is the ratio of financing costs against net expenditure financed by government grant and local taxpayers. For Housing, it is the ratio of financing costs to gross house rental income.

	2017/18 £'000 Estimate	2018/19 £'000 Estimate	2019/20 £'000 Estimate	2020/21 £'000 Estimate
General Fund	6.5%	7.0%	7.1%	7.4%
Housing	28.1%	30.4%	32.0%	33.9%

Implications

The General Fund ratio is forecast to slightly increase over the period as the council continues to borrow to fund the proposed new ten year capital investment programme. Financing costs are assessed to be affordable within the overall context of the revenue budget over the period. For Housing, the proportion allocated to loans charges rises in line with the increased borrowing required to fund the council house new build programme. The Depute Chief Executive Corporate, Operational and Housing Services has confirmed that the costs can be managed within the requirements of the HRA revenue budget in the long term.

FINANCIAL PRUDENCE INDICATOR

4. GROSS EXTERNAL BORROWING AND THE CAPITAL FINANCING REQUIREMENT

Purpose of the Indicator

This indicator records the extent to which gross external borrowing, including long term liabilities such as Public Private Partnerships (PPP) and leases, is less than the capital financing requirement outlined in indicator two above. This is a key indicator of prudence and shows that, over the medium term, external borrowing is for capital purposes only. The values are measured at the end of the financial year.

	2017/18 £'000 Estimate	2018/19 £'000 Estimate	2019/20 £'000 Estimate	2020/21 £'000 Estimate
Capital Financing Requirement	680,958	699,401	706,169	712,708
Gross External Borrowing (including long term liabilities)	680,958	699,401	706,169	712,708
Under limit by	-	-	-	-

Implications

Figures are measured at the end of the financial year when a comparison will be provided for this indicator. During the course of the financial year, the net external borrowing, including long term liabilities, should be forecast to equal the capital financing requirement as the council only borrows for capital purposes. Gross external borrowing will be contained within the capital financing requirement.

TREASURY AND EXTERNAL DEBT INDICATORS

5. AUTHORISED LIMIT FOR EXTERNAL DEBT

Purpose of the Indicator

This limit provides a maximum figure to which the council could borrow at any given point during each financial year.

Authorised Limit for:	2018/19 £'000	2019/20 £'000	2020/21 £'000
Gross External Borrowing	713,586	768,421	742,561
Other Long Term Liabilities	62,689	60,126	57,257
External Debt	776,275	828,547	799,818

Implications

The limit is based on capital investment plans and treasury management policy and practice. It allows sufficient headroom for unanticipated movements and the limit will be reviewed on an ongoing basis throughout the year. The council's capital financing requirement outlined in indicator 5 above is less than the authorised limit for each of the three years. If the authorised limit is liable to be breached, a report will be presented to Council with recommendations on how it can be managed.

6. OPERATIONAL BOUNDARY FOR EXTERNAL DEBT

Purpose of the Indicator

This indicator is a key management tool for in year monitoring and is lower than the authorised limit. It is based on an estimate of the most likely level of external borrowing.

Operational Boundary for:	2018/19 £'000	2019/20 £'000	2020/21 £'000
Gross External Borrowing	703,586	758,421	732,561
Other Long Term Liabilities	61,689	59,126	56,257
External Debt	765,275	817,547	788,818

Implications

This indicator is consistent with revised capital investment plans and with treasury management policy and practice. It is sufficient to facilitate appropriate borrowing during the financial year and will be reviewed on an ongoing basis.

7. ACTUAL EXTERNAL DEBT

Purpose of the Indicator

This is a factual indicator showing actual external debt for the previous financial year.

	31 March 2017 £'000
Actual External Borrowing	601,341
Actual Other Long Term Liabilities	66,743
Actual External Debt	668,084

8. TREASURY MANAGEMENT INDICATOR

This indicator intends to demonstrate good professional practice is being followed.

8.1 Adoption of the CIPFA Treasury Management Code

The CIPFA Treasury Code was adopted in March 1997 as an indication of good practice. The 2017/18 annual treasury plan, incorporating the prudential indicators as set out in this report, is also being reported to Council today as part of the overall financial strategy. The 2017/18 annual treasury report will be reported in the first half of 2018/19.

8.2 Upper limits for fixed and variable rate borrowing to 2020/21

The proposed limit for fixed rate borrowing is 100% and the proposed limit for variable rate borrowing is 35%. These limits mean that fixed rate exposures will be managed within the range of 65 to 100% and the maximum exposure to variable rate borrowing will be 35% of total debt. This is a continuation of current practice.

8.3 Maturity structure of fixed rate borrowing for 2018/19

These parameters control the extent to which the council will have large concentrations of fixed rate debt needing to be replaced at times of possible uncertainty over interest rates. The limits for fixed rate borrowing are as follows:

	Proposed Upper Limit	Proposed Lower Limit
Under 12 months	35%	0%
12 months and within 24 months	35%	0%
24 months and within 5 years	50%	0%
5 years and within 10 years	75%	0%
10 years and over	100%	25%

8.4 Total principal sums invested for periods longer than 364 days

The Local Government Investment (Scotland) Regulations 2010 allow investments for periods longer than 364 days. Consistent with the decision of the Council on 15 October 2013, the maximum that can be invested is £35 million to ensure security of funds.

The treasury management indicator confirms that sound professional practice is being followed by the council. The proposed values and parameters will provide sufficient flexibility in undertaking operational treasury management.

CONCLUSION

In approving and subsequently monitoring the prudential indicators, the council is fulfilling its duty to ensure that spending plans are affordable, prudent and sustainable. It also confirms that treasury management operates in accordance with the requirements of the CIPFA Treasury Management in the Public Services Code of Practice.

Appendix 8 – Revenue Budget Strategy - Approach to Equality Impact Assessment

1. Introduction

Following the key principles of relevance and proportionality within the Equality Act 2010, equality impact assessment of policies and decisions of the council is a requirement of The Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012. The council has made significant progress with regard to mainstreaming equality impact assessment into the budget setting process with equality assessments being conducted on the draft budget proposals prior to approval by the council.

The table below outlines the specific elements of the equality impact assessment Duty and provides an explanation of what the Duty means in practice:

Legal and Process Requirements	Explanation
Assess the impact of the decision on needs	The potential implications of the decision must be assessed, as far as is possible with available information
Consider relevant evidence	Identify and look at known facts and relevant evidence. It does not always require hard statistics - qualitative and more subjective evidence may be sufficient
Involvement of others may be required	Involvement and consultation with representative groups may be desirable, but is not a requirement – the sufficiency and adequacy of the evidence is critical rather than following a set procedure in every case
The process and evidence considered should be recorded	Records of what is done and decisions taken are necessary to show compliance
The equality impact assessment must be part of the decision taken	Impacts and mitigation measures must be actively considered by the decision-makers when the decision is taken.
Have due regard	The equality impact assessment is a factor in a decision; it is not the only relevant factor for the decision maker to consider. It is for the decision maker to assess and decide the weight to give the equality impact assessment against other relevant considerations
Other factors can be relevant to the decision	The need for efficiencies and to reduce spending is a legitimate factor to be weighed along with equality impact assessment results.
Equality impact assessment is part of a process	The equality impact assessment is undertaken for specific statutory purposes, it is not an end in itself.
Must publish the results within a reasonable period	After carrying out the assessment the council must make it available to the public
Make appropriate arrangements to review the equality impact assessment following implementation of the policy and, where necessary, revise the decision or recommendations	Reasonable review (measuring actual impacts) and revision/modification procedures are necessary as part of the decision and they should be applied as part of the equality impact assessment process.

2. Equality Relevance Assessment of Revenue Budget 2018/19 to 2022/23 Budget Reduction Proposals

As part of the Revenue Budget Strategy for 2018/19 to 2022/23, all budget reduction proposals have been subject to an Equality Relevance Assessment, in line with the process set out in the council's Equality Impact Assessment toolkit. The toolkit is designed to support the council in taking account of the equality implications of its work, and to help ensure that Equality Impact Assessments (EQIAs) are conducted effectively and appropriately throughout all council services. The equality relevance process must be completed for all changes to council policy or resources.

The equality relevance assessment gives consideration to three key general duties:

Is there evidence or reason to believe that this policy will, or may potentially:

- Reduce or increase discrimination, victimisation or harassment against people covered by the equality protected characteristics?
- Reduce or increase equality of opportunity between people who share an equality protected characteristic and those who do not?
- Provide opportunity to improve good relations between those who share an equality protected characteristic and those who do not?

Where it is assessed that the answer to two or more of these general duties is yes, a full EQIA assessment should be conducted. Following this process, it has been assessed that the following revenue budget proposals require a full EQIA to be undertaken:

Service	Proposal
All Services	Workforce Arrangements changes
Corporate	<ul style="list-style-type: none"> • C1n – Cashable sickness absence saving (EQIA for proposed Policy and Procedure for Supporting Attendance at Work recommended) • C3b – Introduce a £20 charge for blue badges
Housing, Customer & Building Services	<ul style="list-style-type: none"> • H3b – Amalgamate three libraries into two locations and close Pumpherston Library to the general public • H3c - Reduce the opening hours at Armadale, Whitburn, Blackburn and Broxburn Customer Information Service by 3.5 hours a day to 10am to 3pm • H5a - Channel Shift and Digital Transformation (individual EQIA's for project briefs recommended)
Operational	<ul style="list-style-type: none"> • O1f –Cease the taxicard service • O5a – Remove the garne maintenance scheme provision
Social Policy IJB	<ul style="list-style-type: none"> • SJ1a – Review of Review of adult day care services including efficiencies in community transport, external day care provision and the Community Inclusion Team. • SJ1b - Development of West Lothian core and cluster residential facilities for adults with learning disabilities • SJ1d - Assessment and eligibility for service - Reduction in sleepover costs • SJ1e – Review of learning disability and physical disability transport • SJ2a - Assessment and eligibility for service - Review of eligibility criteria to increase need supported to substantial/ high from moderate • SJ2b - Assessment and eligibility for service - Review of respite provision for learning disabilities and older people • SJ2c - Assessment and eligibility for service – Assessment and eligibility for service - Reduction in adaptation expenditure for private sector housing • SJ2d - Assessment and eligibility for service - Focusing social work

Service	Proposal
	<p>resources on the support of those most in need</p> <ul style="list-style-type: none"> • SJ2f - Assessment and eligibility for service - Review short visits to clients • SJ2g - Increase use of technology to support care at home provision • SJ3b – Contributions Policy • SJ3c - Increase charge for community alarms and Telecare to match Scottish average of £3.02 per week • SJ4a - Assessment and eligibility for service - Reducing third party payments by 25% • SJ4c - Assessment and eligibility for service - Remaining former supporting people arrangements amalgamated with care at home framework • SJ5a - Day care to be delivered by existing external provision • SJ5b - Remodel housing with care provision • SJ6c - Assessment and eligibility for service Review of contract and commissioning and service development to deliver 25% reduction
Social Policy Non IJB	<ul style="list-style-type: none"> • S1a - Development of long term West Lothian based placements for children with disabilities • S1b - External placements replaced with internal provision within West Lothian • S1c - Reduce average cost of residential placements through increasing internal capacity • S1e - Review family support provision – closure of centre based facilities moving to supporting children in communities • S1f - Focusing the activity of early intervention and prevention support teams • S3a - Reducing third party payments by 25% • S3b - Reduction in financial support to voluntary sector • S4c - Review of contract and commissioning and service development to deliver 25% reduction
Planning, Economic Development and Regeneration	<ul style="list-style-type: none"> • P1b - Review and reduction in grants to community groups
Education	<ul style="list-style-type: none"> • E1b - Reduce adult learning budget by 50% • E2a - Cease arts development and non income generating activities • E2b – Cease sports development provision
Finance and Property Services	<ul style="list-style-type: none"> • F2a - New Anti-Poverty Service – restructure of management and staffing • F3e - Charging for car parks

3. EQIA Template

For those budget proposals listed above where it has been assessed that a full EQIA should be conducted, the outcome of this is included in the EQIA template. The key information included in the EQIA assessment is as follows:

- Details of aims of the proposed change to council policy or resources
- What equality data, research or other evidence has been used to inform the assessment
- Details of consultation and involvement
- Issues identified and protected characteristic impact
- Measures in place to monitor the actual impact following implementation
- Recommendation
- Mitigating actions and additional outputs

Appendix 8a provides a summary of the outcome of each of the equality relevance assessments conducted for individual budget reduction proposals. Where it is recommended that a full EQIA is conducted, a summary of the key issues and mitigating actions is also included within the summary. The details of all EQIA assessments are attached in Appendix 8b of the report. It should be noted that where an EQIA covers more than one budget proposal, for example, Social Policy Assessment and Eligibility proposals, the EQIA form references the budget proposals that the assessment relates to.

4. Further EQIA Considerations

Due to the medium term nature of the budget strategy and the challenge of delivering the identified £60.102 million of budget reductions over the next five years, it is important that budget measures, particularly where they are phased into future years, are managed effectively to ensure that savings agreed are able to be delivered in full and on time. For this purpose, council officers have adopted a project management approach, which in line with best practice, will ensure that budget measures are managed in a controlled way, with a structured and staged approach being taken to managing the complexities of delivering large scale savings.

As highlighted in the Revenue Budget Strategy report to Council Executive, on 6 February 2018, a significant number of projects have a prolonged lead in time, and several measures will occur throughout the middle and end of the five year strategy. Several budget measures, as outlined in the budget report, will require further development of council policy and therefore scrutiny by Policy Development and Scrutiny Panels, and further elected member approval.

By adopting this medium term approach, officers will be able to develop and implement budget measures in a prioritised and structured way. In line with EQIA guidance, this will also allow for further review of the impact of policy or resource decisions at further stages in the development of projects. This will ensure that EQIA occurs throughout the life of the five year strategy, and gives officers the opportunity to gather further evidence and monitoring information in relation to equality implications throughout the implementation of the budget reduction programme.

5. Cumulative Impact of Revenue Budget 2018/19 to 2022/23

As well as the individual equality relevance assessments conducted on budget reduction measures, officers have conducted a cumulative analysis on the implications of the wider financial strategy for the organisation. This decision was taken on the basis that while the impact of a single change may be limited, the combined effects of multiple similar or related changes may be of greater consequence.

A summary of the key findings of the cumulative assessment process is outlined below:

Cumulative Workforce Implications

The cumulative impact on the budget reduction proposals is an estimated reduction in 780.2 FTE, over the next five years, which is equivalent to 11% of the council's overall workforce, in FTE terms. To offset some of this reduction, it is estimated that an additional 640.9 FTE posts will be required over the five years, mainly in Education and Operational Services, to support growth in school rolls, the significant expansion of early learning and childcare, and expansion of free school meal entitlement for pre-school children. Based on these estimates the overall reduction in FTE numbers is 139.3 FTE, equivalent to a reduction of 2.0% of the total workforce.

It is anticipated that a large number of posts will be reduced through deletion of vacant posts, retirement and voluntary severance; however a reduction in posts will have implications for employee development opportunities and potential limitations to career progression.

It is not possible at this time to determine the overall split of FTE reductions between female and male employees. However, reductions in cleaning and catering services, closure of family centre based facilities and other building based care centres for social care clients, and administrative staff savings will predominantly impact on female staff. In addition, females and those with caring responsibilities are more likely to work part-time hours, and therefore a change to work structures may impact on them more substantially.

At the same time, it is likely that the expansion of free school meals, and the expansion of early learning and childcare will create a significant number of new posts in pre-school education and catering, which traditionally are jobs predominantly occupied by female staff. It is estimated that an additional 340FTE will be required to deliver these policies over the next five years. It is likely that more females will fill these posts than men. There is also potential that some female workers impacted by the budget reduction proposals could have opportunities to retrain to enable them to fill these new posts.

Impact on Service Users

A large element of the budget reduction proposals will impact on services directly accessed by the elderly, adults with disabilities, and children. Other proposals may impact on these groups.

Due to the scale of budget reductions required to balance the council's budgets over the next five years, it is inevitable that savings have to be targeted across the full range of council services. In 2017/18, 38% of the council's overall revenue budget supports Education Services, and 26% of the council's overall budget supports social care services for vulnerable children and adults, and older people.

Reductions to the social care budget, including changes to eligibility and charging for some non-residential social care services will result in savings of £16.707 million in Adults and Older People budgets. In addition, budget reductions totalling £5.415 million are proposed for Children's services budgets. Together, these savings account for 37% of the total savings proposed for the next five years. However, due to the increasing demand for social care services, the budget proposes additional investment of £3.229 million in Children's services, £12.085 million in Adults Services and £11.517 million in Older People's services over the next five years. In overall terms, the Social Care budgets for both the Integrated Joint Board (IJB) and non IJB social care services will increase by £3.526 million in cash terms over the five years.

Older people, and people with a disability also have the potential to be impacted by introduction of Blue Badge charging, library consolidation, anti-poverty proposals, and Digital transformation measures. The EQIA assessments have identified a range of mitigating actions that the council can put in place to assist with negative impacts of the above. The proposal to charge for car parking will be mitigated by ensuring free car parking spaces are allocated for blue badge users.

Proposed reductions to the Education Services budget totalling £11.999 million will impact on budgets allocated to schools, adult learning, culture and sports, and early learning and childcare services. The budget proposes additional investment of £40.6 million in the Education budget over the next five years, including the implementation of new early learning and childcare legislation. This will mean that the Education budget will increase by £28.6 million in cash terms over the next five years.

Digital Transformation

The shift from old to new technologies is a key theme of Transforming Your Council. It is a helpful way to streamline services, create efficiencies and improve access to services for many users. The cumulative analysis highlights that approximately £11 million of the budget proposals will require some form of digital dependency to successfully deliver the proposed saving, and within these there are several proposals where the use of modern technology will move more public services online. National research shows that certain groups of people (older people, people with disabilities, and people on low incomes) are more likely to not engage with digital services. The use of technology to make contact with the council and other partners, and moving public services online has the potential to isolate older adults who are not technologically up to date, if appropriate alternatives do not also continue to be made available. It is therefore important that the council gives consideration to continue to support those who are not able to access online resources or who need additional support, such as face to face interventions to complete forms.

Digital transformation also has the potential to impact the council workforce. It may mean that some employees will have to be trained to use new technologies they are unfamiliar with, but could also mean that roles within the council could become superseded by technology associated with improvement and efficiency in customer service processes. Subject to how digital transformation is implemented, this may have an impact on those working within face-to-face customer service roles. Those working in such roles within the council are more likely to be women than men. The council will be required to give due regard to risks digital transformation changes may have on staff with protected characteristics.

6. Conclusion

This appendix highlights the approach the council has undertaken to ensure it meets the requirements of The Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012. The outcome of the approach taken is summarised in Appendix 8a, and full details of the Equality Relevance Assessments and full EQIA's for budget proposals assessed as relevant are also published in Appendix 8b. Finally the report highlights the consideration given to the overall impact of the council's budget, on staff and service users with protected characteristics.

Appendix 8a – 2018/19 to 2022/23 Draft Equality Impact Assessments

Corporate Services – Service Redesign, Integration and Modernisation

Ref	Measure	EQIA Relevance	Protected Characteristics	Summary of Issues	Recommendations or Proposed Mitigation
C1a	IT Services staffing efficiencies, revised approach to information security and records management and use of council staff for capital projects	Not Relevant	N/A	N/A	N/A
C1b	Legal Services staffing efficiencies and full cost recovery for capital related work	Not Relevant	N/A	N/A	N/A
C1c	Redesign of Corporate Procurement Unit	Not Relevant	N/A	N/A	N/A
C1d	Redesign of HR and payroll functions	Not Relevant	N/A	N/A	N/A
C1e	Centralise loan worker device budgets & reduce number of devices based on need	Not Relevant	N/A	N/A	N/A
C1f	Corporate Communications restructure	Not Relevant	N/A	N/A	N/A
C1g	Miscellaneous supplies and services budget reductions	Not Relevant	N/A	N/A	N/A
C1h	Charge licensing staff to lifetime income and removal of vacant officer post	Not Relevant	N/A	N/A	N/A
C1i	Reduction in postage budget	Not Relevant	N/A	N/A	N/A
C1j	New Electronic Documents Records Management system savings	Not Relevant	N/A	N/A	N/A
C1k	New approach to programme management	Not Relevant	N/A	N/A	N/A
C1l	Redesign of Committee Services	Not Relevant	N/A	N/A	N/A
C1m	Saving from Scottish wide area network	Not Relevant	N/A	N/A	N/A
C1n	Cashable sickness absence saving	Relevant	Potentially all	A new Policy and Procedure for Supporting Attendance at Work is currently being developed by council officers, which is proposed to replace the current Sickness Absence Policy. This will require further discussion at the Partnership and Resources PDSP, and then approval by Council Executive. It is proposed that an EQIA will be conducted for the new policy.	Mitigating actions will be considered as part of the EQIA of the proposed Policy and Procedure for Supporting Attendance at Work
C1o	Reduce Safeguarders budget	Not Relevant	N/A	N/A	N/A

Corporate Services – Channel Shift

Ref	Measure	EQIA Relevance	Protected Characteristics	Summary of Issues	Recommendations or Proposed Mitigation
C2a	IT Services Channel Shift	Not Relevant	N/A	N/A	N/A

Corporate Services – Income and Contributions

Ref	Measure	EQIA Relevance	Protected Characteristics	Summary of Issues	Recommendations or Proposed Mitigation
C3a	Increased income from employee benefits	Not Relevant	N/A	N/A	N/A
C3b	Introduce a £20 charge for blue badges	Relevant	Age, Disability	<p>The Scottish Government amended legislation in 2006 to allow local authorities to charge up to a maximum of £20 for an application for a blue badge under the (The Disabled Persons (Badges for Motor Vehicles) (Scotland) Amendments Regulations 2007). Currently 30 councils apply the £20 charge and one other council has set a charge of below £20. WLC is currently the only Scottish Council not to charge for the issuing of Blue Badges.</p> <p>The EQIA has determined that whilst there is no minimum age for a blue badge application there is a strong co-relation between age and disability with older people more likely to require a blue badge.</p> <p>The determining factors for receiving a blue badge are set out by the Blue Badge scheme criteria. All applicants will be charged for their first</p>	<p>The council has a statutory duty to administer the Blue Badge scheme. Due to financial constraints, it is proposed that the council should introduce the £20 charge for issuing of blue badges, which will bring it in line with almost all of the other Scottish councils. Blue Badges are usually issued for three years and therefore for the majority of cases, the average annual cost of being granted a Blue Badge will be £6.66 per year.</p> <p>The Blue Badge administration team will monitor the uptake for the scheme to determine if charging has impacted on the number of applications being processed and awarded.</p>

Ref	Measure	EQIA Relevance	Protected Characteristics	Summary of Issues	Recommendations or Proposed Mitigation
				<p>application, renewal or loss of blue badge.</p> <p>The Equality and Human Rights Commission response to the Scottish Government Consultation on Blue Badge Reform, published by the Commission in October 2010, stated that the provision of a blue badge is an important aspect of promoting equality for disabled people in the face of a public transport system which is often inaccessible. It also suggested that £20.00 should be the absolute maximum that local authorities could charge for the issuing of a badge with the further provision that this should relate to issue, not application.</p> <p>There were 395 responses in the TYC consultation that supported the proposal to charge for the issuing of blue badges, and 153 responses that were against the proposal.</p>	<p>Complaint levels will be monitored and reviewed.</p> <p>The six monthly blue badge customer engagement survey will help assess the perception of the charge.</p>
C3c	Advertising in Bulletin and the council website	Not Relevant	N/A	N/A	N/A
C3d	Inflationary increase in discretionary licensing charges	Not Relevant	N/A	N/A	N/A

Corporate Services – Centralisation of Learning and Development Activity

Ref	Measure	EQIA Relevance	Protected Characteristics	Summary of Issues	Recommendations or Proposed Mitigation
C4a	Review of corporate learning and development provision	Not Relevant	N/A	N/A	N/A

Corporate Services – Centralisation of Performance and Assurance

Ref	Measure	EQIA Relevance	Protected Characteristics	Summary of Issues	Recommendations or Proposed Mitigation
C5a	Redesign of performance and assurance activities	Not Relevant	N/A	N/A	N/A

Corporate Services – Administration Support

Ref	Measure	EQIA Relevance	Protected Characteristics	Summary of Issues	Recommendations or Proposed Mitigation
C6a	Expansion of administration hubs	Not Relevant	N/A	N/A	N/A

Corporate Services – Workforce Arrangements

Ref	Measure	EQIA Relevance	Protected Characteristics	Summary of Issues	Recommendations or Proposed Mitigation
C7a	Workforce arrangements changes	Relevant	Gender	<p>The proposals will impact on all council employees whose working arrangements currently include an additional payment or shift allowance. The proposals also have the potential to impact on all employees who work overtime as there are proposed changes to overtime rates.</p> <p>There is evidence that the implementation of new working arrangements will narrow the gender pay gap, historically male employees are the predominant employment group whose working arrangements result in additional payments being made. Male employees are also more likely to work full time and therefore be in receipt of enhanced overtime payments.</p>	<p>It is anticipated that this measure will have a positive impact on the gender pay gap as female employees, are less likely to work full time and therefore be in receipt of enhanced overtime payments and are also less likely to work in roles which attract standby and on call payments.</p> <p>Formal consultation will be undertaken with the trade unions and employees in line with established consultation protocols</p>

Housing, Customer and Building Services – Review of External Funding for Police and Community Safety

Ref	Measure	EQIA Relevance	Protected Characteristics	Summary of Issues	Recommendations or Proposed Mitigation
H1a	Reduce funding to Police Scotland, remove contribution for vehicle costs and removal of funding for analyst post, leaving funding for one analyst post	Not Relevant	N/A	Through previous years performance reporting to PDSP and as part of the corporate equality scorecard, there has been no concern raised regarding crime, victimisation or harassment of those from the protected characteristics, particularly hate crimes and therefore the relevance assessment has determined that a full EQIA is not required at this time, however, should performance give reason to believe there has been a negative impact then a full EQIA should be conducted.	N/A
H1b	Review of Community Safety Service	Not Relevant	N/A	N/A	N/A

Housing, Customer and Building Services – Service Redesign, Integration and Modernisation

Ref	Measure	EQIA Relevance	Protected Characteristics	Summary of Issues	Recommendations or Proposed Mitigation
H2a	Homelessness staffing efficiencies	Not Relevant	N/A	N/A	N/A
H2b	Customer Service Centre staffing efficiencies	Not Relevant	N/A	N/A	N/A
H2c	Customer & Community Services staffing efficiencies	Not Relevant	N/A	N/A	N/A
H2d	Additional staffing efficiencies	Not Relevant	N/A	N/A	N/A

Housing, Customer and Building Services – Modernised Library and Information Service

Ref	Measure	EQIA Relevance	Protected Characteristics	Summary of Issues	Recommendations or Proposed Mitigation
H3a	Reduce service development activity in libraries	Not Relevant	N/A	N/A	N/A
H3b	Amalgamate the Lanthorn and Almondbank libraries into a central Livingston location, move Carmondean library into the Ability Centre and close Pumpherston Library to the general public.	Relevant	Age, Disability, Gender, Race	<p>The EQIA has indicated that the modernised library and information service proposals could have a negative impact on some local users of areas where there is potential for closure, in particular older people and disabled users.</p> <p>Provision of a new central library is likely to result in a better designed modern service, which will benefit existing and new users.</p> <p>The design of a consolidated library will take into account disability and access requirements</p>	<p>It is recommended to conduct a stage 2 EQIA at the planning phase of the project following council approval – this should involve an analysis of the profile of customers likely to require the use of public transport to a different location – including age, gender and disability.</p> <p>Overall, it is anticipated that this measure will have a positive impact on equality for those who are unable to travel to libraries or CIS services due to disability, illness or age, and benefits may mitigate any negative impact once digital options are fully implemented – the use and effectiveness of these options will be monitored as part of the management of the digital transformation project.</p> <p>Targeted consultation which informs stage 2 work with user groups/customers in all locations for library amalgamation will take place.</p>

Ref	Measure	EQIA Relevance	Protected Characteristics	Summary of Issues	Recommendations or Proposed Mitigation
H3c	Reduce the opening hours at Armadale, Whitburn, Blackburn and Broxburn Customer Information Service by 3.5 hours a day to 10am to 3pm	Relevant	Age, Disability, Gender, Race	As per H3b	As per H3b

Housing, Customer and Building Services – Empowering Communities and Reducing the Number of Community Facilities

Ref	Measure	EQIA Relevance	Protected Characteristics	Summary of Issues	Recommendations or Proposed Mitigation
H4a	Review core tasks and hours at West Calder community centre	Not Relevant	N/A	N/A	N/A
H4b	Asset transfer of smaller community centres/village halls	Not Relevant	N/A	N/A	N/A

Housing, Customer and Building Services – Channel Shift and Digital Transformation

Ref	Measure	EQIA Relevance	Protected Characteristics	Summary of Issues	Recommendations or Proposed Mitigation
H5a	Channel shift and digital transformation	Relevant	Age, Disability	National research shows that certain groups of people (older people, people with disabilities, people on low incomes) are more likely to not engage with digital services. However, as details of the types of services that will be affected by digital transformation are still to be developed, it is not possible to fully assess the impact that any changes may have at this stage.	Equality impact assessments will be considered individually as part of the project brief development process for any activities which contribute to the delivery of the Digital Transformation Strategy and subsequent efficiencies. This will allow for the engagement of groups that will be directly affected.

Housing, Customer and Building Services – Income and Contributions

Ref	Measure	EQIA Relevance	Protected Characteristics	Summary of Issues	Recommendations or Proposed Mitigation
H6a	Inflationary increase in rent and service charges	Not Relevant	N/A	N/A	N/A
H6b	Inflationary increase in Registration charges	Not Relevant	N/A	N/A	N/A

Housing, Customer and Building Services – Workforce Arrangements

Ref	Measure	EQIA Relevance	Protected Characteristics	Summary of Issues	Recommendations or Proposed Mitigation
H7a	Workforce arrangements changes	Relevant	Gender	<p>The proposals will impact on all council employees whose working arrangements currently include an additional payment or shift allowance. The proposals also have the potential to impact on all employees who work overtime as there are proposed changes to overtime rates.</p> <p>There is evidence that the implementation of new working arrangements will narrow the gender pay gap, historically male employees are the predominant employment group whose working arrangements result in additional payments being made. Male employees are also more likely to work full time and therefore be in receipt of enhanced overtime payments.</p>	<p>It is anticipated that this measure will have a positive impact on the gender pay gap as female employees, are less likely to work full time and therefore be in receipt of enhanced overtime payments and are also less likely to work in roles which attract standby and on call payments.</p> <p>Formal consultation will be undertaken with the trade unions and employees in line with established consultation protocols</p>

Operational Services – Reprioritised Passenger Transport Strategy

Ref	Measure	EQIA Relevance	Protected Characteristics	Summary of Issues	Recommendations or Proposed Mitigation
O1f	Cease the taxicard scheme	Relevant	Age, Disability	The Equality Relevance Assessment recognised that the removal of the concessionary taxicard scheme will impact on groups with protected characteristics, particularly elderly users and people with disabilities	<p>Officers should take steps to ensure all existing taxi card customers will be provided with notice of the schemes cessation and signposted to alternative transport options, such as the Dial-a-Ride scheme.</p> <p>Dial-A-Ride provides a door-to-door transport service for people with limited mobility who are unable to use ordinary buses. The vehicles are specially adapted to carry combinations of wheelchair users and other passengers safely and comfortably.</p>

Operational Services – Green Fleet and Travel

Ref	Measure	EQIA Relevance	Protected Characteristics	Summary of Issues	Recommendations or Proposed Mitigation
O2a	Fleet Services saving arising from reduced number of council vehicles and service restructure	Not Relevant	N/A	N/A	N/A
O2b	Green travel further reduction in mileage	Not Relevant	N/A	N/A	N/A

Operational Services – Service Redesign, Integration and Modernisation

Ref	Measure	EQIA Relevance	Protected Characteristics	Summary of Issues	Recommendations or Proposed Mitigation
O3b	Review of support services	Not Relevant	N/A	N/A	N/A
O3c	Additional staffing efficiencies	Not Relevant	N/A	N/A	N/A

Operational Services – Revised Catering, Cleaning and Facilities Management Models and Standards

Ref	Measure	EQIA Relevance	Protected Characteristics	Summary of Issues	Recommendations or Proposed Mitigation
O4a	Review of catering and kitchen service for school meals including transportation, menu options and other efficiencies	Not Relevant	N/A	N/A	N/A
O4b	Reducing building cleaning levels through reduced cleaning hours for school summer holidays and Friday afternoons	Not Relevant	N/A	N/A	N/A
O4c	Review Facilities Management service delivery model in schools	Not Relevant	N/A	N/A	N/A

Operational Services – Revised Service Standards and Delivery Models – NETs, Land and Countryside

Ref	Measure	EQIA Relevance	Protected Characteristics	Summary of Issues	Recommendations or Proposed Mitigation
O5a	Remove garden maintenance scheme provision	Relevant	Age, Disability	The cessation of the garden maintenance scheme will largely impact on elderly residents of the authority who are unable to undertake maintenance of their own garden.	All existing customers will be provided with notice of the schemes cessation and will be sign posted to find a suitable alternative provider.
O5b	Reduce seasonal ranger service provision	Not Relevant	N/A	N/A	N/A
O5c	NETs, Land and Countryside review	Not Relevant	N/A	N/A	N/A

Operational Services – Revised Service Standards and Delivery Models – Roads and Transportation

Ref	Measure	EQIA Relevance	Protected Characteristics	Summary of Issues	Recommendations or Proposed Mitigation
O6a	Roads and Transportation review	Not Relevant	N/A	N/A	N/A
O6b	Review of winter maintenance standards for footways and grit bins	Not Relevant	N/A	N/A	N/A
O6c	Continue current programme to convert street lighting to LED	Not Relevant	N/A	N/A	N/A

Operational Services – Revised Service Standards and Delivery Models – Waste Services

Ref	Measure	EQIA Relevance	Protected Characteristics	Summary of Issues	Recommendations or Proposed Mitigation
O7a	Cease the commercial waste collection service and close the commercial recycling centre	Not Relevant	N/A	N/A	N/A
O7b	Revise opening hours for community recycling centres	Not Relevant	N/A	N/A	N/A
O7c	Introduction of charging for bulky uplifts	Not Relevant	N/A	N/A	N/A
O7d	Combined food and garden waste collection	Not Relevant	N/A	N/A	N/A
O7e	Waste Services review	Not Relevant	N/A	N/A	N/A

Operational Services – Income and Contributions

Ref	Measure	EQIA Relevance	Protected Characteristics	Summary of Issues	Recommendations or Proposed Mitigation
O8a	Inflationary increase in school meals prices	Not Relevant	N/A	N/A	N/A
O8b	Inflationary increase in cemeteries sale of lairs and interments	Not Relevant	N/A	N/A	N/A
O8c	Inflationary increase in roads inspections and consents	Not Relevant	N/A	N/A	N/A
O8d	Inflationary increase in external cleaning and catering	Not Relevant	N/A	N/A	N/A
O8e	Inflationary increase in countryside charges	Not Relevant	N/A	N/A	N/A
O8f	Introduction of charges for new and replacement bins	Not Relevant	N/A	N/A	N/A

Operational Services – Workforce Arrangements

Ref	Measure	EQIA Relevance	Protected Characteristics	Summary of Issues	Recommendations or Proposed Mitigation
O9a	Workforce arrangements changes	Relevant	Gender	<p>The proposals will impact on all council employees whose working arrangements currently include an additional payment or shift allowance. The proposals also have the potential to impact on all employees who work overtime as there are proposed changes to overtime rates.</p> <p>There is evidence that the implementation of new working arrangements will narrow the gender pay gap, historically male employees are the predominant employment group whose working arrangements result in additional payments being made. Male employees are also more likely to work full time and therefore be in receipt of enhanced overtime payments.</p>	<p>It is anticipated that this measure will have a positive impact on the gender pay gap as female employees, are less likely to work full time and therefore be in receipt of enhanced overtime payments and are also less likely to work in roles which attract standby and on call payments.</p> <p>Formal consultation will be undertaken with the trade unions and employees in line with established consultation protocols</p>

Social Policy Integrated Joint Board – Care for Adults

Ref	Measure	EQIA Relevance	Protected Characteristics	Summary of Issues	Recommendations or Proposed Mitigation
SJ1a	Review of adult day care services including efficiencies in community transport, external day care provision and the Community Inclusion Team.	Relevant	Disability	<p>Users of adult day care will have a diagnosed learning or physical disability, or in some cases both. The proposal to review day care provision will impact on all users with an assessed eligible need for a care service. Users may have more than one of the protected characteristics but this will not have been part of a determination in assessing their eligibility for social care supports, as individuals are assessed on need. The deployment of a standardised and consistent assessment process ensures that all people referred to social care are considered equally with the determining factors for eligibility based on risk not on any other measure.</p> <p>The needs of people who have disability vary depending on the complexity and severity of their condition and provision of services need to take account of the range of needs that require to be met.</p> <p>With the setting of eligibility at substantial, people will be encouraged to engage with their local communities to have lower level needs and outcomes met. Access to services in local communities is subject to equalities duties which will consider accessibility for all.</p>	<p>The review of day care will need to take account of the range of supports that require to be provided to those with greatest need based on a standard approach to the assessment of risk.</p> <p>Involvement of service users and their families and carers will be critical to the approval of any change in service model. The disability forum, providers and advocacy services will also require to be engaged to ensure that changes to delivery models continue to meet the needs of people who have an assessed eligible need. Any new model should also aim to meet the objective of the day care review, and the principles in the Keys to Life Strategy for people to be afforded meaningful activity graduating away from building based services.</p>

Ref	Measure	EQIA Relevance	Protected Characteristics	Summary of Issues	Recommendations or Proposed Mitigation
SJ1b	Development of West Lothian core and cluster residential facilities for adults with learning disabilities	Relevant	Disability	The project is to develop new West Lothian core and cluster residential facilities for adults with learning disabilities. People who will be affected by the provision of this proposed new housing facility may have multiple protected characteristics but in the main this project will have an impact on people with a disability.	<p>The project aims to have a positive impact on people, to provide a local solution which better meets their needs.</p> <p>Families can find it difficult to have regular contact where placements are made a considerable distance from West Lothian and this project will enable people affected by a disability to remain better connected with their families.</p> <p>There is parental expectation that young people moving from the family home can live in West Lothian and this project will allow better opportunities in that regard.</p>
SJ1c	Reduction in in house housing support service	Not Relevant	N/A	N/A	N/A

Ref	Measure	EQIA Relevance	Protected Characteristics	Summary of Issues	Recommendations or Proposed Mitigation
SJ1d	Assessment and eligibility for service - Reduction in sleepover costs	Relevant	Age, Disability	<p>The EQIA indicated that although the proposal does not discriminate against any of the protected characteristics, the very nature of the services provided will impact disproportionately on older people and people with disabilities.</p> <p>The deployment of a standardised and consistent eligibility assessment process will ensure that all people referred to social care are considered equally with the determining factors for eligibility based on risk.</p>	Support will continue to be provided to those with greatest need based on a standard approach to the assessment of risk. There will continue to be other arrangements in place for service users with lower levels of assessed need including access to community services, information and advice. In some cases technological solutions will be deployed to meet support needs, such as the Public Social Partnership (PSP) for Housing Support which is a co-produced service which includes advice provision, sign-posting, carer's support and befriending activity.
SJ1e	Review of learning disability and physical disability transport	Relevant	Disability	Per SJ1a	Per SJ1a

Social Policy Integrated Joint Board – Adult and Older People Assessment

Ref	Measure	EQIA Relevance	Protected Characteristics	Summary of Issues	Recommendations or Proposed Mitigation
SJ2a	Assessment and eligibility for service - Review of eligibility criteria to increase need supported to substantial/ high from moderate	Relevant	Age, Disability	<p>The EQIA indicated that although the proposal does not discriminate against any of the protected characteristics, the very nature of the services provided will impact disproportionately on older people and people with disabilities.</p> <p>The deployment of a standardised and consistent eligibility assessment process will ensure that all people referred to social care are considered equally with the determining factors for eligibility based on risk.</p>	Support will continue to be provided to those with greatest need based on a standard approach to the assessment of risk. There will continue to be other arrangements in place for service users with lower levels of assessed need including access to community services, information and advice. In some cases technological solutions will be deployed to meet support needs, such as the Public Social Partnership (PSP) for Housing Support which is a co-produced service which includes advice provision, sign-posting, carer's support and befriending activity.
SJ2b	Assessment and eligibility for service - Review of respite provision for learning disabilities and older people	Relevant	Age, Disability	As per SJ2a	As per SJ2a
SJ2c	Assessment and eligibility for service – Assessment and eligibility for service - Reduction in adaptation expenditure for private sector housing	Relevant	Age, Disability	As per SJ2a	As per SJ2a
SJ2d	Assessment and eligibility for service - Focusing social work resources on the support of those most in need	Relevant	Age, Disability	As per SJ2a	As per SJ2a
SJ2e	Adjust shift pattern of crisis care team	Not Relevant	N/A	N/A	N/A
SJ2f	Assessment and eligibility for service - Review short visits to clients	Relevant	Age, Disability	As per SJ2a	As per SJ2a

Ref	Measure	EQIA Relevance	Protected Characteristics	Summary of Issues	Recommendations or Proposed Mitigation
SJ2g	Increase use of technology to support care at home provision	Relevant	Age, Disability	<p>The increased use of technological solutions such as home and health monitoring and telecare such as activity and lifestyle monitoring is aimed at clients who have been referred for support services and packages of care, and to encourage such clients' participation in a programme to promote their confidence and levels of independence of activities of daily living.</p> <p>The desired outcome is to continue to protect the most vulnerable members of our communities, to prevent deterioration and to ensure that those who need support continue to receive it. Telecare services will enable older and disabled people to continue to live independently and reduce demand for costlier services including facilitating discharge, reducing non-elective hospital admissions and delaying or avoiding demand for residential care</p>	None identified – this proposal is seen as a providing a positive outcome for equality

Social Policy Integrated Joint Board – Income and Contributions

Ref	Measure	EQIA Relevance	Protected Characteristics	Summary of Issues	Recommendations or Proposed Mitigation
SJ3a	Housing with Care 3% rent increase	Not Relevant	N/A	N/A	N/A

Ref	Measure	EQIA Relevance	Protected Characteristics	Summary of Issues	Recommendations or Proposed Mitigation
SJ3b	Contributions policy	Relevant	Age, Disability	<p>A move from the current system of charging for some services to the proposed system of a contribution being made towards the cost of the care plan will be more equitable. The value of the care plan will still be based purely on assessed need but there will be people who are not currently charged for services included in the proposed new arrangements. There will also be some people who will pay more than they did previously and some who may pay less.</p> <p>Evidence suggests that the higher cost of living faced by people with disabilities increases the risk of people with disabilities falling into relative poverty. This is somewhat mitigated for people over 65 who will benefit from a higher minimum income disregard threshold and free personal health care. This risk is increased by the expected impact of welfare reform.</p> <p>COSLA guidance states: "The Social Work (Scot) Act provides the legal basis for charging for non-residential care. Under s87 of the Act charges must be both "reasonable and practicable" for an individual to pay. Understanding the associated additional daily living costs of living with an illness or a disability is essential if local authorities are to</p>	<p>It is recommended that to mitigate against the risk of people impacted by the policy change falling into relative poverty that the council should:</p> <ol style="list-style-type: none"> 1. Gather information about additional disability related expenses as part of the financial assessment process, ideally with questions about Disability Related Expenditure being included in the financial assessment form as recommended by COSLA 2. Further disregard income where additional expenditure is incurred by a service user as a result of living as a disabled person 3. The disability equality related community groups and forums will be consulted further on this measure as outlined within the formal Committee paper. It is recommended that this consultation takes place in an open, constructive manner in which the forum members are given the opportunity to offer alternative suggestions

Ref	Measure	EQIA Relevance	Protected Characteristics	Summary of Issues	Recommendations or Proposed Mitigation
				ensure charging levels meet this test. Failure to take Disability Related Expenditure into account as part of the financial assessment could result in charging levels which cause financial hardship and undermine the right of people living with an illness or disability to live independently”.	for realising the required savings. 4. Ensure that the introduction of the Carer’s legislation is considered alongside the new contributions policy to appropriately distinguish between care needs for the carer and care needs for the care for person.
SJ3c	Increase charge for community alarms and Telecare to match Scottish average of £3.02 per week	Relevant	Age, Disability	The desired outcome is to continue to protect the most vulnerable members of our communities, to prevent deterioration and to ensure that those who need support continue to receive it. Telecare services will enable older and disabled people to continue to live independently and reduce demand for costlier services including facilitating discharge, reducing non-elective hospital admissions and delaying or avoiding demand for residential care	Arrangements should be put in place following the proposed price increase to monitor any negative effects on take up of the service.
SJ3d	2% increase in care home accommodation recoveries based on assumed UK Government maximum	Not Relevant	N/A	N/A	N/A

Social Policy Integrated Joint Board – Commissioned Services

Ref	Measure	EQIA Relevance	Protected Characteristics	Summary of Issues	Recommendations or Proposed Mitigation
SJ4a	Assessment and eligibility for service - Reducing third party payments by 25% -	Relevant	Age, Disability	<p>The EQIA indicated that although the proposal does not discriminate against any of the protected characteristics, the very nature of the services provided will impact disproportionately on older people and people with disabilities.</p> <p>The deployment of a standardised and consistent eligibility assessment process will ensure that all people referred to social care are considered equally with the determining factors for eligibility based on risk.</p>	Support will continue to be provided to those with greatest need based on a standard approach to the assessment of risk. There will continue to be other arrangements in place for service users with lower levels of assessed need including access to community services, information and advice. In some cases technological solutions will be deployed to meet support needs, such as the Public Social Partnership (PSP) for Housing Support which is a co-produced service which includes advice provision, sign-posting, carer's support and befriending activity.
SJ4b	Review and prioritisation of Alcohol and Drug Partnership service	Not Relevant	N/A	N/A	N/A
SJ4c	Assessment and eligibility for service - Remaining former supporting people arrangements amalgamated with care at home framework	Relevant	Age, Disability	See SJ4a	See SJ4a

Social Policy Integrated Joint Board – Building Based Care

Ref	Measure	EQIA Relevance	Protected Characteristics	Summary of Issues	Recommendations or Proposed Mitigation
SJ5a	Day care to be delivered by existing external provision	Relevant	Age	The proposal will affect elderly people in a positive way as it will create additional residential accommodation within West Lothian and enable older people with their families / carers to have more choice in how their needs are met.	<p>Maximising the use of day care places with our external partners will ensure that the day care demand continues to be met and the opportunity to then convert the space to residential beds will create further choice for older people.</p> <p>The project will consider how to measure feedback from service users, families and community</p>
SJ5b	Remodel housing with care provision	Relevant	Age	It is envisaged the development of an assisted living model of support will have a positive impact on the lives and wellbeing of older people providing support which seeks to maximise and sustain independence whilst enabling individuals to remain socially connected and active participants within the local community. All of the aforementioned known to have a positive effect on health and wellbeing.	None identified – this proposal is seen as a providing a positive outcome on equality

Social Policy Integrated Joint Board – Management and Support

Ref	Measure	EQIA Relevance	Protected Characteristics	Summary of Issues	Recommendations or Proposed Mitigation
SJ6a	Review of Social Policy management posts	Not Relevant	N/A	N/A	N/A
SJ6b	Review of Social Policy administration support to deliver 25% reduction	Not Relevant	N/A	N/A	N/A
SJ6c	Assessment and eligibility for service Review of contract and commissioning and service development to deliver 25% reduction	Relevant	Age, Disability	<p>The Assessment and Eligibility EQIA indicated that although the proposal does not discriminate against any of the protected characteristics, the very nature of the services provided will impact disproportionately on older people and people with disabilities.</p> <p>The deployment of a standardised and consistent eligibility assessment process will ensure that all people referred to social care are considered equally with the determining factors for eligibility based on risk.</p> <p>Health and care integration and eligibility changes will provide an opportunity to achieve efficiency through eliminating duplication and streamlining processes. As direct service delivery reduces and in line with other reductions across the service, and through the use of increased technology, further efficiencies will be delivered in management, admin and support.</p>	None identified – This proposal relates to the management and administration saving that will be achieved from a review of Social Policy IJB contracting and commissioning services
SJ6d	Responsibility for payment of PVG checks passed to employees from Grade WLI and above	Not Relevant	N/A	N/A	N/A
SJ6e	Integration of Occupational Therapy teams between the council and Health	Not Relevant	N/A	N/A	N/A
SJ6f	Additional staffing efficiencies	Not Relevant	N/A	N/A	N/A

Social Policy Integrated Joint Board – Workforce Arrangements

Ref	Measure	EQIA Relevance	Protected Characteristics	Summary of Issues	Recommendations or Proposed Mitigation
SJ7a	Workforce arrangements changes	Relevant	Gender	<p>The proposals will impact on all council employees whose working arrangements currently include an additional payment or shift allowance. The proposals also have the potential to impact on all employees who work overtime as there are proposed changes to overtime rates.</p> <p>There is evidence that the implementation of new working arrangements will narrow the gender pay gap, historically male employees are the predominant employment group whose working arrangements result in additional payments being made. Male employees are also more likely to work full time and therefore be in receipt of enhanced overtime payments.</p>	<p>It is anticipated that this measure will have a positive impact on the gender pay gap as female employees, are less likely to work full time and therefore be in receipt of enhanced overtime payments and are also less likely to work in roles which attract standby and on call payments.</p> <p>Formal consultation will be undertaken with the trade unions and all employees in line with established consultation protocols</p>

Social Policy Non Integrated Joint Board – Care for Children

Ref	Measure	EQIA Relevance	Protected Characteristics	Summary of Issues	Recommendations or Proposed Mitigation
S1a	Development of long term West Lothian based placements for children with disabilities	Relevant	Potentially all	<p>The development of long term transition plans and placements will have a positive impact on young people and the change to education provision to enable children to remain in West Lothian will allow for more intensive work to take place within the family setting with the aim of keeping children at home with their families.</p> <p>The aim of the project is to have a beneficial impact on children's lives and increase equality of opportunity for children. This should in turn reduce the likelihood of discrimination. The parents of the children and the children themselves may have any of the following protected characteristics; age, disability, ethnicity, gender, gender reassignment, pregnancy and maternity, religion or belief and sexual orientation.</p>	There is an action plan developed from the Joint Children's Service Inspection which contains measures of success in relation to this area of improvement to educational attainment of looked after children and outcomes for care leavers
S1b	External placements replaced with internal provision within West Lothian	Relevant	Potentially all	As S1a above	As S1a above
S1c	Reduce average cost of residential placements through increasing internal capacity	Relevant	Potentially all	As S1a above	As S1a above
S1d	Support payments to former looked after children	Not Relevant	N/A	N/A	N/A

Ref	Measure	EQIA Relevance	Protected Characteristics	Summary of Issues	Recommendations or Proposed Mitigation
S1e	Review family support provision – closure of centre based facilities moving to supporting children in communities	Relevant	Potentially All	Children and families that receive support from the family centres and parenting teams could have any of the protected characteristics covered by the Equalities Act. The service does not discriminate between any client, and social work values exist to ensure equity of provision based on assessed need and assessment of risk.	<p>The redesign of family support and parenting should have a positive impact on equality as the aim will be to focus on people's needs at the earliest possible opportunity thereby reducing the impact of issues experienced by families and young people.</p> <p>A further staged review of EQIA will be undertaken once options appraisal has been completed and tabled as part of any recommendation to the project board.</p>
S1f	Focusing the activity of early intervention and prevention support teams	Relevant	Potentially All	As S1e above	As S1e above
S1g	Service review of Social Care Emergency Team	Not relevant	N/A	N/A	N/A
S1h	Review management of foster care placements	Not relevant	N/A	N/A	N/A
S1i	Review of looked after children transport	Relevant	Potentially All	As S1a above	As S1a above

Social Policy Non Integrated Joint Board – Income and Contributions

Ref	Measure	EQIA Relevance	Protected Characteristics	Summary of Issues	Recommendations or Proposed Mitigation
S2a	Review of Criminal Justice funding	Not Relevant	N/A	N/A	N/A

Social Policy Non Integrated Joint Board – Commissioned Services

Ref	Measure	EQIA Relevance	Protected Characteristics	Summary of Issues	Recommendations or Proposed Mitigation
S3a	Reducing third party payments by 25%	Relevant	Potentially All	Children and families that receive support could have any of the protected characteristics covered by the Equalities Act. The service does not discriminate between any client, and social work values exist to ensure equity of provision based on assessed need and assessment of risk.	<p>The redesign of children and families should have a positive impact on equality as the aim will be to focus on people's needs at the earliest possible opportunity thereby reducing the impact of issues experienced by families and young people.</p> <p>A further staged review of EQIA will be undertaken once options appraisal has been completed and tabled as part of any recommendation to the project board.</p>
S3b	Reduction in financial support to voluntary sector	Relevant	Potentially All	As per S3a	As per S3a

Social Policy Non Integrated Joint Board – Management and Support

Ref	Measure	EQIA Relevance	Protected Characteristics	Summary of Issues	Recommendations or Proposed Mitigation
S4a	Review of Social Policy management posts	Not Relevant	N/A	N/A	N/A
S4b	Review of Social Policy administration support to deliver 25% reduction	Not Relevant	N/A	N/A	N/A

Ref	Measure	EQIA Relevance	Protected Characteristics	Summary of Issues	Recommendations or Proposed Mitigation
S4c	Review of contract and commissioning and service development to deliver 25% reduction	Relevant	Potentially all	<p>The development of long term transition plans and placements will have a positive impact on young people and the change to education provision to enable children to remain in West Lothian will allow for more intensive work to take place within the family setting with the aim of keeping children at home with their families.</p> <p>The redesign of Children and Families services, including the review of contract and commissioning will result in efficiencies in management, administration and support.</p>	None identified – This proposal relates to the management and administration saving that will be achieved from a review of children's services contracting and commissioning
S4d	Responsibility for payment of PVG checks passed to employees for grade WLI and above	Not Relevant	N/A	N/A	N/A
S4e	Additional staffing efficiencies	Not Relevant	N/A	N/A	N/A

Social Policy Non Integrated Joint Board – Workforce Arrangements

Ref	Measure	EQIA Relevance	Protected Characteristics	Summary of Issues	Recommendations or Proposed Mitigation
S5a	Workforce arrangements changes	Relevant	Gender	<p>The proposals will impact on all council employees whose working arrangements currently include an additional payment or shift allowance. The proposals also have the potential to impact on all employees who work overtime as there are proposed changes to overtime rates.</p> <p>There is evidence that the implementation of new working arrangements will narrow the gender pay gap, historically male employees are the predominant employment group whose working arrangements result in additional payments being made. Male employees are also more likely to work full time and therefore be in receipt of enhanced overtime payments.</p>	<p>It is anticipated that this measure will have a positive impact on the gender pay gap as female employees, are less likely to work full time and therefore be in receipt of enhanced overtime payments and are also less likely to work in roles which attract standby and on call payments.</p> <p>Formal consultation will be undertaken with the trade unions and all employees in line with established consultation protocols</p>

Planning, Economic Development and Regeneration – Funding of Community Groups/Organisations and BIDs

Ref	Measure	EQIA Relevance	Protected Characteristics	Summary of Issues	Recommendations or Proposed Mitigation
P1a	Cease match funding arrangements for Business Improvement Districts	Not Relevant	N/A	N/A	N/A
P1b	Review and reduction in grants to community groups	Relevant	N/A	A reduction in payments to voluntary organisation and groups will impact on the delivery of support to community groups particularly in SIMD areas. At present, the council provides grant funding to a range of community groups. The revised policy/process required under this measure would facilitate decisions which could change the level of funding for groups/organisations providing support to people/groups with one or a number of the protected characteristics such as Age (Youth and Elderly groups), Disability and Pregnancy / Maternity	<p>A framework should be developed to ensure funding is directed to groups that meet council priorities. Clear parameters will be set for the basis of future funding.</p> <p>There should be engagement with voluntary organisations and the third sector to identify opportunities for work to be undertaken by other organisations. Engagement with supported organisations impacted by the proposal will also be required to ensure they plan and budget for a reduced level of support from the council.</p>

Planning, Economic Development and Regeneration – Service Redesign, Integration and Modernisation

Ref	Measure	EQIA Relevance	Protected Characteristics	Summary of Issues	Recommendations or Proposed Mitigation
P2a	Economic Development and Regeneration efficiencies including tourism support	Not Relevant	N/A	N/A	N/A
P2b	Environmental Health and Trading Standards efficiencies including increasing pest control income to full cost recovery	Not Relevant	N/A	N/A	N/A
P2c	Restructure of Planning Services	Not Relevant	N/A	N/A	N/A

Ref	Measure	EQIA Relevance	Protected Characteristics	Summary of Issues	Recommendations or Proposed Mitigation
P2d	Restructure of Community Regeneration – employability and community planning	Not Relevant	N/A	N/A	N/A
P2e	Restructure of administrative support	Not Relevant	N/A	N/A	N/A
P2f	Restructure of Community Regeneration – support to community groups	Not Relevant	N/A	N/A	N/A

Planning, Economic Development and Regeneration – Workforce Arrangements

Ref	Measure	EQIA Relevance	Protected Characteristics	Summary of Issues	Recommendations or Proposed Mitigation
P3a	Workforce arrangements changes	Relevant	Gender	<p>The proposals will impact on all council employees whose working arrangements currently include an additional payment or shift allowance. The proposals also have the potential to impact on all employees who work overtime as there are proposed changes to overtime rates.</p> <p>There is evidence that the implementation of new working arrangements will narrow the gender pay gap, historically male employees are the predominant employment group whose working arrangements result in additional payments being made. Male employees are also more likely to work full time and therefore be in receipt of enhanced overtime payments.</p>	<p>It is anticipated that this measure will have a positive impact on the gender pay gap as female employees, are less likely to work full time and therefore be in receipt of enhanced overtime payments and are also less likely to work in roles which attract standby and on call payments.</p> <p>Formal consultation will be undertaken with the trade unions and all employees in line with established consultation protocols</p>

Education – Restructure of Adult Learning and Youth Services

Ref	Measure	EQIA Relevance	Protected Characteristics	Summary of Issues	Recommendations or Proposed Mitigation
E1b	Reduce adult learning budget by 50%	Relevant	Disability, Race	Officers have identified existing services specifically designed to support adults with protected characteristics, including support for dyslexia and lip reading and English as an additional language could be impacted by this proposal.	Support for dyslexia, lip reading and English as a Second language will be maintained
E1c	Revised model of instrumental music provision	Not Relevant	N/A	N/A	N/A

Education – Review Approach to Delivery of Culture and Sports

Ref	Measure	EQIA Relevance	Protected Characteristics	Summary of Issues	Recommendations or Proposed Mitigation
E2a	Cease arts development and non-income generating activities	Relevant	Age	The large majority of the services provided by Arts Services are universal and not targeted at young people or adults with protected characteristics. Many activities are planned and delivered to provide a constantly changing programme, and individual activities which may be accessed by individuals with a particular protected characteristic are not necessarily provided on a permanent or regular basis.	In implementing the proposals, officers will be cognisant of Council priorities, and will identify impact on children, young people and adults with protected characteristics. Any provision which impacts disproportionately on groups with protected characteristics will be prioritised for continuation within remaining budget resources.

Ref	Measure	EQIA Relevance	Protected Characteristics	Summary of Issues	Recommendations or Proposed Mitigation
E2b	Cease sports development function	Relevant	N/A	The large majority of the services provided by Sports Services are universal and not targeted at young people or adults with protected characteristics. Many activities are planned and delivered to provide a constantly changing programme, and individual activities which may be accessed by individuals with a particular protected characteristic are not necessarily provided on a permanent or regular basis.	In implementing the proposals, officers will be cognisant of Council priorities, and will identify impact on adults with protected characteristics. Active Schools and Community Sport in partnership with local and national sporting organisations help to facilitate extra-curricular opportunities for school pupils with a disability to access sport. This will be a priority for continuation within remaining resources.
E2c	Reduction in net management fee for West Lothian Leisure (WLL)	Not Relevant	N/A	N/A	N/A

Education – Redesign of Early Learning and Childcare

Ref	Measure	EQIA Relevance	Protected Characteristics	Summary of Issues	Recommendations or Proposed Mitigation
E3a	Redesign of teaching support in council nurseries replacing remaining 0.5 FTE with graduate childcare professional	Not Relevant	N/A	<p>The councils statutory duty to provide early learning and childcare remains, and will increase. All parents regardless of protected characteristics will continue to have access to early learning and childcare. The statutory requirement to provide an education that meets the individual needs of all pupils will remain. In continuing to meet individual need, schools will continue to meet any needs arising from protected characteristics.</p> <p>The expansion of early learning and childcare will provide an improved progression path within early learning and childcare for predominantly female staff</p>	N/A
E3b	Efficient use of two year old nursery capacity	Not Relevant	N/A	N/A	N/A
E3c	Efficient early learning and childcare placement as a result of greater flexibility in council nurseries	Not Relevant	N/A	N/A	N/A
E3d	Primary head teachers to be responsible for stand alone nurseries	Not Relevant	N/A	N/A	N/A
E3e	Review of business support provision for schools	Not Relevant	N/A	N/A	N/A
E3f	Rationalisation of Digital Learning Team	Not Relevant	N/A	N/A	N/A
E3g	Reduction in education officers team	Not Relevant	N/A	N/A	N/A
E3h	Merge and rationalise Pupil Placement and Customer Care	Not Relevant	N/A	N/A	N/A

Education – Redesign Scheme of Devolved School Management (DSM)

Ref	Measure	EQIA Relevance	Protected Characteristics	Summary of Issues	Recommendations or Proposed Mitigation
E4a	Review of Scheme of Devolved School Management including consideration of: <ul style="list-style-type: none"> • Revised training allocations • Reduced supplies • Review of central staffing allocations • Additional allocations to primary schools for community wing provision • Primary administration and clerical allocations • Pupil Support Workers • Removal of virtual deputy head teacher post • New Scottish Government testing • Central teachers • School Staffing 	Not Relevant	N/A	The statutory requirement to provide an education that meets the individual needs of all pupils will remain. In delivering this requirement, schools will continue to meet any needs arising from protected characteristics. There is no evidence or reason to believe that the proposed budget reduction will impact disproportionately to any group with protected characteristics.	N/A
E4b	PVG checks for teachers and professional staff to be self-funded	Not Relevant	N/A	N/A	N/A

Education – Psychological Services

Ref	Measure	EQIA Relevance	Protected Characteristics	Summary of Issues	Recommendations or Proposed Mitigation
E5b	Redesign of psychological service provision	Not Relevant	N/A	N/A	N/A

Education – Review of External Funding to Police

Ref	Measure	EQIA Relevance	Protected Characteristics	Summary of Issues	Recommendations or Proposed Mitigation
E6a	Removal of Community Police Officers	Not Relevant	N/A	Through previous years performance reporting to PDSP and as part of the corporate equality scorecard, there has been no concern raised regarding crime, victimisation or harassment of those from the protected characteristics, particularly hate crimes and therefore the relevance assessment has determined that a full EQIA is not required at this time, however, should performance give reason to believe there has been a negative impact then a full EQIA should be conducted	.

Education – Workforce Arrangements

Ref	Measure	EQIA Relevance	Protected Characteristics	Summary of Issues	Recommendations or Proposed Mitigation
E7a	Workforce arrangements changes to:	Relevant	Gender	The proposals will impact on all council employees whose working arrangements currently include an additional payment or shift allowance. The proposals also have the potential to impact on all employees who work overtime as there are proposed changes to overtime rates. There is evidence that the implementation of new working arrangements will narrow the gender pay gap, historically male employees are the predominant employment group whose working arrangements result in additional payments being made. Male employees are also more likely to work full time and therefore be in receipt of enhanced overtime payments.	It is anticipated that this measure will have a positive impact on the gender pay gap as female employees, are less likely to work full time and therefore be in receipt of enhanced overtime payments and are also less likely to work in roles which attract standby and on call payments. Formal consultation will be undertaken with the trade unions and all employees in line with established consultation protocols

Education – Working in Partnership with Community Planning Partners

Ref	Measure	EQIA Relevance	Protected Characteristics	Summary of Issues	Recommendations or Proposed Mitigation
E8a	Working in partnership with community planning partners and other partners	Not Relevant	N/A	N/A	N/A

Education – Income and Contributions

Ref	Measure	EQIA Relevance	Protected Characteristics	Summary of Issues	Recommendations or Proposed Mitigation
E9a	Inflationary increase in primary school lets	Not Relevant	N/A	N/A	N/A
E9b	Inflationary increase in charges at Burgh Halls	Not Relevant	N/A	N/A	N/A
E9c	One pence increase in school milk cartons	Not Relevant	N/A	N/A	N/A
E9d	Inflationary increase in wraparound charges	Not Relevant	N/A	N/A	N/A

Chief Executive/Finance and Property Services – Service Redesign, Integration and Modernisation

Ref	Measure	EQIA Relevance	Protected Characteristics	Summary of Issues	Recommendations or Proposed Mitigation
F1c	Financial Management Unit – staffing restructure and reduction in supplies	Not Relevant	N/A	N/A	N/A
F1d	Chief Executive Office – reduction in supplies and election budget	Not Relevant	N/A	N/A	N/A
F1e	Audit, Risk and Counter Fraud – staffing restructure and reduction in supplies	Not Relevant	N/A	N/A	N/A
F1f	Revenues Unit – staffing restructure and reduction in supplies	Not Relevant	N/A	N/A	N/A
F1g	Construction Services – staffing restructure	Not Relevant	N/A	N/A	N/A
F1h	Property Management – staffing restructure	Not Relevant	N/A	N/A	N/A
F1i	Additional staffing efficiencies	Not Relevant	N/A	N/A	N/A

Chief Executive/Finance and Property Services – Integrated Anti-Poverty Service

Ref	Measure	EQIA Relevance	Protected Characteristics	Summary of Issues	Recommendations or Proposed Mitigation
F2a	New Anti-Poverty Service – restructure of management and staffing	Relevant	Gender, Age, Disability, Pregnancy / Maternity	<p>While a reduction in Anti-Poverty resources may negatively impact particular groups, central to this proposed change to the service will be a comprehensive review of the advice and information provision in West Lothian.</p> <p>It is envisaged that the proposal will have a beneficial impact on the customer journey, and where applicable it will allow people who can to move through the advice and benefit process more quickly allowing for the most vulnerable people in society to be supported through the process.</p>	<p>Mitigating actions will be implemented to support those who are not able to access online resources or who need additional support, such as face to face interventions to complete forms.</p> <p>A revised Anti-Poverty Strategy will require to be approved by Council Executive. A further Equality Relevance Assessment will be undertaken as part of the development of this work.</p>

Chief Executive/Finance and Property Services – Efficiencies from Improved Use and Management of Council Properties

Ref	Measure	EQIA Relevance	Protected Characteristics	Summary of Issues	Recommendations or Proposed Mitigation
F3a	Reduced reactive and cyclical maintenance – hard schools FM and partnership centres	Not Relevant	N/A	N/A	N/A
F3b	Cyclical maintenance savings - emergency lighting testing	Not Relevant	N/A	N/A	N/A
F3c	Energy efficiency and renewable energy projects	Not Relevant	N/A	N/A	N/A
F3d	Indexation savings within reactive maintenance	Not Relevant	N/A	N/A	N/A
F3e	Charging for car parks	Relevant	Disability	The EQIA determined that people with disabilities may be disadvantaged by this proposal.	<p>A revised policy on council car parking will require to be approved by Council Executive. A further Equality Relevance Assessment will be undertaken as part of the development of this work.</p> <p>However, at this stage, it is intended that under the terms of the proposed lease(s) to private providers, designated disabled parking bays will remain free of use to drivers in receipt of a Blue Badge.</p>

Chief Executive/Finance and Property Services – Empowering Communities and Reducing the Number of Council Facilities

Ref	Measure	EQIA Relevance	Protected Characteristics	Summary of Issues	Recommendations or Proposed Mitigation
F4a	Asset transfer of non-core properties– sports pavilions	Not Relevant	N/A	N/A	N/A
F4b	Reduce and rationalise non-core properties – community centres	Not Relevant	N/A	N/A	N/A
F4c	Reduce and rationalise non-core properties	Not Relevant	N/A	N/A	N/A

Chief Executive/Finance and Property Services – Income and Contributions

Ref	Measure	EQIA Relevance	Protected Characteristics	Summary of Issues	Recommendations or Proposed Mitigation
F5a	Increase in housing benefit overpayments recovery	Not Relevant	N/A	N/A	N/A
F5b	Removal of long term empty council tax discount and application of 100% council tax levy on long term empty properties	Not Relevant	N/A	N/A	N/A
F5c	Increase TNRP income	Not Relevant	N/A	N/A	N/A
F5d	Realign property charges for the NHS and HRA	Not Relevant	N/A	N/A	N/A
F5e	Increase council tax collection by matching arrears data to employee payroll data	Not Relevant	N/A	N/A	N/A
F5f	Additional Scottish Water commission	Not Relevant	N/A	N/A	N/A

Chief Executive/Finance and Property Services – Workforce Arrangements

Ref	Measure	EQIA Relevance	Protected Characteristics	Summary of Issues	Recommendations or Proposed Mitigation
F6a	Workforce arrangements changes to:	Relevant	Gender	<p>The proposals will impact on all council employees whose working arrangements currently include an additional payment or shift allowance. The proposals also have the potential to impact on all employees who work overtime as there are proposed changes to overtime rates. There is evidence that the implementation of new working arrangements will narrow the gender pay gap, historically male employees are the predominant employment group whose working arrangements result in additional payments being made. Male employees are also more likely to work full time and therefore be in receipt of enhanced overtime payments.</p>	<p>It is anticipated that this measure will have a positive impact on the gender pay gap as female employees, are less likely to work full time and therefore be in receipt of enhanced overtime payments and are also less likely to work in roles which attract standby and on call payments.</p> <p>Formal consultation will be undertaken with the trade unions and all employees in line with established consultation protocols</p>

Non Service Expenditure – Technical Financial Savings

Ref	Measure	EQIA Relevance	Protected Characteristics	Summary of Issues	Recommendations or Proposed Mitigation
F1a	Reduced loans fund budget	Not Relevant	N/A	N/A	N/A
F1b	Effective management of the council's annual insurance budgets	Not Relevant	N/A	N/A	N/A

Appendix 8b – Equality Impact Assessments for Revenue Budget Reduction Measures 2018/19 to 2022/23



Equality Relevance Assessment

1. Details of proposal	
Policy title	Workforce Arrangements
Lead officer	Graeme Struthers
Date relevance considered	25/01/2018
2. Does the council have control over how this policy will be implemented?	
YES	
3. Do you have evidence or reason to believe that this policy will, or may potentially:	
General Duties	Impact on equality (Yes or No)
Reduce or increase discrimination, victimisation or harassment against people covered by the equality protected characteristics?	Yes
Reduce or increase equality of opportunity between people who share an equality protected characteristic and those who do not?	Yes
Provide opportunity to improve good relations between those who share an equality protected characteristic and those who do not?	No
4. Equality impact assessment required? (Two Yes = full assessment)	
YES	
5. Decision rationale	
<p>The aim of the proposal is to set out proposed measures which will deliver savings of £498,000 in respect of changes to terms and conditions, (shift payments, standby allowances, overtime rates) and working arrangements (changes to the standard council working week). These savings will contribute to the overall budget reduction of £69m by 2023 and ensure that the council operates within agreed budgets. Savings will be achieved by a review of existing terms and conditions and the implementation of a new suite of terms and conditions which more accurately reflects the councils working arrangements and therefore more effectively meets business needs.</p> <p>The proposals will impact on all council employees whose working arrangements currently include an additional payment or shift allowance. The proposals also have the potential to impact on all employees as there are proposed changes to overtime rates. There is evidence that the implementation of new working arrangements will narrow the gender pay gap, historically male employees are the predominant employment group whose working arrangements result in additional payments being made. Male employees are also more likely to work full time and therefore be in receipt of enhanced overtime payments.</p>	

Equality Impact Assessment

1. Details of proposal: Workforce Arrangements	
Details of others involved	Lesley Henderson, HR Services Manager Alison Egan, HR Lead
Date assessment conducted	06/02/2018
2. Aims of the proposed change to council policy or resources	
<p>The aim of the workforce arrangements proposal is to set out proposed measures to change terms and conditions of employment with reference to council working arrangements, (shift payments, standby allowances, overtime rates) and changes to the standard council working week. These measures will deliver identified budget savings however they will also rationalise existing terms and conditions, removing the need for local agreements and ad hoc payments, ensuring a consistent application of additional payments.</p> <p>The new terms and conditions will more accurately reflect the council's business needs, delivering high quality customer focused services 24/7 365 days a year, and moving away from terms and conditions which were introduced when the council was much more aligned to Monday – Friday service delivery.</p>	
3. What equality data, research or other evidence has been used to inform this assessment?	
<p>At the proposal stage, the gathering of targeted research, data and consultation with stakeholders from protected characteristic has not been undertaken. This will be conducted at the next stage of the project, following approval from full council to progress this measure. It has been scoped into the project plan that EQIA will be conducted in line with the Equality Commission guidance for local authorities on assessing equality impact when setting budgets – and will be carried out as a staged assessment. This allows for the scoping phase to incorporate the feedback and research developed and obtained through the officer proposals, and consultation with the recognised Trade Unions. This highlighted perceived issues likely to impact on certain groups or individuals from protected characteristics groups.</p> <p>The officer research based the proposal to review and modernise working arrangements on the fact that council terms and conditions no longer reflect business need and stage two of single status was to include a review of shift payments, Overtime, standby allowances etc. This single status review has not been carried out.</p> <p>A national benchmarking exercise has been undertaken into all 32 local authorities terms and conditions of employment and a report will be published in due course. The content of the report will be used to inform the council's proposed changes to working arrangements.</p>	
4. Details of consultation and involvement	
<p>This proposed change is part of a wider programme of transformation planned by West Lothian Council to provide a balanced budget between years 2018-19 to 2022-23. At this very early stage of planning, these officer led proposals have been developed by council officers, and formed the basis of the 'Transforming Your Council' consultation undertaken in October/November 2017. The consultation was available electronically via the council's website and was within all key council buildings to ensure broad accessibility. The consultation was also included in the printed council newspaper, Bulletin, and was delivered to every household and local business in West Lothian. The trade unions were also briefed in relation to the proposals.</p>	

There will be a further impact assessment undertaken as the project evolves and there will be regular consultation with trade unions, to identify if any groups or individuals within the protected characteristics are impacted and if any action can be taken to mitigate the impact.

5. Issues identified and 'protected characteristics' impact

(Covering: age; disability; gender; gender identity; pregnancy and maternity; race; religion or belief and sexual orientation equality)

The information obtained to date, would indicate that men are more likely to be in receipt of additional payments; shifts, standby. Men are also more likely to be employed on a full time basis and therefore in receipt of enhanced payments for overtime and as such are likely to be disproportionately affected, in relation to female employees.

It is not anticipated that there will be an impact on any other protected characteristics.

The implementation of the new working arrangements will have a positive impact on the gender pay gap, reducing the disparity of pay between male and female employees.

6. What measures are in place to monitor the actual impact following implementation?

The planning, implementation and reviewing of this measure will be managed along best practice in project management (Prince2 principles) which ensures that following implementation of any changes, there is regular and ongoing quality assurance. This will involve discussions with staff, and trade unions for early identification of arising issues, concerns.

An audit of allowances will be undertaken to identify if the new measures have indeed reduced the gender pay gap.

7. Recommendation

Implement proposal taking account of mitigating actions (as outlined below)

8. Mitigating actions and additional outputs

It is anticipated that this measure will have a positive impact on the gender pay gap as female employees, are less likely to work full time and therefore be in receipt of enhanced overtime payments and are also less likely to work in roles which attract standby and on call payments.

Formal consultation will be undertaken with the trade unions and all employees in line with established consultation protocols

Equality Relevance Assessment

1. Details of proposal	
Policy title	Cashable Sickness Absence Saving (C1n)
Lead officer	Julie Whitelaw
Date relevance considered	30/01/2018
2. Does the council have control over how this policy will be implemented?	
YES	
3. Do you have evidence or reason to believe that this policy will, or may potentially:	
General Duties	Impact on equality (Yes or No)
Reduce or increase discrimination, victimisation or harassment against people covered by the equality protected characteristics?	Yes
Reduce or increase equality of opportunity between people who share an equality protected characteristic and those who do not?	Yes
Provide opportunity to improve good relations between those who share an equality protected characteristic and those who do not?	Yes
4. Equality impact assessment required? (Two Yes = full assessment)	
YES	
5. Decision rationale	
<p>The aim of this proposal is for the council to make savings in the supply and overtime costs through reductions in sickness absence cover.</p> <p>A new Policy and Procedure for Supporting Attendance at Work is currently being developed by council officers, which will replace the current Sickness Absence Policy. This will require further discussion at the Partnership and Resources PDSP, and then approval by Council Executive. As part of the staged approach to Equality Assessment, it is recommended that a full EQIA will be conducted for the new policy.</p>	



Equality Relevance Assessment

1. Details of proposal	
Policy title	Introducing charge for blue badges (C3b)
Lead officer	Julie Whitelaw
Date relevance considered	30/11/2017
2. Does the council have control over how this policy will be implemented?	
YES – Policy will require to be changed to reflect introduction of charge.	
3. Do you have evidence or reason to believe that this policy will, or may potentially:	
General Duties	Impact on equality (Yes or No)
Reduce or increase discrimination, victimisation or harassment against people covered by the equality protected characteristics?	Yes
Reduce or increase equality of opportunity between people who share an equality protected characteristic and those who do not?	Yes
Provide opportunity to improve good relations between those who share an equality protected characteristic and those who do not?	Yes
4. Equality impact assessment required? (Two Yes = full assessment)	
YES	
5. Decision rationale	
<p>The provision of Blue Badges is a statutory service. The Council proposes to introduce a charge for the provision of a blue badge of £20 (maximum). This charge covers the holder for the period up to three years. Blue Badge awards have been increasing and are likely to continue with the extension of the eligibility criteria and the demographics of West Lothian. The Council administers Blue Badges on behalf of the Scottish Government.</p> <p>Due to an introduction of a charge, any reduction in the number of Blue Badge applicants and awards may impact on: the quality of life for older people, as a high proportion of awards are made to older people in our community; mobility and independence of those with disabilities; and may impact on the Concessionary Bus Pass entitlement scheme as holders can be entitled to access to this scheme. Blue Badges are issued to an individual but has a wider benefit to family members and carers who travel with that person.</p>	

Equality Impact Assessment

1. Details of proposal: Introducing charge for blue badges (C3b)	
Details of others involved	Audrey Johnstone, Julie Whitelaw
Date assessment conducted	10 January 2018
2. Aims of the proposed change to council policy or resources	
<p>Pending a Council decision, West Lothian Council will introduce a charge of £20 (maximum) for all Blue Badges applied for on or after 1st April 2018.</p> <p>The purpose of the introduction of the charge is to generate income to subsidise the cost of administering the Blue Badge Scheme. All applications are subject to the same charge.</p>	
3. What equality data, research or other evidence has been used to inform this assessment?	
<p>30 Local Authorities in Scotland already charge a £20 fee, with one Local Authority charging £3.16. West Lothian Council is the only Scottish council who do not currently charge for this service.</p> <p>The Scottish Government amended legislation in 2006 to allow local authorities to charge up to a maximum of £20 for an application for a blue badge under the (The Disabled Persons (Badges for Motor Vehicles) (Scotland) Amendments Regulations 2007).</p> <p>The Equality and Human Rights Commission response to the Scottish Government Consultation on Blue Badge Reform, published by the Commission in October 2010, stated that the provision of a blue badge is an important aspect of promoting equality for disabled people in the face of a public transport system which is often inaccessible. It also suggested that £20.00 should be the absolute maximum that local authorities could charge for the issuing of a badge with the further provision that this should relate to issue, not application.</p>	
4. Details of consultation and involvement	
<p>There were 395 responses in the TYC consultation that supported the proposal to charge for the issuing of blue badges, and 153 responses that were against the proposal.</p>	
5. Issues identified and 'protected characteristics' impact	
(Covering: age; disability; gender; gender identity; pregnancy and maternity; race; religion or belief and sexual orientation equality)	
<p>Age – No minimum age required. There is a strong co-relation between age and disability with older people more likely to require a blue badge. This may have an affect by the introduction of a charge.</p> <p>Disability – The determining factors are covered by the scheme criteria. All applicants will be charged for their first application, renewal or loss of blue badge.</p> <p>Gender / Gender Identity – Not a determining factor.</p> <p>Pregnancy and Maternity – Not a determining factor.</p> <p>Race – Not a determining factor;</p> <p>Religion or Belief and Sexual Orientation Equality – No a determining factor.</p>	

6. What measures are in place to monitor the actual impact following implementation?

The Blue Badge administration team will monitor the uptake for the scheme to understand if charging has impacted on the number of applications being processed and awarded.

Complaint levels will be monitored and reviewed.

The six monthly blue badge customer engagement survey will help assess the perception of the charge.

7. Recommendation

Implement proposal with no amendments

8. Mitigating actions and additional outputs

Performance information will be reviewed to assess impact of charges.



Equality Relevance Assessment

1. Details of proposal	
Policy title	Modernised Library and Information Service comprising: <ul style="list-style-type: none"> • Reduce service activity in libraries (H3a) • Amalgamate three libraries into two locations and close Pumpherston library to the general public (H3b) • Reduce opening hours at Armadale, Whitburn, Blackburn CIS by 3.5 hours a day to 10am to 3pm (H3c)
Lead officer	Alistair Shaw – Head of Housing, Customer & Building Services
Date relevance considered	04/01/2018
2. Does the council have control over how this policy will be implemented?	
YES	
3. Do you have evidence or reason to believe that this policy will, or may potentially:	
General Duties	Impact on equality (Yes or No)
Reduce or increase discrimination, victimisation or harassment against people covered by the equality protected characteristics?	Yes
Reduce or increase equality of opportunity between people who share an equality protected characteristic and those who do not?	Yes
Provide opportunity to improve good relations between those who share an equality protected characteristic and those who do not?	No
4. Equality impact assessment required? (Two Yes = full assessment)	
YES	
5. Decision rationale	

The proposal is to develop a modernised library and information service.

The first part of the proposal is for the level of library development activity to reduce in line with the reduction in demand for library provision. This is a national trend, as the manner in which the public use libraries is changing, and the amalgamation of the Livingston libraries will result on reduced need for service development activity. This represents a reduction of one FTE in the service. There is no evidence that this changes will reduce or increase discrimination or equality of opportunity for individuals or groups with protected characteristics

The second part of the proposal is for the amalgamation of Livingston libraries and the closure of Pumpherston library to the public (currently situated within the local primary school and open to the public on a part-time basis). It has been assessed that this proposal requires a full EQIA for a number of reasons. The amalgamation will likely result in a new model of library service delivery to Livingston and surrounding areas through the creation of a central library hub and the closure of some smaller buildings. Despite falling library usage across the board, this could be perceived to have a negative impact on some local users of areas where there is potential for closure.

This would affect library users, and any groups using the library, and whilst any central library provision is likely to result in a better designed service, and modernisation which will benefit existing and new users, the needs of stakeholders must form part of the planning and consultation process. An EQIA would enable any potential detriment to those within the protected characteristics, in particular older people and disabled users, in terms of access and the availability of a local service that provides more than just books – this will ensure the social aspect of ensuring access and the ease of travel is not overlooked when considering property options. It is not possible to complete the full EQIA at this time, as this will have to be conducted once options have been assessed. This 2nd stage EQIA will require a small stakeholder group to participate to ensure all views are represented. Once the location of the libraries selected for amalgamation, and the selected location of new consolidated library is agreed, then impact assessments can factor in areas where equality issues for various protected characteristics can arise.

The third element of the modernised library and information service proposals is for the reduction of opening hours in Armadale, Whitburn, Blackburn and Broxburn CIS service by 3.5 hours per day to move to opening hours of 10am-3pm. The reduction of CIS opening hours measure has been based on service demand and seeks to continue face to face service provision during the peak times of 10-3pm. The project to drive forward Channel Shift and Digital Transformation will increase the options for self-service for customers so it is anticipated the demand for face to face services will decline, and enable opportunities for information services to be delivered in a different way.

- **Assessment required for H3b and H3c – continue to next section**

Equality Impact Assessment

1. Details of proposal – Amalgamate three libraries into two locations and close Pumpherston library to the general public (H3b) Reduce opening hours at Armadale, Whitburn, Blackburn CIS by 3.5 hours a day to 10am to 3pm (H3c)

Details of others involved	Sarah Kelly – Business Change Lead Ralph Bell - Customer & Communities Manager Karen Cawte – Digital Transformation Manager
Date assessment conducted	08/01/2018

2. Aims of the proposed change to council policy or resources

The proposed changes form part of the transformation programme for West Lothian Council. This project incorporates 3 separate but related proposals to modernise Libraries and Information Services in West Lothian. These projects are:

- Reducing Service Development in libraries
- The amalgamation of three Livingston libraries into two locations and the closure of Pumpherston library to the general public
- Reduction of the opening hours of Armadale, Whitburn, Blackburn and Broxburn CIS by 3.5 hours per day to 10-3pm

The amalgamation of the Livingston libraries and reduction of hours of other locations will require changes to both policy and resources as a reduction in locations will require an associated reduction in FTE to deliver the service in less locations.

3. What equality data, research or other evidence has been used to inform this assessment?

At the proposal stage, the gathering of targeted research, data and consultation with stakeholders from protected characteristic has not been undertaken. This will be conducted at the next stage of the project, following approval from full council to progress this measure. It has been scoped into the project plan that EQIA will be conducted in line with the Equality Commission guidance for local authorities on assessing equality impact when setting budgets – and will be carried out as a staged assessment. This allows for the scoping phase to incorporate the feedback and research developed and obtained through the officer proposals, and the public consultation. This highlighted perceived issues likely to impact on certain groups or individuals from protected characteristics groups.

The officer research based the proposal to amalgamate libraries and reduce hours was based on extensive analysis of customer demand, footfall in our libraries and CIS centres, and highlighted that in keeping with the national trend, library usage is declining. The delivery of a library service is a statutory duty, and this service will continue to be provided. It is recognised that there are opportunities to modernise and reconfigure the manner in which libraries and CIS services are delivered by responding to the demand for more self-service options and online facilities.

This work also identified that peak demand for CIS services falls between 10am and 3pm, therefore it is reasonable to examine the possibility of aligning our service delivery to respond to this and make best use of resources, putting our service provision in place to meet this need. It is anticipated that as a result increasing digital options that this face-to-face demand will decline. As these locations will be housed in new centres based on the partnership model, access to information and reception staff will remain in place

If customers respond positively to the new service changes, no negative impact is anticipated. The service is developing a range of digital options for the forthcoming 5 years of the programme of transformation, and this will include an enabling role in terms of ensuring customers have the digital skills and access to technology to utilise the services in an online environment.

Benchmarking exercises has shown that of the 32 local authorities facing similar budget challenges, many of them are consulting or progressing measures to close, reduce or review library and customer service provision as part of similar transformation programmes.

4. Details of consultation and involvement

This proposed change is part of a wider programme of transformation planned by West Lothian Council to provide a balanced budget between years 2018-19 to 2022-23. At this very early stage of planning, proposals have been developed by council officers, and formed the basis of the 'Transforming Your Council' consultation undertaken in October/November 2017. The consultation was distributed to an extensive number of stakeholders and community and representative groups. The consultation was available electronically via the council's website and was within all key council buildings to ensure broad accessibility. The consultation was also included in the printed council newspaper, Bulletin, and was delivered to every household and local business in West Lothian. The availability of the consultation and means to comment were also extensively posted via the council's social media channels throughout the consultation period. This involved a plan to target hard to reach groups or those who do not, or cannot easily engage with service or respond to surveys.

The number of responses received by the close of the consultation period was 7,026 which generated over 45,000 comments from all respondents. A breakdown on the number of responses received from employees, individuals and organisations/groups was presented to the Culture and Leisure PDSP to summarise the responses to the proposals relevant to this committee are set out below:

Measure	Number of Comments	% of total comments
Service restructure of Adult Learning & Youth Services	1,189	31%
Modernised Library and Information Services	798	21%
Review approach to delivery of culture and sports	977	26%
Empowering communities and reducing the number of community facilities	836	22%
Total	3,800	100%

This indicated the level of response to the libraries proposal as 798 individual comments regarding the measure. The results based on response to this measure provided assurance that of those responding, there is a significant proportion in support of the proposal, or made valid suggestions for consideration. There was strong support in favour of the partnership model where services are delivered under one roof, which is the model to be utilised as the basis for the development of project options. As noted there will be further impact assessment as the project evolves, this will form the basis of a secondary consultation with users of specific libraries, and will target any groups or individuals within the protected characteristics to ensure that any greater impact on these groups is mitigated as far as possible in the planning of the consolidated library for Livingston.

5. Issues identified and 'protected characteristics' impact

(Covering: age; disability; gender; gender identity; pregnancy and maternity; race; religion or belief and sexual orientation equality)

Age – older people and young people

- Potential for reduction in access to library and CIS services
- Loss of free PC/internet access
- Increase in travel and associated costs through closure of a local resource
- Increase in isolation for vulnerable people through loss of social interaction by closure of a local facility

Disability

- Potential for reduction in access to library and CIS services
- Loss of free PC/internet access – and potentially training and employment opportunities
- Increase in travel and associated costs through closure of a local resource
- Increase in isolation for vulnerable people through loss of social interaction by closure of a local facility
- Loss of engagement with services using the library as a local meeting point/drop in advice service

Gender

- More likely to be a secondary earner, and less likely to hold a driving license as found in Scottish Government audits of public transport in Scotland. Women are more likely to take the major responsibility for childcare and escort journeys for children. Therefore the cost of travelling to another location could possibly have greater impact on this group.
- Loss of free PC/internet access – and potentially training and employment opportunities

Race

- Potential for loss of access to specific language books
- Potential for loss of ESOL (English as a Second Language) classes which use library facilities in some locations
- Access to interpretation in localities – this is offered in all council locations

6. What measures are in place to monitor the actual impact following implementation?

The planning, implementation and reviewing of this measure will be managed along best practice in project management principles which ensures that following implementation of any changes, there is regular and ongoing quality assurance. This will involve discussions with staff, the views of customers/stakeholders, and monitoring performance indicators within Customer and Communities for early identification of arising issues, concerns, or impact on performance.

The impact on each of the groups identified as having possible impact on equality should be fully mapped against the selected library locations and upon the final agreement of locations. This will enable further mitigation of any impact to be assessed and implemented.

The closure of the project will only be agreed following the review of the implementation of the measure, and a sufficient period of quality assurance to satisfy the project board that the customers or service performance has not been negatively impacted, and that any detrimental impact has been mitigated as far as possible.

7. Recommendation

Implement proposal taking account of mitigating actions (as outlined below)

8. Mitigating actions and additional outputs

- Conduct a stage 2 EQIA at the planning phase of the project following council approval and identification of affected libraries/communities
- It is anticipated that this measure will have a positive impact on equality for those who are unable to travel to libraries or CIS services due to disability, illness or age, therefore the benefits may mitigate any negative impact once digital options are fully implemented – the use and effectiveness of these options will be monitored as part of the management of the digital transformation project.
- Targeted consultation which informs stage 2 EQIA with user groups/customers, and equalities groups such as the access committee and disability groups in all locations for library amalgamation. This should factor in the locations for closure, and for amalgamation, infrastructure and access.

Equality Relevance Assessment

1. Details of proposal	
Policy title	Channel Shift and Digital Transformation (H5a)
Lead officer	Karen Cawte
Date relevance considered	31 January 2018
2. Does the council have control over how this policy will be implemented?	
YES X	NO
3. Do you have evidence or reason to believe that this policy will, or may potentially:	
General Duties	Impact on equality (Yes or No)
Reduce or increase discrimination, victimisation or harassment against people covered by the equality protected characteristics?	No
Reduce or increase equality of opportunity between people who share an equality protected characteristic and those who do not?	Yes
Provide opportunity to improve good relations between those who share an equality protected characteristic and those who do not?	Yes
4. Equality impact assessment required?	
(Two Yes = full assessment)	
YES	
5. Decision rationale	
<p>The council is developing its Digital Transformation Strategy as part of a suite of strategies to support the delivery of the Corporate Plan. In order to deliver the strategy a series of actions will be agreed that will seek to widen access to council using technology as well supporting people to utilise this technology to best effect. National research shows that certain groups of people (older people, people with disabilities, people on low incomes) are more likely to not engage with digital services. However, as there is currently no detail of the types of services that will be affected by digital transformation, it is not possible to fully assess the impact that any changes may have.</p> <p>Equality impact assessments will be considered individually as part of the project brief development process for any activities which contribute to the delivery of the strategy and subsequent efficiencies. This will allow for the engagement of groups that will be directly affected. Each service will also consider the enabling role they will play in providing the skills and access to technology required to facilitate this shift for those who are less confident or able to move to online service provision.</p>	

- Individual Full EQIA's to be developed



Equality Relevance Assessment

1. Details of proposal	
Policy title	Cease the concessionary taxi card schemes (O1f)
Lead officer	Nicola Gill
Date relevance considered	18/12/17
2. Does the council have control over how this policy will be implemented?	
YES	
3. Do you have evidence or reason to believe that this policy will, or may potentially:	
General Duties	Impact on equality (Yes or No)
Reduce or increase discrimination, victimisation or harassment against people covered by the equality protected characteristics?	Yes
Reduce or increase equality of opportunity between people who share an equality protected characteristic and those who do not?	Yes
Provide opportunity to improve good relations between those who share an equality protected characteristic and those who do not?	No
4. Equality impact assessment required? (Two Yes = full assessment)	
YES	
5. Decision rationale	
<p>The proposal is for the council to cease provision of the taxi-card scheme. The removal of the taxi card scheme will impact people that are generally elderly with disabilities. It therefore specifically impacts on older people. As the ERA has identified groups with protected characteristics are affected by this proposal, a full EQIA is to be conducted.</p>	

Equality Impact Assessment

1. Details of proposal: O1f – Cease the taxicard scheme	
Details of others involved	Gill, Nicola
Date assessment conducted	Initial assessment February 2018
2. Aims of the proposed change to council policy or resources	
The proposal is for the Council to remove provision of the taxi card scheme.	
3. What equality data, research or other evidence has been used to inform this assessment?	
The scheme provides financial support to elderly and disabled users via discounted rates. The proposal will not change the services customers can access.	
4. Details of consultation and involvement	
Customers will be notified of the cessation of the scheme, there will be no change to services offered.	
5. Issues identified and 'protected characteristics' impact (Covering: age; disability; gender; gender identity; pregnancy and maternity; race; religion or belief and sexual orientation equality)	
The protected characteristics impacted by this proposal are age and disability.	
6. What measures are in place to monitor the actual impact following implementation?	
No measures are necessary as services are still available to be accessed by customers.	
7. Recommendation	
Implement proposal with no amendments	
8. Mitigating actions and additional outputs	
<p>All existing customers will be provided with notice of the schemes cessation.</p> <p>There are other methods of travel accessible by customers who would be affected by removal of this scheme, such as the council's Dial-a-Ride scheme operated by Handicabs. The Dial-A-Ride service provides a door-to-door transport service for people with limited mobility who are unable to use ordinary buses. The vehicles are specially adapted to carry combinations of wheelchair users and other passengers safely and comfortably. It is proposed that existing taxicard users with mobility issues are signposted towards the Dial a Ride service.</p>	



Equality Relevance Assessment

1. Details of proposal	
Policy title	Remove garden maintenance scheme provision (O5a)
Lead officer	Andy Johnston
Date relevance considered	13/12/2017
2. Does the council have control over how this policy will be implemented?	
YES	
3. Do you have evidence or reason to believe that this policy will, or may potentially:	
General Duties	Impact on equality (Yes or No)
Reduce or increase discrimination, victimisation or harassment against people covered by the equality protected characteristics?	Yes
Reduce or increase equality of opportunity between people who share an equality protected characteristic and those who do not?	Yes
Provide opportunity to improve good relations between those who share an equality protected characteristic and those who do not?	No
4. Equality impact assessment required? (Two Yes = full assessment)	
YES	
5. Decision rationale	
<p>The cessation of the garden maintenance scheme will largely impact on elderly residents of the authority who are unable to undertake maintenance of their own garden. The authority will however signpost residents to local other providers of this service.</p> <p>Due to the impact on the protected characteristic highlighted, a full EQIA of the proposal will be conducted.</p>	

Equality Impact Assessment

1. Details of proposal: 5a Remove garden maintenance service provision	
Details of others involved	Johnston, Andy
Date assessment conducted	Initial assessment February 2018
2. Aims of the proposed change to council policy or resources	
The proposal is for the Council to remove provision of the Garden Maintenance scheme.	
3. What equality data, research or other evidence has been used to inform this assessment?	
The scheme is currently used by elderly residents who are unable to undertake maintenance of their own gardens.	
4. Details of consultation and involvement	
Customers will be notified of the cessation of the scheme and signposted as to where to find a suitable alternative provider.	
5. Issues identified and 'protected characteristics' impact (Covering: age; disability; gender; gender identity; pregnancy and maternity; race; religion or belief and sexual orientation equality)	
The protected characteristics impacted by this proposal are age and disability.	
6. What measures are in place to monitor the actual impact following implementation?	
No measures are necessary as signposting to alternative providers will be made and thereafter customers have choice to select their preferred provider	
7. Recommendation	
Implement proposal taking account of mitigating actions (as outlined below)	
8. Mitigating actions and additional outputs	
All existing customers will be provided with notice of the schemes cessation and will be sign posted find a suitable alternative provider.	



Equality Relevance Assessment

1. Details of proposal	
Policy title	Review of Adult Day Care Services (SJ1a)
Lead officer	Jane Kellock
Date relevance considered	December 2017
2. Does the council have control over how this policy will be implemented?	
YES	
3. Do you have evidence or reason to believe that this policy will, or may potentially:	
General Duties	Impact on equality (Yes or No)
Reduce or increase discrimination, victimisation or harassment against people covered by the equality protected characteristics?	Yes
Reduce or increase equality of opportunity between people who share an equality protected characteristic and those who do not?	Yes
Provide opportunity to improve good relations between those who share an equality protected characteristic and those who do not?	Yes
4. Equality impact assessment required?	
(Two Yes = full assessment)	
YES	
5. Decision rationale	
<p>Adult Day Care services are commissioned to meet the needs of all adults with a disability based on assessed eligible need. A full impact assessment is required to ensure that the needs of service users continue to be met from any new models of care. New models of delivery are required to facilitate the allocation of personal budgets and for personalisation and choice to meet duties under the Self-directed Support legislation.</p>	

Equality Impact Assessment

1. Details of proposal: SJ1a – Review of Adult Day Care Services	
Details of others involved	Jane Kellock, Pamela Main, Douglas Pirie
Date assessment conducted	Initial assessment October 2017
2. Aims of the proposed change to council policy or resources	
<p>The aim of the proposal is to design and deliver affordable day services with a focus on community based approaches which deliver positive and inclusive outcomes for service users. The project aims;</p> <ul style="list-style-type: none"> • To evaluate the extent to which the current configuration of day care services, including external provision is coherent, effective and provides Best Value • To deliver community based approaches as alternatives to buildings based care • To ensure there is equity in service provision • To consider the model of transport as part of the selection of day care to meet any assessed needs and outcomes. This will include working with partners to create efficiencies and reduce downtime and duplication in journeys. <p>The options will require to take account of any proposal for a contribution towards the cost of care.</p>	
3. What equality data, research or other evidence has been used to inform this assessment?	
<p>The Scottish Government's 'Keys to Life' (2012) strategy for Learning Disabilities noted that whilst day opportunities continue to play an important part in people's lives, there had been a gradual decline in the number of people attending day centres across Scotland. The strategy recommended that local authorities aim to have in place arrangements for individuals to access a comprehensive network of day services and resources that meet a spectrum of need. There should continue to be focus on making progress towards community based models of care with people currently dependent on buildings based care being supported to graduate into alternative opportunities.</p> <p>Limited alternatives to day opportunities are available generally for people with profound and multiple disabilities and complex care needs; and day centres are likely to continue to play an important part in the overall support of those individuals.</p> <p>The goal for many people with disabilities should be employment and meaningful activities. Close working with colleagues in further education, training and supported employment should focus on designing programmes and opportunities which enable individuals to gain skills, achieve personal outcomes and maximise potential.</p> <p>In 2014 Self-Directed Support (SDS) gave people choice over how their assessed eligible needs and outcomes could be met, meaning that people are less reliant on traditional day service provision. Audit Scotland have highlighted the need for local authorities to monitor the shift away from traditional services and to allow sufficient time to 'dis-invest', to shift resources to where they are needed in order to reduce fixed costs and meet individualised budgets</p>	

4. Details of consultation and involvement

The original proposal for day care was to reduce the number of building based services in Livingston. This proposal formed part of the Transforming Your Council (TYC) consultation held between 19 October 2017 and 12 November 2017.

The consultation was distributed to an extensive number of stakeholders and community and representative groups. The consultation was available electronically via the council's website and was within all key council buildings to ensure broad accessibility. The consultation was also included in the printed council newspaper, Bulletin, and was delivered to every household and local business in West Lothian. The availability of the consultation and means to comment were also extensively posted via the council's social media channels throughout the consultation period. This involved a plan to target hard to reach groups or those who do not, or cannot easily engage with service or respond to surveys.

The number of responses received by the close of the consultation period was 7,026 which generated over 45,000 comments from all respondents. A breakdown on the number of responses received from employees, individuals and organisations/groups was presented to the Social Policy and Health and Care PDSPs in December 2017.

2,503 of the comments received related to the adult day care proposals. A large percentage of these comments were not in support of rationalising the WLC building based services. A petition by services users of the Ability Centre was also received. At the Council Executive meeting of 6 February 2018, a budget motion was agreed instructing officers to retain the three existing day care centres at the Ability Centre at Carmondean, Eliburn and Pathways, to review the proposal to rationalise day care services for adults, and to develop an alternative proposal for inclusion in the budget report to deliver savings in adult day care

An independently commissioned strategic needs assessment in 2015 recommended that commissioning strategies and plans in West Lothian should be reviewed in respect of daytime opportunities; "solutions for people which prevent the need for an association with a service, so enhancing at an individual level independence, values status and community presence and involvement".

5. Issues identified and 'protected characteristics' impact

(Covering: age; disability; gender; gender identity; pregnancy and maternity; race; religion or belief and sexual orientation equality)

Service users of adult day care will have a diagnosed learning or physical disability, and in some cases both. The proposal to review day care provision will impact on all service users with an assessed eligible need for a care service. Service users may have more than one of the protected characteristic but this will not have been part of a determination in assessing their eligibility for social care supports, as individuals are assessed on need. The deployment of a standardised and consistent assessment process ensures that all people referred to social care are considered equally with the determining factors for eligibility based on risk not on any other measure.

The needs of people who have disability vary depending on the complexity and severity of their condition and provision of services need to take account of the range of needs that require to be met.

With the setting of eligibility at substantial, people will be encouraged to engage with their local communities to have lower level needs and outcomes met. Access to services in local communities is subject to equalities duties which will consider accessibility for all.

6. What measures are in place to monitor the actual impact following implementation?

The provision and impact of social care is monitored in a number of ways;

- Social Care Survey
- Scottish Health Survey
- Scotland's Carers Survey
- West Lothian H&SCP performance indicators
- Service user feedback during reviews
- Disability Forum
- Carers of West Lothian

7. Recommendation

Implement proposal taking account of mitigating actions (as outlined below)

8. Mitigating actions and additional outputs

The review of day care will need to take account of the range of supports that require to be provided to those with greatest need based on a standard approach to the assessment of risk.

Involvement of service users and their families and carers will be critical to the approval of any change in service model. The disability forum, providers and advocacy services will also require to be engaged to ensure that changes to delivery models continue to meet the needs of people who have an assessed eligible need. Any new model should also aim to meet the objective of the day care review, and the principles in the Keys to Life Strategy for people to be afforded meaningful activity graduating away from building based services.



Equality Relevance Assessment

1. Details of proposal	
Policy title	Development of West Lothian core and cluster residential facilities for adults with learning disabilities (SJ1b)
Lead officer	Rachel Mackay Paul Kettrick Pamela Main
Date relevance considered	17/1/17
2. Does the council have control over how this policy will be implemented?	
YES	
3. Do you have evidence or reason to believe that this policy will, or may potentially:	
General Duties	Impact on equality (Yes or No)
Reduce or increase discrimination, victimisation or harassment against people covered by the equality protected characteristics?	Yes
Reduce or increase equality of opportunity between people who share an equality protected characteristic and those who do not?	Yes
Provide opportunity to improve good relations between those who share an equality protected characteristic and those who do not?	Yes
4. Equality impact assessment required? (Two Yes = full assessment)	
YES	
5. Decision rationale	

The Scottish Government's vision is for people with learning disabilities to be supported wherever possible to live independently in their communities with a range of supports. West Lothian Health and Social Care Partnership (HSCP) is working with NHS Lothian and other Lothian HSCPs on a redesign and modernisation programme for adults with learning disabilities which will see a significant shift in the balance of care from hospital to community settings by 2020. The programme focuses on people (including those with highly complex needs associated with challenging behaviour) receiving care, support and treatment within the community where possible.

The outcomes for the project:

- People from West Lothian with a learning disability and complex care needs associated with challenging behaviour are able to live locally in good quality housing and receive support appropriate to their needs
- Young people at transition are supported to continue living in West Lothian as close as possible to their families.

Equality Impact Assessment

1. Details of proposal: SJ1b – Development of West Lothian core and cluster residential facilities for adults with learning disabilities	
Details of others involved	Jane Kellock, Paul Kettrick, Ailsa McKerrow, Douglas Pirie, Pamela Main, Bob Barr, Yvonne Lawton, Lothian wide LD Modernisation Programme Team (officers from across Lothian authorities and NHS Lothian)
Date assessment conducted	17 January 2017
2. Aims of the proposed change to council policy or resources	
<p>The Scottish Government's vision is for people with learning disabilities to be supported wherever possible to live independently in their communities with a range of supports. West Lothian Health and Social Care Partnership (HSCP) is working with NHS Lothian and other Lothian HSCPs on a redesign and modernisation programme for adults with learning disabilities which will see a significant shift in the balance of care from hospital to community settings by 2020. The programme focuses on people (including those with highly complex needs associated with challenging behaviour) receiving care, support and treatment within the community where possible.</p> <p>The modernisation programme will see a substantial reduction in the availability of hospital beds across Lothian (78 to at most 34 beds but possibly less) which will also have a direct impact on community resources, where people live and how they are cared for. Currently, there is no provision in West Lothian to house people with the highest level of need who have historically been cared for in hospital or expensive out of area placements. Without a local solution, there is significant risk attached to procuring expensive and reactive accommodation and care packages from out of area care providers over which there is little control in terms of quality or cost.</p> <p>Building on the success of the core and cluster model developed in the Blackburn area, the proposed project seeks to develop high quality housing with integrated support within West Lothian to improve both the availability and quality of support offered to West Lothian residents with complex care needs as part of an overarching strategic approach to redesigning learning disability services in West Lothian.</p>	
3. What equality data, research or other evidence has been used to inform this assessment?	
<p>There is substantial evidence that current Lothian services, both in the NHS and social care settings do not provide appropriate therapeutic environments for people with learning disability and Autism Spectrum Disorder who have complex and intense needs. Housing and care provision for people in West Lothian with learning disability and complex care needs does not currently exist.</p> <p>Additionally, it is known that in many circumstances people continue to be cared for by their family with high levels of input from social care and health services. However, the continued exposure to high levels of stress, unacceptable risk and challenging behaviour is known to limit the opportunities for positive outcomes for all involved. There are also very limited options for young people at transition who often need to be cared for out of area and find it difficult to return.</p>	

Research Base for Need

West Lothian HSCP faces increasing demand to support people with learning disability and/or autism who have complex care needs associated with challenging behaviour as a result of:

- population growth
- people with learning disabilities living longer as survival rates improve for young people with complex needs
- Efforts to address health inequality which mean that half of people with a learning disability now have the same life expectancy as people without a learning disability
- a shift in the balance of care from hospital to community settings where possible
- no provision in West Lothian currently and a consequent need to care for people out of area at high cost
- 14 people with very high cost care packages currently receive high cost care out of area.

4. Details of consultation and involvement

At Stage 1 prior to approval of the project

- National Health and Wellbeing Outcomes - People, including those with disabilities or long term conditions or who are frail are able to live, as far as reasonably practicable, independently and at home or in a homely setting in their community
- Scottish Government Strategy – The Keys to Life (2013)
- Public Bodies (Joint Working) Scotland Act 2014
- West Lothian Corporate Plan 2013 – 2017 Delivering positive outcomes on health
- Social Policy Management Plan 2016/2017
- West Lothian Learning Disability Draft Commissioning Plan 2016- 2019
- Lothian wide LD Modernisation Programme Board
- Transforming Your Council consultation 2017

5. Issues identified and 'protected characteristics' impact

(Covering: age; disability; gender; gender identity; pregnancy and maternity; race; religion or belief and sexual orientation equality)

The project is to develop new West Lothian core and cluster residential facilities for adults with learning disabilities. People who will be affected by the provision of this proposed new housing facility may have multiple protected characteristics but in the main this project will have an impact on people with a disability. The project aims to have a positive impact on people, to provide a local solution which better meets their needs.

Families can find it difficult to have regular contact where placements are made a considerable distance from West Lothian and this project will enable people affected by a disability to remain better connected with their families.

There is parental expectation that young people moving from the family home can live in West Lothian and this project will allow better opportunities in that regard.

There can sometimes be a negative perception of people with challenging and complex behaviours within communities and the project team during any site selection and build will work with the local community to ensure that there is an understanding of Human Rights and protected characteristics and that the local community can foster good relations with residents and their families.

6. What measures are in place to monitor the actual impact following implementation?

The project group will consider introduction of performance measures to assist with the monitoring of the effectiveness of this proposal, including feedback from service users, families and community

7. Recommendation

Implement proposal with no amendments

8. Mitigating actions and additional outputs

None - The project aims to have a positive impact on people, to provide a local solution which better meets their needs.

Equality Relevance Assessment

1. Details of proposal	
Policy title	Community Care Eligibility Criteria and assessment of adults and older people SJ1d, SJ2(a,b,c,d,f,) SJ4a, SJ4c SJ6c
Lead officer	Jane Kellock
Date relevance considered	12 October 2017
2. Does the council have control over how this policy will be implemented?	
YES	
3. Do you have evidence or reason to believe that this policy will, or may potentially:	
General Duties	Impact on equality (Yes or No)
Reduce or increase discrimination, victimisation or harassment against people covered by the equality protected characteristics?	Yes
Reduce or increase equality of opportunity between people who share an equality protected characteristic and those who do not?	Yes
Provide opportunity to improve good relations between those who share an equality protected characteristic and those who do not?	Yes
4. Equality impact assessment required? (Two Yes = full assessment)	
YES	
5. Decision rationale	
<p>As part of the Transforming Your Council consultation, it was proposed that the eligibility threshold for community care be set at critical and substantial. This proposal was made in recognition that the threshold for eligibility is currently set at the substantial level or above for the vast majority of local authorities in Scotland. Setting the threshold for care at substantial would result in people with assessed needs of low or moderate no longer receiving formal funding from the council. The introduction of this new eligibility threshold acknowledges that social care resources are finite and is to ensure that funding for non-residential care in the community is directed at those most in need.</p> <p>People who are assessed as having low or moderate needs will be signposted to information and advice services, other agencies, or community services. People in receipt of community care services are mainly people who have one or more protected characteristic, more specifically age and disability. The assessment process for eligibility for social care is applied in a robust and equitable way to everyone who contacts or makes a referral to social care, but a full impact assessment is recommended.</p>	

Equality Impact Assessment

1. Details of proposal: Community Care Eligibility Criteria and assessment of adults and older people SJ1d, SJ2(a,b,c,d,f,) SJ4a, SJ4c SJ6c	
Details of others involved	Alan Bell – Senior Manager, Community Care Support and Services Douglas Pirie, Technical Accountant Pamela Main – Senior Manager, Community Care Assessment and Prevention (2015 EQIA) Kenny Selbie – Equality Officer (2015 EQIA) Lorna Kemp – Equalities Analyst (2015 EQIA)
Date assessment conducted	Assessment was undertaken in August 2015 and refreshed in November 2017
2. Aims of the proposed change to council policy or resources	
<p>As part of the council's Delivering Better Outcomes consultation in 2015, it was proposed that the eligibility threshold be reviewed to determine the level at which direct support would be provided. This proposal was made in recognition that the threshold for eligibility is currently set at the substantial level or above for the vast majority of local authorities in Scotland. Setting the threshold for care at substantial would result in people with assessed needs of low or moderate no longer receiving direct funding support from council.</p> <p>The introduction of this new eligibility threshold acknowledges that social care resources are finite and is to ensure that funding for non-residential care in the community is directed at those most in need. The proposal was not progressed in 2015 as additional funding was allocated by the Scottish Government for the provision of social care services.</p> <p>The continued constraints on local government funding, combined with the rising cost of care services has resulted in significant pressure to meet the demand. The mechanism for controlling access to care services to protect those most in need is through the setting of eligibility criteria.</p>	
3. What equality data, research or other evidence has been used to inform this assessment?	
<p>2015 assessment</p> <p>A literature review commissioned by the Department of Health (England and Wales) concluded that "the way local authorities are using eligibility criteria to ration services and allocate limited resources indirectly discriminates against older people. Low level support has become equated with less effective or worthwhile support, but for older people it can be particularly important in maintaining independence, dignity and control of their lives within their own home. Care packages are restricted to traditional services and not always tailored to older people's individual needs, including their psychological, emotional, social and spiritual needs" (<i>Ageism and age discrimination in social care in the United Kingdom</i>, 2009). The authors claim that low level support has become equated with less effective or worthwhile support, but for older people it can be particularly important in maintaining independence and control. "Failure to provide this not only discriminates against older people, but increases the risks they face in the home" (Help the Aged 2002, study; Levenson 2003, study; Henwood and Harding 2002; Clough et al 2007, study; LGA 2008, 2009, policy document; Raynes et al 2006, study).</p>	

However, in the case of McDonald v. The United Kingdom - 4241/12 - Chamber Judgment [2014] ECHR 492 (20 May 2014) (see <http://www.bailii.org/eu/cases/ECHR/2014/492.html>), the European Court of Human Rights found that the local authority was legally entitled to take its own resources into account when deciding the level of care it could provide Elaine McDonald with, despite the impact to her dignity. The court found that her Human Rights were only breached for a period of time where her care plan had not been followed properly, but not for refusing a level of care that they simply couldn't afford to provide.

2017 assessment

The Institute of Public Care (IPC) Oxford Brookes University discussion paper on managing demand in social care highlights the role of assessment and the move to focus on the assets that a person has and building on this. "Traditionally assessments can focus too much on what the person can't do – eligible needs" which relies on the formal care system.

In West Lothian an outcomes focused assessment was introduced in 2014. Assessment processes focus on what resources a person already has, or can access has through informal, family or community developments and starts the process of shifting to a model that promotes independence. The assessment model is used by professional social workers and community assistants alongside professional decision making. Working within the Scottish Social Services Council Codes of Practice assessors have a duty to protect and promote the rights and interests of people – discharging this duty does not discriminate on any group of people with protected characteristic.

4. Details of consultation and involvement

The general principles relevant to this assessment have been subject to scrutiny by representatives of the equality community forums through a specific focus on Delivering Better Outcomes projects as agreed by the council's Corporate Working Group on Equality in 2014. The proposed policy and setting of criteria remains the same as it did in 2014.

The principle was also included in the Transforming Your Council consultation in October / November 2017 where the response was generally very positive with the majority of respondents in agreement with the need to ensure that resources were targeted in an equitable way to those most in need.

The consultation was distributed to an extensive number of stakeholders and community and representative groups. The consultation was available electronically via the council's website and was within all key council buildings to ensure broad accessibility. The consultation was also included in the printed council newspaper, Bulletin, and was delivered to every household and local business in West Lothian. The availability of the consultation and means to comment were also extensively posted via the council's social media channels throughout the consultation period. This involved a plan to target hard to reach groups or those who do not, or cannot easily engage with service or respond to surveys

The number of responses received by the close of the consultation period was 7,026 which generated over 45,000 comments from all respondents. 70% of the responses received in relation to assessment and eligibility were positive.

5. Issues identified and 'protected characteristics' impact

(Covering: age; disability; gender; gender identity; pregnancy and maternity; race; religion or belief and sexual orientation equality)

The proposal does not discriminate against any of the protected characteristics although the very nature of the services provided will impact disproportionately on older people and people with disabilities. The deployment of a standardised and consistent assessment process ensures that all people referred to social care are considered equally with the determining factors for eligibility based on risk not on any other measure.

With the setting of eligibility at substantial, people will be encouraged to engage with their local communities to have lower level needs and outcomes met. Access to services in local communities is subject to equalities duties which will consider accessibility for all.

6. What measures are in place to monitor the actual impact following implementation?

The provision and impact of social care is monitored in a number of ways;

- Social Care Survey
- Scottish Health Survey
- Scotland's Carers Survey
- West Lothian H&SCP performance indicators
- Service user feedback during reviews
- Older People's Forum
- Disability Forum
- Carers of West Lothian

7. Recommendation

Implement proposal taking account of mitigating actions (as outlined below)

8. Mitigating actions and additional outputs

Support will continue to be provided to those with greatest need based on a standard approach to the assessment of risk. There will continue to be other arrangements in place for service users with lower levels of assessed need including access to community services, information and advice. In some cases technological solutions will be deployed to meet support needs:

Public Social Partnership (PSP) for Housing Support

The co-produced service includes advice provision, sign-posting, carers' support, and befriending activity.

Technology Enhanced Care (TEC) programme

The Scottish Government has recently made available a funding stream that promotes the development of preventative approaches to health and well-being with the objective of reducing the dependency on traditional health and care provision.

Equality Relevance Assessment

1. Details of proposal	
Policy title	The assessment covers the following linked proposals: <ul style="list-style-type: none"> • Increased use of technology to support care at home provision (SJ2G) • Increase charge for Telecare to match Scottish average of £3.02 per week (SJ3c) • General Services SOBC – ICT.32Technology Enabled Care Programme – Telehealth and teleconsultation
Lead officer	Aileen Maguire / Lesley Broadley
Date relevance considered	January 2018
2. Does the council have control over how this policy will be implemented?	
YES	<input checked="" type="checkbox"/> X <input type="checkbox"/> NO
3. Do you have evidence or reason to believe that this policy will, or may potentially:	
General Duties	Impact on equality (Yes or No)
Reduce or increase discrimination, victimisation or harassment against people covered by the equality protected characteristics?	Yes
Reduce or increase equality of opportunity between people who share an equality protected characteristic and those who do not?	Yes
Provide opportunity to improve good relations between those who share an equality protected characteristic and those who do not?	No
4. Equality impact assessment required? (Two Yes above = full assessment necessary)	
YES	
5. Decision rationale	
<p>Improvements to our telecare infrastructure will help older people and people with disabilities and mental health issues to remain as independent as possible within their own home as well as active participants within their local community should they chose to do so.</p> <p>Current models of care are changing to meet these demands, and to provide the most appropriate care and treatment for people, when they need it. It is important that we continue to drive change to ensure that people have access to the best possible care when they need it; an important mechanism for addressing this is through the appropriate use of technology to empower people to take more responsibility for their health and care.</p> <p>Thus helping older people, people with disabilities and mental health to afford the same opportunity as others without a protected characteristic and in doing so reduce discrimination and inequity.</p>	

Equality Impact Assessment

1. Details of proposal The assessment covers the following linked proposals:	
<ul style="list-style-type: none"> Increased use of technology to support care at home provision (SJ2G) Increase charge for Telecare to match Scottish average of £3.02 per week (SJ3c) General Services SOBC – ICT.32Technology Enabled Care Programme – Telehealth and teleconsultation 	
Details of others involved	<p>The West Lothian Technology Enabled Care Board comprising of the following membership:</p> <p>Social Policy:</p> <ul style="list-style-type: none"> Senior Manager : Management & Support Senior Manager : Assessment & Prevention Group Manager: Occupational Therapy and Technology Group Manager: Support at Home Service Service Development Officers, Contracts & Commissioning Customer Services Coordinator IT Service/Project Manager <p>Primary Care</p> <ul style="list-style-type: none"> Service Development Manager Lead GP <p>NHS</p> <ol style="list-style-type: none"> Community Nurse Team Leader Project Manager
Date assessment conducted	29.01.2018
2. Aims of the proposed change to council policy or resources	
<p>To improve our existing infrastructure investment and supporting the expansion and embedding of technology in the following areas;</p> <ul style="list-style-type: none"> home and mobile health monitoring telecare (including digital telecare) video enabled services mobile health and wellbeing services and applications (including mental health) <p>The total revenue costs of providing home safety services, including a share of careline support is £1.003 million. Based on 4,000 chargeable clients, the total cost of the service is equivalent to £4.82 per week. In order to maintain investment in community alarms and telecare technology, it is proposed to increase the current charge of £1 per week to a charge of £3.02 per week, for all clients in receipt of these services. Currently 31 of 32 Scottish Councils charge for Telecare, with the average charge being £3.02 per week in 2017 (lowest £1, highest £6 per week).</p>	
3. What equality data, research or other evidence has been used to inform this assessment?	
<ul style="list-style-type: none"> West Lothian Integration Joint Board Strategic Plan 2016-2026 acknowledged that we need to increase our capacity to support people at home through new models that provide greater choice and control including timely provision of aids and adaptations and technology enabled care 	

- The West Lothian Community Planning Needs Assessments for older people, people with disabilities and mental health issues undertaken in 2015-16, all supported the increased use of technology to support independence. for

4. Details of consultation and involvement

Supporting and Empowering Scotland's Citizens: The National Action Plan for Technology Enabled Care published by the Scottish Government in August 2016 referred to the following research:

- NHS Education for Scotland (NES), the Scottish Social Services Council (SSSC) and the Scottish Centre for Telehealth & Telecare (SCTT) commissioned an analysis of current staff and their access to technology, technology skills and support in using technology across national health and social services. This identified that technology is generally seen as helpful in providing care and support (80% respondents), particularly in supporting efficient decision-making by staff and service users (76%).
- A patient.co.uk survey of 7,000 people identified that 60% of respondents had an interest in monitoring their chronic condition using a mobile app.
- Engagement with over 3,500 people as part of the Living it Up Project evidenced that the older population want to be able to use technology to manage their lives better.
- Research carried out by the Department of Health shows that 75% of the UK population goes online for health information, and 50% use the internet for self-diagnosis
- It is estimated that around a quarter of all over 75s already use technology (primarily telecare) to support them at home.

This Action Plan sets out a number of national and local actions to enable all service users to be able to access and use technology to better support their health and wellbeing whilst at home and in their communities.

The community care needs assessments included a range of consultation methods with all stakeholders including service users and carers and staff. The following approaches were used:

- Stakeholder events
- Working groups
- Semi-structured interviews
- Focus groups
- Quantitative surveys

5. Issues identified and 'protected characteristics' impact

(Covering: age; disability; gender; gender identity; pregnancy and maternity; race; religion or belief and sexual orientation equality) – see table below

Protected characteristic	Potential for differential impact (positive or negative)
Age	<p>The increased use of technological solutions such as home and health monitoring and telecare such as activity and lifestyle monitoring is aimed at all adults who have been referred for support services and packages of care, and to encourage such clients' participation in a programmes to promote their confidence and levels of independence of activities of daily living.</p> <p>The aim is to improve the lives of older people by enabling them to become more independent.</p>
Disability	<p>There are significant numbers of people with a physical or learning disability or experience mental health issues who receive telecare services to enable independence.</p> <p>Easi-read documents are available.</p> <p>Telehealth equipment may not be entirely appropriate for clients with a Learning Disability or with Mental Health needs, although cases will be individually assessed on their merits for suitability for the service. Easi-read documents are available.</p> <p>The use of technology is primarily concerned with helping clients accomplish everyday tasks of daily living, which may have been made more difficult by physical disability, and the same principles may apply to some clients with sensory impairment. Encouraging clients to be more independent via an individual programme will also go towards helping them to reduce in cases as appropriate of some of the burden of care and support from their carers.</p>
Gender	It is not anticipated at this stage that the proposal will affect people disproportionately because of the issues of gender but the position will be monitored if the proposal proceeds
Gender identity	It is not anticipated at this stage that the proposal will affect people disproportionately because of the issues of gender identity but the position will be monitored if the proposal proceeds
Pregnancy and maternity	It is not anticipated that the proposal will affect people disproportionately because of issues around pregnancy and maternity but the position will be monitored.
Race	It is not anticipated that the proposal will affect people disproportionately because of issues of Race. We do not have robust local data on the ethnicity of users accessing care services. It is however acknowledged that information and guidance will need to be available in different languages.
Religion or belief	It is not anticipated that the proposal will affect people disproportionately because of their religion/belief. We do not have robust local data on the religion or belief of users accessing care services
Sexual orientation	It is not anticipated that the proposal will affect people disproportionately because of issues around sexual orientation but the position will be monitored if the proposal proceeds. We do not have robust local data on the sexual orientation of users accessing care services.

<p>The desired outcome is to continue to protect the most vulnerable members of our communities, to prevent deterioration and to ensure that those who need support continue to receive it. Telecare services will enable older and disabled people to continue to live independently and reduce demand for costlier services including facilitating discharge, reducing non-elective hospital admissions and delaying or avoiding demand for residential care</p>
<p>6. What measures are in place to monitor the actual impact following implementation?</p> <ul style="list-style-type: none"> Records will be kept regarding who has been referred to the service, who has accessed it and reasons why service users' drop out of the system so that any excluded groups may be identified. Feedback will be sought from service users, carers as well as referring agencies regarding inclusivity of their service. Should a service user experience discrimination in accessing telecare or during involvement with telecare – all complaints will be fully investigated.
<p>7. Recommendation</p> <p>Implement proposal with no amendments</p>
<p>8. Mitigating actions and additional outputs</p> <p>Arrangements should be put in place following the proposed Telecare and Community Alarms price increase to monitor any impact on take up of the service.</p>

Equality Relevance Assessment

1. Details of proposal	
Policy title	Community Care Contributions Policy (Non-Residential Services) SJ3b
Lead officer	David Maule
Date relevance considered	November 2017
2. Does the council have control over how this policy will be implemented?	
YES <input checked="" type="checkbox"/>	NO <input type="checkbox"/> Subject to COSLA charging guidance
3. Do you have evidence or reason to believe that this policy will, or may potentially:	
General Duties	Impact on equality (Yes or No)
Reduce or increase discrimination, victimisation or harassment against people covered by the equality protected characteristics?	Yes
Reduce or increase equality of opportunity between people who share an equality protected characteristic and those who do not?	Yes
Provide opportunity to improve good relations between those who share an equality protected characteristic and those who do not?	No
4. Equality impact assessment required? (Two Yes above = full assessment necessary)	
YES	
5. Decision rationale	
<p>The introduction of Self-Directed Support (SDS) enables individuals and families to have informed choice about the way support is provided to them and means that our current methods of charging for non-residential community care services is no longer equitable across all services users and options chosen. As more personalised choices are made with service users moving away from traditional service delivery, recognition must be made of the need to move away from chargeable services towards a contribution towards the overall cost of care. The proposed Contributions Policy is based on an individual's ability to pay and is consistent with COSLA and Scottish Government guidance. The value of the care plan will still be based on assessed need, and any contribution will be calculated after the assessment process is complete.</p> <p>The introduction of a Contributions Policy (Non-Residential Services) has the potential to impact those who currently use community care services, namely older people and people with disabilities. We know that people with disabilities in particular are at a higher risk of poverty than those without a disability. To consider the impact of this policy on them, in conjunction with recent Welfare Reform, a full impact assessment is recommended.</p>	

Equality Impact Assessment

1. Details of proposal: Community Care Contributions Policy (Non-Residential Services) SJ3b	
Details of others involved	Jane Kellock – Head of Social Policy David Maule – Corporate Programme Manager Lorna Kemp – Equalities Analyst
Date assessment conducted	Original proposal August 2015 and refreshed in January 2018
2. Aims of the proposed change to council policy or resources	
<p>The introduction of Self-Directed Support (SDS) enables individuals and families to have informed choice about the way support is provided to them and means that our current methods of charging for non-residential community care services is no longer equitable across all services users and options chosen. As more personalised choices are made with service users moving away from traditional service delivery, recognition must be made of the need to move away from chargeable services towards a contribution towards the overall cost of care. The proposed Contributions Policy is based on an individual's ability to pay and is consistent with COSLA and Scottish Government guidance. The value of the care plan will still be based on assessed need, and any contribution will be calculated after the assessment process is complete.</p> <p>Traditional community care services include care at home, respite, day care, housing with care, housing support, socialisation and group work. Whilst many of these services are commissioned from the private or 3rd sector some services are provided by in house teams. The current chargeable services for non-residential community care services include Day Care, Domestic Care at Home and Telecare. With the exception of Telecare which has a fixed weekly cost, other charging structures would be removed, replaced by a contribution towards the overall cost of the care plan regardless of the SDS option selected.</p> <p>Whilst this is a significant shift from current practice and will see people who are not currently charged for services included in the proposed new arrangements, the Contributions Policy will ensure that people only pay a contribution which has been based on their ability to pay following a full financial assessment and benefits check to ensure income maximisation.</p>	
3. What equality data, research or other evidence has been used to inform this assessment?	
<p>Disability groups who have lobbied previously that people should not be charged for social care services that they are assessed as needing believe that charging on people who require a service to provide them with equal access to independent living and to participate in the workplace and in their local communities is unjustifiable. They claim that "Local Authorities will argue that they rely on care charges to offset the cost of providing social care services. However, this argument is not applied elsewhere when it comes to them delivering on their statutory responsibilities. No other sector of society is expected to contribute to the cost of providing services in such a disproportionate way".</p> <p>The key arguments set out in a Scottish Parliament petition by one group included:</p> <ol style="list-style-type: none"> 1. For users of it, social care is essential for their participation in society and their equal enjoyment of human rights. 2. The Integration of Health and Social Care is making the process of care charging more complicated. The Scottish Government accepts that there should be no charges for services supplied to meet health care needs but we are seeing the return of debates over the "Health 	

Bath” v the ‘Social Bath’ and what agency should pay for them. A person who gets staff support for a bath in their own home for health needs will not have to pay whereas if it is for social care needs then they will have to pay. Similar complications occur over the administration of medication, rehabilitation, physiotherapy and occupational therapy. As the integration of health and social care deepens, sorting out these distinctions will take up more and more valuable staff time.

3. The new Self-Directed Support (Scotland) Act 2013 has established the principle that carers should not be charged for services intended to support them in their caring role. Some of these services - such as respite care - could just as appropriately be regarded as services to and for a disabled individual rather than for the carer. That one arrangement would incur charges, while the other would not, highlights the arbitrary nature of care charging.

With regard to the position of individual Local Authorities, the Equality and Human Rights Commission’s response to Scotland Against the Care Tax’s petition to the Scottish Government is that councils should consider how they equality impact assess their charging policies and take account of the evidence within this report, which this assessment has taken into account.

Poverty and Disability

There is substantial evidence to suggest that those with a disability or living with a person with a disability are significantly more at risk of poverty, less likely to be in employment and more likely to be low paid.

As at September 2017, the employment rate for disabled people in Scotland was 45.9% compared to an overall employment rate of 75% (16-64 year olds) (Annual Population Survey, Labour Market Briefing released 24/1/18).

The Scottish Government’s statistical analyses of income and poverty found that between 2002/03 and 2015/16, the proportion of individuals in relative poverty (before housing costs) was higher in families containing a disabled adult than in families with no disabled adults. Similarly, in 2015/16, 19% of individuals in families containing a disabled adult were in relative poverty. For families with no disabled adults the figure was 15%.

Disabled people have also been found to be less likely to be coping financially. Households that contained at least one person with a long-term illness or a disability were more likely to be ‘not coping’ (15%) than those that did not (10%). The survey also found marked age differences in how well people manage financially; adults aged 16-24 were the least likely to be coping financially and least likely to have savings. Conversely, with increasing age, people were more likely to be coping financially and more likely to have savings.

Campaigners, Scotland against the Care Tax, suggest that that having separate income disregards based on age is potentially discriminatory and COSLA has acknowledged in their response to their petition to the Scottish Government that there is debate to be had over the minimum income disregards they have set (PE1533/F). The minimum basic income disregard is £177/week for single, working age and £200/week for single, above working age for 2017/18. These rates are based on the COSLA Charging Guidance 2017/18

COSLA recommends that councils should not base the contribution required from the supported person on all the remaining income but rather a percentage of this income from 0% up to any percentage the local authority can justify. There is no mandatory upper limit on what councils can charge for care. This means that some disabled people are charged 100% of their calculated disposable income for the care they are assessed as requiring. Given that any disregarded benefit allowance is to provide for costs over and above what a person without a disability would need to spend, those whose chargeable care costs more or the same than the amount over which their disposable income exceeds the COSLA minimum threshold, will be in relative poverty if asked to contribute 100% of that amount. Those who do not meet the threshold for making a contribution would already be considered to be living in relative poverty (as defined by the Joseph Rowntree

Foundation).

Higher Cost of Living

Several studies have found that people with disabilities face a higher cost of living. The Joseph Rowntree Foundation calculated a budget standard for a person with medium – high needs at £1,113/week with a further £15/week if the person has incontinence issues. Some of this budget is attributed to specialist technology. Technology that allows more independence and a better quality of life for people with disabilities is more widely available now than ever but most specialist equipment that goes above and beyond ‘basic’ is not reflected in Disability Living Allowance (DLA) or the Personal Independence Payment (PIP). Other costs include year round heating for those with poor mobility or even special dietary requirements resulting in a higher food bill.

It is worth noting that this budget standard is even higher for those with needs arising from hearing impairments at £1,336/week or £376 plus interpreter/communicator costs.

Discrimination can also be seen as contributing to increased costs for disabled people. Indirect discrimination will include, for example, insufficient or lack of access to transport, services or public venues. Additional costs are incurred whenever a disabled person has to use private, rather than public, transport; has to provide a sign language interpreter in order to use a bank; or cannot ‘shop around’ for the cheapest goods because shops are inaccessible. Direct discrimination is seen when, for example, disabled people are charged extra premiums for life insurance, content and motor insurance, and mortgage facilities (Lamb and Layzell, 1994).

As a result, disabled people can face severe social isolation. For example, the Disability in Great Britain report (Grundy et al., 1999) found that more than 40 per cent of the most severely disabled people had not been out shopping, to visit family or friends, or on any kind of excursion in the four weeks prior to interview. Although for many this will be the result of inaccessibility of social venues, it is likely that insufficient income is also a primary cause social exclusion.

The Joseph Rowntree Foundation calculated a weekly budget standard for those with intermittent or fluctuating needs at £448/week; £389/week for low – medium needs; and £632/week for needs arising from a visual impairment. This could indicate that those on lower incomes that no longer meet the Eligibility Criteria for non-residential social care will be unable to afford the support they need or will fall into relative poverty trying to meet all or some of those needs.

The Social Work (Scot) Act provides the legal basis for charging for non-residential care. Under s87 of the Act charges must be both “reasonable and practicable” for an individual to pay. Understanding the associated additional daily living costs of living with an illness or a disability is essential if local authorities are to ensure charging levels meet this test. The COSLA charging guidance states that there should be an agreed approach to the consideration of disability related expenditure (DRE).

Financial Abuse (access to joint funds)

Vulnerable adults including older people and people with learning disabilities are more at risk from financial abuse. Some people with mental health issues may also be at a higher risk.

Financial exclusion, low levels of financial capability, and cognitive impairment can mean that older people become dependent upon others to manage their finances or to access their income or savings. A ‘Centre For Policy On Ageing (CPA)’ Briefing on the Financial Abuse of Older People (2009) states that “new opportunities for financial exploitation arise from government policy such as direct payments/individual budgets where people are expected to manage large sums of money; financial assessments for long term care involving property”.

Social exclusion can increase the potential for financial abuse. Strong local communities and the effective delivery of services are crucial to the well-being and quality of life of all older people.

<p>Engagement of older people in local decision-making is important, in particular for those at risk of social exclusion (<i>The Financial Abuse of Older People</i>, Help the Aged, 2007).</p> <p>When assessing joint income, the Scottish Office Circular SWSG1/97 states that “Local authorities may, in individual cases, wish to consider whether a client has sufficient, reliable access to resources, other than his or her own resources, for them also to constitute his or her means for the purpose of Section 87(1A)”. The Scottish Government recommends that Local Authorities consider each case in light of their own legal advice but COSLA suggests this statement is ambiguous.</p>
<p>4. Details of consultation and involvement</p>
<p>The general principles relevant to this assessment have been subject to scrutiny by representatives of the equality community forums through a specific focus on Delivering Better Outcomes projects as agreed by the council’s Corporate Working Group on Equality in 2014 and then again in a public consultation Transforming Your Council in November / December 2017.</p> <p>Respondents and user representative groups in both consultations recognise the severe budget constraints but are concerned for the individuals who will fall below the new threshold as many of these individuals may also be impacted by the other proposed budget savings and the impact of Welfare Reform. They are keen to see that support mechanisms are in place that helps people who find themselves below a number of threshold levels, the support mechanisms adding to the preventative work for people who may reach crisis point. They also feel that contributions need to be fair, with people’s specific circumstances taken into account.</p> <p>The disability equality related community groups and forums will require to be consulted further on this measure as the proposal is developed. It is recommended that this consultation takes place in an open, constructive manner in which the forum members are given the opportunity to participate fully in the policy development.</p>
<p>5. Issues identified and ‘protected characteristics’ impact (Covering: age; disability; gender; gender identity; pregnancy and maternity; race; religion or belief and sexual orientation equality)</p>
<p>A move from the current system of charging for some services to the proposed system of a contribution being made towards the cost of the care plan will be more equitable. The value of the care plan will still be based purely on assessed need but there will be people who are not currently charged for services included in the proposed new arrangements. There will also be some people who will pay more than they did previously and some who may pay less.</p> <p>The evidence suggests that the higher cost of living faced by people with disabilities and the proposed use of the minimum income disregard, increases the risk of people with disabilities falling into relative poverty. This is somewhat mitigated for people over 65 who will benefit from a higher minimum income disregard threshold and free personal health care. This risk is increased by the expected impact of welfare reform.</p> <p>Conversely, the implication of any taper relief to reduce client contributions would significantly reduce the value of the savings achievable against the target and the outstanding difference would need to come from alternative savings.</p>
<p>6. What measures are in place to monitor the actual impact following implementation?</p>
<p>This assessment will be reviewed where appropriate following completion of the proposed Policy.</p>
<p>7. Recommendation</p>

☒ Implement proposal taking account of mitigating actions (as outlined below)

8. Mitigating actions and additional outputs

COSLA guidance states:

“The Social Work (Scot) Act provides the legal basis for charging for non-residential care. Under s87 of the Act charges must be both “reasonable and practicable” for an individual to pay. Understanding the associated additional daily living costs of living with an illness or a disability is essential if local authorities are to ensure charging levels meet this test. Failure to take Disability Related Expenditure (DRE) into account as part of the financial assessment could result in charging levels which cause financial hardship and undermine the right of people living with an illness or disability to live independently”.

It is therefore recommended that to mitigate against the risk of people with disabilities falling into relative poverty that the council should:

- Gather information about additional disability related expenses as part of the financial assessment process, ideally with questions about Disability Related Expenditure being included in the financial assessment form as recommended by COSLA
- Further disregard income where additional expenditure is incurred by a service user as a result of living as a disabled person
- The disability equality related community groups and forums will be consulted further on this measure as outlined within the formal Committee paper. It is recommended that this consultation takes place in an open, constructive manner in which the forum members are given the opportunity to offer alternative suggestions for realising the required savings.
- Ensure that the introduction of the Carer’s legislation is considered alongside the new contributions policy to appropriately distinguish between care needs for the carer and care needs for the care for person.
- Consideration of Universal Credit and implementation of PIP



Equality Relevance Assessment

1. Details of proposal	
Policy title	Day care to be delivered by existing external provision - Closure of Whitdale House Day care and reconfiguration of Whitdale Older Peoples Home (SJ5a)
Lead officer	Paul Kettrick (Capital SOBC) Alan Bell (Revenue budget holder)
Date relevance considered	17/1/17
2. Does the council have control over how this policy will be implemented?	
YES	NO
3. Do you have evidence or reason to believe that this policy will, or may potentially:	
General Duties	Impact on equality (Yes or No)
Reduce or increase discrimination, victimisation or harassment against people covered by the equality protected characteristics?	No
Reduce or increase equality of opportunity between people who share an equality protected characteristic and those who do not?	Yes
Provide opportunity to improve good relations between those who share an equality protected characteristic and those who do not?	Yes
4. Equality impact assessment required? (Two Yes = full assessment)	
YES	
5. Decision rationale	
<p>Whitdale House is a Care Home operated by West Lothian Council which provides accommodation for up to 32 older people. The home is situated in the town of Whitburn where its location is close to shops, public transport and other amenities. The building also accommodates a day care centre.</p> <p>As part of the Council's Transforming Your Council (TYC) proposals, the older people day care centre contained within Whitdale House would be closed, with day care provision for eligible older people provided exclusively through the existing externally commissioned service. This will be a like for like provision for people who are still assessed as eligible for day care and who select to attend day care through Self-directed Support. It is recognised that this could result in additional distances for some people to travel however the aim of the day care review is to encourage engagement with other community based resources and give people more choice in how their assessed eligible needs are met.</p>	

Older residents in West Lothian who can no longer manage in their own homes can be offered a full assessment by social work staff. These checks look at the person as a whole - not simply whether they fall into the official eligibility criteria or not. To afford older people with the same choices over their lives as other residents there is a need to ensure we have a mixed economy of care.

Maximising the use of day care places with our external partners will ensure that the day care demand continues to be met and the opportunity to then convert the space to residential beds will create further choice for older people.

Equality Impact Assessment

1. Details of proposal: Day care to be delivered by existing external provision - Closure of Whitdale House Day care and reconfiguration of Whitdale Older Peoples Home (SJ5a)	
Details of others involved	Jane Kellock, Paul Kettrick, Ailsa McKerrow, Douglas Pirie, Pamela Main, colleagues from NHS Lothian Frailty Programme
Date assessment conducted	17 January 2017
2. Aims of the proposed change to council policy or resources	
As part of the Council's Transforming Your Council (TYC) proposals, the older people day care centre contained within Whitdale House would be closed, with day care provision for eligible older people provided exclusively through the existing externally commissioned service. The capital proposal is that the opportunity is taken to convert the vacant space into residential beds. This would create additional residential beds within the care home provision which would have a positive impact on delayed discharge rates / waiting lists / respite demand. The bed usage will be determined by the demand in the system once the project is at that stage.	
3. What equality data, research or other evidence has been used to inform this assessment?	
West Lothian has a shortage of care home beds, which has an impact on waiting lists and delayed discharges from St John's Hospital. The development of additional residential beds would provide capacity to assist with longer term care planning for the frail elderly.	
4. Details of consultation and involvement	
At stage 1 prior to approval for the project; West Lothian Frail Elderly Programme is developing the longer term plans for provision of residential accommodation in West Lothian to create additional capacity for the frail elderly, and a growing demographic in West Lothian. It is anticipated that the only consultation required in relation to the proposal for creating additional beds will be with the Care Inspectorate.	
5. Issues identified and 'protected characteristics' impact (Covering: age; disability; gender; gender identity; pregnancy and maternity; race; religion or belief and sexual orientation equality)	
The proposal will affect people of old age in a positive way as it will create additional residential accommodation within West Lothian and enable older people with their families / carers to have more choice in how their needs are met.	
6. What measures are in place to monitor the actual impact following implementation?	
TBC at the next stage of the project – need to consider how to measure feedback from service users, families and community	
7. Recommendation	
Implement proposal taking account of mitigating actions (as outlined below)	

8. Mitigating actions and additional outputs

- TBC at the next stage of the project – need to consider how to measure feedback from service users, families and community
- Maximising the use of day care places with our external partners will ensure that the day care demand continues to be met and the opportunity to then convert the space to residential beds will create further choice for older people.

Equality Relevance Assessment

1. Details of proposal	
Policy title	Remodel housing with care provision (SJ5b)
Lead officer	Alan Bell
Date relevance considered	12 October 2017
2. Does the council have control over how this policy will be implemented?	
YES NO	
3. Do you have evidence or reason to believe that this policy will, or may potentially:	
General Duties	Impact on equality (Yes or No)
Reduce or increase discrimination, victimisation or harassment against people covered by the equality protected characteristics?	No
Reduce or increase equality of opportunity between people who share an equality protected characteristic and those who do not?	Yes
Provide opportunity to improve good relations between those who share an equality protected characteristic and those who do not?	Yes
4. Equality impact assessment required?	
(Two Yes = full assessment)	
YES	
5. Decision rationale	
<p>The assisted living model at Rosemount Gardens will be used as a model to review other housing with care facilities in West Lothian. The assisted living model focuses on supporting older people (60 plus) to remain socially connected and fully integrated within their local communities where it is their choice to do so. The role of staff is to support individuals to become more independent. This greater integration with communities allows for improving better relations between those with the protected characteristic of old age with those who do not.</p>	

Equality Impact Assessment

1. Details of proposal - Remodel housing with care provision (SJ5b)	
Details of others involved	Previous Rosemount Gardens Steering Group undertook an EQIA in September 2015 and this remains valid. Pamela Main, Jillian Dougall; Katy McBride Douglas Pirie; Ailsa Sutherland; Anna Brash; Kim Keenan; Rachel MacKay.
Date assessment conducted	30/9/15 – refreshed January 2018
2. Aims of the proposed change to council policy or resources The overarching aim of the proposed assisted living model is to offer eligible tenants a safe, secure, accessible and well-designed living environment along with assistance to help sustain and maximise independent living and their overall quality of life. In doing so a primary focus of the assistance available will be on enabling individuals to remain active contributors and participants who are fully engaged with their local community where it is their choice to do so.	
3. What equality data, research or other evidence has been used to inform this assessment? Age Demographics (Register Generals Annual Review 2013 of Demographic Trends) Age & Culture (Scottish Households Annual Report 2013) Disability and Culture (Scottish Households Annual Report 2013)	
4. Details of consultation and involvement	

2015

Sheltered Housing Tenants at Rosemount Court and Jane Place have been consulted on the development of assisted living model and were very supportive of proposal.

West Lothian Senior Peoples Forum

2017

This proposed change is part of a wider programme of transformation planned by West Lothian Council to provide a balanced budget between years 2018-19 to 2022-23. At this very early stage of planning, these officer led proposals have been developed by council officers, and formed the basis of the 'Transforming Your Council' consultation undertaken in October/November 2017. The consultation was distributed to an extensive number of stakeholders and community and representative groups. The consultation was available electronically via the council's website and was within all key council buildings to ensure broad accessibility. The consultation was also included in the printed council newspaper, Bulletin, and was delivered to every household and local business in West Lothian. The availability of the consultation and means to comment were also extensively posted via the council's social media channels throughout the consultation period. This involved a plan to target hard to reach groups or those who do not, or cannot easily engage with service or respond to surveys.

The number of responses received by the close of the consultation period was 7,026 which generated over 45,000 comments from all respondents. The proposal to review the Housing with Care model received positive feedback from respondents.

As the project develops, residents will form part of any redesign work. Involving residents in developing options proved very successful in the Rosemount Court project and a similar approach to engagement will be used in the wider Housing with Care review.

5. Issues identified and 'protected characteristics' impact

(Covering: age; disability; gender; gender identity; pregnancy and maternity; race; religion or belief and sexual orientation equality)

Envisaged the development of an assisted living model of support will have a positive impact on the lives and wellbeing of older people. Providing support which seeks to maximise and sustain independence whilst enabling individuals to remain socially connected and active participants within the local community. All of the aforementioned known to have a positive effect on health and wellbeing.

6. What measures are in place to monitor the actual impact following implementation?

Impact will be assessed against individual outcome goals identified within care and support plans.

7. Recommendation

Implement proposal with no amendments

8. Mitigating actions and additional outputs

N/A at this stage - This greater integration with communities allows for improving better relations between those with the protected characteristic of old age with those who do not.



Equality Relevance Assessment

1. Details of proposal	
Policy title	Provision of care and education for Looked After Children (LAC) and Children with Social, Emotional, and Behavioral Needs (SEBN) (S1a,b,c,h,i) and (S3a,b) and S4c
Lead officer	Jane Kellock
Date relevance considered	13 October 2017
2. Does the council have control over how this policy will be implemented?	
YES	
3. Do you have evidence or reason to believe that this policy will, or may potentially:	
General Duties	Impact on equality (Yes or No)
Reduce or increase discrimination, victimisation or harassment against people covered by the equality protected characteristics?	Yes
Reduce or increase equality of opportunity between people who share an equality protected characteristic and those who do not?	Yes
Provide opportunity to improve good relations between those who share an equality protected characteristic and those who do not?	Yes
4. Equality impact assessment required?	
(Two Yes = full assessment)	
YES	
5. Decision rationale	

Looked After Children (LAC) are amongst the most vulnerable people in West Lothian. Many of the LAC children are the subject of compulsory orders and will have experienced trauma in their young lives. This can impact on their ability to engage with mainstream services in the way that other young people can.

The Scottish Government Consultation on presumption of mainstream (December 2017)

“Excellence and Equity for All: Guidance on the Presumption of Mainstreaming aims to bridge the gap between legislation, policy and day-to-day experience of decisions around placement, to ensure that local authorities have the guidance required to help their decision making in applying the presumption of mainstreaming. It is intended to provide guidance on applying the presumption and looks to encourage a child centred approach to making decisions around placement. As the implementation of the presumption of mainstreaming requires a commitment to inclusive practice and approaches to be effective, the guidance clearly links inclusive practice with the presumption throughout and includes key features of inclusion and guidance on how to improve inclusive practice in schools.”

The development of long term transition plans and placements will have a positive impact on young people and the change to education provision to enable children to remain in West Lothian will allow for more intensive work to take place within the family setting with the aim of keeping children at home with their families.

The aim of the project is to have a beneficial impact on children’s lives and increase equality of opportunity for children. This should in turn reduce the likelihood of discrimination. The parents of the children and the children themselves may have any of the following protected characteristics; age, disability, ethnicity, gender, gender reassignment, pregnancy and maternity, religion or belief and sexual orientation.

Equality Impact Assessment

1. Details of proposal: Provision of care and education for Looked After Children (LAC) and Children with Social, Emotional, and Behavioral Needs (SEBN) (S1a,b,c,h,i) and (S3a,b) and S4c	
Details of others involved	Project board: Jane Kellock, Jo Macpherson, Tim Ward, Sharon Houston, Alison Raeburn, Jennyfer McNiven Pat Welsh
Date assessment conducted	1 st stage assessment – February 2018
2. Aims of the proposed change to council policy or resources	
<p>The main objective of the project is to design an affordable model of care and support for Looked After Children (LAC) and Children with Social, Emotional, Behavioural Needs (SEBN) that enables LAC children and young people to remain within West Lothian in a community family setting. It is recognised that this may not be possible for every child, but that out of area placements should only be required in exceptional circumstances.</p>	
3. What equality data, research or other evidence has been used to inform this assessment?	
<p>The recent joint inspection of children's services in West Lothian noted that some of the most complex LAC who had experienced difficulties regulating their behaviours as a consequence of early life trauma and adversity, received little in the way of support to address the causes of their behavior. Of the young people currently placed in the council's residential units only 15% of the children have a full education timetable and 31% have no education provision as they are refusing to attend school. This lack of provision or lack of engagement in education or structured activity contributes to the behaviours of the young people which has a direct impact on the stability of the care placement. These statistics are higher than what would be experienced by children and young people who are not looked after placing them at a disadvantage from their peers.</p>	
4. Details of consultation and involvement	
Extensive consultation was undertaken by the Joint Children's Services Inspection Team	
5. Issues identified and 'protected characteristics' impact	
(Covering: age; disability; gender; gender identity; pregnancy and maternity; race; religion or belief and sexual orientation equality)	
Looked After Children and Young People may have one or more of the protected characteristics but the main consideration is one of age.	
6. What measures are in place to monitor the actual impact following implementation?	
There is an action plan developed from the Joint Children's Service Inspection which contains measures of success in relation to this area of improvement to educational attainment of looked after children and outcomes for care leavers	
7. Recommendation	
Implement proposal with no amendments	
8. Mitigating actions and additional outputs	

The development of long term transition plans and placements will have a positive impact on young people and the change to education provision to enable children to remain in West Lothian will allow for more intensive work to take place within the family setting with the aim of keeping children at home with their families.

The aim of the project is to have a beneficial impact on children's lives and increase equality of opportunity for children. This should in turn reduce the likelihood of discrimination. The parents of the children and the children themselves may have any of the following protected characteristics; age, disability, ethnicity, gender, gender reassignment, pregnancy and maternity, religion or belief and sexual orientation.



Equality Relevance Assessment

1. Details of proposal	
Policy title	Family Support and Parenting – models for the future (S1e,f)
Lead officer	Jo Macpherson
Date relevance considered	12 October 2017
2. Does the council have control over how this policy will be implemented?	
YES	NO
3. Do you have evidence or reason to believe that this policy will, or may potentially:	
General Duties	Impact on equality (Yes or No)
Reduce or increase discrimination, victimisation or harassment against people covered by the equality protected characteristics?	Yes
Reduce or increase equality of opportunity between people who share an equality protected characteristic and those who do not?	Yes
Provide opportunity to improve good relations between those who share an equality protected characteristic and those who do not?	Yes
4. Equality impact assessment required?	
(Two Yes = full assessment)	
YES	
5. Decision rationale	
<p>The proposal affects people across the range of protected characteristics. The redesign of family support and parenting should have a positive impact on equality as the aim will be to focus on people's needs at the earliest possible opportunity thereby reducing the impact of issues experienced by families and young people.</p> <p>In addition to the services currently delivered in the family centres which will be delivered in a community setting, support from children and young peoples' teams based within schools will be reviewed along with colleagues in education and health to focus on key areas of early intervention and prevention.</p>	

Equality Impact Assessment

1. Details of proposal - Family Support and Parenting – models for the future (S1e,f)	
Details of others involved	Family Support and Parenting (S1e)
Date assessment conducted	Commenced January 2018
2. Aims of the proposed change to council policy or resources	
<p>The proposal relates to the closure of the two centre based facilities, moving to supporting children and their families within their communities. Statutory provision in relation to family support would be prioritised with a focus on minimising risk.</p> <p>In addition to the services currently delivered in the family centres, support from children and young peoples' teams based within schools will be reviewed along with colleagues in education and health to focus on key areas of early intervention and prevention.</p>	
3. What equality data, research or other evidence has been used to inform this assessment?	
<ul style="list-style-type: none"> • West Lothian Joint Children's Services Inspection 2017 • Children's Services Plan 2017-20 • Changing Lives: Report on the 21st Century Social Work Review • GIRFEC : Proposals for Action • Self-directed Support legislation 	
4. Details of consultation and involvement	
<p>This proposed change is part of a wider programme of transformation planned by West Lothian Council to provide a balanced budget between years 2018-19 to 2022-23. At this very early stage of planning, these officer led proposals have been developed by council officers, and formed the basis of the 'Transforming Your Council' consultation undertaken in October/November 2017. The consultation was distributed to an extensive number of stakeholders and community and representative groups. The consultation was available electronically via the council's website and was within all key council buildings to ensure broad accessibility. The consultation was also included in the printed council newspaper, Bulletin, and was delivered to every household and local business in West Lothian. The availability of the consultation and means to comment were also extensively posted via the council's social media channels throughout the consultation period. This involved a plan to target hard to reach groups or those who do not, or cannot easily engage with service or respond to surveys.</p> <p>The number of responses received by the close of the consultation period was 7,026 which generated over 45,000 comments from all respondents. A total of 904 comments were received for measure relating to children's services with the majority (80%) being positive recognising the benefits of providing support to families at a local level wherever possible.</p>	
5. Issues identified and 'protected characteristics' impact	
<p>(Covering: age; disability; gender; gender identity; pregnancy and maternity; race; religion or belief and sexual orientation equality)</p> <p>Children and families that receive support from the centres and parenting teams could have any of the protected characteristics covered by the Equalities Act. The service does not discriminate between any client, and social work values exist to ensure equity of provision based on assessed need and assessment of risk.</p>	

6. What measures are in place to monitor the actual impact following implementation?
The new service model will require a suite of performance indicators to be developed to ensure that there has been no detrimental impact to people with protected characteristics as a result of any changes implemented. This will require a further review of the EQIA during the lifetime of the project.
7. Recommendation
Implement proposal taking account of mitigating actions
8. Mitigating actions and additional outputs
<p>The redesign of family support and parenting should have a positive impact on equality as the aim will be to focus on people's needs at the earliest possible opportunity thereby reducing the impact of issues experienced by families and young people.</p> <p>A further staged review of EQIA will be undertaken once options appraisal has been completed and tabled as part of any recommendation to the project board.</p>



Equality Relevance Assessment

1. Details of proposal	
Policy title	PEDR Services - Funding of Community Groups, Organisations and BIDs including: <ul style="list-style-type: none"> • Cease match funding arrangements for Business Improvement Districts (P1a) • Review and reduction in grants to community groups (P1b)
Lead officer	Craig McCorriston, Head of PEDR Services
Date relevance considered	01/12/2017
2. Does the council have control over how this policy will be implemented?	
<input checked="" type="checkbox"/> YES	<input type="checkbox"/> NO
3. Do you have evidence or reason to believe that this policy will, or may potentially:	
General Duties	Impact on equality (Yes or No)
Reduce or increase discrimination, victimisation or harassment against people covered by the equality protected characteristics?	Yes (Potentially)
Reduce or increase equality of opportunity between people who share an equality protected characteristic and those who do not?	Yes (Potentially)
Provide opportunity to improve good relations between those who share an equality protected characteristic and those who do not?	Yes (Potentially)
4. Equality impact assessment required?	
(Two Yes = full assessment)	
YES (Part P1b)	
5. Decision rationale	

There are two parts to this project proposal. The first is a proposal to review the support provided by the council to Business Improvement Districts (BIDs). BIDs are a geographically defined, business-led initiative where businesses agree to invest collectively to improve their trading environment within a fixed period of time (e.g. 5 year term). The council currently supports the investment of the BID companies through match funding and the last of the existing agreements to do so expires in 2019/20. The provision of such funding is non-statutory – i.e. at the council's discretion. BID funding was never intended to be provided in perpetuity and was there to support the establishment of the BIDs and to support them in becoming sustainable without on-going financial support from the council. At this stage, there is no evidence that these changes will reduce or increase discrimination or equality of opportunity for individuals or groups with protected characteristics.

The second proposal is to undertake a priority based review of funding and support to community groups and organisations. The proposed review will focus on the impact of any group's funded activity on the agreed priorities of the council, and officers may recommend increasing, decreasing, removing or maintaining funding and support for any given group or organisation.

Given that organisations can currently secure funding from two or more council funding streams the review will also allow unnecessary duplication of funding to be identified and removed. The review would inform officer recommendations on the level and type of funding and support for any given group or organisation, which, in turn, would require the approval of elected members. Prior to any recommendations being made officers will consider the anticipated impact of any reductions in support to community groups and organisations, including on the organisation itself, on wider council provision and on people / groups covered by the equality protected characteristics. Officers will engage with voluntary organisations and the third sector to minimise any anticipated negative consequences of any funding reductions.

This proposal will require a revised policy / process to be developed and approved by the Council Executive and it is recommended that a staged approach to EQIA is undertaken, in line with the development of the new policy.

Equality Impact Assessment

1. Details of proposal: Review and Reduction of grants to Community Groups (P1b)	
Details of others involved	Craig McCorrsiton, Alan Colquhoun
Date assessment conducted	10 January 2018
2. Aims of the proposed change to council policy or resources	
<p>The proposal is to undertake a priority based review of funding and support to community groups and organisations. The proposed review will focus on the impact of any group's funded activity on the agreed priorities of the council, and officers may recommend increasing, decreasing, removing or maintaining funding and support for any given group or organisation.</p>	
3. What equality data, research or other evidence has been used to inform this assessment?	
<p>A number of groups who support protected characteristics, such as age, disability and pregnancy / maternity currently receive grant funding support from the council.</p>	
4. Details of consultation and involvement	
<p>Of the 769 responses in the council's Transforming Your Council consultation in relation to reductions in grants to community groups: 71% either agreed with the proposal or advised they had no comment to make and 18% disagreed with the proposals</p> <p>A number of comments in the TYC feedback raised concern about ongoing funding for youth groups and disability groups and therefore it is proposed that particular emphasis on mitigating actions should be around age and disability</p> <p>There should be engagement with voluntary organisations and the third sector to identify opportunities for work to be undertaken by other organisations. Engagement with supported organisations impacted by the proposal will also be required to ensure they plan and budget for a reduced level of support from the council.</p>	
5. Issues identified and 'protected characteristics' impact	
(Covering: age; disability; gender; gender identity; pregnancy and maternity; race; religion or belief and sexual orientation equality)	
<p>A reduction in payments to voluntary organisations and groups will impact on the delivery of support to community groups particularly in SIMD areas. A reduction in upstream intervention may result in more difficult and costly challenges at a later stage.</p> <p>The expectation is that the third sector would take on large elements of the work and support although they are unlikely to be able to support projects financially.</p> <p>At present, the council provides grant funding to a range of community groups. The revised policy/process required under this measure would facilitate decisions which could change the level of funding for groups/organisations providing support to people/groups with one or a number of the protected characteristics such as Age (Youth and Elderly groups), Disability and Pregnancy / Maternity</p>	

6. What measures are in place to monitor the actual impact following implementation?

The council will develop its performance monitoring to ensure the impact of these measures is able to be determined.

7. Recommendation

Implement proposal taking account of mitigating actions (as outlined below)

8. Mitigating actions and additional outputs

A framework should be developed to ensure funding is directed to groups that meet council priorities. Clear parameters will be set for the basis of future funding.

There should be engagement with voluntary organisations and the third sector to identify opportunities for work to be undertaken by other organisations. Engagement with supported organisations impacted by the proposal will also be required to ensure they plan and budget for a reduced level of support from the council.



Equality Relevance Assessment

1. Details of proposal	
Policy title	Restructure of Adult Learning and Youth Services comprising: <ul style="list-style-type: none"> • Reduce adult learning budget by 50% (E1b) • Mainstream instrumental music provision into general curriculum (E1c)
Lead officer	James Cameron, Head of Education (Learning, Policy and Resources)
Date relevance considered	28 November 2017
2. Does the council have control over how this policy will be implemented?	
YES	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> NO
3. Do you have evidence or reason to believe that this policy will, or may potentially:	
General Duties	Impact on equality (Yes or No)
Reduce or increase discrimination, victimisation or harassment against people covered by the equality protected characteristics?	Yes (1b,c)
Reduce or increase equality of opportunity between people who share an equality protected characteristic and those who do not?	Yes (1b,c)
Provide opportunity to improve good relations between those who share an equality protected characteristic and those who do not?	Yes (1b,c)
4. Equality impact assessment required? (Two Yes above = full assessment necessary)	
YES (1b)	
5. Decision rationale	
<p>The proposal is to reduce the Adult Learning provision by 50%, and to develop a revised model of instrumental music provision.</p> <p>In developing the proposal to reduce Adult Learning provision by 50%, officers have been cognizant of Council priorities, and have identified existing services specifically designed to support young people or adults with protected characteristics, including young people with a disability, the LGBT community, dyslexia and teaching of lip-reading, as priorities for continued provision. This will be kept under review during the implementation of the proposals. There is no evidence or reason to believe that service to these groups will reduce or increase. If this position changes during implementation, and it becomes apparent that services to specific groups with protected characteristics will change, a full impact assessment will be required.</p>	

It is also proposed that a revised model of instrumental music provision is developed, focusing on priority areas such as bands with music tuition continuing through the mainstream school curriculum. There is no evidence to suggest this new model will impact disproportionately to any individuals with protected characteristics.

Equality Impact Assessment

1. Details of proposal – E1b – Reduce adult learning budget by 50%	
Details of others involved	James Cameron, Head of Service; Andrew Sneddon, Business Transformation Lead.
Date assessment conducted	28 November 2017
2. Aims of the proposed change to council policy or resources	
The proposal is to reduce the Adult Learning Budget by 50%. English as an additional language provision will not be reduced.	
3. What equality data, research or other evidence has been used to inform this assessment?	
<ul style="list-style-type: none"> • Aims of Service – Service Plan and details of actual Service Provision. • Public consultation ('Transforming Your Council') • Comments from Service Users • Consultation with Service Management 	
4. Details of consultation and involvement	
Extensive public consultation ('Transforming Your Council') which elicited responses from many users of the service. These were analysed, responded to by Heads of Service, and presented to elected members on the Education Policy Development and Scrutiny Panel.	
5. Issues identified and 'protected characteristics' impact (Covering: age; disability; gender; gender identity; pregnancy and maternity; race; religion or belief and sexual orientation equality)	
<p>The large majority of the services provided by Adult Learning are universal and not targeted at young people or adults with protected characteristics.</p> <p>However, in developing the proposals, officers have identified existing services specifically designed to support adults with protected characteristics, including support for dyslexia and lip reading, as priorities for continued provision. This will be kept under review during the implementation of the proposals. English as an additional language provision will not be reduced. There is no evidence or reason to believe that service to these groups will reduce or increase. If this position changes during implementation, and it becomes apparent that services to specific groups with protected characteristics will change, a further impact assessment will be required.</p> <p>Staff reductions of 6.8 FTE are envisaged. Existing Council Equality and HR Policies and employment law will afford appropriate protection to existing staff.</p>	
6. What measures are in place to monitor the actual impact following implementation?	
<p>The Service Plan will monitor the Aims of Service and the actual service provided on an annual basis.</p> <p>PIs are updated on a monthly/quarterly/annual basis.</p> <p>Scope and scale of Adult Learning will continue to be monitored.</p> <p>Comments from service users and wider citizens will continue to be monitored.</p>	

7. Recommendation

Implement proposal taking account of mitigating actions (as outlined below)

8. Mitigating actions and additional outputs

Officers have been cognizant of Council priorities and have identified existing services specifically designed to support adults with protected characteristics, including support for dyslexia and lip reading, as priorities for continued provision. This will be kept under review during the implementation of the proposals. English as an additional language provision will not be reduced. There is no evidence or reason to believe that service to these groups will reduce or increase. If this position changes during implementation, and it becomes apparent that services to specific groups with protected characteristics will change, a further impact assessment will be required.

Equality Relevance Assessment

1. Details of proposal	
Policy title	Review approach to delivery of culture and sport incorporating the following: <ul style="list-style-type: none"> • Cease arts development and non-income generating activities (E2a) • Cease sports development function (E2b) • Reduction on net management fee to West Lothian Leisure (E2c)
Lead officer	James Cameron, Head of Education
Date relevance considered	01/12/2017
2. Does the council have control over how this policy will be implemented?	
<input checked="" type="checkbox"/> YES	<input type="checkbox"/> NO
3. Do you have evidence or reason to believe that this policy will, or may potentially:	
General Duties	Impact on equality (Yes or No)
Reduce or increase discrimination, victimisation or harassment against people covered by the equality protected characteristics?	No
Reduce or increase equality of opportunity between people who share an equality protected characteristic and those who do not?	No
Provide opportunity to improve good relations between those who share an equality protected characteristic and those who do not?	No
4. Equality impact assessment required? (Two Yes = full assessment)	
YES (2a,2b)	
5. Decision rationale	
<p>The proposed policy change in respect of council Arts provision is that certain activities and functions would no longer be provided - i.e. the focus would be on provision of the Youth Music Initiative, developer-funded public art and arts programming at Howden Park Centre. It is estimated that the proposal will result in a staffing reduction of 6.8FTE.</p> <p>The proposed policy change in respect of Sports provision is that the Sports Development function would no longer be provided and the focus of sports provision would be on Active Schools work.</p>	

Due to support that individuals / groups with protected characteristics receive from current Arts and Sports teams, it is recommended that a full EQIA is conducted.

The council pays an annual management fee to West Lothian Leisure which supports the management and operation of council owned sports, leisure and cultural facilities. The implications of any reduction to the WLL management fee will be considered as part of the council's existing monitoring and scrutiny regime for WLL. At this stage, there is no evidence or reason to believe that changes will impact reduce

At this stage, there is no evidence that this reduction will reduce or increase discrimination or equality of opportunity for individuals or groups with protected characteristics. This will however be reviewed as specific measures are further developed and potential options, impacts, risks and opportunities considered by officers.

- **Full EQIA assessment required – (E2a,E2b)**

Equality Impact Assessment

1. Details of proposal: E2a – Cease arts development and non-income generating activities	
Details of others involved	James Cameron, Head of Service; Andrew Sneddon, Business Transformation Lead.
Date assessment conducted	28 November 2017
2. Aims of the proposed change to council policy or resources	
<p>Cease Arts Development and Non-Income Generating Activities including:</p> <ul style="list-style-type: none"> • Savings from staffing and supplies budgets • Reduction of Arts & Learning and Arts & Wellbeing activities • Reduced management and support of Arts Grants scheme <p>Developer funded Arts activities and externally funded Youth Music Initiative activities will continue.</p>	
3. What equality data, research or other evidence has been used to inform this assessment?	
<p>Aims of Service – Service Plan and details of actual Service Provision. Public consultation ('Transforming Your Council') Comments from Service Users Comments from staff and Consultation with Service Management</p>	
4. Details of consultation and involvement	
<p>Extensive public consultation ('Transforming Your Council') which elicited responses from many users of the service. These were analysed, responded to by Heads of Service, and presented to elected members on the Education Policy Development and Scrutiny Panel.</p>	
5. Issues identified and 'protected characteristics' impact	
<p>(Covering: age; disability; gender; gender identity; pregnancy and maternity; race; religion or belief and sexual orientation equality)</p>	

Arts Service provides services to young people and adults with protected characteristics. There is no evidence or reason to believe that the proposed budget reduction will impact disproportionately on any group with protected characteristics. The large majority of the services provided by Arts Services are universal and not targeted at young people or adults with protected characteristics.

Many activities are planned and delivered to provide a constantly changing programme, and individual activities which may be accessed by individuals with a particular protected characteristic are not necessarily provided on a permanent or regular basis.

In implementing the proposals, officers will be cognizant of Council priorities, and will identify impact on children, young people and adults with protected characteristics. Any provision which impacts disproportionately on groups with protected characteristics will be prioritised for continuation within remaining budget resources. There is no evidence or reason to believe that service to these groups will reduce or increase. If this position changes during implementation, and it becomes apparent that services to specific groups with protected characteristics will change, a further impact assessment will be required.

The proposed policy change in respect of council Arts provision is that certain activities and functions would no longer be provided - i.e. the focus would be on provision of the Youth Music Initiative, developer-funded public art and arts programming at Howden Park Centre. The precise range of services to be provided in future will depend on the decision the council takes following consideration of the consultation responses, linkages with the priorities of the Council and the funding provided by external organisations.

At this stage, there is no evidence or reason to believe that changes will impact adversely on any protected group. This will however be reviewed as specific measures are further developed and potential options, impacts, risks and opportunities considered by officers.

Staff reductions of 6.8 FTE are envisaged. Existing Council Equality and HR Policies and employment law will afford appropriate protection to existing staff.

6. What measures are in place to monitor the actual impact following implementation?

The Service Plan will monitor the Aims of Service and the actual service provided on an annual basis.

PIs are updated on a monthly/quarterly/annual basis.

Scope and scale of Adult Learning will continue to be monitored.

Comments from service users and wider citizens will continue to be monitored.

7. Recommendation

Implement proposal taking account of mitigating actions (as outlined below)

8. Mitigating actions and additional outputs

Officers will be cognizant of Council priorities and will work to identify impact on young people adults with protected characteristics. This will be kept under review during the implementation of the proposals.

At this stage, there is no evidence or reason to believe that changes will impact adversely on any protected group. This will however be reviewed as specific measures are further developed and potential options, impacts, risks and opportunities considered by officers. This may include signposting to alternative activities, of equal value, which will be continued to be provided by the Council, its partners and other groups. If this position changes during implementation, and it becomes apparent that services to specific groups with protected characteristics will change, a further impact assessment will be required.

Equality Impact Assessment

1. Details of proposal – E2b – Cease sports development function	
Details of others involved	James Cameron, Head of Service; Andrew Sneddon, Business Transformation Lead.
Date assessment conducted	28 November 2017
2. Aims of the proposed change to council policy or resources	
Sports functions within the council will be solely delivered by the Active schools team with the remainder of sports strategy being delivered by West Lothian Leisure. The Sports development function will cease.	
3. What equality data, research or other evidence has been used to inform this assessment?	
<p>Aims of Service – Service Plan and details of actual Service Provision.</p> <p>Public consultation ('Transforming Your Council')</p> <p>Comments from Service Users</p> <p>Comments from staff and consultation with Service Management</p>	
4. Details of consultation and involvement	
Extensive public consultation ('Transforming Your Council') which elicited responses from many users of the service. These were analysed, responded to by Heads of Service, and presented to elected members on the Education Policy Development and Scrutiny Panel.	
5. Issues identified and 'protected characteristics' impact	
(Covering: age; disability; gender; gender identity; pregnancy and maternity; race; religion or belief and sexual orientation equality)	
<p>Sports Service provides services to young people and adults with protected characteristics. There is no evidence or reason to believe that the proposed budget reduction will impact disproportionately on any group with protected characteristics. The large majority of the services provided by Sports Services are universal and not targeted at young people or adults with protected characteristics.</p> <p>In implementing the proposals, officers will be cognisant of Council priorities, and will identify impact on adults with protected characteristics. Active Schools and Community Sport in partnership with local and national sporting organisations help to facilitate extra-curricular opportunities for school pupils with a disability to access sport. This will be a priority for continuation within remaining resources. There is no evidence or reason to believe that service to these groups will reduce or increase. If this position changes during implementation, and it becomes apparent that services to specific groups with protected characteristics will change, a further impact assessment will be required.</p> <p>The proposed policy change in respect of council Sports provision is that certain activities and functions would no longer be provided - i.e. the focus would be on provision of Active Schools. The precise range of services to be provided in future will depend on the decision the council takes following consideration of the consultation responses, linkages with the priorities of the Council and the funding provided by external organisations. At this stage, there is no evidence or reason to believe that changes will impact adversely on any protected group. This will however be reviewed as specific measures are further developed and potential options, impacts, risks and opportunities considered by officers.</p>	

Staff reductions of 3.4FTE are envisaged. Existing Council Equality and HR Policies and employment law will afford appropriate protection to existing staff.

6. What measures are in place to monitor the actual impact following implementation?

The Service Plan will monitor the Aims of Service and the actual service provided on an annual basis.

Performance Indicators are updated on a monthly/quarterly/annual basis.

Scope and scale of Sports provision will continue to be monitored.

Comments from service users and wider citizens will continue to be monitored.

7. Recommendation

Implement proposal taking account of mitigating actions (as outlined below)

8. Mitigating actions and additional outputs

Officers will be cognizant of Council priorities and will identified impact on young people adults with protected characteristics. This will be kept under review during the implementation of the proposals.

At this stage, there is no evidence or reason to believe that changes will impact adversely on any protected group. This will however be reviewed as specific measures are further developed and potential options, impacts, risks and opportunities considered by officers. This may include signposting to alternative activities, of equal value, which will be continued to be provided by the Council, its partners and other groups. If this position changes during implementation, and it becomes apparent that services to specific groups with protected characteristics will change, a further impact assessment will be required.



Equality Relevance Assessment

1. Details of proposal	
Policy title	New Anti-Poverty Service (F2a)
Lead officer	Donald Forrest
Date relevance considered	Originally Sept 2016 – Reassessed Nov 2017
2. Does the council have control over how this policy will be implemented?	
YES	
3. Do you have evidence or reason to believe that this policy will, or may potentially:	
General Duties	Impact on equality (Yes or No)
Reduce or increase discrimination, victimisation or harassment against people covered by the equality protected characteristics?	No
Reduce or increase equality of opportunity between people who share an equality protected characteristic and those who do not?	Yes
Provide opportunity to improve good relations between those who share an equality protected characteristic and those who do not?	Yes
4. Equality impact assessment required? (Two Yes = full assessment)	
YES	
5. Decision rationale	

The proposal aims to deliver a saving of £666,000 through the consolidation and streamlining of the provision of financial/welfare advice, financial assessment, financial support and skills support through the utilisation of technology and creating a centre of expertise and one point of contact.

It is envisaged that the proposal will have a beneficial impact on the customer journey, and where applicable it will allow people who can to move through the advice and benefit process more quickly allowing for the most vulnerable people in society to be supported through the process. This includes streamlining processes. A lot of what is proposed is staffing, process and system changes to drive efficiency, which in turn will improve the customer journey.

Equalities data gathered by the service would indicate that individuals with protected characteristics could be impacted by this measure, in particular gender, age, disability and pregnancy/maternity. It is intended that the creation of the new anti-poverty service will improve targeting of financially excluded households, with improved customer journeys for the most vulnerable households / individuals, and reduction in customers who are reliant on council services.

Mitigating actions will be implemented to support those who would not be able to access online resources or who need additional support via face – to – face interventions to complete forms etc.

Equality Impact Assessment

1. Details of proposal: New Anti-Poverty Service (F2a)	
Details of others involved	Donald Forrest, Audrey Johnstone
Date assessment conducted	15 December 2017
2. Aims of the proposed change to council policy or resources	
The Council proposes to create a new Anti-Poverty Service consolidating the provision of current welfare advice services. This consolidation and streamlining of provision of financial/welfare advice, financial assessment, financial support and skills support through the utilisation of technology and creating a centre of expertise and one point of contact.	
3. What equality data, research or other evidence has been used to inform this assessment?	
The Council directly employs teams that are responsible to provide advice and information across West Lothian. This advice and information provision can be varied but cuts across the a number of anti-poverty themes: money advice, welfare advice, housing advice, and employment advice. Equalities data is gathered by the service.	
4. Details of consultation and involvement	
West Lothian Council has undertaken extensive budget consultation with stakeholders. This has included public meetings, focus groups and on-line consultation. This proposal, involving the creation of a new Anti-Poverty Service, has been included as part of the Council's wider budget consultation process and in general feedback was positive	
5. Issues identified and 'protected characteristics' impact	
(Covering: age; disability; gender; gender identity; pregnancy and maternity; race; religion or belief and sexual orientation equality)	
<p>From this data, it can be established that those clients accessing these services include groups with protected characteristics. In particular, from evidence gathered of users of benefits and welfare advice services, the following protected characteristics may be affected: gender, age, disability and pregnancy/maternity.</p> <p>While a straight cut in budget may negatively impact particular groups, central to this proposed change to the service will be a comprehensive review of the advice and information provision in West Lothian. Furthermore, this review will consider the types of advice and information that are deemed priorities for the Council in the context of the Council's TYC programme for West Lothian.</p>	
6. What measures are in place to monitor the actual impact following implementation?	
A comprehensive review will be undertaken which will help identify and mitigate any adverse impact of this policy. The new Anti-Poverty Service Manager will be responsible for monitoring the advice and information services provided by the Council.	
7. Recommendation	
Implement proposal taking account of mitigating actions (as outlined below)	

8. Mitigating actions and additional outputs

It is envisaged that the proposal will have a beneficial impact on the customer journey, and where applicable it will allow people who can to move through the advice and benefit process more quickly allowing for the most vulnerable people in society to be supported through the process.

There is no evidence or reason to believe that the proposed changes to the provision of the budget will impact adversely on any protected group. No one particular group will be affected, with mitigating actions being implemented to support those who would not be able to access online resources or who need additional support via face – to – face interventions to complete forms etc.

A revised Anti-Poverty Strategy will require to be approved by Council Executive. As part of a staged approach to the development of this proposal, a further Equality Impact Assessment will be undertaken as part of the project development.

Equality Relevance Assessment

1. Details of proposal	
Policy title	Charging for Car Parks (F3e)
Lead officer	Donald Forrest
Date relevance considered	30/11/2017
2. Does the council have control over how this policy will be implemented?	
YES	
3. Do you have evidence or reason to believe that this policy will, or may potentially:	
General Duties	Impact on equality (Yes or No)
Reduce or increase discrimination, victimisation or harassment against people covered by the equality protected characteristics?	Yes
Reduce or increase equality of opportunity between people who share an equality protected characteristic and those who do not?	Yes
Provide opportunity to improve good relations between those who share an equality protected characteristic and those who do not?	Yes
4. Equality impact assessment required?	
(Two Yes = full assessment)	
YES	
5. Decision rationale	
<p>West Lothian Council is one of only six Scottish councils who do not operate some form of charging for council owned public car parks, with the exception of the Vennel, Linlithgow. It is proposed that the council seeks to enter into lease agreements with private sector car park operators for a number of council owned public car parks throughout West Lothian. The private operator will in turn be responsible for levying car park charges and managing enforcement within the car parks. It is planned that this arrangement would commence from 1 April 2019 and it is estimated that the council could receive income of £260,000 from this arrangement. A further report will be required to be agreed by Council Executive setting out the council's new car park charging policy. The proposal does not include any introduction of car park charges for council staff attending work.</p> <p>Due to the potential impact of this proposal on people with a disability, a full EQIA has been conducted.</p>	

Equality Impact Assessment

1. Details of proposal: F3e Charging for Car Parks	
Details of others involved	Donald Forrest, Audrey Johnstone
Date assessment conducted	15 December 2017
2. Aims of the proposed change to council policy or resources	
<p>West Lothian Council is one of only six Scottish councils who do not operate some form of charging for council owned public car parks, with the exception of the Vennel, Linlithgow. It is proposed that the council seeks to enter into lease agreements with private sector car park operators for a number of council owned public car parks throughout West Lothian. The private operator will in turn be responsible for levying car park charges and managing enforcement within the car parks. It is planned that this arrangement would commence from 1 April 2019 and it is estimated that the council could receive income of £260,000 from this arrangement. A further report will be required to be agreed by Council Executive setting out the council's new car park charging policy. The proposal does not include any introduction of car park charges for council staff attending work.</p>	
3. What equality data, research or other evidence has been used to inform this assessment?	
<p>Officers have conducted research into the approach taken by other Scottish Councils for car park charging with focus on the impact of charging on Blue Badge permit holders.</p>	
4. Details of consultation and involvement	
<p>Transforming Your Council consultation – Feedback from the consultation had a general consensus around the introduction of car park charging. A number of responses highlighted concerns for disabled parking.</p>	
5. Issues identified and 'protected characteristics' impact	
<p>(Covering: age; disability; gender; gender identity; pregnancy and maternity; race; religion or belief and sexual orientation equality)</p> <p>Officers have conducted research which has highlighted that people with a disability may be unfairly disadvantaged by the introduction of car park charging and have reviewed the approach taken by other local authorities who charge for car parking.</p>	
6. What measures are in place to monitor the actual impact following implementation?	
<p>A comprehensive review will be undertaken which will help identify and mitigate any adverse impact of this policy. The new Anti-Poverty Service Manager will be responsible for monitoring the advice and information services provided by the Council.</p>	
7. Recommendation	
<p>Implement proposal taking account of mitigating actions (as outlined below)</p>	
8. Mitigating actions and additional outputs	
<p>A revised policy on council car parking will require to be approved by Council Executive. A further Equality Relevance Assessment will be undertaken as part of the development of this work. However, at this stage, it is intended that under the terms of the proposed lease(s) to private providers, designated disabled parking bays will remain free of use to drivers in receipt of a Blue Badge.</p>	



WEST LoTHIAN COUNCIL

CORPORATE ASSET MANAGEMENT STRATEGY AND GENERAL SERVICES TEN YEAR CAPITAL INVESTMENT STRATEGY 2018/19 TO 2027/28

REPORT BY HEAD OF FINANCE AND PROPERTY SERVICES

A. PURPOSE OF REPORT

This report sets out a Corporate Asset Management Strategy and a ten year Capital Investment Strategy for 2018/19 to 2027/28 for consideration by Council.

B. RECOMMENDATIONS

It is recommended that the Council:

1. Notes the requirements of the updated CIPFA Prudential Code, as set out in section D.2;
2. Approves the Corporate Asset Management Strategy as set out in Appendix 1;
3. Approves the projected resources for the period 2018/19 to 2027/28 as set out in section D.5 and in Appendix 2;
4. Approves the proposed general services ten year capital investment strategy for 2018/19 to 2027/28, as set out in Appendix 3;
5. Approves the projects identified as potential bids for Schools for the Future Funding, as set out in section D.6 and notes that if, the funding is not made available, the council's contributions will be used for planned improvements within the relevant schools;
6. Approves the use of West Lothian Community Choices for capital investment, as set out in section D.9;
7. Approves the proposed governance arrangements, as set out in section D.10;
8. Notes the outcome of Equality Relevance Assessment set out in Appendix 4, which identifies projects where an Equality Impact Assessment will be reported to Council Executive for consideration prior to project implementation.

C. SUMMARY OF IMPLICATIONS

I. Council Values

Focusing on customers' needs, being honest, open and accountable, making best use of our resources, working in partnership.

II. Policy and Legal (including Strategic Environmental Assessment, Equality Issues, Health or Risk Assessment)

The council's General Services capital programme is managed within the stringent requirements set out in the updated Prudential Code.

The integrated approach to asset management and capital planning complies with the provisions of the Prudential Code and with Best Value requirements in the 2003 Local Government (Scotland) Act.

Risks in relation to the capital programme will be identified and managed in accordance with the council's corporate approach to risk.

An Equality Relevance Assessment has been undertaken and is provided in Appendix 4.

		Strategic Environmental Assessments will be carried out for individual projects as required.
III.	Implications for Scheme of Delegations to Officers	None.
IV.	Impact on performance and performance indicators	Effective capital implementation and asset management is vital to supporting corporate and service performance.
V.	Relevance to Single Outcome Agreement	Effective prioritisation of resources will be essential to achieve key outcomes over the coming ten years.
VI.	Resources (Financial, Staffing and Property)	An assessment of potential resources indicates that a prudent, affordable and sustainable capital investment programme for 2018/19 to 2027/28 is estimated to be £388.7 million.
VII.	Consideration at PDSP	The approach to asset management and the ten year capital programme was presented to the Partnership and Resources PDSP on 19 January 2018. There was consensus on the approach undertaken to develop the asset management and capital investment strategy for 2018/19 to 2027/28.
VIII.	Other consultations	Preparation of the 2018/19 to 2027/28 capital investment strategy has involved consultation with Depute Chief Executives, Heads of Service, asset lead officers, capital project managers and the council's equality and diversity officer. Relevant feedback from the Transforming Your Council consultation has also been considered.

D. TERMS OF REPORT

D.1 Background

Council agreed in February 2017 that officers should develop a new ten year capital investment programme and an updated Corporate Asset Management Strategy. It was agreed that the approach should focus on the delivery of both local and national outcomes, that there should be improved efficiency and effectiveness of the deployment of resources and that capital requirements should support service modernisation.

The development of the medium term capital investment strategy has followed the established and successful approach, which is based on an assessment of the capital resources available, development of Strategic Outline Business Cases (SOBCs) and a robust options appraisal process.

This report sets out the proposed ten year General Services Capital Investment Strategy for 2018/19 to 2027/28 and the proposed Corporate Asset Management Strategy. The strategies will allow the council to maintain and develop best value provision of services through asset management planning.

D.2 The Updated Prudential Code 2017

The CIPFA Prudential Code for Capital Finance in Local Authorities (the Prudential Code) controls capital spending in a system based on self-regulation by authorities. The key objectives of the Prudential Code are to ensure that capital expenditure plans are affordable, external borrowing is prudent and sustainable, and that treasury management decisions to fund capital expenditure plans are taken in accordance with professional good practice.

In December 2017, CIPFA issued a revised Treasury Management Code of Practice and a revised Prudential Code. The revisions have particularly focused on non-treasury investments and especially on major purchases of property with a view to generating substantial increases in income. These changes in the revised codes are particularly relevant to the activities of English authorities, as all non-treasury investments, financial guarantees and loans are already required to be listed as part of the Treasury Management Plan for Scottish authorities. However, the new codes require greater explanation for the investment in non-financial assets in such areas as their objectives, how they have been appraised, how they have been financed, and what powers were used to undertake them.

Under the revised codes, all local authorities will be required to prepare an additional report from 2019/20, a Capital Strategy report, which is intended to provide the following:-

- a high-level overview of how capital expenditure, capital financing and treasury management activity contribute to the provision of services
- an overview of how the associated risk is managed
- the implications for future financial sustainability

The aim of this report will be to ensure that all elected members on the full council fully understand the overall strategy, governance procedures and risk appetite entailed by the capital strategy. The capital strategy will include capital expenditure, investments and liabilities and treasury management in sufficient detail to allow all members to understand how stewardship, value for money, prudence, sustainability and affordability will be secured.

The revised codes also set out an extension of the specific role of the Section 95 Officer in respect of the capital strategy and investment in non-financial assets. This includes preparing a capital strategy within a long term timeframe; ensuring that the capital strategy is prudent, sustainable, affordable and prudent in the long term; ensuring that due diligence has been carried out on all treasury and non-financial investments and is in accordance with the risk appetite of the authority; ensuring that the authority has appropriate legal powers to undertake expenditure on non-financial assets and their financing; ensuring that the authority has adequate expertise, either in house or externally provided, to carry out the above; and creation of Treasury Management Practices which specifically deal with how non treasury investments will be carried out and managed.

CIPFA have recognised that the issue of revised codes at this late stage in the financial year means that most local authorities will be unable to implement the revised guidance in 2018/19. Accordingly, full implementation is not required until 2019/20 across all authorities. Officers will consider the requirements of the revised codes during 2018/19 and will ensure that any action required to comply with the guidance is reported to elected members as part of the capital budget report for 2019/20.

D.3 Corporate Asset Management Strategy

3.1 Asset Categories

Continuing with established practice, the corporate asset management strategy has been grouped into six asset categories:

- Property
- Roads and Related Assets
- Open Space
- Information and Communication Technology (ICT)
- Housing
- Fleet

The housing asset category is covered by the housing capital and revenue programmes. Officers have reviewed best practice for procuring vehicles and have determined that leasing continues to represent best value for the procurement of vehicles. As such, procurement of fleet has not been considered as part of the general services capital programme.

3.2 Overall Vision

The vision of the corporate asset management strategy is:

“Managing assets efficiently and effectively to support the achievement of corporate priorities and to ensure that resources deployed in their management have maximum benefit.”

To achieve this, it is proposed that each asset category will continue to have its own asset management plan. The asset management plans will be reported to PDSPs for consideration following agreement on the overall asset strategy and capital investment strategy for the period 2018/19 to 2027/28.

Asset management provides appropriate structures and governance arrangements to ensure the council's assets are effectively and efficiently utilised to support service delivery. Due to constrained financial resources it is important that these resources are prioritised to ensure investment has the most positive impact for the local community. The Corporate Asset Management Strategy helps to demonstrate best value, continuous improvement, good performance management, partnership working and sustainable development.

3.3 Asset Management Strategic Outcomes

To demonstrate efficient and effective asset management, there are seven asset management strategic outcomes which are:

- Compliance
- Condition
- Suitability
- Sufficiency
- Utilisation
- Accessibility
- Sustainability

The Corporate Asset Management Strategy is attached in Appendix 1 of this report.

D.4 Approach to Capital Strategy

4.1 Asset Categories

As noted above, the General Services capital investment strategy will group investment into four asset categories:

- Property
- Roads and Related Assets
- Open Space
- Information and Communication Technology (ICT)

Property Assets

Property assets are essential to supporting the services delivered by the council. Managing these assets is a structured process which seeks to ensure best value for money and improved performance in meeting strategic needs.

West Lothian Council currently has a property portfolio of 816 properties. This consists of two distinct types of property:

- Operational Properties – properties which directly support council service delivery, for example schools, service centres and partnership centres, including properties operated by West Lothian Leisure. There are 258 operational properties.

- Non Operational Properties – properties which are used to stimulate economic development and provide the council with a stable income stream. There are 558 non operational properties.

The property capital programme covers a wide range of capital works, including essential statutory and health and safety requirements as well as focussing on the maintenance of front line buildings such as schools, partnership centres and care homes. It aims to make the use of the council's property assets more efficient and effective.

Roads and Related Assets

The road and footpath network is the council's largest and most visible asset. The network includes roads, footpaths, street lighting, bridges, flood prevention and road casualty reduction schemes. As it is a highly visible part of the council's asset portfolio, adequate maintenance is essential to ensuring the existing infrastructure continues to support West Lothian.

As there are limited resources, maintenance is being prioritised to restrict any decline in road condition. The aim of the roads capital programme is to provide a quality, safe, maintained and sustainable network, helping to generate and promote growth in business, leisure and everyday living in West Lothian.

Open Space Assets

West Lothian's urban settlements and villages contain a full range of open space provision including country parks, public parks, formal sports provision, amenity green space, play areas, green corridors and semi-natural spaces. Open space assets maintained by the council include:

- Three country parks
- 2,600 hectares of open space and countryside land
- 111 parks and open spaces
- 33 cemeteries and churchyards
- 18 war memorials
- 280 play areas
- 100 hectares of woodland
- Seven sites of special scientific interest

The aim of this element of the capital programme is to provide fit for purpose open spaces that support high quality service delivery and meet the needs of our communities, whilst minimising costs and future liabilities.

Information and Communication Technology (ICT) Assets

West Lothian owns and uses a significant range of ICT assets. These include:

- Data centre facilities
- Communication lines and network equipment
- 249 physical servers supporting 1,100 virtual guest servers
- 26,741 access devices, including PCs, laptops, handheld devices, printers, scanners and telephones
- 38,000 user and email accounts
- 200 Tera-Byte of data storage
- IT network infrastructure in 180 council/partnership properties

The ICT capital programme aims to make efficient, effective, economical and ethical use of the council's ICT assets to support the council's strategies, service delivery and modernisation.

4.2 Prioritisation Process

The agreed approach to asset management and capital investment is as follows:

- Estimate overall available resources
- Prepare SOBCs for potential capital investment
- Consider all potential investment
- Scoring of the SOBCs to undertake a prioritisation exercise using the agreed methodology, based on the following four categories –
 - Non-financial considerations
 - Service delivery
 - Corporate priorities
 - Financial assessment
- Use of the above information to help prepare a recommended capital programme for consideration by elected members

4.3 Strategic Outline Business Cases

The utilisation of business cases is an essential element of effective capital planning in West Lothian. The format of SOBCs has been reviewed as required over the years, for example to reflect recommendations by the Audit, Risk and Counter Fraud Unit on best practice. Equality relevance assessments are completed as part of this process and equality impact assessments carried out if deemed necessary.

As capital resources are constrained, investment proposals must be assessed, planned and programmed to deliver key corporate priorities and outcomes. SOBCs will continue to be an essential tool in ensuring information is available to support all investment proposals. Each SOBC includes sections on strategic context, investment options, financial and supporting information and contribution to council priorities and the outcome agreement.

SOBCs are required for all capital investment including existing projects, asset maintenance, prudential investment and potential new projects.

4.4 Option Appraisal Framework

The previously agreed and successful approach to option appraisal has been utilised, incorporating current circumstances. This will ensure that capital investment supports delivery of council services and improving outcomes. The option appraisal framework includes consideration of the type of investment, the non-financial benefits, the impact on service delivery and relevant financial details.

Prudential investment proposals are self-financing and are funded via revenue savings or developer contributions. Due to the investment being self-financing, prudential investment can be considered as and when proposals are developed and officers will continue to explore options on an ongoing basis. Examples of prudential investment include energy savings proposals or self-funded investment proposed by West Lothian Leisure.

4.5 Summary of Approach

The approach undertaken to develop the new capital investment proposals followed the approach that had been adopted in preparation of the current capital programme. Work has been carried out to determine the level of potential capital resources available for the new ten year investment strategy, and SOBCs were prepared for each asset category following consultation with appropriate service areas for potential capital investment for 2018/19 to 2027/28. Asset Lead Officers reviewed and scored the proposals for investment for their respective asset categories and they then reviewed the SOBCs and prioritised the proposed list of investment for the new capital investment strategy.

As noted above officers prepared SOBCs in consultation with service areas; and SOBCs were drafted for each asset category. Asset Lead Officers undertook scoring of the SOBCs to allow prioritisation of the bids for capital investment. The scoring of the SOBCs was based on the following categories:

- Non-Financial Considerations (statutory and regulatory compliance, core asset management performance, demographic need for investment, sustainability and the environment).
- Service Delivery (service effect, community demographics and achievability).
- Corporate Priorities.
- Financial Assessment (revenue consequences, whole life costs, prudential borrowing / affordability risk).

It is recognised that this process is an aid to decision making for officers and elected members rather than a definitive and absolute method of arriving at ranking for investment decisions.

D.5 Projected Capital Resources for 2018/19 to 2027/28

Projected capital resources over the next ten years are constrained, with available resources being substantially less than previous years. This is due to various factors including the reducing availability of capital receipts, reduced capital grant funding from the Scottish Government and reduced revenue resources to support the cost of prudential borrowing.

The funding sources for capital investment are as follows:

- General Capital Grant – this is the capital grant distributed by the Scottish Government.
- Other Capital Grants – this includes grants that are for a specific purpose, for example Cycling, Walking and Safer Streets and other ring-fenced capital grants. The council has always been successful in leveraging additional grant funding to support capital investment, especially within areas such as transportation and open space and for specific property projects. Asset lead officers are committed to continuing to investigate opportunities for additional grant funding.
- Capital Receipts – this is income received from the sale of surplus land and property assets.
- Core Borrowing and Prudential Borrowing – core borrowing is the underlying need to borrow for capital expenditure (capital financing requirement) net of receipts, grant income, capital funded from current revenue (CFCR) and other sources of income such as developer contributions. Prudential Borrowing is borrowing which is financed via revenue savings, for example capital investment in energy saving schemes which are funded via the revenue savings achieved from more energy efficient assets.
- Developer Contributions – this is investment that will be funded by developers via the Supplementary Planning Guidance (SPG).
- Capital Fund - the level of treasury management costs in any given year will be influenced by a variety of factors and is likely to fluctuate. For sustainability of capital and treasury activity, the council created the capital fund in 2004/05 which provides a reserve to meet future needs and cover budget fluctuations. The entire capital fund is committed to supporting the ten year capital programme. The use of the fund has been scheduled to allow borrowing to be maximised in the early years of the programme when rates are anticipated to be substantially lower.

A review has also been completed to consider all potential funding sources. The aim of the review was to determine if any other potential sources of funding could be utilised to maximise the level of funding available to deliver the new capital programme. The review incorporated the following:

- Third party funding from organisations
- Tax Incremental Financing (TIF)

- City Deal Payment by Results (PbR)
- Pension Fund Loans
- Borrowing from the European Investment Bank (EIB)
- Local income generation opportunities to fund prudential investment
- Local asset backed vehicles
- Local Authority Bonds

The capital funding resources were reported to the Partnership and Resources PDSP on 19 January 2018 and, as noted in that report, the above sources of funding are not being recommended for utilisation at this time, mainly due to the low level of new borrowing being used to support the ten year investment programme. This position in regard to these, and any other potential sources of funding, will be kept under review.

Officers have carried out an analysis that suggests that the value of a prudent, affordable and sustainable core investment programme for 2018/19 to 2027/28 is approximately £238.3 million. This level of core funding can be supplemented through external sources of funding for specific property, roads and open space projects of approximately £150.4 million. Where received, external funding can only be used for specific projects and therefore cannot be used to support delivery of the overall capital programme.

Based on the factors outlined above, projected total resources over the ten year period, including income from specific capital grants, prudential borrowing funded from revenue savings and developer contributions are summarised as follows:

Projected Resources	£'m
Scottish Government Grants	181.2
Capital Receipts	25.0
Capital Fund	49.0
New Borrowing	10.0
Other Funding Including Developer Contributions	123.5
Total Projected Resources	388.7
<u>Allocated for Investment:</u>	
Resources Available for Core Investment	238.3
External Funding for Specific Projects	150.4
	388.7

The phasing of the resources over the ten year investment period is set out in Appendix 2 of the report.

It is advised that the proposed resource assumptions are achievable, although there are various risks that will require careful management. These risks include:

- Ability to deliver an ambitious asset disposal programme due to uncertainties regarding the timing of disposals, school capacity constraints and the potential transfer of sites at nil value through community asset transfer provisions.
- Assumed increases in Scottish Government grant do not materialise, for example if the Scottish Government's additional capital funding for specific initiatives, such as superfast broadband and delivery of early learning and childcare, is at the expense of core funding.
- Substantial delays in the receipt of developer contributions creating cash flow implications for the council.
- Interest rates for borrowing are greater than forecast meaning that the proposed borrowing becomes unaffordable within the revenue budget.

Considering these factors, it would not be prudent to increase resource assumptions or to significantly alter the phasing of the application of resources. Officers have undertaken an assessment of the impact of the level of borrowing and use of the capital fund, with initial

estimates showing that the programme is assessed as prudent, affordable and sustainable within the parameters of the council's treasury management plan and the updated Prudential Code for Capital Finance. The treasury forecasts are at the absolute maximum levels of affordability, with additional revenue resources potentially required in the latter years of the programme to ensure ongoing affordability. Officers will refine treasury planning assumptions based on the proposed capital resources and will liaise with the council's treasury advisors to review assumptions.

Resources will continue to be reviewed and phased to reflect both investment requirements and effective treasury management practices. This should minimise the risk of the programme becoming unaffordable, unsustainable or imprudent and will help to make sure that use of capital resources and treasury management activities represent best value for the council.

Due to the financial position faced, material changes to proposed resources will not be able to be accommodated by additional borrowing, as has been possible in recent years. Any material change will therefore result in the projected capital programme becoming unaffordable, meaning reductions to the programme would be required.

D.6 General Services Capital Investment Strategy 2018/19 to 2027/28

D.6.1 Overall Capital Investment

Based on the agreed approach to asset management and capital investment, total proposed investment for the ten year period 2018/19 to 2027/28 is £388.7 million. This is split between core funded investment of £238 million and externally funded investment of £150 million. The proposed investment by asset category is as follows:

Category	Proposed Budget £'million
Property	265.833
Core Investment	129.869
Externally Funded	135.964
Roads and Related Assets	72.068
Core Investment	58.686
Externally Funded	13.382
Open Space	17.562
Core Investment	16.467
Externally Funded	1.095
ICT	33.240
Core Investment	33.240
Externally Funded	0
Total Indicative Investment	388.703

The General Services capital investment strategy of £388.7 million will contribute substantially to West Lothian's local community via the employment of council staff engaged in supporting the delivery of the capital investment, as well as providing opportunities to local businesses to deliver capital works.

Capital investment consist of three categories – projects, block budgets and strategic block budgets.

- **Projects**

This investment category includes large scale or specific projects to build, extend or substantially improve named assets out with planned maintenance or strategic budgets. Examples include the extensions to primary schools, partnership centres, multi-use games areas (MUGAs), synthetic turf pitches and LED replacement projects. Projects are phased for each individual year up to 2027/28.

- Block Budgets

Block budgets such as planned improvements and cyclical investment are detailed and identified to individual project level and phased accordingly for the period 2018/19 to 2020/21. Block budgets are then shown as phased, but not shown as individual projects, for 2021/22 and 2022/23.

The allocation of block budgets to individual projects for financial years 2018/19 to 2020/21 has been undertaken by asset lead officers on a needs basis to ensure that the council has appropriate assets for service delivery and attainment purposes.

The summary level allocations have been based on asset condition information incorporating officer knowledge and experience of the asset areas.

- Strategic Block Budgets

Strategic block budgets take into account the unpredictable nature of some types of work carried out within the capital programme. The relevant asset lead officer will allocate these budgets on a needs basis providing flexibility to manage ongoing maintenance activities and smaller value condition works. These budgets are phased for each year up to 2027/28.

Examples of the strategic block budgets are:

- Property – statutory compliance works
- Roads – road traffic signals, road casualty reduction schemes
- Open Space - cemeteries

Due to resources being substantially less than previous years, it is emphasised that the budgets will be reviewed on an annual basis as part of the financial year end processes, and may be subject to change as officers deliver the best value for the programme. Asset lead officers will be required to manage the overall block budgets, not just the identified projects, and any variation to costs compared to the budget will be managed within the overall programme with any material changes anticipated to actual proposed works, as opposed to minor budget variations, being subject to approval by the Council Executive before the change is implemented.

The proposed capital programme is set out in Appendix 3, which sets out the programme by asset category. Further information on the proposed investment for each asset category is provided below.

D.6.2 Property Investment

The proposed investment in property assets of £265.8 million covers a wide range of capital works, including essential statutory and health and safety requirements as well as focussing on the maintenance of front line buildings such as schools, partnership centres and care homes.

The proposed investment in property assets covers the following:

- Statutory Compliance – asbestos management, fire safety risk assessment, control of legionella and accessibility.
- Planned Improvements – mechanical and engineering works in schools, communal areas as well as kitchen and bathroom improvements at Social Policy properties, roof works and paintwork and renders.
- Projects – corporate property modernisation, Additional Support Needs review and Social Policy properties.
- Externally Funded Projects – school extensions, new schools, capital investment to deliver revenue savings.

Statutory Compliance

£20 million is proposed to be allocated to the statutory compliance category. The council is committed to ensuring that its properties are safe, secure and accessible environments so that staff and our customers can access services. These essential areas of expenditure will ensure that the council has in place effective investment that can be directed pro-actively to the main property compliance risk areas of asbestos management, fire safety precautions and risk management, the control of legionella, emergency lighting and accessibility works. The effective management of matters such as asbestos, fire safety and legionella requires cyclical on-site reviews and the undertaking of any precautionary or pro-active works to ensure that risks to our staff and customers are mitigated. Investment in accessibility works supports equalities requirements and provides investment to pro-actively improve access arrangements to our properties thereby improving service delivery and availability.

School Investment

Investment in schools of £200 million is proposed within the property asset category over the ten year programme. Of this, £28 million is for planned improvements and preventative maintenance to nursery, primary, secondary and special schools with budgets allocated on an asset management and needs basis in line with asset management principles. Further proposed investment includes several major projects at Winchburgh, within the Additional Support Needs area and in Early Learning and Childcare provision, with investment being wholly or partly funded by developer contributions and specific government grants. More information on the externally funded projects is set out later in this report.

Additional Support Needs

Proposed investment of £18.5 million in the councils Additional Support Needs schools will deliver the following projects:

- £4 million – Beatlie Primary School, it is proposed that a new school is built utilising a bid for Schools for the Future additional funding. Replacing the existing school will provide the community of West Lothian with a new purpose built specialist profound support needs school and specialist nursery to support the education of our most vulnerable children. The new school will encompass the latest design features to support the learning of our children who require significant additional support and learning needs.
- £1 million – Skills Centre Burnhouse Campus, this will involve an extension and reconfiguration of teaching space to incorporate vocational training facilities as well as planned improvements. The proposed improvements will result in the school providing an Early Interventions Hub for young people with social, emotional and behavioural needs and enable the council to provide focused and flexible vocational training tailored to suit pupil requirements. Such provision is currently limited and this investment will have a positive impact on our pupils who experience social, emotional and behavioural needs.
- £4 million – Pinewood School, will include a reconfiguration and extension which will consist of a new physical education hall, classrooms and a general practice room as well as revised parking and drop off facilities. This investment forms the final phase of a programme of improvements to the school that has enabled increased capacity, improved suitability and enhanced condition. In addition the investment will enable greater flexibility in the accommodation to support wider learning opportunities to be delivered for our pupils with secure and complex needs.
- £3.5 million – Ogilvie School, will involve reconfiguration and extension to effectively deliver the secondary curriculum (health and food technology, craft and design technology and science), improved physical education facilities and revised drop off facilities. This investment will increase the capacity of the school and provide specialist accommodation which will provide greater focus of learning whilst also providing flexible teaching spaces to enable an enhanced learning experience for our pupils with severe and complex needs.

- £6 million – New Cedarbank School, this is for the provision of a new Cedarbank School which will be located in a secondary school campus to facilitate access to specialist facilities. This will be a defined school with a separate entrance, enabling the school to publicly maintain its identity while enhancing the supported approach required for vulnerable pupils to access their school day. Through this focused investment, pupils of Cedarbank will be able to access full secondary curriculum facilities including physical education, science, and craft and design technology. The accommodation provided will enable a wider and more comprehensive learning experience.

The investment outlined above will increase specialist provision and future proof buildings, which will maintain the equality of opportunity for the forecasted numbers of children and young people who will require this level of supported provision. The above proposed projects will be subject to the required statutory consultations being carried out.

Schools for the Future

The Scottish Government's Schools for the Future Programme is to upgrade and develop schools which are fit for purpose and provide an environment which inspires learning, this programme is managed by the Scottish Futures Trust and there is potential capital funding available to local authorities. The council is undertaking a review of the school estate in partnership with the Scottish Futures Trust and has identified five potential projects which will be developed into a bid for Schools for the Future Funding. The proposed projects are:

- East Calder Primary School
- Eastertoun Primary School
- Deans Primary School
- St Joseph's Primary School, Whitburn
- Beatlie Primary School

It is anticipated that the funding available for Schools for the Future will be announced at some point in 2018. The contribution that will be required to be made by the council is set out as part of the ten year capital plan, however if the bids are unsuccessful the budget will be used for planned improvements at the schools identified above. The outcome of the Schools for the Future funding will be reported to Council Executive following future funding announcements and the results of the bidding process. The projects identified above will be subject to the necessary statutory consultation.

Community Property Modernisation – Modernisation, Integration and Asset Transfer

The proposed budget of £1 million will be utilised to enable communities to take responsibility for community properties allowing them to support the activities they consider valuable to their communities. The proposed funding will be used to help support communities to secure additional third party funding, via funding streams that are not available to the council but are available to communities.

Social Policy Property Projects

Children and Families Support Unit

This project will ensure that looked after children and young people have access to high quality, responsive services that meet their needs and deliver positive outcomes for them. This development will see more children being looked after in family based community settings such as foster care or kinship care and fewer placed in residential care, particularly external residential school placements, which are costly and do not always improve the life chances of young people placed there. Where this is not possible it is preferable to accommodate the children in smaller more homely settings.

Recent evidence has shown that small, locally based, residential units for up to two children can have a positive impact on preventing the escalation of children and young people to costly external residential placements. Based on this evidence, £1 million has been included in the programme to provide for the development of up to four smaller residential units in West Lothian, the eventual configuration of which will be determined by undertaking a change

management project focusing on redesigning the whole system of care and education for this group of vulnerable children and young people. It is anticipated that the development of smaller accommodation units will enable services to be more flexible and responsive in supporting children and young people who require residential care to remain in West Lothian. The provision of smaller residential units will provide a flexible model of accommodation for some of the most vulnerable and challenging children and young people whose needs are not best met in larger group living settings, in particular:

- Primary aged children with complex and challenging behaviour
- Young people in crisis
- Young people, particularly girls who may be at risk of sexual exploitation
- Trafficked young people
- Young people involved in high risk offending.

Learning Disability Housing with Integrated Support

Housing with care provision for people with learning disabilities and complex care needs does not currently exist in West Lothian, which has resulted in high revenue costs being incurred for placements out with West Lothian. The project is estimated to cost £3 million, and the proposal is to build a new 16 person facility which will enable opportunities for an ordinary life, living locally in good quality housing in receipt of support appropriate to their needs.

West Lothian Health and Social Care Partnership (HSCP) is working closely with NHS Lothian on a redesign and modernisation programme for adults with learning disabilities which will see a significant shift in the balance of care from hospital to community settings by 2020. The programme focuses on people (including those with highly complex needs associated with challenging behaviour) receiving care, support and treatment within the community where possible.

In circumstances where people are cared for by their family or in less appropriate settings, positive outcomes for individuals and their families can be limited. There is substantial evidence that people with complex needs associated with learning disabilities can, however, live well in their local communities where appropriate therapeutic environments and supports exist. The proposed project seeks to develop high quality housing with integrated support within West Lothian to improve both the availability and quality of support offered to West Lothian residents with complex care needs. The project will enable people with a learning disability to remain in West Lothian and live in high quality accommodation with support tailored to their needs. It will also enable smoother transition for young people who might otherwise have required to be cared for out with West Lothian.

Whitdale House – Older People Residential Care

The proposed investment will renovate the existing wing at Whitdale House to provide six ensuite bedrooms, thereby increasing the capacity from 32 to 38 places. The project is estimated to cost £500,000. The increase in capacity will result in fewer older people having delayed discharges due to a lack of supported care bed provision in West Lothian. This will mean less unnecessary moves for vulnerable people and the potential for additional anxiety for their families, together with mitigating increased revenue costs that would be incurred from the use of private sector packages.

Reconfiguration of Ability Centre

As agreed by Council Executive on 6 February 2018, proposed revenue budget savings measures are based on retaining the Ability Centre. It is therefore proposed that a redevelopment of the Ability Centre is progressed to ensure the property is utilised as effectively and efficiently as possible. The proposal will retain the existing functions of the Ability Centre, but will also enable the relocation of the existing Carmondean Connected and Library facility through the reconfiguration and use of currently under-utilised accommodation. This integration through the modernisation of accommodation from two properties into a single service delivery location will enable service co-location and provide opportunities for improved service collaboration, partnership working and community access. The

accommodation will consist of modernised Ability Centre accommodation which will now also be available for community use when not required for service delivery, new library accommodation which will also incorporate public access PC's and Café area together with administrative offices to support the service delivery (including worksmart).

Partnership Centres

The programme contains proposed investment of £6 million for partnership centres, such as final costs for East Calder Partnership Centre as well as partnership centres in Armadale and Whitburn. These projects will support the modernisation of council services as well as improving the customer experiences and facilities available for communities.

Externally Funded

Property projects totalling £136 million funded from external resources have been identified, this includes projects that will be funded via prudential borrowing, specific grants or from developer contribution funding.

Two projects have been identified as being funded via prudential borrowing for school boiler replacements, £1 million, and the installation of LED lighting in primary schools, £1.2 million. These projects will improve the condition of the school estate while delivering revenue savings through reduced energy costs.

Major investment in increasing the capacity within the school estate is planned over the ten year period, this includes a number of significant projects:

- A new non-denominational secondary school in Winchburgh is planned for £22 million.
- A new denominational secondary school in Winchburgh for £26 million.
- Early Learning and Childcare expansion to meet the 1,140 hours requirements, investing in both expanded and new nursery provision is estimated to cost £15.4 million.
- New primary schools in Broxburn, Bangour, Calderwood and Gavieside.
- School capacity extensions to primary schools, including Pumpherston and Uphall Primary School, St Paul's Primary School, Eastertoun Primary School, Southdale Primary School, St Joseph's Primary School Whitburn, St Anthony's Primary School and St Mary's Primary School Polbeth.

Officers have undertaken an initial assessment of education capacity requirements based on planned housing developments. The school capacity projects which are developer funded will be subject to review, due to the nature of planning applications and developments. This could result in new projects being identified, projects being re-phased or projects being removed from the programme depending on the progress made by developers on the planned housing sites. Officers from Planning, Property services and Financial Management Unit will monitor the developer funded projects to ensure that the education capacity requirements are planned and phased accordingly.

Supporting Delivery of the Corporate Plan

The property asset category assists in the achievement of the following West Lothian Council priorities:

- Priority 1 – Improving attainment and positive destinations. Through investment in improving, upgrading and increasing capacity within nursery, primary, secondary and special schools across the school estate.
- Priority 2 – Delivering positive outcomes and early interventions for early years. From investment in nursery schools, including investment to expand nursery and childcare provision.
- Priority 3 – Minimising poverty, the cycle of deprivation and promoting equality. Via investment to improve and reconfigure ability centre and investment in homelessness accommodation.

- Priority 4 – Improving the quality of life for older people. Investment in upgrading communal areas in care facilities and increasing the capacity of residential care places will support the delivery of priority 4.

D.6.3 Roads and Related Assets

Proposed roads and related assets investment is aimed at key infrastructure assets such as roads, street lighting, bridges, footways, flood prevention, traffic signals and road casualty reduction schemes. The total investment in roads and related assets is £72 million for the period 2018/19 to 2027/28.

Roads and Footways

The proposed investment of £26.5 million over the ten year period will be invested to maintain the condition and to control any deterioration of condition of the council's roads and footways. The road network is the council's largest and most visible community asset, and it is therefore essential that the network is adequately maintained. The road network requires a planned, long-term programme of investment. The previous capital investment undertaken provided a high quality road network, however at a time of reduced resources the proposed funding will be used to ensure the network does not deteriorate disproportionately and will be used to prioritise and maintain the roads assets. This will ensure that the council meets its duty set out under the Roads Scotland Act 1984 to maintain a safe road network.

Flood Prevention and Drainage

Investment of £5 million will be used to complete the delivery of reservoir safety works and to implement flood management mechanisms at Liggat Skye in Broxburn. This investment will ensure that the council's flood prevention infrastructure meets the statutory and asset management obligations.

Road Lighting

Road lighting encompasses all roads and pedestrian crossing lighting, assisting traffic and public safety. Road lighting also has a wider social role in helping to reduce crime and can contribute to the commercial and social use of town centres. Proposed investment of £26.5 million over the ten year period 2018/19 to 2027/28 will allow the replacement of poor condition street lighting and improve traffic signals at junctions and pedestrian crossings.

Structures and Transportation

Proposed investment of £13.9 million over the ten year investment period will be used to maintain the condition of West Lothian's bridges and ensure compliance with legislation. Investment of £5 million on road safety will include improvement of the road casualty reduction schemes, maintaining disabled person's parking and the conversion of part time 20mph signage to full time 20mph zones improving road safety.

It is proposed that the council retains a commitment in principle to provide capital programme funding of the Avon Gorge bridge crossing if funding from the Scottish Government and other relevant partners becomes available. Officers will continue to discuss funding for this project with the relevant organisations and partners.

Externally Funded Investment

The council is committed to modernising services while delivering efficiencies and it is proposed that an effective way of achieving this is through the continued investment in LED street lighting. The proposed programme of £8.859 million investment in the replacement of old street lighting with LED will be prudentially funded, allowing a capital investment to be delivered while realising revenue savings through reduced energy consumption.

Grant funding will be received for cycling, walking and safer streets (CWSS) projects, the grant funding is anticipated to be £2.5 million over the ten year investment period. In addition grant funding will be received for the Almond Barriers project and Bathgate Watercourse Restoration totalling £873,000 and £1.150 million.

Supporting Delivery of the Corporate Plan

The roads and related assets category assists in the achievement of the following West Lothian Council priorities:

- Priority 7 – Reducing crime and improving community safety. Through investment in road casualty reduction schemes and projects related to cycling, walking and safer streets.
- Priority 8 – Protecting the built and natural environment. Investment in roads and footpaths, bridges and flood prevention will assist in the delivery of priority 8.

D.6.4 Open Space Assets

An essential part of West Lothian's heritage and infrastructure is open spaces, creating the landscaping character of the villages and towns as well as assets which encourage and facilitate health and wellbeing. Proposed investment in open spaces is £17.6 million which will ensure statutory compliance and sustain asset condition.

The proposed programme includes the management and regeneration of the council's woodlands, management of landscaped areas, synthetic turf pitch replacements, play areas and the maintenance of multi-use games areas (MUGAs), kick pitches and skate parks.

Open Space and Sport Facility Projects and Planned Improvements

Investment of £12.9 million is proposed for open space and sport facility projects and planned improvements. This investment will help maintain the quality of the open spaces, providing high quality, appealing and functional open spaces, with projects being prioritised on an asset management needs basis, in line with the council's Open Space Strategy.

Children's Play Areas

Proposed investment of £2.6 million is for the replacement and renewal of children's play areas. An opportunity to participate in play activities is essential to the healthy mental, physical, social, educational and emotional development of children. The purpose of the proposed investment is to ensure that children continue to have accessible, fun, safe and inclusive play environments.

Cemeteries

Investment of £830,000 over the period 2018/19 to 2027/28 is proposed. This will be used to maintain the existing cemetery provision, this includes planned extension works, annual headstone safety works and foundation strips.

Externally Funded

The council receives developer contributions via section 75 planning agreements to provide children's play areas and the installation of public art. External funding of £1.095 million is allocated to the following:

- £277,000 for the provision of children's play areas.
- £792,000 for public art projects.
- £26,000 to upgrade the water feature and the wildlife within the pond at Polkemmet as well as improving access.

Supporting Delivery of the Corporate Plan

The open space asset category assists in the achievement of the following West Lothian Council priorities:

- Priority 6 – Delivering positive outcomes on health. Investment in the following areas of open space capital investment will assist in improving the health of West Lothian communities:
 - Multi-Use Games Areas, Kick Pitches and Skate Parks
 - Childrens Play Areas
 - Synthetic Turf Pitches
 - Open Space Planned Improvements

- Priority 8 - Protecting the built and natural environment. Via the maintenance of West Lothian's country parks.

D.6.5 ICT Assets

The proposed ICT investment will contribute to statutory compliance, sustain asset condition and sustain and improve capability. The use of innovative technology will be developed to drive service modernisation. However it should be noted that due to the pace of technological advances there is a risk that IT that is currently considered modern will quickly become obsolete.

Investment of £33.2 million is proposed for ICT assets. A number of ICT contracts are with companies who operate in US Dollars and therefore there is a risk to the proposed budget from fluctuations in the exchange rates, considering the potential impact on the UK£/US\$ exchange rate from Brexit. The potential impact of the change to exchange rates will be kept under review and monitored as part of the council's quarterly Horizon Scan Report to Partnership and Resources PDSP.

Client Access Devices

This includes all IT devices and locally installed software. The proposed investment is £8.6 million over the ten year investment period, this relates to the replacement of desktop devices, upgrade from the Windows 7 platform and the refresh of Microsoft Office. A flexible replacement model will be used to enable the introduction and maintenance of equipment beyond desktop and laptop computers, with the desktop replacements being co-ordinated corporately maintaining previous efficiencies achieved.

Connectivity

The connectivity category is for investment in communication networks and connections. Investment of £10.4 million is proposed, including a refresh of wireless connectivity in schools which is essential for modern approaches to education.

Infrastructure

Storage, servers and specialised software is categorised as IT infrastructure. The proposed investment is £5.2 million which includes the maintenance and refresh of the central hardware servers and an upgrade to the email system.

Security

There have been several high profile cases of breaches to cyber security in the last few years and this has resulted in a national focus on cyber security. Therefore investment of £2.4 million is proposed, which will be used for antivirus/malware software, email filtering and encryption software and a refresh to the central firewall.

Other Investment

Service specific systems and the library book fund have been grouped together under the other investment category. Investment of £6.6 million has been identified, including £950,000 proposed investment in library books. The service specific systems for investment have been identified as being key to maintaining and modernising services, utilising technology to implement efficient processes.

Supporting Delivery of the Corporate Plan

The ICT asset category assists in the achievement of the following West Lothian Council priorities:

- Priority 1 – Improving attainment and positive destinations. Through ICT investment in schools, including replacing IT equipment and upgrading servers.
- Priority 4 – Improving the quality of life for older people. ICT projects as part of technology enabled care will help older people to remain in their own homes and communities.

D.7 Equality Relevance Assessment

The purpose of equality impact assessment (EQIA) for proposed capital spending is to consider whether capital works are likely to assist, reduce or increase equality of opportunity, through consideration of who is likely to most benefit from any works taken forward. All of the proposals within the programme were considered for their impact on equality by Heads of Service and asset lead officers in conjunction with the council's Equality and Diversity Officer. The detailed relevance assessment is set out in Appendix 4 of the report.

D.8 Other Factors

The updated Prudential Code, as summarised earlier in this report within section D.2, requires the council to take into account a number of factors when agreeing capital expenditure plans.

Affordability, Prudence and Sustainability

In overall terms, I would assess that the ten year capital programme for 2018/19 to 2027/28 is affordable. The revenue implications are incorporated within agreed revenue budgets and loan charge projections continue to indicate the capital programme is prudent and sustainable. All aspects of the programme are geared to securing best value however it may be necessary, on occasion, to re-phase budgets for operational reasons or to ensure best value.

Best Value

The council has continued to build a resilient culture of effective planning and governance, with strong evidence to demonstrate how the council meets the defined best value characteristics. The council's Best Value Framework, approved in June 2014, ensures that the council complies with the provisions contained within the Local Government in Scotland Act 2003. The 2003 Act requires the council to:

- secure best value in the performance of its functions;
- balance the quality and cost of the performance of its function and the cost of council services to service users;
- have regard to efficiency, effectiveness, economy and the need to meet equal opportunity requirements in maintaining that balance;
- fully discharge its duty to secure best value in a way which contributes to the achievements of sustainable development.

The delivery of the capital programme will be undertaken in compliance with the agreed Best Value Framework.

The methodology adopted by the council to integrate capital planning with asset management ensures best value is at the forefront of the development process when the programme is being developed. In addition, all aspects of the delivery of the ten year capital investment and asset management strategy will be geared to securing best value. The key objective to the integrated approach is to ensure the deployment of fit for purpose assets that support service delivery and targets capital investment where benefits can be maximised. The asset management and capital programme will ensure that resources are appropriately allocated to priorities.

Risk Management and Uncertainties

Officers will continue to coordinate work on capital planning and asset management, managing risks and uncertainties through ongoing monitoring and control arrangements. This approach ensures that the focus is on delivery of the capital programme within approved budgets and timescales.

D.9 West Lothian Community Choices

A report was presented to the Partnership and Resources PDSP on 19 February 2018 setting out the council's proposed approach to West Lothian Community Choices.

Participatory Budgeting (PB) is usually referred to as "Community Choices" in Scotland, and is a democratic process which empowers communities to have a say on how resources in their area are used.

The Scottish Government and COSLA have developed a framework to assist local authorities in the operation of achieving a target of having at least 1% of council budgets being subject to community choices.

Officers have undertaken a review of the general services capital programme to identify budgets which could be suitable for allocation via community choices and it is proposed that Open Space – Public Art projects are included in the Community Choices programme. These projects already involve community engagement and it is considered that this budget would be suitable for enhanced community engagement and empowerment via community choices.

It is proposed that the development of these projects is reviewed and presented to Council Executive during 2018/19.

D.10 Governance of the Corporate Asset Management Strategy and Capital Investment Strategy

The corporate asset management strategy and capital programme provides a strategic framework for securing best value in the use of the council's capital resources and asset infrastructure. To ensure that the strategy is translated into ongoing delivery at operational level, the following governance arrangements are proposed:

- Officers will complete a monthly risk based exercise to monitor progress on asset management and the capital programme.
- Quarterly monitoring reports will be presented to the Council Executive outlining progress on the asset strategy and capital programme.
- Officers will report to Local Area Committees annually on progress on capital investment in each ward.
- Officers will report to the relevant PDSP on asset management plans for each of the six asset categories before the summer recess in 2018.
- Reports of asset performance for each of the six asset categories will be presented to the appropriate PDSP on an annual basis.

E. CONCLUSION

This report sets out for consideration a proposed ten year strategy for asset management and capital investment for the period 2018/19 to 2027/28. Council is asked to approve the proposed Corporate Asset Management Strategy, the projected resources and the general services Capital Investment Strategy for 2018/19 to 2027/28. The asset strategy and the capital investment strategy will make a major contribution in facilitating the delivery of the council's priorities.

F. BACKGROUND REFERENCES

General Services Capital Programme 2017/18 – Report by Head of Finance and Property Services to Council 20 February 2017

General Services Capital Programme 2017/18 – Report by Head of Finance and Property Services to Council Executive 20 June 2017

Appendices/Attachments: Appendix 1 – Corporate Asset Management Strategy 2018/19 – 2027/28
Appendix 2 – Projected Capital Resources for 2018/19 to 2027/28
Appendix 3 – General Services Capital Investment Strategy 2018/19 to 2027/28
Appendix 4 – Equality Relevance Assessment

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Donald Forrest
Head of Finance and Property Services
13 February 2018

West Lothian Council Corporate Asset Management Strategy 2018/19 to 2027/28

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1 Overview

1.1 Foreword

West Lothian Council has been at the forefront of asset management for several years. This Corporate Asset Management Strategy builds upon this success and looks to the future confident that achievement of the council's priorities will be supported positively through our vision of "managing assets efficiently and effectively to support the achievement of corporate priorities and to ensure that resources deployed in their management have maximum benefit".

This strategy builds upon the comprehensive framework already in place to ensure achievement of this vision and will help to demonstrate best value, continuous improvement, robust performance management, partnership working and sustainable development. It also summarises the priorities and outcomes for all council assets to ensure that they are managed consistently as corporate resources.

As with all public services, West Lothian Council is currently facing severe financial pressures. In this context, it is important that the services provided have the greatest positive impact on the people, families and communities of West Lothian. The Corporate Asset Management Strategy provides a clear and consistent framework to ensure that investment in our assets support essential services to meet the council's priorities.

This strategy advocates the positive role that effective asset management governance has in supporting and enabling the council to continue to deliver quality services. It also provides the framework for prioritising investments in essential asset provision.



**Councillor Lawrence
Fitzpatrick –**

Leader of the Council



Graham Hope –

Chief Executive

1.2 Context

Following employee costs, spending associated with the maintenance and ongoing provision of assets represents the second highest element of revenue expenditure in local government. In addition, the majority of capital investment is focused on delivering and maintaining council assets. This places a great emphasis on ensuring that resources are appropriately allocated to priorities through robust asset management principles.

Audit Scotland, the Chartered Institute of Public Finance and Accountancy (CIPFA) and other professional bodies all recommend that local authorities have robust asset management planning processes and medium to long term investment strategies. This is to ensure that assets are properly managed and monitored, and provide a structured framework to support effective investment decision making.

West Lothian Council adopted a corporate approach to asset management planning in 2007 with the Corporate Asset Management Strategy for 2013/14 to 2017/18 taking this further. This strategy for 2018/19 to 2027/28 is the next evolution in improving the management of assets. By being at the forefront of effective and efficient asset management the council already has in place a robust investment options appraisal framework and business case process which has successfully supported the prioritisation of capital investment plans directly linked to strategic priorities. All asset investment decisions are considered within an overall systematic appraisal system that uses strategic outline business cases (SOBCs) to ensure decisions align with strategic priorities, outcome and performance requirements, fiscal responsibility and asset management best practice.

The current financial conditions faced by all local authorities in Scotland are very challenging and along with ongoing budget restrictions, and the projected increase in costs due to West Lothian's growing population, there will be significant pressures on what the council can afford to spend on assets and local services. To ensure that West Lothian continues to be a great place to live, work, visit and do business, eight council priorities have been identified to ensure that investment in service delivery has the biggest and most positive impact on our communities.

The council's assets are critical to supporting service delivery in our communities, and underpin all of the council's corporate priorities. An integrated Corporate Asset Management Strategy and capital planning framework are therefore essential ensuring we achieve our priorities.

1.3 Strategy Development

The priorities within the Corporate Asset Management Strategy have been identified following consideration of the West Lothian Community Planning Partnership Single Outcome Agreement (The WLCPP SOA) which has been adopted by all community planning partners and endorsed by the Scottish Government.

A number of the priorities identified in the WLCPP SOA require the provision of good quality assets to support their achievement. This strategy has therefore been designed to support the achievement of the outcomes identified in the WLCPP SOA.

At corporate level, the council's Corporate Plan (2018/19 to 2022/23), in addition to recognising the WLCPP SOA also acknowledges the views expressed by other stakeholders (including businesses) as part of the modernisation consultations that have occurred in recent years.

The emerging Local Development Plan, which outlines the future planning framework and growth proposals for the West Lothian area, has also been considered in the development of the strategy and in particular the long term growth that is proposed which will impact on communities and therefore service demand for assets.

The strategy and the subsidiary plans for each asset category reflects best practice guidance for asset management in public organisations, whilst also recognising the role assets play in achieving council priorities and supporting service delivery.

As part of the prioritisation process for the ten year capital programme, and this strategy service users have been consulted to identify their priorities.

The approach adopted ensures that the Corporate Asset Management Strategy and the individual asset category management plans will provide a robust and transparent framework for asset planning, governance, decision making, performance management and effective resource deployment in relation to all the council's assets.

1.4 Ownership and Scope of the Strategy

The Head of Finance and Property Services is the owner of the Corporate Asset Management Strategy and is responsible for ensuring effective and efficient asset management at a corporate level. The Head of Finance and Property Services has other key responsibilities in relation to asset management are as follows:

- Chair of the Capital and Asset Management Board which is a corporate officer forum to oversee the operational management of the councils General Services Capital Programme and the management of each asset category and make decisions and recommendations to the Executive and Corporate Management Teams. The Board includes all Asset Lead Officers and representatives from a range of council services.
- Ensuring asset management planning occurs across all service areas and is compliant with associated statutory requirements, including the need to demonstrate best value.

In support of the Head of Finance and Property Services role, each asset category has an Asset Lead Officer with the following areas of responsibility:

- Preparing asset management plans
- Coordinating business cases for investment
- Performance monitoring and management
- Monitoring resource deployment

Asset Lead Officers are either Heads of Service or directly report to a Head of Service to ensure that day to day management responsibilities are clear and that delegated decision making is undertaken at the appropriate level. The Asset Lead Officers are as follows:

Asset Lead Officers	
Asset Category	Responsible Officer
Property	Corporate Estates Manager
Roads and Related Assets	Roads and Transportation Manager
Open Space	NETS, Land and Countryside Manager
ICT	IT Manager
Fleet	Fleet and Community Transport Manager
Housing	Head of Housing, Customer and Building Services

The Corporate Asset Management Strategy incorporates all physical assets owned and leased by the council, including significant land based assets such as roads, open space, housing and property, together with all equipment, plant and vehicles. This means that the council invests significant revenue and capital resources in ensuring assets are available to support service delivery. The council's revenue and capital budgets provide resources to support asset management activities and detailed

funding information for each asset category is included within the individual asset management plans.

Due to the large and diverse nature of the council's asset portfolio, nearly every citizen, visitor, employee and organisation in West Lothian will have access to the council's assets, whether that be schools, roads and bridges or the council's website. Therefore, further information on target customer groups will be provided in the individual asset management plans.

Governance of the Corporate Asset Management Strategy is summarised as follows:

Governance		
Group	Governance/Scrutiny Role	Reporting Frequency
The Capital Programme and Asset Management Board	<ul style="list-style-type: none"> Responsibility for the direction and scope of the Corporate Asset Management Strategy and the six individual asset management plans. Corporate monitoring of general services capital programme and consideration of variances. Evaluation of emerging investment requirements and strategic outline business cases (SOBCs). Oversee the coordination of corporate asset management projects and initiatives. 	Quarterly
Corporate Property Asset Management Group	<ul style="list-style-type: none"> Management and monitoring of the property general services capital programme including identifying emerging investment needs. Overseeing project management arrangements are employed to ensure the successful delivery of property projects, including the identification and management of risks. Facilitate service liaison on specific property asset projects and general operational property management issues Oversee and consider performance management reporting in relation to property assets. 	Monthly
Roads and Transportation Capital Working Group	<ul style="list-style-type: none"> Responsibility for the direction and scope of the Roads and Related Assets Asset Management Plan. Evaluation and prioritisation of the annual works programme to align with asset management priorities. Monitoring performance and progress on initiatives relating to the Roads and Other Assets Asset Management Plan. Initial evaluation of emerging investment requirements and SOBCs. Ensuring adequate project management is employed for the successful delivery of projects, including the identification and management of risks. 	Monthly

Governance		
Group	Governance/Scrutiny Role	Reporting Frequency
Open Space Working Group	<ul style="list-style-type: none"> Responsibility for the direction and scope of the Open Space Asset Management Plan. Monitoring performance and progress on initiatives relating to the Open Space Asset Management Plan. Initial evaluation of emerging investment requirements and SOBCs. Ensuring adequate project management is employed for the successful delivery of projects, including the identification and management of risks. 	Monthly
ICT Programme Board	<ul style="list-style-type: none"> Responsibility for the direction and scope of the ICT Asset Management Plan. Initial evaluation of emerging investment requirements and SOBCs. Responsibility for prioritising investment and ICT projects. Monitoring performance and progress on initiatives relating to the ICT Asset Management Plan. Monitoring achievement of benefits from ICT projects to project closure. 	6 weekly
Information Management Working Group	<ul style="list-style-type: none"> Coordinate action to ensure compliance with legislative requirements of freedom of information, data protection, records management and information security. Monitoring the council's performance in dealing with Freedom of Information (FOI) and data protection requests. 	6 weekly
Vehicle/Fleet Users Group	<ul style="list-style-type: none"> Responsibility for the direction and scope of the Fleet Asset Management Plan. Responsibility for identifying and prioritising investment Undertaking internal transport reviews and implementing outcomes. 	Quarterly
Housing Capital Programme Management Group	<ul style="list-style-type: none"> Management and monitoring of the Housing Capital Programme, including identifying and prioritising investment Overseeing the coordination of housing projects 	Monthly
Partnership and Resources PDSP	<ul style="list-style-type: none"> Consideration of corporate asset management performance reports and individual asset management plan performance reports. Consideration of asset management and General Services capital programme reports that require decisions by elected members. 	Annually/ As Required
Council Executive or Council (as appropriate)	<ul style="list-style-type: none"> Approval of Corporate Asset Management Strategy, five year General Services capital programme and individual asset management plans. Approval of General Services capital programme monitoring reports. Approval of asset management and General Services capital programme reports that require decisions by elected members. 	Quarterly/ As Required

2 Council Priorities

The council has set eight priorities in the current Corporate Plan (2018/19 to 2022/23) in consultation with the local community, partners, stakeholders and our staff. These priorities, along with the three enabler 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 Corporate Asset Management Strategy will directly contribute or support the delivery of a council priority or enabler.

Council Priorities	Corporate Asset Management Strategy
1. Improving attainment and positive destinations	✓
2. Delivering positive outcomes and early interventions for early years	✓
3. Minimising poverty, the cycle of deprivation and promoting equality	✓
4. Improving the quality of life for older people	✓
5. Improving the employment position in West Lothian	✓
6. Delivering positive outcomes on health	✓
7. Reducing crime and improving community safety	✓
8. Protecting the built and natural environment	✓
Enablers	
Financial planning	✓
Corporate governance and risk	✓
Modernisation and improvement	✓

As corporate asset management underpins all service delivery throughout the council, it is evident that the eight priorities and enabling activities will be supported by effective and efficient asset management in the following ways:

Council Priority	Supporting Asset Categories
1. Improving attainment and positive destinations	<p>Property – council investment in the condition and suitability of the school estate helps to maintain an effective learning environment.</p> <p>Roads and Related Assets – investment in this area ensures safe routes to schools and the maintenance of school playgrounds.</p> <p>Open Space – open space investment ensures our school playing fields are maintained and improved where necessary to support play and education provision.</p> <p>ICT – ICT investment plays a significant role in supporting education across all learning environments, including schools. Technology skills gained through use of ICT equipment is crucial to enabling positive future destinations.</p>
2. Delivering positive outcomes and early intervention for early years	<p>Property and ICT – through the development of early years provision, partnership centres and modernising community properties and ICT assets, the council has an infrastructure in place that facilitates the delivery of services aimed at supporting younger children.</p>
3. Minimising poverty, the cycle of deprivation and promoting equality	<p>Property – property assets that support service delivery are accessible to customers and provide accommodation for services that support those living in poverty.</p> <p>Open Spaces and Roads and Related Assets – assets within this category are accessible to those with disabilities. The improvement of open spaces and public areas has a direct link with residents' perceptions of West Lothian and provides diversionary activities for young people.</p> <p>Fleet – within this asset category, vehicles are provided to transport clients who have accessibility limitations.</p> <p>Housing – the council's housing stock includes houses that are fully accessible for those with disabilities, as well as providing good quality affordable housing for those on lower incomes.</p>
4. Improving the quality of life for older people	<p>Property, ICT and Housing – the council's operational property and housing assets include care homes, housing for the elderly, sheltered housing and community facilities that are used by older people. Ensuring these facilities are fit for purpose, and investing in new facilities, supports the delivery of services aimed at improving the quality of life for older people.</p>
5. Improving the employment position in West Lothian	<p>All Asset Categories – the council's capital investment programme represents a significant level of expenditure in the local economy. This investment therefore supports job creation and retention in our communities.</p>
6. Delivering positive outcomes on health	<p>All Asset Categories – the provision of partnership centres in conjunction with NHS Lothian and other community health partners supports the delivery of services aimed at improving the health of local communities. Community assets, such as sports pavilions, advocate physical activity and the provision of good quality open spaces encourages exercise and active recreation.</p>

Council Priority	Supporting Asset Categories
7. Reducing crime and improving community safety	All Asset Categories – council investment will sustain and improve community safety through projects such as improved street lighting, CCTV, road safety improvements and provision of youth facilities to reduce anti-social behaviour.
8. Protecting the built and natural environment	All Asset Categories – investment in the council's assets will contribute positively to the built and natural environment of local communities, by continuing to provide valued property, housing, roads and related assets and open space assets.

3 Strategy Outcomes

The council's vision for corporate asset management is to manage assets efficiently and effectively to support the achievement of corporate priorities and outcomes. In the current financial climate, it is also important that resources are prioritised to ensure investment has the biggest and most positive impact for the local community.

The approach to asset management adopted provides appropriate structures and governance arrangements to ensure assets are utilised appropriately in support of service delivery.

To ensure effectiveness of corporate asset management, management frameworks have long been established for each asset category. These frameworks include robust decision making processes, clearly defined responsibilities and clear priorities for investment which reflect the council's corporate and asset management priorities. In addition, there will be a number of effectiveness measures, which demonstrate how resources are deployed in relation to asset management.

For efficiency, management frameworks and resource plans will highlight the investment allocated to supporting the council's priorities and asset management activities. This will also ensure that resources are utilised to generate the greatest impact in achieving desired outcomes. Efficiency indicators will analyse the relationship between the level of revenue and capital resources invested in asset management activities and the impact on asset and service performance and how these contribute to the delivery of corporate priorities.

To demonstrate that assets are being managed efficiently and effectively, a number of performance measures are monitored for each asset category. Specific performance indicators have been developed and are already reported for individual asset management plans with a number of strategic outcomes embedded for all asset types. These strategic performance outcomes demonstrate the effective implementation of the corporate asset management strategy and they can be summarised as follows:

- **Compliance** – ensuring assets comply with statutory and regulatory requirements.
- **Condition** – maintaining assets to a satisfactory condition to support service delivery.
- **Suitability** – ensuring assets are fit for purpose.
- **Sufficiency** – ensuring available assets meet current and expected service demands.
- **Utilisation** – ensuring assets are used to maximum benefit.
- **Accessibility** – ensuring assets are as accessible as possible to all service users.
- **Sustainability** – maintaining assets to ensure maximum operational life and minimising the potential negative impact on the environment.

Outcome 1: Compliance

Purpose

To ensure assets are safe for use, and support service delivery, assets must comply with statutory and regulatory requirements, as well as meeting appropriate best practice standards.

Activities

The main activities that will be undertaken between 2018/19 to 2027/28 are:

- Property assets will be regularly inspected and compliance logs retained.
- Roads and related assets will be inspected to ensure compliance with the Roads (Scotland) Act 1984 and maintain a safe public road network.
- Work will be undertaken to ensure open spaces are compliant with all relevant health and safety and environmental regulations.
- ICT assets will be maintained to comply with Public Sector Network (PSN) regulations, Public Records Scotland, Freedom of Information and Data Protection Acts. All assets will comply with European safety regulations and disposal will meet the Waste Electrical and Electronic Equipment Directive.
- Fleet vehicles will comply with all vehicle safety and environmental regulations.
- Housing assets will be statutorily and regulatory compliant, ensuring they are safe for habitation.

Performance

Performance indicators will monitor progress for the life span of the strategy, and will be reported and monitored within the appropriate asset management plans. Examples of the indicators relating to compliance are:

Performance – Outcome 1 Compliance	
Asset Category	Example Performance Indicator
Property	<ul style="list-style-type: none"> • Percentage of buildings with responsible person identified • Percentage of buildings with up to date compliance log books • Number of notifiable Health and Safety incidents relating to property asset performance failure • Percentage of Properties with a Fire Safety Risk Assessment updated within the last 5 years. • Percentage of Properties with Gas Servicing undertaken annually. • Percentage of Properties with Legionella Risk Assessments less than 30 months old. • Percentage of Properties with an Asbestos Register and Management Plan in place.
Roads and Related Assets	<ul style="list-style-type: none"> • Percentage of road network that is not considered for immediate maintenance treatment
Open Space	<ul style="list-style-type: none"> • Percentage of open spaces that do not comply with health and safety legislation

Performance – Outcome 1 Compliance	
Asset Category	Example Performance Indicator
ICT	<ul style="list-style-type: none"> • Annual compliance check approved to maintain connectivity to PSN • Percentage of ICT assets that comply with EU safety regulations
Fleet	<ul style="list-style-type: none"> • Percentage of vehicles passing their MOT test first time
Housing	<ul style="list-style-type: none"> • Percentage of houses meeting all Scottish Housing Quality Standards • Number of houses meeting free from serious disrepair standard • Percentage of gas services completed within 12 months of previous service

Outcome 2: Condition

Purpose

Assets must be maintained to ensure that they are in a satisfactory or better condition to support service delivery and achievement of corporate priorities.

Activities

The main activities that will be undertaken between 2018/19 to 2027/28 are:

- All operational properties will be maintained, monitored and works prioritised to ensure they remain fit for purpose.
- Roads and related assets condition will be regularly monitored and works prioritised to ensure they remain fit for purpose.
- All open space assets will be maintained to a satisfactory or better condition to fulfil the needs of local communities.
- ICT assets will be maintained in a satisfactory condition through the application of software updates and the monitoring of hardware performance.
- Vehicles will be maintained to ensure they are roadworthy and meet legislative requirements, as well as complying with Operators License terms and conditions.
- Housing stock will be upgraded (so far as financially and practically possible within the timeline) to continue to meet the Energy Efficiency Standard for Social Housing by 2020 to achieve the Scottish Housing Quality Standard.

Performance

Performance indicators will monitor progress for the life span of the strategy, and will be reported and monitored within the appropriate asset management plans. Examples of the indicators relating to condition are:

Performance – Outcome 2 Condition	
Asset Category	Example Performance Indicator
Property	<ul style="list-style-type: none"> • Percentage of properties in satisfactory or better condition (statutory performance indicator) • Percentage of gross internal floor area in satisfactory or better condition
Roads and Related Assets	<ul style="list-style-type: none"> • Percentage of the road network which should be considered for maintenance treatment
Open Space	<ul style="list-style-type: none"> • Percentage of open spaces that are rated as satisfactory or better
ICT	<ul style="list-style-type: none"> • Percentage of ICT faults that relate to hardware failure • Percentage of ICT equipment in use after end of lifespan
Fleet	<ul style="list-style-type: none"> • Number of vehicles maintained monthly as per schedule • Average annual maintenance cost per pool car vehicle
Housing	<ul style="list-style-type: none"> • Percentage of tenants who are satisfied with house condition • Percentage of stock in Scottish Housing Quality Standard tolerable standard

Outcome 3: Suitability

Purpose

Assets that are fit for purpose for current and future service delivery will be more effective in delivering the council's priorities. Suitability is wider than asset condition as it also considers how well the asset is matched to current and planned service delivery.

Activities

The main activities that will be undertaken between 2018/19 to 2027/28 are:

- All operational properties will be evaluated and monitored to ensure they are suitable for use.
- The council will continue to ensure that roads and related assets are suitable for use and fit for purpose.
- All open spaces will be suitable for their intended use.
- The performance of ICT will be monitored to ensure they are suitable for their assigned purpose. New projects will be assessed to ensure they do not adversely affect the suitability of existing ICT assets.
- Vehicles will be provided that support council activities.
- Housing stock will continue to meet the Scottish Housing Quality Standard (SHQS) and go so far as possible to meet the Energy Efficiency Standard of Social Housing by 2020 to ensure all houses are suitable for occupation and as energy efficient as practically possible.

Performance

Performance indicators will monitor progress for the life span of the strategy, and will be reported and monitored within the appropriate asset management plans. Examples of the indicators relating to suitability are:

Performance – Outcome 3 Suitability	
Asset Category	Example Performance Indicator
Property	<ul style="list-style-type: none"> Percentage of properties that are considered satisfactory or better in terms of suitability (statutory performance indicator)
Roads and Related Assets	<ul style="list-style-type: none"> Percentage of lighting columns over 30 years old Percentage of bridges failing 40 tonnes loads Number of people killed or seriously injured on the road network
Open Space	<ul style="list-style-type: none"> Percentage of residents that feel their local open space is suitable for their needs
ICT	<ul style="list-style-type: none"> Percentage of active network accounts
Fleet	<ul style="list-style-type: none"> There are no specific performance indicators applicable to measure suitability as bespoke vehicles are ordered on an individual basis to reflect service demands.
Housing	<ul style="list-style-type: none"> Scottish Housing Quality Standard modern facilities and services – percentage of stock Scottish Housing Quality Standard healthy, safe and secure – number of houses meeting standard

Outcome 4: Sufficiency

Purpose

Council assets have to be sufficient for existing and future use, with capacity reflecting demand and user requirements. This element of asset management allows the council to create plans to support service development, as well as identify assets that are underutilised.

Activities

The main activities that will be undertaken between 2018/19 to 2027/28 are:

- Property assets utilisation will match capacity, with assets not sufficient for user requirements or under capacity being reviewed.
- Roads and related assets will continue to reflect the growing population.
- Wherever reasonably practicable and relevant, there will be sufficient provision of open space assets in all communities.
- ICT assets supporting critical business activities will have contingency arrangements to ensure ongoing sufficiency. Methods to ensure maximisation of server processing capacity will be applied.
- The number of fleet vehicles will be sufficient to support effective service delivery.
- Houses will be utilised to the maximum of their capacity within the constraints of tenants' rights.

Performance

Performance indicators will monitor progress for the life span of the strategy, and will be reported and monitored within the appropriate asset management plans. Examples of the indicators relating to sufficiency are:

Performance – Outcome 4 Sufficiency	
Asset Category	Example Performance Indicator
Property	<ul style="list-style-type: none"> Percentage of properties that are considered satisfactory or better in terms of sufficiency
Roads and Related Assets	<ul style="list-style-type: none"> There are no performance indicators applicable to measure sufficiency of the road network. Through the Local Development Plan process, the council will identify the need for transport infrastructure improvements to ensure the continued sufficiency of the network.
Open Space	<ul style="list-style-type: none"> The number of identified communities where there is inadequate open space provision
ICT	<ul style="list-style-type: none"> Percentage utilisation of ICT servers Annual percentage of planned business continuity tests completed
Fleet	<ul style="list-style-type: none"> There are no specific performance indicators applicable as service requirements for vehicles are continually changing.
Housing	<ul style="list-style-type: none"> Percentage of vacant mainstream housing properties

Outcome 5: Utilisation

Purpose

To identify that assets are utilised to their maximum potential in support of the delivery of services. In some asset areas an objective may be to reduce utilisation for alternative service delivery models.

Activities

The main activities that will be undertaken between 2018/19 to 2027/28 are:

- Property assets usage hours will be increased to improve utilisation and support service modernisation.
- The road network will be managed to minimise deterioration although it is anticipated that deterioration will be faster than with historic funding levels. In terms of street lighting significant improvement will be achieved through the conversion to LED.
- Open space assets will be utilised more to focus on maintaining the facility in a “fit for purpose” condition before any improvements are made improving community engagement to ensure a continuation of Open Space development.
- ICT assets utilisation will increase by prolonging the lifetime expectancy of all hardware assets, whilst continuing to review and rationalise technology through digital transformation programme.
- The fleet utilisation and fleet numbers will be monitored and rationalised in line with changes to service delivery.
- Council houses - New council houses are built to reduce demand and increase rent, and to deliver a range of facilities to meet tenant's requirements. Existing stock is upgraded to modernise both exterior and interior to maintain both safety and services

Performance

Performance indicators will monitor progress for the life span of the strategy, and will be reported and monitored within the appropriate asset management plans. Examples of the indicators relating to accessibility are:

Performance – Outcome 5: Utilisation	
Asset Category	Example Performance Indicator
Property	<ul style="list-style-type: none"> • Percentage of property utilisation
Roads and Related Assets	<ul style="list-style-type: none"> • Roads performance will generally be managed in line with SCOTS / APSE indicators. Existing performance indicators out with the APSE / SCOTS grouping will be reviewed as part of service redesign.

Performance – Outcome 5: Utilisation	
Asset Category	Example Performance Indicator
Open Space	<ul style="list-style-type: none"> Percentage of open spaces that are being utilised satisfactorily by members of the public (new performance indicators to be developed)
ICT	<ul style="list-style-type: none"> Percentage of services where technology performance meets demand (New performance indicators to be developed)
Fleet	<ul style="list-style-type: none"> Fleet utilisation percentage (new performance indicator to be developed)
Housing	<ul style="list-style-type: none"> Houses will be maintained or upgraded to ensure their use is safe and secure and meets the needs of individual tenants to maximise utilisation.

Outcome 6: Accessibility

Purpose

To deliver services effectively to all members of the community, assets need to be accessible to everyone, especially those with physical and learning disabilities.

Activities

The main activities that will be undertaken between 2018/19 to 2027/28 are:

- Property assets will be made as accessible as possible within existing constraints, to ensure that all members of the community can access services.
- The road network, as far as practically possible, will be maintained to ensure it is safe and operational for all users.
- Open space assets will be made accessible, wherever practical, to all members of the community. The council will ensure that all West Lothian residents can access open space within a reasonable travelling distance.
- Continued availability of ICT assets, including different forms of digital media, which can enhance accessibility. ICT assets will also support alternative forms of communication, including text phone, email telephony and adaptive web sites.
- The fleet maintenance facility will be accessible to all services 24 hours per day Monday to Friday and every Saturday morning, with standby cover on Sundays.
- Council houses will be provided which are accessible and suitable to those with varying needs.

Performance

Performance indicators will monitor progress for the life span of the strategy, and will be reported and monitored within the appropriate asset management plans. Examples of the indicators relating to accessibility are:

Performance – Outcome 5 Accessibility	
Asset Category	Example Performance Indicator
Property	<ul style="list-style-type: none"> Percentage of properties that are considered accessible
Roads and Related Assets	<ul style="list-style-type: none"> Number of abnormal loads processed
Open Space	<ul style="list-style-type: none"> Percentage of open spaces that are not classified as openly accessible to all members of the public
ICT	<ul style="list-style-type: none"> Percentage of Service Desk calls answered within 20 seconds Number of ICT Service Desk telephone calls
Fleet	<ul style="list-style-type: none"> Percentage of Community Transport customers who rated the overall quality of service as good or excellent
Housing	<ul style="list-style-type: none"> All houses will be upgraded to meet the accessibility requirement of the tenants, and all paths and steps will be maintained to a high and safe standard

Outcome 7: Sustainability

Purpose

The council's assets will be managed to ensure that their useful operational life meets expected life expectancy, as well as minimising the potential adverse impact on the environment. Sustainability should make sure that council assets are available to support ongoing service delivery in the long term.

Activities

The main activities that will be undertaken between 2018/19 to 2027/28 to achieve continued sustainability of assets are:

- All assets will be managed and maintained to ensure they achieve or exceed their original designed life expectancy.
- Property assets will limit the potential impact on the environment through the introduction of more energy efficient construction methods, renewable energy installations and energy efficiency measures.
- To reduce the impact on the environment, roads waste materials from maintenance works will be recycled and low energy equipment will be installed for electrical replacement programmes.
- The impact of ICT technology on the environment will be minimised by the procurement of energy efficient devices. Assets at the end of their lifecycle will be processed in accordance with the Waste Electrical and Electronic Equipment Directive. In addition, assets will be operated in line with power management policies to minimise energy consumption.
- The fleet replacement cycle will continue to be five years, however further consideration will be given to use of sustainable modes of transport (e.g. electric vehicles).

Performance

Performance indicators will monitor progress for the life span of the strategy, and will be reported and monitored within the appropriate asset management plans. Examples of the indicators relating to sustainability are:

Performance – Outcome 6 Sustainability	
Asset Category	Example Performance Indicator
All Asset Categories	<ul style="list-style-type: none"> • Corporate Carbon Footprint – total carbon emissions (CO2 tonnes)
Property	<ul style="list-style-type: none"> • Number of properties with renewable energy generation installation • Kilowatt hours (KWh) generated from renewable energy installation • Average life expectancy of all property assets
Roads and Related Assets	<ul style="list-style-type: none"> • Street lighting energy consumption (KWh)

Performance – Outcome 6 Sustainability	
Asset Category	Example Performance Indicator
Open Space	<ul style="list-style-type: none"> The number of open space projects delivered in the past 12 months to replace equipment or features that did not meet the expected lifespan
ICT	<ul style="list-style-type: none"> Percentage of IT desktop equipment with power management policies
Fleet	<ul style="list-style-type: none"> Total annual CO2 emissions from transport
Housing	<ul style="list-style-type: none"> Scottish Housing Quality Standard energy efficiency – number of houses meeting these standards. The future investment will increase the energy efficiency and sustainability of the stock.

4 Activity Themes

A number of activity themes have been identified to support the delivery of more effective and efficient management of the assets these are:

Asset Management Efficiency and Effectiveness

Improving the effectiveness and efficiency of management for the assets owned and occupied by the council whilst continually supporting the delivery of services and enabling service modernisation is critical to support the council's people, revenue and capital budgetary frameworks going forward.

Only assets that contribute to the effective delivery of services or support service modernisation should be retained and considered for investment. This will also support the efficient use of our assets. In pursuit of this activities will include:

Activity Theme – Asset Efficiency and Effectiveness	
Asset Category	Example Workstream
All Asset Categories	<ul style="list-style-type: none"> All resources deployed in the management of all asset categories will be regularly reviewed with proposals to improve effectiveness and efficiency.
Property	<ul style="list-style-type: none"> Resources deployed in the management of assets management will be optimum required to sustain and where appropriate improve performance. Investment evaluations involving options appraisals will be pre-requisite for any significant expenditure.
Roads and Related Assets	<ul style="list-style-type: none"> Resources deployed in the delivery of roads will be focused on key activities. Efficiency and effectiveness will be monitored through APSE/SCOTS performance indicators and benchmarking groups.
Open Space	<ul style="list-style-type: none"> Quality assessment score for open spaces will show continuous improvement of the asset. Costs of parks and open spaces per 1000 population will show effective management of the assets.
ICT	<ul style="list-style-type: none"> Through the use of ICT management software, IT Services will monitor the use of client devices to ensure maximum utilisation of assets. Continual review of the use of virtualisation technology allows for the reduction of individual server hardware, thus improving the efficiency within the data centre.
Fleet	<ul style="list-style-type: none"> Implementation of a new bespoke Fleet Management System which will improve all aspects of fleet asset management including procurement, maintenance, asset planning and utilisation and compliance.
Housing	<ul style="list-style-type: none"> Resources deployed in the management of Assets Management will be optimally required to sustain the condition and performance of the stock, and where appropriate, improve performance. Investment evaluations involving options appraisals will be pre-requisite for any significant expenditure

Project Management

Improving the effectiveness and efficiency of the resources deployed in the development, and management of projects associated with our assets is also critical to support the councils people, revenue and capital budgetary frameworks. In pursuit of this a number of workstreams are being progressed which will positively impact project management, these include:

Activity Theme – Asset Project Efficiency	
Asset Category	Example Workstream
All Asset Categories	<ul style="list-style-type: none"> Investment across all asset categories will be prioritised based on corporate and asset management priorities (i.e. compliance, condition, suitability etc) and the supporting of service modernisation initiatives. This will align investment with priorities.
Property	<ul style="list-style-type: none"> Resources deployed in the delivery of property projects will be set at optimum levels required to sustain and where appropriate improve performance. Investment evaluations involving options appraisals will be pre-requisite for any significant expenditure and form part of detailed full business cases which will be required prior to commitment to progress projects. All projects must have identifiable performance measure impacts Robust and clear project governance and management processes will be adopted for all projects
Roads and Related Assets	<ul style="list-style-type: none"> Investment across all assets will be prioritised to ensure all assets remain in “a fit for purpose” condition. This will align with investment priorities. Deterioration of the road network is anticipated with reduced capital and revenue funding. Robust and clear project governance and management processes will be adopted for all projects
Open Space	<ul style="list-style-type: none"> Investment across all assets will be prioritised to ensure all assets remain in “a fit for purpose” condition. This will align with investment priorities. Robust and clear project governance and management processes will be adopted for all projects
ICT	<ul style="list-style-type: none"> Investment across all assets will be prioritised to ensure all assets remain in “a fit for purpose” condition. This will align with investment priorities. Robust and clear project governance and management processes will be adopted for all projects
Fleet	<ul style="list-style-type: none"> Asset management projects will align which changes in service delivery to ensure fleet assets match requirements Robust and clear project governance and management processes will be adopted for all projects
Housing	<ul style="list-style-type: none"> Investment across all Housing assets will be prioritised to ensure all assets remain in “a fit for purpose” condition, providing a safe and efficient environment for tenants. This will align with investment priorities. Robust and clear project governance and management processes will be adopted for all projects

Delivery Models

In the long term challenging financial environment that the council will face over the coming years it is essential that all models for service delivery are considered and where appropriate changes are made that will positively impact or sustain at lower cost the assets owned and used by the council.

Activity Theme – Delivery Models	
Asset Category	Example Workstream
All Asset Categories	All category leads and services to review the methods and delivery models deployed to provide assets.
Property	<ul style="list-style-type: none"> Methods of procuring and managing projects to be evaluated and considered for all new and emerging projects with a critical evaluation on key criteria of timescales, cost and quality. Alternative models of investment and delivery of assets to be considered.
Roads and Related Assets	<ul style="list-style-type: none"> Methods of procuring and managing projects to be evaluated and considered for all new and emerging projects with a critical evaluation on key criteria of timescales, cost and quality. Alternative models of investment and delivery of assets to be considered.
Open Space	<ul style="list-style-type: none"> Methods of procuring and managing projects to be evaluated and considered for all new and emerging projects with a critical evaluation on key criteria of timescales, cost and quality. Alternative models of investment and delivery of assets to be considered.
ICT	<ul style="list-style-type: none"> Methods of procuring and managing projects to be evaluated and considered for all new and emerging projects with a critical evaluation on key criteria of timescales, cost and quality. Alternative models of investment and delivery of assets to be considered.
Fleet	<ul style="list-style-type: none"> Methods of procuring and managing projects to be evaluated and considered for all new and emerging projects with a critical evaluation on key criteria of timescales, cost and quality. Alternative models of investment and delivery of assets to be considered.
Housing	<ul style="list-style-type: none"> Methods of procuring and managing Housing Investment projects to be evaluated and considered for all new and emerging projects with a critical evaluation on key criteria of timescales, cost and quality. Alternative models of investment and delivery of assets to be considered.

Partnership Working and Community Empowerment

Working collaboratively and jointly with partners and communities to deliver services and manage assets is essential to ensuring successful outcomes. Our partners and communities will be engaged and empowered to support the management of our assets to modernise service delivery reflecting reduced public sector resources. In pursuit of this a number of activities related to partnership working and community empowerment have been developed, these include:

Activity Theme – Partnership Working	
Asset Category	Example Workstream
Property	<ul style="list-style-type: none"> • Development of a partnership property asset management plan to align all community planning partners property investment and service delivery accommodation requirements. • Supporting the transfer of assets to be managed and owned by communities.
Roads and Related Assets	<ul style="list-style-type: none"> • SEStran • Edinburgh, Lothian, Borders & Fife Shadow Joint Committee • Sustrans
Open Space	<ul style="list-style-type: none"> • Development of an Open Space Strategy to align with corporate objectives aligning with all community and partner organisations to maximise external investment in projects and ensure service delivery meets community needs.
ICT	<ul style="list-style-type: none"> • In partnership with the Digital Office and Scottish Government, West Lothian Council are participating and leading on developing the implementation around public sector cyber resilience. This also involves WLC becoming an early adopter of the cyber essentials plus certification programme.
Fleet	<ul style="list-style-type: none"> • Working closely with internal partners to ensure effective planning of fleet asset replacement and maintenance. • Partnership working with internal and external partners to support local transport initiatives
Housing	<ul style="list-style-type: none"> • Working with the Tenant's Groups, to develop and agree, the housing stock asset management plan has a coordinated approach to property investment and service delivery accommodation requirements.

West Lothian Council

Corporate Asset Management Strategy 2018/19 to 2027/28

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February 2018

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PROJECTED CAPITAL RESOURCES FOR 2018/19 TO 2027/28

	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	Ten Year Total £'m
	£'m	£'m	£'m	£'m	£'m	£'m	£'m	£'m	£'m	£'m	£'m
Scottish Government Grants	16.8	23.1	24.2	16.0	15.5	17.1	17.2	17.1	17.1	17.1	181.2
Borrowing	1.9	0.4	2.0	2.0	1.8	1.8	0.1	0.0	0.0	0.0	10.0
Capital Fund	6.8	19.9	13.2	6.0	1.3	0.0	0.3	0.5	0.5	0.5	49.0
Capital Receipts	4.0	4.0	10.8	3.2	0.5	0.5	0.5	0.5	0.5	0.5	25.0
Other Funding	5.8	6.8	35.6	30.3	9.0	2.2	2.5	2.5	7.7	21.1	123.5
Total	35.3	54.2	85.8	57.5	28.1	21.6	20.6	20.6	25.8	39.2	388.7

GENERAL SERVICES CAPITAL INVESTMENT STRATEGY - 2018/19 TO 2027/28

	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Total Budget
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2018/19 - 2027/28
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Asset Type											
<u>Property Assets</u>											
Planned Improvements and Statutory Compliance	5,635	8,415	7,549	5,618	5,328	5,212	6,919	6,168	6,765	6,621	64,230
Property Projects	9,320	33,455	65,797	40,227	12,757	3,355	3,325	3,190	8,410	21,767	201,603
Property Assets - Total	14,955	41,870	73,346	45,845	18,085	8,567	10,244	9,358	15,175	28,388	265,833
<u>Roads and Related Assets</u>											
Roads and Footways	2,907	2,536	2,530	2,558	2,551	2,504	2,683	2,664	2,771	2,825	26,529
Flood Prevention and Drainage	3,777	416	433	450	0	0	0	0	0	0	5,076
Road Lighting	2,965	3,007	3,050	3,015	3,051	3,113	1,928	2,078	2,177	2,138	26,522
Structures and Transportation	3,607	1,095	1,025	900	900	900	1,392	1,292	1,392	1,438	13,941
Roads, Structures, Lighting and Water Related Assets - Total	13,256	7,054	7,038	6,923	6,502	6,517	6,003	6,034	6,340	6,401	72,068
<u>Open Space Assets</u>											
Open Space and Sports Facility Projects	960	710	716	707	812	801	896	960	1,005	1,111	8,678
Open Space and Sports Facility Planned Improvements	410	425	441	359	377	350	415	436	458	526	4,197
Children's Play Areas	205	215	226	225	225	200	274	318	337	350	2,575
Synthetic Turf Pitches	158	165	174	0	0	182	191	201	211	0	1,282
Cemeteries	149	62	65	68	71	75	79	83	87	91	830
Open Space Assets - Total	1,882	1,577	1,622	1,359	1,485	1,608	1,855	1,998	2,098	2,078	17,562
<u>ICT Assets</u>											
Corporate and Modernisation	4,051	2,745	1,620	1,788	1,246	3,924	1,667	1,066	687	1,598	20,392
School Investment	1,134	944	2,144	1,573	818	1,011	797	2,144	1,516	767	12,848
ICT Assets - Total	5,185	3,689	3,764	3,361	2,064	4,935	2,464	3,210	2,203	2,365	33,240
CAPITAL INVESTMENT STRATEGY - TOTAL	35,278	54,190	85,770	57,488	28,136	21,627	20,566	20,600	25,816	39,232	388,703

PROPERTY ASSETS - CAPITAL INVESTMENT STRATEGY 2018/19 TO 2027/28

	Budget 2018/19 £'000	Budget 2019/20 £'000	Budget 2020/21 £'000	Budget 2021/22 £'000	Budget 2022/23 £'000	Budget 2023/24 £'000	Budget 2024/25 £'000	Budget 2025/26 £'000	Budget 2026/27 £'000	Budget 2027/28 £'000	Total Budget £'000
<u>Planned Improvements & Statutory Compliance</u>											
<u>Schools Planned Improvements</u>											
Nursery Schools											
Nursery Schools Mechanical & Electrical	0	0	0	70	70	70	55	50	50	50	415
Addiewell Nursery - New Heaters	15	0	0	0	0	0	0	0	0	0	15
Eastertoun Nursery - Ventilation	10	0	0	0	0	0	0	0	0	0	10
Inveralmond Early Years Centre - Rewire	0	30	0	0	0	0	0	0	0	0	30
Woodlands Nursery - Rewire	0	0	30	0	0	0	0	0	0	0	30
Nursery Schools - Total	25	30	30	70	70	70	55	50	50	50	500
Primary Schools											
Primary Schools Mechanical & Electrical	0	0	0	550	550	550	1000	700	925	775	5,050
Armadale PS - Calorifier & Pumps	20	0	0	0	0	0	0	0	0	0	20
Balbardie PS - Zone Controls & Pressurisation Units	30	0	0	0	0	0	0	0	0	0	30
Cold Water Storage Tanks - Access Upgrades	20	20	20	0	0	0	0	0	0	0	60
Croftmalloch PS - Pipework Upgrade	20	20	0	0	0	0	0	0	0	0	40
Deans PS - Planned Improvements Feasibility	30	0	0	0	0	0	0	0	0	0	30
Dedridge PS - Planned Improvements Feasibility	54	0	0	0	0	0	0	0	0	0	54
East Calder PS - Planned Improvements Feasibility	20	0	0	0	0	0	0	0	0	0	20
East Calder PS - Mechanical & Electrical Upgrade	0	500	0	0	0	0	0	0	0	0	500
Electrical Switch Room Upgrades	0	30	30	0	0	0	0	0	0	0	60
Harrysmuir PS - Heating Upgrade	0	70	0	0	0	0	0	0	0	0	70
Howden St Andrews PS - Lift Upgrades	25	0	0	0	0	0	0	0	0	0	25
Kirkhill PS - Lift Upgrades	35	0	0	0	0	0	0	0	0	0	35
Kirkhill PS - Electrical Upgrade	0	260	0	0	0	0	0	0	0	0	260
Meldrum PS - Ventilation Upgrade	0	20	0	0	0	0	0	0	0	0	20
Our Lady of Lourdes PS - Electrical Upgrade	0	200	200	0	0	0	0	0	0	0	400
Parkhead PS - Heating Pipework	0	0	150	0	0	0	0	0	0	0	150
Peel PS - Planned Improvements Feasibility	40	0	0	0	0	0	0	0	0	0	40
Peel PS - Electrical Upgrade	0	0	150	0	0	0	0	0	0	0	150
Presurisation Unit Upgrades	10	10	10	0	0	0	0	0	0	0	30
Pump Replacement Programme	20	20	20	0	0	0	0	0	0	0	60
Riverside PS - Mechanical & Electrical Upgrade	0	0	350	0	0	0	0	0	0	0	350
Server Room Upgrades	50	50	50	0	0	0	0	0	0	0	150
Surge Protection to Alarms	30	0	0	0	0	0	0	0	0	0	30
Zoning Controls Upgrades	20	20	20	0	0	0	0	0	0	0	60
Primary Schools - Total	424	1,220	1,000	550	550	550	1,000	700	925	775	7,694

PROPERTY ASSETS - CAPITAL INVESTMENT STRATEGY 2018/19 TO 2027/28

	Budget 2018/19 £'000	Budget 2019/20 £'000	Budget 2020/21 £'000	Budget 2021/22 £'000	Budget 2022/23 £'000	Budget 2023/24 £'000	Budget 2024/25 £'000	Budget 2025/26 £'000	Budget 2026/27 £'000	Budget 2027/28 £'000	Total Budget £'000
Secondary Schools											
Secondary Schools Mechanical & Electrical	0	0	0	500	500	500	510	550	560	510	3,630
A/C Upgrade & Replacement Programme	70	70	70	0	0	0	0	0	0	0	210
Inveralmond CHS - Pre Heat Upgrades	75	0	0	0	0	0	0	0	0	0	75
James Young High School - Electrical Upgrade	0	200	100	0	0	0	0	0	0	0	300
James Young High School - Radiator Valves	20	0	0	0	0	0	0	0	0	0	20
Lift Phone Line Replacement & Upgrades	20	0	0	0	0	0	0	0	0	0	20
Linlithgow Academy - Electrical Upgrade	20	250	250	0	0	0	0	0	0	0	520
Linlithgow Academy - Heating Upgrade	0	0	100	0	0	0	0	0	0	0	100
Linlithgow Academy - Science Labs Upgrade	200	300	0	0	0	0	0	0	0	0	500
Pump Replacement Programme	20	20	20	0	0	0	0	0	0	0	60
St Kentigerns Academy - Pre Heat Upgrades	75	0	0	0	0	0	0	0	0	0	75
St Margarets Academy - Electrical Upgrades	50	250	50	0	0	0	0	0	0	0	350
St Margarets Academy - Pool Seals	0	30	0	0	0	0	0	0	0	0	30
Surge Protection to Alarms	30	0	0	0	0	0	0	0	0	0	30
Secondary Schools - Total	580	1,120	590	500	500	500	510	550	560	510	5,920
Special Schools											
Special Schools - Mechanical & Electrical Replacement Programme	20	20	20	20	20	20	20	20	20	20	200
Special Schools - Total	20	20	20	20	20	20	20	20	20	20	200
School General Planned Improvements											
School Kitchen Refurbishment/Modernisation	0	0	0	150	150	150	225	200	200	215	1,290
Heavy Catering Equipment Replacements	90	90	90	0	0	0	0	0	0	0	270
Hobart Mixer Upgrades	20	20	20	0	0	0	0	0	0	0	60
Inveralmond CHS - Kitchen Upgrade	0	0	150	0	0	0	0	0	0	0	150
St Columba's PS - Kitchen Upgrade	30	0	0	0	0	0	0	0	0	0	30
St Kentigerns Academy - Dishwasher Replacement	20	0	0	0	0	0	0	0	0	0	20
St Marys PS Bathgate - Kitchen Upgrade	0	60	0	0	0	0	0	0	0	0	60
Uphall PS - Kitchen Upgrade	0	20	0	0	0	0	0	0	0	0	20
School Rainwater Goods & Drainage	0	0	0	130	130	130	180	160	160	160	1,050
Drainage Replacment & Upgrades	20	20	20	0	0	0	0	0	0	0	60
Gutter & Gullies Cyclical Works Programme	60	60	60	0	0	0	0	0	0	0	180
Harrysmuir PS - Drainage Improvements	5	0	0	0	0	0	0	0	0	0	5
Kirknewton PS - Facia/Rainwater Goods Replacement	0	50	0	0	0	0	0	0	0	0	50
Peel PS - Drainage Improvements	50	0	0	0	0	0	0	0	0	0	50
Rainwater Goods Replacement & Upgrade Programme	25	30	50	0	0	0	0	0	0	0	105
School Toilet Improvements	0	0	0	175	175	175	292	217	289	392	1,715
School Toilet Improvements - Balbardie PS (Infant)	0	0	70	0	0	0	0	0	0	0	70

PROPERTY ASSETS - CAPITAL INVESTMENT STRATEGY 2018/19 TO 2027/28

	Budget 2018/19 £'000	Budget 2019/20 £'000	Budget 2020/21 £'000	Budget 2021/22 £'000	Budget 2022/23 £'000	Budget 2023/24 £'000	Budget 2024/25 £'000	Budget 2025/26 £'000	Budget 2026/27 £'000	Budget 2027/28 £'000	Total Budget £'000
School Toilet Improvements - Carmondean Nursery	0	0	30	0	0	0	0	0	0	0	30
School Toilet Improvements - Dechmont PS	30	0	0	0	0	0	0	0	0	0	30
School Toilet Improvements - Inveralmond High School	0	0	50	0	0	0	0	0	0	0	50
School Toilet Improvements - Kirkhill PS	0	200	0	0	0	0	0	0	0	0	200
School Toilet Improvements - Our Lady of Lourdes PS	120	0	0	0	0	0	0	0	0	0	120
School Toilet Improvements - Our Ladys PS Stoneyburn	0	0	70	0	0	0	0	0	0	0	70
School Toilet Improvements - Polkemmet PS	0	0	50	0	0	0	0	0	0	0	50
School Toilet Improvements - Riverside PS	0	0	45	0	0	0	0	0	0	0	45
School Toilet Improvements - Springfield PS	0	0	220	0	0	0	0	0	0	0	220
School Toilet Improvements - St Anthony's PS	80	0	0	0	0	0	0	0	0	0	80
School Toilet Improvements - St Margaret's Academy	0	0	20	0	0	0	0	0	0	0	20
School Toilet Improvements - St Ninian's PS	0	150	0	0	0	0	0	0	0	0	150
School Toilet Improvements - Stoneyburn PS	150	0	0	0	0	0	0	0	0	0	150
School Window Maintenance & Replacement	0	0	0	200	200	200	420	345	320	325	2,010
Window Replacement - Bankton PS	0	0	100	0	0	0	0	0	0	0	100
Window Replacement - Croftmalloch PS	0	0	100	0	0	0	0	0	0	0	100
Window Replacement - Bankton PS	0	100	0	0	0	0	0	0	0	0	100
Window Replacement - Kirkhill PS	0	100	0	0	0	0	0	0	0	0	100
Window Replacement - Our Lady's PS	0	100	0	0	0	0	0	0	0	0	100
Window Replacement - Peel PS	150	0	0	0	0	0	0	0	0	0	150
Window Replacement - St Anthony's PS	0	0	100	0	0	0	0	0	0	0	100
Window Cyclical Compliance programme	40	40	40	0	0	0	0	0	0	0	120
School General Planned Improvements - Total	890	1,040	1,285	655	655	655	1,117	922	969	1,092	9,280
Schools Planned Improvements - Total	1,939	3,430	2,925	1,795	1,795	1,795	2,702	2,242	2,524	2,447	23,594
School Estate Wide Planned Improvements											
Door Entry Systems Planned Improvements & Replacements	26	0	0	0	0	0	0	0	0	0	26
Repair & Replacement - Doors, Roller Shutters & Moveable Partitions	85	85	85	85	85	85	85	85	85	85	850
Roofs	0	0	0	600	600	600	720	539	679	722	4,460
Addiewell PS - Roof Replacement	0	300	0	0	0	0	0	0	0	0	300
Croftmalloch PS - Roof	0	0	25	0	0	0	0	0	0	0	25
Fallahill PS - Roof	0	50	50	0	0	0	0	0	0	0	100
Greenrigg PS - Roof Replacement	0	150	0	0	0	0	0	0	0	0	150
Kirkhill PS - Roof Replacement	100	0	0	0	0	0	0	0	0	0	100
Mid Calder PS - Roof	30	0	0	0	0	0	0	0	0	0	30
Murrayfield PS - Roof	0	30	0	0	0	0	0	0	0	0	30
Peel PS - Roof Replacement	0	200	0	0	0	0	0	0	0	0	200
St John the Baptist RC PS	0	0	200	0	0	0	0	0	0	0	200
St Joseph's PS Linlithgow - Rooflights	30	0	0	0	0	0	0	0	0	0	30

PROPERTY ASSETS - CAPITAL INVESTMENT STRATEGY 2018/19 TO 2027/28

	Budget 2018/19 £'000	Budget 2019/20 £'000	Budget 2020/21 £'000	Budget 2021/22 £'000	Budget 2022/23 £'000	Budget 2023/24 £'000	Budget 2024/25 £'000	Budget 2025/26 £'000	Budget 2026/27 £'000	Budget 2027/28 £'000	Total Budget £'000
St Kentigern's Academy - Roof Replacement	100	0	0	0	0	0	0	0	0	0	100
St Ninian's PS - Roof Replacement	150	200	0	0	0	0	0	0	0	0	350
Toronto PS - Roof Replacement	150	100	100	0	0	0	0	0	0	0	350
Uphall PS - Roof Replacement	0	0	75	0	0	0	0	0	0	0	75
Whitdale PS - Roof Replacement	0	0	200	0	0	0	0	0	0	0	200
Winchburgh PS - Roof Replacement	0	0	200	0	0	0	0	0	0	0	200
Painterwork, Renders & External Décor	0	0	0	175	175	150	200	225	205	215	1,345
Croftmalloch PS - Cladding Replacement	0	0	100	0	0	0	0	0	0	0	100
External Painting Programme	40	40	40	0	0	0	0	0	0	0	120
External Render Programme	75	75	75	0	0	0	0	0	0	0	225
Greenrigg PS - Render Work	0	90	0	0	0	0	0	0	0	0	90
Inveralmond CHS - Cladding Replacment	0	0	200	0	0	0	0	0	0	0	200
Stoneyburn PS - Cladding Replacement	0	100	0	0	0	0	0	0	0	0	100
Internal Decor Fixtures & Fittings	0	0	0	100	100	100	100	100	100	100	700
East Whitburn Community Centre - Chemical Damp Proof Course	5	0	0	0	0	0	0	0	0	0	5
Harrysmuir - Gym Hall Flooring	0	12	0	0	0	0	0	0	0	0	12
James Young High School - Replacement Doors	0	0	40	0	0	0	0	0	0	0	40
Linlithgow Academy - Assembly Hall Floor	0	30	0	0	0	0	0	0	0	0	30
Murrayfield PS - Chemical Damp Proof Course	4	0	0	0	0	0	0	0	0	0	4
Peel PS - Gym Hall Flooring & Décor	15	0	0	0	0	0	0	0	0	0	15
Communal & Education Areas Decoration, Fixtures & Fittings	60	60	56	0	0	0	0	0	0	0	176
Springfield PS - Decorate Gym/Dining Hall in Community Wing	5	0	0	0	0	0	0	0	0	0	5
St Mary's RC PS - Balustrade Repairs	10	0	0	0	0	0	0	0	0	0	10
Westfield PS - Replace Worktops /Sink in Breakout Areas	3	0	0	0	0	0	0	0	0	0	3
Ceilings	0	0	0	175	175	175	485	380	470	410	2,270
Howden St Andrew's PS - Ceiling Replacement	75	75	75	0	0	0	0	0	0	0	225
Kirkhill PS - Ceiling Replacement	0	0	100	0	0	0	0	0	0	0	100
Our Lady of Lourdes PS - Ceiling Replacement	0	100	0	0	0	0	0	0	0	0	100
Toronto PS - Ceiling Replacement	0	225	0	0	0	0	0	0	0	0	225
School Estate Wide Planned Improvements - Total	963	1,922	1,621	1,135	1,135	1,110	1,590	1,329	1,539	1,532	13,876

Operational Buildings Planned Improvements**Partnership Centres**

Administrative & Partnership Centres	0	0	0	150	150	150	200	300	335	250	1,535
Bathgate Partnership Centre - Minor Works	0	0	20	0	0	0	0	0	0	0	20
Civic Centre - Civic Landscaping	0	0	50	0	0	0	0	0	0	0	50
Civic Centre Former Courthouse - Roof Replacment	0	0	150	0	0	0	0	0	0	0	150
Fauldhouse Partnership Centre - Monoblock	0	25	0	0	0	0	0	0	0	0	25
Fauldhouse Partnership Centre - Roof Replacement	100	100	0	0	0	0	0	0	0	0	200

PROPERTY ASSETS - CAPITAL INVESTMENT STRATEGY 2018/19 TO 2027/28

	Budget 2018/19 £'000	Budget 2019/20 £'000	Budget 2020/21 £'000	Budget 2021/22 £'000	Budget 2022/23 £'000	Budget 2023/24 £'000	Budget 2024/25 £'000	Budget 2025/26 £'000	Budget 2026/27 £'000	Budget 2027/28 £'000	Total Budget £'000
Linlithgow Partnership Centre - Minor Works	0	0	10	0	0	0	0	0	0	0	10
Partnership Centres - Reconfiguration & Optimisation Works	0	0	30	0	0	0	0	0	0	0	30
St David House - Window Replacement	0	200	50	0	0	0	0	0	0	0	250
Strathbrock Partnership Centre - Minor Works	0	0	30	0	0	0	0	0	0	0	30
Partnership Centres - Total	100	325	340	150	150	150	200	300	335	250	2,300
Social Policy											
Social Policy Communal Areas	0	0	0	120	135	120	120	120	120	120	855
Burngrange Care Home - Kitchen Flooring	25	0	0	0	0	0	0	0	0	0	25
Craigmail - Internal Minor Works	10	10	10	0	0	0	0	0	0	0	30
Deans House - Internal Minor Works (including wet floors)	5	45	5	0	0	0	0	0	0	0	55
Letham Young Person Centre - Internal Minor Works	10	10	10	0	0	0	0	0	0	0	30
Limecroft Care Home - Internal Minor Works	10	10	10	0	0	0	0	0	0	0	30
Social Policy Kitchen & Bathroom Upgrades	200	200	200	200	0	0	0	0	0	0	800
Strathbrock Family Centre - Internal Minor Works	5	5	5	0	0	0	0	0	0	0	15
Torcroft Young Person Centre - Internal Minor Works	10	10	10	0	0	0	0	0	0	0	30
Whitdale Care Home - Internal Minor Works	10	10	10	0	0	0	0	0	0	0	30
Whitdale Care Home - Staff Accomodation & Toilets	0	100	0	0	0	0	0	0	0	0	100
Social Policy - Total	285	400	260	320	135	120	120	120	120	120	2,000
Operational Buildings Planned Improvements - Total	1,348	2,647	2,221	1,605	1,420	1,380	1,910	1,749	1,994	1,902	18,176
Tenanted Non Residential Properties (TNRP) Planned Maintenance											
TNRP Planned Improvements	0	0	0	200	200	200	200	200	200	200	1,400
Commercial Property External Works Programme	10	10	10	0	0	0	0	0	0	0	30
Commercial Property Internal Works Programme	20	20	20	0	0	0	0	0	0	0	60
Commercial Property Mechanical & Electrical Planned Improvements	50	50	50	0	0	0	0	0	0	0	150
Commercial Property Minor Works Programme	10	10	10	0	0	0	0	0	0	0	30
Commercial Property Roof Planned Improvements & Replacement	50	50	50	0	0	0	0	0	0	0	150
Commercial Property Window & Doors Improvement & Replacement	50	50	50	0	0	0	0	0	0	0	150
TNRP (Non-Commercial Property) Minor Works Programme	10	10	10	0	0	0	0	0	0	0	30
Tenanted Non Residential Properties Planned Maintenance - Total	200	200	200	200	200	200	200	200	200	200	2,000
Planned Improvements Total	3,487	6,277	5,346	3,600	3,415	3,375	4,812	4,191	4,718	4,549	43,770

PROPERTY ASSETS - CAPITAL INVESTMENT STRATEGY 2018/19 TO 2027/28

	Budget 2018/19 £'000	Budget 2019/20 £'000	Budget 2020/21 £'000	Budget 2021/22 £'000	Budget 2022/23 £'000	Budget 2023/24 £'000	Budget 2024/25 £'000	Budget 2025/26 £'000	Budget 2026/27 £'000	Budget 2027/28 £'000	Total Budget £'000
General Statutory Compliance											
Accessibility Works – Corporate Budget	185	250	250	250	250	250	250	300	265	300	2,550
Air Quality	125	125	115	115	100	100	100	100	110	110	1,100
Asbestos Management	350	250	250	200	100	100	150	100	150	150	1,800
Chimney & Lighting Conduction	25	25	25	25	25	25	25	25	25	25	250
Control of Legionella	100	100	100	100	100	100	100	100	100	100	1,000
Door Access Upgrades	30	30	30	30	30	20	20	20	20	20	250
Electricity at Work	100	100	100	100	100	100	100	100	100	100	1,000
Emergency Lighting	280	280	280	280	280	260	260	260	260	260	2,700
Energy Legislation Compliance & Energy Management System	30	10	30	20	30	20	40	10	30	20	240
Fire Alarm Upgrades	100	100	100	100	100	100	100	100	100	100	1,000
Fire Safety Risk Assessment Programme & Precautions - General	350	295	350	250	250	250	550	450	500	500	3,745
Gas Pipelines Safety – WLC Responsibility	15	15	15	15	15	15	15	15	15	15	150
Hazardous Substances Detection	13	13	13	13	13	12	12	12	12	12	125
Intruder Alarm Upgrades	50	50	50	50	50	50	50	50	25	25	450
Lath & Plaster Ceiling Replacement Programme	75	75	75	50	50	25	25	25	25	25	450
Lift Upgrade Programme	20	20	20	20	20	20	20	20	20	20	200
Pressure Vessels	40	40	40	40	40	30	30	30	30	30	350
Roof Void Access –Statutory Compliance	10	10	10	10	10	10	10	10	10	10	100
Secondary CDT, Science, PE & Home Economics Departments	40	40	40	40	40	40	40	40	40	40	400
Surplus Property Demolitions	0	100	100	100	100	100	0	0	0	0	500
Tenanted Non-Residential Property - Demolitions & Compliance	190	190	190	190	190	190	190	190	190	190	1,900
Water Quality & Hydrants	20	20	20	20	20	20	20	20	20	20	200
General Statutory Compliance - Total	2,148	2,138	2,203	2,018	1,913	1,837	2,107	1,977	2,047	2,072	20,460
Planned Improvements & Statutory Compliance Total	5,635	8,415	7,549	5,618	5,328	5,212	6,919	6,168	6,765	6,621	64,230

PROPERTY ASSETS - CAPITAL INVESTMENT STRATEGY 2018/19 TO 2027/28

	Budget 2018/19 £'000	Budget 2019/20 £'000	Budget 2020/21 £'000	Budget 2021/22 £'000	Budget 2022/23 £'000	Budget 2023/24 £'000	Budget 2024/25 £'000	Budget 2025/26 £'000	Budget 2026/27 £'000	Budget 2027/28 £'000	Total Budget £'000
Property Projects											
Schools											
Schools General Projects											
ASN Strategy - Beattie Primary School	50	2,500	1,450	0	0	0	0	0	0	0	4,000
ASN Strategy - Burnhouse Campus	20	500	480	0	0	0	0	0	0	0	1,000
ASN Strategy - New Cedarbank School	50	250	1,700	4,000	0	0	0	0	0	0	6,000
ASN Strategy - Ogilvie School	100	2,500	900	0	0	0	0	0	0	0	3,500
ASN Strategy - Pinewood School	25	125	1,850	2,000	0	0	0	0	0	0	4,000
Early Learning & Childcare Expansion	250	5,500	9,156	500	0	0	0	0	0	0	15,406
Installation of LED Lighting in Primary Schools	100	170	270	270	135	135	135	0	0	0	1,215
Blackridge PS - Sports pitch & Access	20	180	0	0	0	0	0	0	0	0	200
New Non-Denom Secondary in Winchburgh (WLC Contribution)	0	0	4,000	0	0	0	0	0	0	0	4,000
Potential Schools for the Future Bids – Deans PS	0	100	2,400	1,000	0	0	0	0	0	0	3,500
Potential Schools for the Future Bids – Eastertoun PS	200	550	750	0	0	0	0	0	0	0	1,500
Potential Schools for the Future Bids – St Joseph's Whitburn PS	0	0	100	900	2,500	0	0	0	0	0	3,500
Potential Schools for the Future Bids – East Calder PS	50	2,500	950	0	0	0	0	0	0	0	3,500
Riverside PS	0	0	50	0	0	0	0	0	0	0	50
School Estate Management Plan (SEMP) Feasibility Studies	10	10	10	10	10	10	10	10	10	10	100
School Feasibilities	140	70	70	60	60	0	0	0	0	0	400
Schools Boiler Replacement Programme	114	228	228	228	113	110	0	0	0	0	1,021
West Calder High School	1,200	100	0	0	0	0	0	0	0	0	1,300
Schools General Projects - Total	2,329	15,283	24,364	8,968	2,818	255	145	10	10	10	54,192
Schools Projects - Developer Funded											
Education Estate Suitability - General	50	100	100	100	150	100	100	100	100	100	1,000
Armada PS – Temporary Units	0	36	0	0	0	0	0	0	0	0	36
East Calder PS – Capacity	0	250	0	0	0	0	0	0	0	0	250
Eastertoun PS – Refurbishment, Extension & Access	20	0	0	2,480	0	0	0	0	0	0	2,500
Howden St Andrew's PS – Extension to Increase Capacity	0	0	0	0	0	0	2,280	0	0	0	2,280
Livingston Village PS - Extension	0	0	0	0	700	0	0	0	0	0	700
New Holy Family PS - New School	0	1,500	4,000	2,000	0	0	0	0	0	0	7,500
New Non-Denom PS (Single Stream/Pre-School) - Bangour	0	0	0	0	0	0	0	0	7,500	0	7,500
New Non-Denom PS (Single Stream/Pre-School) - Broxburn	0	0	0	0	0	0	0	0	0	7,500	7,500
New Non-Denom PS (Single Stream/Pre-School) - Calderwood	100	1,500	5,000	900	0	0	0	0	0	0	7,500
New Non-Denom PS (Single Stream/Pre-School) - Gavieside	0	0	0	0	0	0	0	0	0	7,500	7,500
New Secondary in Winchburgh – Denominational	500	1,000	6,500	15,000	3,000	0	0	0	0	0	26,000
New Secondary in Winchburgh (Non-Denom)	1,000	2,000	15,000	4,000	0	0	0	0	0	0	22,000
Parkhead PS - Capacity	0	0	0	0	0	0	0	0	0	787	787
Pumpherston & Uphall Station PS - Extensions Phases 1 & 2	0	50	2,500	3,000	0	0	0	0	0	0	5,550

PROPERTY ASSETS - CAPITAL INVESTMENT STRATEGY 2018/19 TO 2027/28

	Budget 2018/19 £'000	Budget 2019/20 £'000	Budget 2020/21 £'000	Budget 2021/22 £'000	Budget 2022/23 £'000	Budget 2023/24 £'000	Budget 2024/25 £'000	Budget 2025/26 £'000	Budget 2026/27 £'000	Budget 2027/28 £'000	Total Budget £'000
Southdale PS, Armadale - Fit Out 2 Classes	60	0	0	0	0	0	0	0	0	0	60
Southdale PS, Armadale - Phase 2 Extension	0	0	0	0	3,000	0	0	0	0	0	3,000
St Anthony's PS, Armadale - Phase 2 Extension Hall & Classroom	90	0	0	0	0	0	0	0	0	0	90
St Anthony's PS, Armadale - Extension to Increase Capacity	0	0	0	0	1,545	2,000	0	0	0	0	3,545
St John the Baptist PS - Extension	0	0	0	0	0	0	0	0	0	340	340
St Joseph's PS, Whitburn – Extension to Increase Capacity	0	0	0	0	0	0	0	2,280	0	0	2,280
St Mary's PS, Polbeth – Extension to Increase Capacity	0	0	0	0	0	0	0	0	0	4,080	4,080
St Paul's PS – Extension to Increase Capacity	0	100	2,199	2,500	400	0	0	0	0	0	5,199
Whitburn Academy - Additional Capacity	0	0	0	0	0	0	0	0	0	750	750
Winchburgh/Holy Family PS - Phase 4 Extension & Nursery	375	0	0	0	0	0	0	0	0	0	375
Schools Projects - Developer Funded - Total	2,195	6,536	35,299	29,980	8,795	2,100	2,380	2,380	7,600	21,057	118,322
Schools Total	4,524	21,819	59,663	38,948	11,613	2,355	2,525	2,390	7,610	21,067	172,514
Operational Buildings & Depot Modernisation											
Ability Centres – Partnership Centres Livingston	100	1,500	400	0	0	0	0	0	0	0	2,000
Armadale Partnership Centre	950	20	0	0	0	0	0	0	0	0	970
Children & Families Support Unit	0	1,000	0	0	0	0	0	0	0	0	1,000
Community Property - Modernisation, Integration & Asset Transfer	50	200	200	200	200	150	0	0	0	0	1,000
Corporate Property Modernisation Strategy	50	150	200	200	100	50	0	0	0	0	750
Criminal Justice Relocation	175	0	0	0	0	0	0	0	0	0	175
East Calder Partnership Centre	300	0	0	0	0	0	0	0	0	0	300
Kirknewton Changing Pavillion	67	0	0	0	0	0	0	0	0	0	67
Maintenance for WLC Buildings operated by West Lothian Leisure	200	200	200	200	200	200	200	200	200	100	1,900
Single Person Homeless Accommodation	100	3,000	900	0	0	0	0	0	0	0	4,000
Watson Park Armadale	25	922	0	0	0	0	0	0	0	0	947
West Lothian Learning Disability Housing with Integrated Support	100	900	2,000	0	0	0	0	0	0	0	3,000
Whitburn Partnership Centre	1,000	2,945	1,000	0	0	0	0	0	0	0	4,945
Whitdale – Older People Residential Care	25	75	400	0	0	0	0	0	0	0	500
Whitehill Service Centre	1,000	0	0	0	0	0	0	0	0	0	1,000
Operational Buildings Projects - Total	4,142	10,912	5,300	600	500	400	200	200	200	100	22,554
Miscellaneous Projects											
TNRP - Dilapidations Mill Centre	10	80	190	35	0	0	0	0	0	0	315
Essential Professional Support	644	644	644	644	644	600	600	600	600	600	6,220
Miscellaneous Projects - Total	654	724	834	679	644	600	600	600	600	600	6,535
Property Projects - Total	9,320	33,455	65,797	40,227	12,757	3,355	3,325	3,190	8,410	21,767	201,603
TOTAL PROPERTY ALLOCATION	14,955	41,870	73,346	45,845	18,085	8,567	10,244	9,358	15,175	28,388	265,833

ROADS AND RELATED ASSETS - CAPITAL INVESTMENT STRATEGY 2018/19 TO 2027/28

	Budget 2018/19 £'000	Budget 2019/20 £'000	Budget 2020/21 £'000	Budget 2021/22 £'000	Budget 2022/23 £'000	Budget 2023/24 £'000	Budget 2024/25 £'000	Budget 2025/26 £'000	Budget 2026/27 £'000	Budget 2027/28 £'000	Total Budget £'000
<u>Roads and Footways</u>											
A Class Roads - Backlog and Lifecycle Investment											
Maintenance of A Class Roads	0	0	0	405	400	400	409	409	414	428	2,865
A706 - Mile Straight	10	0	0	0	0	0	0	0	0	0	10
A706 - Roadhouse Roundabout	0	85	0	0	0	0	0	0	0	0	85
A71 - Between B7015 and Wilkieston	0	33	0	0	0	0	0	0	0	0	33
A71 - From Lizzie Brice Roundabout to Oakbank Roundabout	0	181	0	0	0	0	0	0	0	0	181
A71 - Newpark Rounabout	0	0	66	0	0	0	0	0	0	0	66
A779 - Starlaw East Roundabout, Carnegie Rd	0	95	0	0	0	0	0	0	0	0	95
A801 - Between J4 and Inchcross	10	0	0	0	0	0	0	0	0	0	10
A801 - Roundabout M8 J4	386	0	0	0	0	0	0	0	0	0	386
A803 - Springfield to Boundary	0	0	46	0	0	0	0	0	0	0	46
A89 - Between Dechmont and Kilpunt Roundabout	0	0	313	0	0	0	0	0	0	0	313
A Class Roads - Backlog and Lifecycle Investment - Total	406	394	425	405	400	400	409	409	414	428	4,090
B Class Roads - Backlog and Lifecycle Investment											
Maintenance of B Class Roads	0	0	0	200	200	200	240	240	240	270	1,590
B708 - Lower Bathvile	0	0	178	0	0	0	0	0	0	0	178
B792 - Addiewell to Tennants March, West Calder	0	87	0	0	0	0	0	0	0	0	87
B792 - Slackend, Torphichen	0	20	0	0	0	0	0	0	0	0	20
B8020 - Winchburgh to Motorway	394	0	0	0	0	0	0	0	0	0	394
B Class Roads - Backlog and Lifecycle Investment - Total	394	107	178	200	200	200	240	240	240	270	2,269
C Class Roads - Backlog and Lifecycle Investment											
Maintenance of C Class Roads	0	0	0	315	315	315	315	315	315	315	2,205
C10 - Bridghouse to Armadale	0	0	84	0	0	0	0	0	0	0	84
C12 - Knock to Byres	0	0	48	0	0	0	0	0	0	0	48
C14 - Nether Hillhouse	0	0	33	0	0	0	0	0	0	0	33
C18 - Cathlaw to Longmuir	0	119	0	0	0	0	0	0	0	0	119
C19 - Faucheldean	0	67	0	0	0	0	0	0	0	0	67
C19 - Ochiltree	0	37	0	0	0	0	0	0	0	0	37
C25 - Overshiel to B7015 (both sections)	0	0	35	0	0	0	0	0	0	0	35
C28 - Between A71 to Baadsmill	24	0	0	0	0	0	0	0	0	0	24
C28 - Between A71 to Baadsmill	59	0	0	0	0	0	0	0	0	0	59
C5 - A904 past Pardovan	0	32	0	0	0	0	0	0	0	0	32
C5 - Philipstoun to B8090	0	0	42	0	0	0	0	0	0	0	42
C7 - Gowanbank to Armadale	0	0	84	0	0	0	0	0	0	0	84
C7 - Gowanbank	24	0	0	0	0	0	0	0	0	0	24
C8 - Heights Road to Gowanbank	129	0	0	0	0	0	0	0	0	0	129
C9 - Glenmavis to Cathlaw	0	67	0	0	0	0	0	0	0	0	67
Deans Road (between Deans Roundabout and Barracks Roundabout)	79	0	0	0	0	0	0	0	0	0	79
C Class Roads - Backlog and Lifecycle Investment - Total	315	322	326	315	315	315	315	315	315	315	3,168

ROADS AND RELATED ASSETS - CAPITAL INVESTMENT STRATEGY 2018/19 TO 2027/28

	Budget 2018/19 £'000	Budget 2019/20 £'000	Budget 2020/21 £'000	Budget 2021/22 £'000	Budget 2022/23 £'000	Budget 2023/24 £'000	Budget 2024/25 £'000	Budget 2025/26 £'000	Budget 2026/27 £'000	Budget 2027/28 £'000	Total Budget £'000
U Class Roads - Backlog and Lifecycle Investment											
Maintenance of U Class Roads	0	0	0	905	905	905	984	964	1,064	1,021	6,748
Alderstone Rd (Eliburn North Roundabout to Newyearfield Roundabout)	0	0	143	0	0	0	0	0	0	0	143
Aller Place - Eliburn	0	0	34	0	0	0	0	0	0	0	34
Almond Rd, Craigshill (from Howden East Road to Tay Walk)	0	106	0	0	0	0	0	0	0	0	106
Almondvale South Road	0	97	0	0	0	0	0	0	0	0	97
Balbardie Avenue, Bathgate (79 - 95)	0	27	0	0	0	0	0	0	0	0	27
Caputhall Road, Deans Industrial Estate	79	0	0	0	0	0	0	0	0	0	79
Craigshill Road, Craigshill, Livingston	0	160	0	0	0	0	0	0	0	0	160
Edinburgh Road, Bathgate (Station to Guildiehaugh)	211	0	0	0	0	0	0	0	0	0	211
Elizabeth Gardens, Stoneyburn	0	38	0	0	0	0	0	0	0	0	38
Gleneagles Court, Whitburn	0	0	62	0	0	0	0	0	0	0	62
Howden East Rd (from Toronto Avenue to the A899)	211	0	0	0	0	0	0	0	0	0	211
Huron Avenue	0	0	117	0	0	0	0	0	0	0	117
Knightsridge East Road	330	0	0	0	0	0	0	0	0	0	330
Ladywell East Road, Livingston	0	90	0	0	0	0	0	0	0	0	90
Ladywell West Road, Livingston	0	0	59	0	0	0	0	0	0	0	59
Linlithgow High Street	0	173	0	0	0	0	0	0	0	0	173
Longridge Road, Whitburn	0	0	94	0	0	0	0	0	0	0	94
Main Street, East Whitburn	42	0	0	0	0	0	0	0	0	0	42
Marjoribanks Street (Balbardie Road and Academy Street)	0	14	0	0	0	0	0	0	0	0	14
Mayfield Drive, Armadale	0	249	0	0	0	0	0	0	0	0	249
Primrose Place, Eliburn, Livingston	0	0	79	0	0	0	0	0	0	0	79
Station Road, Addiewell	181	0	0	0	0	0	0	0	0	0	181
U11 - Torphichen	0	0	54	0	0	0	0	0	0	0	54
U18 - Between Railway and B9080	0	0	225	0	0	0	0	0	0	0	225
U Class Roads - Backlog and Lifecycle Investment - Total	1,054	954	867	905	905	905	984	964	1,064	1,021	9,623
Non Adopted Roads and Footways											
Maintenance of Non-Adopted Roads	40	40	40	40	40	40	40	40	40	40	400
Maintenance of Non-Adopted Footways and Footpaths	40	40	40	40	40	40	40	40	40	40	400
Non Adopted Roads and Footways - Total	80	80	80	80	80	80	80	80	80	80	800

ROADS AND RELATED ASSETS - CAPITAL INVESTMENT STRATEGY 2018/19 TO 2027/28

	Budget 2018/19 £'000	Budget 2019/20 £'000	Budget 2020/21 £'000	Budget 2021/22 £'000	Budget 2022/23 £'000	Budget 2023/24 £'000	Budget 2024/25 £'000	Budget 2025/26 £'000	Budget 2026/27 £'000	Budget 2027/28 £'000	Total Budget £'000
Adopted Footways - Backlog and Lifecycle Investment											
Maintenance of Footways, Footpaths and Cycleways	0	0	0	148	145	145	145	145	145	146	1,019
A705 Seafield to Toll Roundabout	0	0	63	0	0	0	0	0	0	0	63
A706 Bonnytounside, Linlithgow	0	0	7	0	0	0	0	0	0	0	7
Balmuir Road, Bathgate	0	0	7	0	0	0	0	0	0	0	7
Elmwood Park to Netherwood Park	0	0	10	0	0	0	0	0	0	0	10
Footpath Alderstone Path Rear	74	0	0	0	0	0	0	0	0	0	74
Gideon Street, Bathgate	12	0	0	0	0	0	0	0	0	0	12
Grange Rd, Houston Ind Estate Livingston	49	0	0	0	0	0	0	0	0	0	49
Harrysmuir North/South/Terrace	0	0	8	0	0	0	0	0	0	0	8
Langton Road, East Calder	9	0	0	0	0	0	0	0	0	0	9
Path to South of Harrysmuir Primary	0	0	30	0	0	0	0	0	0	0	30
Peel Path, Eliburn	12	0	0	0	0	0	0	0	0	0	12
Whitehill Industrial Estate	0	151	0	0	0	0	0	0	0	0	151
Adopted Footways - Backlog and Lifecycle Investment - Total	156	151	125	148	145	145	145	145	145	146	1,451
Roads Projects											
Road Casualty Reduction Scheme	200	200	200	200	200	150	200	200	200	250	2,000
Disabled Person's Parking	25	25	25	25	25	25	25	25	25	25	250
Bus Passenger Infrastructure	26	27	28	29	30	32	33	34	36	37	312
Conversion of Part Time 20mph Signs to Full Time 20mph Zones	6	6	6	6	6	7	7	7	7	8	66
Cycling, Walking and Safer Streets	245	270	270	245	245	245	245	245	245	245	2,500
Roads Projects - Total	502	528	529	505	506	459	510	511	513	565	5,128
Roads and Footways Total - Total	2,907	2,536	2,530	2,558	2,551	2,504	2,683	2,664	2,771	2,825	26,529
Flood Prevention and Drainage											
Almond Barriers	873	0	0	0	0	0	0	0	0	0	873
Bathgate Watercourse Restoration	1150	0	0	0	0	0	0	0	0	0	1,150
Beecraigs Reservoir Safety	170	0	0	0	0	0	0	0	0	0	170
Broxburn Flood Prevention Scheme	936	0	0	0	0	0	0	0	0	0	936
Local Flood Risk Management Plan – Liggat Syke Works	400	416	433	450	0	0	0	0	0	0	1,699
Risk Management (Scotland) Act	248	0	0	0	0	0	0	0	0	0	248
Flood Prevention and Drainage - Total	3,777	416	433	450	0	0	0	0	0	0	5,076

ROADS AND RELATED ASSETS - CAPITAL INVESTMENT STRATEGY 2018/19 TO 2027/28

	Budget 2018/19 £'000	Budget 2019/20 £'000	Budget 2020/21 £'000	Budget 2021/22 £'000	Budget 2022/23 £'000	Budget 2023/24 £'000	Budget 2024/25 £'000	Budget 2025/26 £'000	Budget 2026/27 £'000	Budget 2027/28 £'000	Total Budget £'000
Road Lighting											
Roads Lighting	0	0	0	1,102	1,111	1,112	1,528	1,678	1,777	1,738	10,046
A89 Dechmont	0	0	90	0	0	0	0	0	0	0	90
Baillielands - Linlithgow	0	0	150	0	0	0	0	0	0	0	150
Bishops Park - Mid Calder	0	0	75	0	0	0	0	0	0	0	75
Bridgecastle/Baird Road – Armadale/Bridgecastle	0	65	0	0	0	0	0	0	0	0	65
Brown Street, Hailstones Crescent - Armadale	0	0	115	0	0	0	0	0	0	0	115
Carmondean Centre Road – Deans	75	0	0	0	0	0	0	0	0	0	75
Chapelton Area - Polbeth	0	0	150	0	0	0	0	0	0	0	150
Dedridge North Road - Dedridge	0	0	75	0	0	0	0	0	0	0	75
Durward Rise – Dedridge	110	0	0	0	0	0	0	0	0	0	110
Eastfield Road - Fauldhouse	25	0	0	0	0	0	0	0	0	0	25
Farquhar Square - Blackridge	40	0	0	0	0	0	0	0	0	0	40
High Street - Linlithgow	250	0	0	0	0	0	0	0	0	0	250
Kenilworth Rise & Mowbray Rise – Dedridge	0	465	0	0	0	0	0	0	0	0	465
Main Street - Mid Calder	0	0	80	0	0	0	0	0	0	0	80
Millfield/Burnfield - Livingston Village	0	115	0	0	0	0	0	0	0	0	115
Minor Works	77	56	79	0	0	0	0	0	0	0	212
Palmer Rise – Dedridge	0	0	250	0	0	0	0	0	0	0	250
Pevril Rise – Dedridge	150	0	0	0	0	0	0	0	0	0	150
Ravenswood Rise – Dedridge	160	0	0	0	0	0	0	0	0	0	160
Shotts Road - Fauldhouse	40	0	0	0	0	0	0	0	0	0	40
Staunton Rise – Dedridge	0	190	0	0	0	0	0	0	0	0	190
Talisman Rise/Templar Rise – Dedridge	0	260	0	0	0	0	0	0	0	0	260
Tippetknowes Area - Winchburgh	160	0	0	0	0	0	0	0	0	0	160
Webster Court/Hall Road/Almondell Road Link Footpaths - Broxburn	65	0	0	0	0	0	0	0	0	0	65
Westhall Road/Alexander Park/Joseph Gardens/Linn Place - Broxburn	65	0	0	0	0	0	0	0	0	0	65
Whitburn Road - Bathgate	0	0	130	0	0	0	0	0	0	0	130
Wyndford Avenue - Uphall	0	55	0	0	0	0	0	0	0	0	55
Traffic Signal Improvements – Junctions	200	200	200	200	200	200	200	200	200	200	2,000
Traffic Signal Upgrade – Pedestrian/Cycle Crossings	100	100	100	100	100	100	100	100	100	100	1,000
Road Traffic Signs – Lit and Unlit	100	100	100	100	100	100	100	100	100	100	1,000
Energy Efficiency & Behaviour Change – LED Replacement	1348	1401	1456	1513	1540	1601	0	0	0	0	8,859
Road Lighting - Total	2,965	3,007	3,050	3,015	3,051	3,113	1,928	2,078	2,177	2,138	26,522

ROADS AND RELATED ASSETS - CAPITAL INVESTMENT STRATEGY 2018/19 TO 2027/28

	Budget 2018/19 £'000	Budget 2019/20 £'000	Budget 2020/21 £'000	Budget 2021/22 £'000	Budget 2022/23 £'000	Budget 2023/24 £'000	Budget 2024/25 £'000	Budget 2025/26 £'000	Budget 2026/27 £'000	Budget 2027/28 £'000	Total Budget £'000
<u>Structures</u>											
Bridges											
Bridges Maintenance	0	0	0	900	900	900	1,392	1,292	1,392	1,438	8,214
Almond East Bridge	0	70	0	0	0	0	0	0	0	0	70
Almond Valley Bridge Joints Replacement	350	0	0	0	0	0	0	0	0	0	350
Anderson Culvert	0	0	20	0	0	0	0	0	0	0	20
Annetscross Bridge	0	0	25	0	0	0	0	0	0	0	25
Balderston Bridge	0	30	0	0	0	0	0	0	0	0	30
Bridge Deck Surfacing Repairs	50	50	50	0	0	0	0	0	0	0	150
Bridge Joint Replacements	0	0	75	0	0	0	0	0	0	0	75
Castle Culvert	80	0	0	0	0	0	0	0	0	0	80
Cauld Burn Bridge	0	80	0	0	0	0	0	0	0	0	80
Cauld Burn Footbridge	20	0	0	0	0	0	0	0	0	0	20
Craighead Bridge	0	15	0	0	0	0	0	0	0	0	15
Craigs Conduit	0	0	70	0	0	0	0	0	0	0	70
Craigs Lodge Culvert	0	30	0	0	0	0	0	0	0	0	30
Croftfoot Farm Railway Bridge	0	15	0	0	0	0	0	0	0	0	15
Darmead Linn Bridge	0	0	25	0	0	0	0	0	0	0	25
East Mains Bridge	0	20	0	0	0	0	0	0	0	0	20
Easter Inch Bridge Parapets	0	130	0	0	0	0	0	0	0	0	130
Eliburn Road Bridge	20	0	0	0	0	0	0	0	0	0	20
Footbridge Over Feeder at Aqueduct (North)	35	0	0	0	0	0	0	0	0	0	35
Gatesidge-Philpstoun-Bridge	10	0	0	0	0	0	0	0	0	0	10
Greenburn Culvert	20	0	0	0	0	0	0	0	0	0	20
Guldiehaugh Railway Bridge Waterproofing	150	0	0	0	0	0	0	0	0	0	150
Haugh Burn Bridge	0	20	0	0	0	0	0	0	0	0	20
Howden House Underpass Parapets	0	0	100	0	0	0	0	0	0	0	100
Kinnenhill Bridge	202	0	0	0	0	0	0	0	0	0	202
Lochmill Bridge	0	0	10	0	0	0	0	0	0	0	10
Lodge Bridge	0	0	10	0	0	0	0	0	0	0	10
Longmuir Plantation Culvert	60	0	0	0	0	0	0	0	0	0	60
Mains Burn Bridge	0	35	0	0	0	0	0	0	0	0	35
Murieston Ford Footbridge	0	0	40	0	0	0	0	0	0	0	40
Murray's Pool Bridge	0	0	40	0	0	0	0	0	0	0	40
New Howden Footbridge	0	70	0	0	0	0	0	0	0	0	70
North Bridge Mid Calder	0	100	0	0	0	0	0	0	0	0	100
Old Limefield House Bridge	0	0	40	0	0	0	0	0	0	0	40
Pond Brae Culvert	0	0	10	0	0	0	0	0	0	0	10
Retaining walls	60	60	60	0	0	0	0	0	0	0	180
Seafeld Tip Bridge	0	0	20	0	0	0	0	0	0	0	20
Skollieburn Bridge	2,300	0	0	0	0	0	0	0	0	0	2,300

ROADS AND RELATED ASSETS - CAPITAL INVESTMENT STRATEGY 2018/19 TO 2027/28

	Budget 2018/19 £'000	Budget 2019/20 £'000	Budget 2020/21 £'000	Budget 2021/22 £'000	Budget 2022/23 £'000	Budget 2023/24 £'000	Budget 2024/25 £'000	Budget 2025/26 £'000	Budget 2026/27 £'000	Budget 2027/28 £'000	Total Budget £'000
Slackend Armco Culvert	0	0	40	0	0	0	0	0	0	0	40
Stepend Bridge	0	0	40	0	0	0	0	0	0	0	40
Underpass Refurbishments	250	250	250	0	0	0	0	0	0	0	750
Underpass Revetment Repairs	0	100	100	0	0	0	0	0	0	0	200
Woodend Bridge	0	20	0	0	0	0	0	0	0	0	20
Bridges - Total	3,607	1,095	1,025	900	900	900	1,392	1,292	1,392	1,438	13,941
Structures - Total	3,607	1,095	1,025	900	900	900	1,392	1,292	1,392	1,438	13,941
TOTAL ROADS AND RELATED ASSETS ALLOCATION	9,479	4,421	4,404	4,393	4,810	4,810	4,810	4,810	4,809	4,805	72,068

OPEN SPACE ASSETS - CAPITAL INVESTMENT STRATEGY 2018/19 TO 2027/28

	Budget 2018/19 £'000	Budget 2019/20 £'000	Budget 2020/21 £'000	Budget 2021/22 £'000	Budget 2022/23 £'000	Budget 2023/24 £'000	Budget 2024/25 £'000	Budget 2025/26 £'000	Budget 2026/27 £'000	Budget 2027/28 £'000	Total Budget £'000
Open Space and Sports Facility Projects											
Adapting to Climate Change – Open Space	42	44	46	49	51	54	56	59	62	65	528
Country Parks	78	82	38	11	10	9	7	18	8	8	269
Management & Regeneration of Woodlands (Beecraigs)	138	67	82	67	124	125	133	141	149	158	1,184
Non-Adopted Hard Landscaping Areas	14	15	17	18	22	22	24	26	29	30	217
Polkemmet Water Feature Upgrade	26	0	0	0	0	0	0	0	0	0	26
Rural Paths	26	28	31	34	37	40	43	47	51	51	388
Tree Management and Safety	35	17	20	17	30	31	33	35	37	40	295
Waste Containers – Cyclical Replacement	221	236	252	269	287	290	325	345	367	408	3,000
MUGAs, Kick Pitches and Skate Parks Maintenance	0	0	0	0	0	150	191	200	209	253	1,003
Portland Place Striker Goals, Fauldhouse	30	0	0	0	0	0	0	0	0	0	30
Addiewell School Ball Court, Addiewell	0	0	0	0	35	0	0	0	0	0	35
Alexandra Drive Skatepark, Bathgate	0	38	0	0	0	0	0	0	0	0	38
Alexandra Drive Striker Goals, Bathgate	0	39	0	0	0	0	0	0	0	0	39
Aller Place Basketball, Livingston	30	0	0	0	0	0	0	0	0	0	30
Aller Place Goals, Livingston	30	0	0	0	0	0	0	0	0	0	30
Blackridge PS Ball Court, Blackridge	0	39	0	0	0	0	0	0	0	0	39
Blaeberry Hill Ball Court, Whitburn	30	0	0	0	0	0	0	0	0	0	30
Clement Rise Ball Court, Livingston	30	0	0	0	0	0	0	0	0	0	30
Community Centre Ball Court, Polbeth	0	0	0	42	0	0	0	0	0	0	42
Community Centre Ball Court, Whitburn	0	0	0	0	35	0	0	0	0	0	35
Craigton - Ball Court, Winchburgh	0	0	41	0	0	0	0	0	0	0	41
Forestbank Ball Court, Livingston	0	39	0	0	0	0	0	0	0	0	39
Glebe Striker Goal, Uphall	0	0	0	43	0	0	0	0	0	0	43
KGV Ball Court, Whitburn	0	0	40	0	0	0	0	0	0	0	40
Kirkhill PS Kick Pitch, Broxburn	0	0	0	0	34	0	0	0	0	0	34
Letham Park Fitness Equipment, Livingston	0	0	0	0	35	0	0	0	0	0	35
Mosswood Multi-Use Games Area, Livingston	0	0	0	42	0	0	0	0	0	0	42
Raeburn Rigg 143 Kick Pitch, Livingston	0	0	0	42	0	0	0	0	0	0	42
St John the Baptist PS & Nursery, Fauldhouse	0	0	40	0	0	0	0	0	0	0	40
Sutherland Way Ball Court, Livingston	0	0	0	0	35	0	0	0	0	0	35
Watson Park Ball Court, Armadale	0	0	40	0	0	0	0	0	0	0	40
Externally Funded - Public Art Programme	63	66	69	73	77	80	84	89	93	98	792
General Open Space Feasibilities	167	0	0	0	0	0	0	0	0	0	167
Open Space and Sports Facility Projects - Total	960	710	716	707	812	801	896	960	1,005	1,111	8,678

OPEN SPACE ASSETS - CAPITAL INVESTMENT STRATEGY 2018/19 TO 2027/28

	Budget 2018/19 £'000	Budget 2019/20 £'000	Budget 2020/21 £'000	Budget 2021/22 £'000	Budget 2022/23 £'000	Budget 2023/24 £'000	Budget 2024/25 £'000	Budget 2025/26 £'000	Budget 2026/27 £'000	Budget 2027/28 £'000	Total Budget £'000
Open Space and Sports Facility Planned Improvements											
Open Space Planned Improvements	0	0	0	359	377	350	415	436	458	526	2,921
Baillielands Park, Linlithgow	0	50	0	0	0	0	0	0	0	0	50
Beechwood Playing Field, Linlithgow	0	0	50	0	0	0	0	0	0	0	50
Birniehill Crescent Grass, Bathgate	0	0	50	0	0	0	0	0	0	0	50
Boghall Playing Fields, Bathgate	0	50	0	0	0	0	0	0	0	0	50
Croftmalloch Play Area, Whitburn	0	0	50	0	0	0	0	0	0	0	50
Cunnigar Park, Mid Calder	0	0	60	0	0	0	0	0	0	0	60
Falcon Brae Grass, Livingston	0	45	0	0	0	0	0	0	0	0	45
Hillside Drive Grass, Blackridge	52	0	0	0	0	0	0	0	0	0	52
Holmes Park, Broxburn	50	0	0	0	0	0	0	0	0	0	50
Howden Park (North), Livingston	0	45	0	0	0	0	0	0	0	0	45
Ladywell Park, Livingston	0	0	60	0	0	0	0	0	0	0	60
Langton Park, East Calder	0	0	60	0	0	0	0	0	0	0	60
Limefields Neighbourhood Park, Polbeth	0	0	51	0	0	0	0	0	0	0	51
Livingston Blue/Green Network	0	45	0	0	0	0	0	0	0	0	45
Livingston Village Park, Livingston	0	45	0	0	0	0	0	0	0	0	45
Longridge Neighbourhood Park, Longridge	52	0	0	0	0	0	0	0	0	0	52
Lothian Street Green, Bathgate	0	50	0	0	0	0	0	0	0	0	50
Millbank Place East, Uphall	50	0	0	0	0	0	0	0	0	0	50
Park View Square, Broxburn	50	0	0	0	0	0	0	0	0	0	50
Peel Park, Livingston	0	0	60	0	0	0	0	0	0	0	60
Redhouse Place Green, Blackburn	52	0	0	0	0	0	0	0	0	0	52
Seafield, Seafield	52	0	0	0	0	0	0	0	0	0	52
Standhill, Local Park, Bathgate	52	0	0	0	0	0	0	0	0	0	52
Wallace Road Green, Bathgate	0	50	0	0	0	0	0	0	0	0	50
Wood Park, Armadale	0	45	0	0	0	0	0	0	0	0	45
Open Space and Sports Facility Planned Improvements - Total	410	425	441	359	377	350	415	436	458	526	4,197

OPEN SPACE ASSETS - CAPITAL INVESTMENT STRATEGY 2018/19 TO 2027/28

	Budget 2018/19 £'000	Budget 2019/20 £'000	Budget 2020/21 £'000	Budget 2021/22 £'000	Budget 2022/23 £'000	Budget 2023/24 £'000	Budget 2024/25 £'000	Budget 2025/26 £'000	Budget 2026/27 £'000	Budget 2027/28 £'000	Total Budget £'000
Children's Play Areas											
Children's Play Areas	0	0	0	225	225	200	274	318	337	350	1,929
Addiewell School Public Park, Addiewell	22	0	0	0	0	0	0	0	0	0	22
Alexandra Drive Play Area, Bathgate	0	23	0	0	0	0	0	0	0	0	23
Avenue Park West Play Area, Mid Calder	0	0	19	0	0	0	0	0	0	0	19
Avondale Park, Armadale	23	0	0	0	0	0	0	0	0	0	23
Balbardie Park Play Area & Memorial Bathgate	0	24	0	0	0	0	0	0	0	0	24
Bankton Park West Play Area, Livingston	23	0	0	0	0	0	0	0	0	0	23
Birniehill Play Area, Bathgate	0	0	18	0	0	0	0	0	0	0	18
Bridge Street Play Area, Fauldhouse	23	0	0	0	0	0	0	0	0	0	23
Burnlea Drive Play Area, Bents	0	0	19	0	0	0	0	0	0	0	19
Burnside Terrace Play Area, Polbeth	0	24	0	0	0	0	0	0	0	0	24
Bute Play Area, Livingston	0	24	0	0	0	0	0	0	0	0	24
Charles Crescent Play Area, Bathgate	0	24	0	0	0	0	0	0	0	0	24
Columbia Avenue Play Area, Livingston	22	0	0	0	0	0	0	0	0	0	22
Craigseaton Play Area, Broxburn	0	0	19	0	0	0	0	0	0	0	19
Croftmalloch Play Area, Whitburn	0	0	19	0	0	0	0	0	0	0	19
Falcon Brae 42 Play Area, Livingston	0	24	0	0	0	0	0	0	0	0	24
Falcon Brae 55 Play Area, Livingston	0	24	0	0	0	0	0	0	0	0	24
Heatherbank Play Area, Livingston	0	0	19	0	0	0	0	0	0	0	19
Kestrel Brae Play Area, Livingston	0	24	0	0	0	0	0	0	0	0	24
Kingfisher Brae Play Area, Livingston	0	0	19	0	0	0	0	0	0	0	19
Kirkton Park Play Area, Livingston	0	0	18	0	0	0	0	0	0	0	18
Limefield Play Area, Polbeth	0	0	19	0	0	0	0	0	0	0	19
Mains Park Play Area, Linlithgow	0	0	19	0	0	0	0	0	0	0	19
Millgate Play Area, Winchburgh	23	0	0	0	0	0	0	0	0	0	23
Murrayfield Play Area , Blackburn	0	0	19	0	0	0	0	0	0	0	19
Portland Place Play Area , Fauldhouse	23	0	0	0	0	0	0	0	0	0	23
Public Park Play Area, West Calder	23	0	0	0	0	0	0	0	0	0	23
Talisman Rise Play Area, Livingston	0	24	0	0	0	0	0	0	0	0	24
Wateryett Play Area, Linlithgow	0	0	19	0	0	0	0	0	0	0	19
Wood Park Play Area, Armadale	23	0	0	0	0	0	0	0	0	0	23
Children's Play Areas - Total	205	215	226	225	225	200	274	318	337	350	2,575

OPEN SPACE ASSETS - CAPITAL INVESTMENT STRATEGY 2018/19 TO 2027/28

	Budget 2018/19 £'000	Budget 2019/20 £'000	Budget 2020/21 £'000	Budget 2021/22 £'000	Budget 2022/23 £'000	Budget 2023/24 £'000	Budget 2024/25 £'000	Budget 2025/26 £'000	Budget 2026/27 £'000	Budget 2027/28 £'000	Total Budget £'000
Synthetic Turf Pitches											
Linlithgow Academy	0	165	0	0	0	0	0	0	0	0	165
St Margaret's Academy	158	0	0	0	0	0	0	0	0	0	158
Synthetic Turf Pitches	0	0	0	0	0	182	191	201	211	0	785
The James Young High School	0	0	174	0	0	0	0	0	0	0	174
Synthetic Turf Pitches - Total	158	165	174	0	0	182	191	201	211	0	1,282
Cemeteries											
Cemeteries	149	62	65	68	71	75	79	83	87	91	830
Cemeteries - Total	149	62	65	68	71	75	79	83	87	91	830
TOTAL OPEN SPACE ALLOCATION	1,882	1,577	1,622	1,359	1,485	1,608	1,855	1,998	2,098	2,078	17,562

ICT ASSETS - CAPITAL INVESTMENT STRATEGY 2018/19 TO 2027/28

	Budget 2018/19 £'000	Budget 2019/20 £'000	Budget 2020/21 £'000	Budget 2021/22 £'000	Budget 2022/23 £'000	Budget 2023/24 £'000	Budget 2024/25 £'000	Budget 2025/26 £'000	Budget 2026/27 £'000	Budget 2027/28 £'000	Total Budget £'000
Corporate and Modernisation											
Antivirus/Malware	0	215	0	0	0	0	214	0	0	0	429
Asset Management Software	75	165	0	0	0	0	0	0	0	0	240
Central Firewall Refresh	0	131	0	0	0	0	139	0	0	0	270
Central Server Refresh	108	78	674	78	78	110	78	590	78	78	1,950
Central Storage Refresh	400	325	0	0	0	725	0	0	0	0	1,450
Desktop Refresh	27	47	170	248	587	120	269	77	27	128	1,700
Digital Transformation	115	115	190	215	215	60	60	60	60	60	1,150
Electronic Document Records Management Refresh	30	0	20	20	50	590	105	23	31	31	900
Email Filtering/Encryption	0	463	0	32	0	443	32	0	0	32	1,002
Email System Upgrade	0	0	250	0	0	0	0	0	0	250	500
Internet Protocol Telephony Refresh	475	0	0	0	0	475	0	0	0	0	950
Local Area Network Refresh	381	211	211	211	211	381	211	211	211	211	2,450
Library Book Fund	95	95	95	95	95	95	95	95	95	95	950
MS Office Refresh	0	0	0	475	0	0	0	0	0	475	950
Remote Access/Swivel	0	70	0	0	0	0	76	0	0	0	146
Replacement HR & Payroll System	700	180	10	10	10	500	10	10	10	10	1,450
Scottish Wide Area Network	0	0	0	175	0	0	0	0	175	0	350
Social Care Administration (SWIFT) Replacement System	900	650	0	0	0	0	150	0	0	0	1,700
Technology Enabled Care Programme – Internal Infrastructure	425	0	0	0	0	425	0	0	0	0	850
Technology Enabled Care Programme – Telehealth & Teleconsultation	44	0	0	0	0	0	0	0	0	0	44
Upgrade from Windows 7	276	0	0	229	0	0	228	0	0	228	961
Corporate and Modernisation - Total	4,051	2,745	1,620	1,788	1,246	3,924	1,667	1,066	687	1,598	20,392
Schools											
Antivirus/Malware	0	215	0	0	0	0	214	0	0	0	429
Central Firewall Refresh	0	74	0	0	0	0	78	0	0	0	152
Central Server Refresh	32	30	90	20	25	9	30	77	13	24	350
Desktop Refresh	600	600	500	500	500	500	450	450	450	450	5,000
Internet Protocol Telephony Refresh	209	0	0	0	0	209	0	0	0	0	418
Local Area Network Refresh	268	0	536	653	268	268	0	536	653	268	3,450
School Telephone Replacement System	25	25	25	25	25	25	25	25	25	25	250
Scottish Wide Area Network	0	0	0	375	0	0	0	0	375	0	750
Wireless Refresh	0	0	993	0	0	0	0	1,056	0	0	2,049
Schools - Total	1,134	944	2,144	1,573	818	1,011	797	2,144	1,516	767	12,848
TOTAL ICT ALLOCATION	5,185	3,689	3,764	3,361	2,064	4,935	2,464	3,210	2,203	2,365	33,240



West Lothian
Council

Equality Relevance Assessment

1. Details of proposal	
Policy title	General Services Capital Investment Strategy 2018/19 to 2027/28
Lead officer	Donald Forrest, Head of Finance and Property Services
Date relevance considered	February 2018
2. Does the council have control over how this policy will be implemented?	
YES	<input checked="" type="checkbox"/> X
NO	<input type="checkbox"/>
3. Do you have evidence or reason to believe that this policy will, or may potentially:	
General Duties	Impact on equality (Yes or No)
Reduce or increase discrimination, victimisation or harassment against people covered by the equality protected characteristics?	Yes – for projects identified as requiring a full EQIA. This excludes regular maintenance works included in the strategy.
Reduce or increase equality of opportunity between people who share an equality protected characteristic and those who do not?	Yes – for projects identified as requiring a full EQIA. This excludes regular maintenance works included in the strategy.
Provide opportunity to improve good relations between those who share an equality protected characteristic and those who do not?	Yes – for projects identified as requiring a full EQIA. This excludes regular maintenance works included in the strategy.
4. Equality impact assessment required? (Two Yes above = full assessment necessary)	
YES	<input checked="" type="checkbox"/> X
NO	<input type="checkbox"/>
5. Decision rationale	
<p>The purpose of equality impact assessment (EQIA) for proposed capital spending is to consider whether capital works are likely to assist, reduce or increase equality of opportunity, through consideration of who is likely to most benefit from any works taken forward. All of the proposals within the programme were considered for their impact on equality by Heads of Service and asset lead officers in conjunction with the council's Equality and Diversity Officer. In most cases the equality relevance assessment concluded that an EQIA was not required.</p> <p>However a number of projects have been identified through the equality relevance screening process as requiring a full EQIA. These projects are:</p> <p>Property Investment</p> <ul style="list-style-type: none"> • Additional Support Needs – Beatlie Primary School • Additional Support Needs – Skills Centre Burnhouse Campus • Additional Support Needs – Pinewood School 	

- Additional Support Needs – Ogilvie School
- Additional Support Needs – New Cedarbank School
- Children and Families Support Unit
- Learning Disability Housing with Integrated Support
- Whitdale House – Older People Residential Care
- Reconfiguration of Ability Centre
- Single Person Homeless Accommodation

Roads Investment

- Disabled Person's Parking

ICT Investment

- Technology Enabled Care Programme – Internal Infrastructure
- Technology Enabled Care Programme – Telehealth & Teleconsultation
- Library Book Fund
- Digital Transformation

The process to review and progress the relevance assessments and EQIA will be structured and monitored via the Capital Asset Management Board (CAMB) where EQIA will be a standard agenda item to ensure proposals for the projects have had appropriate equality consideration. The council's Equality and Diversity Officer will be consulted prior to the EQIA being presented to the CAMB and will be invited to attend to provide an overview and guidance on the review and development of the equality considerations.

Projects will be discussed at the CAMB for detailed consideration of equality as well as a general overview of the programme to ensure compliance with the duties of the Equality Act 2010 and the outcome of the EQIA process will be reported to Council Executive for consideration, prior to implementation of the project.

During the initial equality relevance screening process potential positive outcomes as a result of the capital investment has been identified. The potential positive impacts on any group or individual covered by the protected characteristics of the Equality Act 2010 were:

- Increasing specialist education provision for pupils with severe and complex needs.
- Enabling care and support to be provided within the community for people with learning difficulties.
- Providing homeless accommodation for people of all ages as well as people with physical disabilities.
- Technology to help improve support for older people and people with disabilities to remain as independent as possible.

As set out above, as more detail on the delivery of the projects is established the asset lead officers will continue to liaise with the Equality and Diversity Officer to ensure there is no disproportional impact on any group or individual covered by the protected characteristics of the Equality Act 2010.

Excluding spending on various regular maintenance and refurbishment projects, the proposals within the programme were deemed to align with the priorities and focus of the revenue budget and the Corporate Plan.



WEST LOTHIAN COUNCIL

HOUSING REVENUE ACCOUNT BUDGET AND RENT LEVEL 2018/19 to 2022/23

REPORT BY DEPUTE CHIEF EXECUTIVE

A. PURPOSE OF REPORT

The purpose of the report is to seek approval for the proposed Housing Revenue Account (HRA) rent strategy for the period 2018/19 to 2022/23, as well as the HRA Budget, rent and service charges for 2018/19.

B. RECOMMENDATION

It is recommended that Council:

1. Approves the 2018/19 to 2022/23 3% per annum rent strategy, encompassing HRA properties and garages, which will fund service needs and a five year Housing Capital investment programme;
2. Approves the 3% rent strategy for Sheltered Housing and Homelessness properties, as well as related service and support charges, for the period 2018/19 to 2022/23; and
3. Approves a rent increase of 3% in 2018/19 and associated HRA Revenue Budget as set out in the report.

C. SUMMARY OF IMPLICATIONS

I Council Values	<ul style="list-style-type: none"> • Focusing on our customers' needs • Being honest, open and accountable • Making best use of our resources • Working in Partnership
II Policy and Legal (including Strategic Environmental Assessment, Equality Issues, Health or Risk Assessment)	<p>This report complies with legal requirements under the Housing Act 1987. The HRA budget and associated rent increase is reported to the Council annually for approval.</p> <p>An Equality Relevance Assessment has been undertaken in compliance with the Equality Act 2010.</p>
III Implications for Scheme of Delegations to Officers	None
IV Impact on performance and performance Indicators	None
V Relevance to New Single Outcome Agreement	Outcome 10 – We live in well designed, sustainable places where we are able to access the services we

need.

VI Resources - (Financial, Staffing and Property)	The 3% per annum rent strategy will deliver a balanced HRA Budget and a capital investment programme over the five year period 2018/19 to 2022/23.
VII Consideration at PDSP	Services for the Community Policy Development and Scrutiny Panel on 6 February 2018.
VIII Other consultations	A formal rent consultation has taken place with all tenants. Discussion with the Head of Finance and Property Services.

D. TERMS OF REPORT

D.1 GOVERNANCE

The Housing Revenue Account (HRA) budget setting process is subject to statutory, regulatory and governance requirements. Section 25 of the Housing (Scotland) Act 2001 requires landlords to give tenants at least four weeks' notice of any increased rent due to be paid, while section 53 of the Act requires a tenant participation strategy to be in place. The council's financial regulations state that the Depute Chief Executive – Corporate, Operational and Housing Services is responsible for presenting an HRA Revenue Budget to a meeting of the full council.

The HRA Revenue Budget, alongside the Housing Capital budget, both form part of the council's integrated approach to financial strategy, corporate planning, delivery of outcomes and performance monitoring. The activity budget, along with service management plans, links activities, resources and outputs / outcomes which enables the council to demonstrate Best Value in the use of resources. The activity budget is published on the council's intranet.

The council has continued to build a resilient culture of effective planning and governance, with strong evidence to demonstrate how the council meets the defined best value characteristics. The council's Best Value Framework, which was approved on 10 June 2014, ensures that the council complies with the provisions contained within the Local Government in Scotland Act 2003. The 2003 Act requires the council to:

- Secure best value in the performance of its functions;
- Balance the quality and cost of the performance of its functions and the cost of council services to service users;
- Have regard to efficiency, effectiveness, economy and the need to meet equal opportunity requirements in maintaining that balance;
- Fully discharge its duty to secure best value in a way which contributes to the achievements of sustainable development.

In line with statutory and regulatory requirements, this report seeks formal council approval for a five year rent strategy, encompassing a 3% rent increase each year, covering the period 2018/19 to 2022/23.

D.2 FIVE YEAR RENT STRATEGY

The council previously approved both a five year rent and capital investment strategy in January 2013, and as such 2017/18 is the final year of the approved programme. In developing financial plans, and in line with the Housing (Scotland) Act 2001, a formal tenant consultation was undertaken on future housing rent and capital investment strategy. The

outcome was reported to the Services for the Community Policy Development and Scrutiny Panel on 12 December 2017 and indicated that tenants favoured a 3% rent increase per annum over the five year period to 2022/23. Tenants also indicated they would be willing to fund future council housing investment and supply.

In line with statutory and regulatory requirements, Council approval is sought for a rent rise of 3% per annum over the five year period 2018/19 to 2022/23. The 3% increase will apply to: all HRA properties, garage and garage site rents, as well as for Sheltered Housing and Homeless properties and associated service and support charges over the same period.

An Equality Relevance Assessment has been undertaken on the proposed five year rent strategy and related budget for 2018/19. The assessment gave consideration to the three key general duties and it is deemed unnecessary that a full Equality Impact Assessment (EQIA) be carried out. Any further budgetary proposals or amendments to the rent strategy or rent levels will be screened for EQIA relevance where required.

D.3 HRA PROPERTIES AND GARAGE AVERAGE RENT

A 3% per annum rent increase will enable delivery of a balanced HRA revenue budget over the period 2018/19 to 2022/23 and ensure continued investment in our housing infrastructure, improving existing homes and creating new affordable homes over the five year timeframe.

If the rent increase is approved, and based on the latest stock report as at 31 December 2017, the average weekly rental for homes will be £70.49 in 2018/19, increasing from £68.44 in 2017/18. The equivalent weekly figure for garages is £5.93 in 2018/19, increasing from £5.76 in 2017/18. The indicative rent level for HRA properties and garages across the five year period is detailed in the table below.

Table 1: Average Weekly Rent

Average Weekly Rent	2018/19 (£)	2019/20 (£)	2020/21 (£)	2021/22 (£)	2022/23 (£)
HRA Properties	70.49	72.60	74.78	77.02	79.33
Garages	5.93	6.11	6.29	6.48	6.67

An exercise has been undertaken using the Scottish Federation of Housing Associations (SFHA) rent affordability tool to assess the impact of the proposed rent strategy. The affordability tool presumes that landlords are not able to set affordable rents for every single tenant, but examines the impact of rent on moderate incomes. A low affordability ratio, represented by 25% of net income, being the measure for affordability of social rents. Based on the highest council rent, for one, two or three bedroom properties, all current rents are viewed as being affordable for all household types. Using this ratio, and assuming a rental increase of 3% per annum over five years, and a modest income increase of 1% per annum, all average rents are judged to fall within the affordable range over the period of the rent strategy.

D.4 HOUSING REVENUE ACCOUNT – FIVE YEAR STRATEGY

In formulating the five year strategy, it is assumed that there will be a 3% rent increase each year from 2018/19 through to 2022/23, in line with the outcome of the tenant consultation. This rental increase, along with an increase in housing stock numbers, rising from 13,169 at April 2017 to around 14,270 in 2022/23, will generate additional income to the Housing Revenue Account and enable a balanced budget to be delivered. It will also support capital investment over the medium term. Income assumptions also take into account estimates of

mortgage to rent and open market acquisitions, demolitions, and final right to buy sales in 2017/18, as well as increases to the new housing supply. It is assumed that there will be no overall change in the number of void properties and temporary tenancies, with numbers being maintained at 2017/18 levels.

Table 2 below shows the estimated allocation of revenue resources, and the associated funding generated through a 3% rent increase, throughout the five year period covered by the HRA budget strategy.

Table 2: Summary Five Year HRA Budget

Expenditure	2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 £'000	2022/23 £'000
Employee Costs	4,660	4,792	4,888	4,985	5,085
Premises Costs	15,646	16,294	16,966	17,671	18,411
Transport Costs	154	155	155	156	157
Supplies & Services	3,409	3,413	3,428	3,423	3,428
3 rd Party Payments	62	67	72	77	83
Transfer Payments	978	986	995	1,004	1,013
Central Support	2,552	2,552	2,552	2,552	2,552
Capital Financing	14,845	16,573	18,171	19,571	20,517
CFCR	6,817	7,343	6,796	6,276	7,407
Total Expenditure	49,123	52,175	54,023	55,715	58,653
Funding					
Housing Rents	(48,196)	(51,220)	(53,038)	(54,699)	(57,606)
Garage Rents	(571)	(584)	(597)	(611)	(624)
Miscellaneous	(356)	(371)	(388)	(405)	(423)
Total Income	(49,123)	(52,175)	(54,023)	(55,715)	(58,653)
Gross Rent: CFC Ratio	30.4%	32.0%	33.9%	35.4%	35.2%

The key expenditure assumptions are as follows:

- A pay increase of up to 3% for employees in 2018/19; followed by a 2% pay award in 2019/20 and 1.5% for 2020/21 to 2022/23;
- An increase to employers' pension contributions of 2.4% per annum;
- Inflation of 5% per annum for Repairs, Gas Servicing, Utilities and Transport costs;
- A range of inflationary pressures of 2% to 3% per annum for insurance costs, council tax, bad debts, void property costs and other third party costs;
- Increase in bad debt provision of £200,000 per annum, to take account of the potential impact of Universal Credit;
- Capital financing charges will increase by £5.7 million from 2018/19 to 2022/23 due to additional prudential borrowing to support a core housing maintenance and refurbishment programme for existing stock, averaging £15 million per annum, and to support an increase in the housing supply.

It is noted that under the 3% rent strategy, the ratio of capital financing costs to housing rental income will increase from 30.4% in 2018/19 to 35.2% in 2022/23.

D.5 HRA REVENUE BUDGET 2018/19

The proposed HRA Revenue budget for 2018/19 is based on a 3% per annum rent strategy which will enable high quality and responsive housing services to be maintained for tenants and allow key priorities to be delivered. The 2018/19 budget will enable financial resources to be directed towards the efficient management of the council's housing stock and tenancies, with customer focused services delivered by local housing teams. Targeted resources will support tenant participation, including tenants' panels, networks and other groups, as well as tenant led inspections. The service will continue to maximise rental

income through effective management of council houses, work to mitigate the impact of welfare reform, and in particular Universal Credit which is scheduled for West Lothian implementation during 2018. The service will be responsive to social housing regulation and inspection. West Lothian Council will continue to work to improve the quality of life for tenants; assisting individual households as well as playing an important role in promoting strong and sustainable communities.

West Lothian Council remains committed to providing high quality, value for money housing services. The council's Housing Service was a finalist at the UK Housing Awards 2017, under the Outstanding Strategic Local Authority category, and were also highly commended at the national Premier Guarantee Excellence Awards. Building Services continue to seek to modernise and deliver a more cost efficient service, while delivering well over 40,000 repairs per annum for our customers. The service continues to work towards meeting the 2020 standard for home energy efficiency in Scotland.

Planned service developments and improvements continue for Housing and Building Services. In 2017/18 there has been successful implementation of the new Tenant Participation Strategy and the approval and implementation of a new Local Housing Strategy. Successful development work for tenant participation was recognised at the Tenants Information Service (TIS) National Excellence Awards in June 2017. The innovative Homelessness and Housing Network Group were also runners-up at the TPAS Awards 2017. Where possible, further efficiencies and improvements will continue to be sought, enabling customer focused services to be maintained across a wider tenant base. It should also allow continuing support to be provided to tenants affected by changes brought about by Welfare Reform and Universal Credit.

The summary HRA Budget for 2018/19 of £49.1 million is shown in Table 3 below.

Table 3: 2018/19 HRA Budget

	2017/18 £'000	2018/19 £'000
Rents	45,873	48,767
Other Income	356	356
Total Funding	46,229	49,123
Employee Costs	4,531	4,660
Premises Costs	15,063	15,646
Transport Costs	153	154
Supplies & Services Costs	3,407	3,409
Third Party Payments	58	62
Transfer Payments	908	978
Support Services	2,552	2,552
Capital Financing Costs	19,557	21,662
Total Expenditure	46,229	49,123

As detailed in Section D.4, the proposed budget takes account of a number of cost pressures and assumptions including:

- 3% rental increase per annum for council houses and garages.
- A minimum pay increase of 3% for employees earning up to £36,500 in 2018/19, and inflationary increase for other employees.
- Indexation pressures, such as energy costs.
- Updated capital financing charges relating to the Housing Capital Programme.
- Ongoing impact of Welfare Reform and introduction of Universal Credit in May 2018.

While the Housing Scotland Act 1987 requires local authorities to maintain a ring fenced HRA, the HRA revenue budget also forms part of the council's integrated approach to corporate planning and performance management. In setting a balanced budget, the council is committed to delivering a well maintained housing stock and efficient management services to support tenants and their communities.

D.6 RISKS AND UNCERTAINTIES

In developing the 2018/19 HRA Budget, it is recognised that there are a number of risks and uncertainties that could impact on the level of financial resource required. This would include potential variances to pay and price indexation as well as capital borrowing requirements and associated interest rates. Resources for reactive repairs remain subject to demand for services and potential impact of winter weather.

The ongoing effect of Welfare Reform changes continue to present risk and uncertainty to all social landlords. While the council continues to actively pursue housing arrears, the balance of housing arrears as at 8 January 2018 was £1.654 million. It has been confirmed that the wider roll out of Universal Credit will commence in West Lothian in May 2018.

The Scottish Government have stated that they would wish to take advantage of provisions within the Scotland Act 2016 in relation to Welfare Benefits, making these changes can take time to come into regulatory effect. As of 4 October 2017, Universal Credit claimants in Scotland can now have payments made every two weeks, instead of once a month, with the housing part of their payment sent directly to their landlord. The Scottish Government could also utilise its new welfare flexibilities, to effect change which could positively impact on plans to withdraw housing support to single people aged 18-21.

Appropriate steps will be taken to mitigate against risks and contain expenditure within available resources during the financial year. Quarterly monitoring reports will be reported to Council Executive during 2018/19 to provide updates on the financial position and actions to ensure risks are appropriately managed.

D.7 HOUSING RESERVES

Local authority accounting standards require that, in setting budgets, the Council receives details of reserves, their proposed use and an opinion as to the adequacy of the reserves for the forthcoming year.

As reported to Council Executive on 14 November 2017, within the period 6 monitoring report, a breakeven position is forecast for the HRA revenue budget. It is therefore projected that the HRA reserve at 31 March 2018 will remain at £926,000 and there is no provision to augment this during 2018/19.

Given the inherent risk associated with the impact of Universal Credit, extreme weather conditions and other risks and uncertainties, it is recommended that this balance be maintained and the level is considered adequate to meet with unforeseen demands on resources. The proposed budget for 2018/19 does not assume any use of this reserve.

D.8 PRUDENTIAL CODE IMPLICATIONS

The Prudential Code provides the council with local discretion in investment levels for Housing, provided it ensures that capital spending and associated borrowing are at levels that are affordable, prudent and sustainable.

To demonstrate this, the Code sets prudential indicators that are designed to support and record local decision making. The Head of Finance and Property Services is responsible for reporting these indicators for both the General Fund and the HRA. For this reason, the

Prudential Indicators will be reported in detail by the Head of Finance and Property Services in the 2018/19 General Fund Revenue Budget, presented to the Council budget setting meeting.

A key Prudential Indicator is affordability, which assesses the incremental impact of capital spending on rent levels. Under the proposed budget, increases to loans charges arising from borrowing are fully funded within the HRA. This area will continue to be closely monitored; particularly in relation to affordability with housing arrears, remaining procurement costs for both the 1,000 Houses and any future new build project.

D.9 CONSULTATION

Under Section 25 of the Housing (Scotland) Act 2001, the council has a statutory duty to inform and consult tenants on its rent policy. Formal consultation took place from 9 October - 8 December 2017. During the consultation period, meetings were held with Tenants Panels and Tenant networks, as well as specifically arranged drop in sessions and through a special edition of Tenant News.

The Scottish Social Housing Charter sets the standards and outcomes that all social landlords should aim to achieve when performing their core housing activities. Indicator 29 requires all landlords to establish what percentage of tenants feel that the rent for their property represents good value for money. In a two yearly survey, last completed in autumn 2017, 78.5% of tenant responses indicated that rent levels represented good value for money. Just under 1,800 tenants completed the survey, the highest response level to the tenant satisfaction survey to date.

COSLA rent statistics indicate that West Lothian's average rent of £68.44 for 2017/18 was below the national average of £70.55.

E. CONCLUSION

The five year HRA Revenue budget strategy provides a balanced financial plan, incorporating a 3% per annum rent increase, which will allow the council to continue to provide value for money services to our tenants and to be responsive to customers' needs. It also enables continued investment in our existing housing stock and infrastructure, as well as to expand the supply of new housing.

The balanced budget for 2018/19 includes moving towards completion of the 1,000 houses new build programme to improve the amenity of communities to meet the needs of existing and future tenants, as well as enabling the delivery of key priorities and allow the people of West Lothian to continue to be supported to find a suitable place to live and have quality housing options available to them.

F. BACKGROUND REFERENCES

- 2017/18 Housing Revenue Account – Month 6 Monitoring, Report to Council Executive 14 November 2017.
- Rent Consultation – Report to Services for the Community PDSP, 12 December 2017.
- 2018/19-2022/23 Housing Revenue Account Budget and Rent Level – Report to Services for the Community PDSP, 6 February 2018.
- Housing Capital Investment Programme 2018/19 – Report to Services for the Community PDSP, 6 February 2018.
- Housing Capital Investment Programme 2018/19 – Report to West Lothian Council, 13

February 2018.

Appendices/Attachments: None

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Graeme Struthers
Depute Chief Executive
13 February 2018



WEST LOTHIAN COUNCIL

HOUSING CAPITAL INVESTMENT PROGRAMME 2018/19 to 2022/23

REPORT BY DEPUTE CHIEF EXECUTIVE

A. PURPOSE OF REPORT

To seek Council approval for the proposed Housing Capital Investment Programme 2018/19 to 2022/23 and to seek approval for exemption for works under the terms of the Best Value Framework.

B. RECOMMENDATION

It is recommended that the Council approves:

1. The 2018/19 to 2022/23 Housing Capital Investment Programme and related funding as detailed in the report;
2. The proposed use of West Lothian Community Choices for capital investment, as set out in section D.3 of this report; and
3. The updated exemptions for works under the terms of the Best Value Framework, as outlined in section D.5 of the report.

C. SUMMARY OF IMPLICATIONS

I Council Values	<ul style="list-style-type: none">• Focusing on our customers' needs• Being honest, open and accountable• Making best use of our resources• Working in Partnership
II Policy and Legal (including Strategic Environmental Assessment, Equality Issues, Health or Risk Assessment)	<p>The report on the Housing Capital Programme complies with the Housing (Scotland) Act 1987 and the council's Financial Regulations.</p> <p>An Equality Relevance Assessment has been carried out in compliance with the Equality Act 2010.</p>
III Implications for Scheme of Delegations to Officers	None
IV Impact on performance and performance Indicators	An effective housing capital and asset strategy is vital to service performance.
V Relevance to Single Outcome Agreement	Outcome 10 – We live in well designed, sustainable places where we are able to access

the services we need.

VI Resources - (Financial, Staffing and Property)	Capital investment of £154.877 million during the period 2018/19 to 2022/23, with £44.979 million scheduled for 2018/19.
VII Consideration at PDSP	Services for the Community Policy Development and Scrutiny Panel on 6 February 2018.
VIII Other consultations	Consultation has taken place with the Tenants Panel and the Head of Finance & Property Services.

D TERMS OF REPORT

D.1 Background

The council previously approved both a five year rent and capital investment strategy in January 2013, and as such 2017/18 is the final year of the approved programme. As reported to the Services for the Community Policy Development and Scrutiny Panel on 12 December 2017, the statutory consultation with individual tenants and tenant groups indicated support for a future rent strategy with an annual rent increase to fund capital investment and to increase the housing stock. This report seeks approval of the proposed five year Housing Capital Investment programme for 2018/19 to 2022/23.

D.2 2017/18 Housing Capital Out-turn Position

2017/18 is the final year of the existing five year housing capital investment programme. Over this five year period there has been an unprecedented £196 million of expenditure on the council's existing stock, achieving Scottish Housing Quality Standards, moving towards energy targets, while also increasing new build supply.

As detailed within the month 6 monitoring report to Council Executive on 14 November 2017, expenditure totalling £50.574 million is forecast to be incurred within the 2017/18 Housing Capital Programme. The programme encompasses both new build housing and major investment in the existing housing stock, with a number of large scale housing projects undertaken by Building Services. The projected expenditure of £50.574 million represents a £6.878 million variance against budgeted resources, compromising slippage, acceleration as well as variances against planned expenditure. Consequently, the following resources will be carried forward into the future five year programme:

- Re-phasing of New Build Housing expenditure £6.7 million, to reflect appropriate planning approvals and consents, and consequent site start dates.
- £268,000 for Harrison Houses in Whitburn, to enable legal arrangements to be established in an area of mixed tenure, prior to works commencing.
- £115,000 for Tenant Environmental Projects, the environmental scheme at Lower Bathville has been deferred until upgrade of buildings has been completed.
- £262,000 for Almondell, land ownership issues has resulted in delay to planned upgrade of rear courtyards in Broxburn.

D.3 Housing Capital Investment Programme 2018/19 to 2022/23

The five year Housing Capital Investment Programme 2018/19 to 2022/23 will see total investment of £154.877 million with significant resources invested in the creation of new homes and a strong focus on the maintenance of quality standards across the housing stock. The proposed programme is based on recent reports to Council Executive on the Strategic Housing Investment Plan and Local Housing Strategy, as well as the Housing Rent Consultation and Capital Investment Strategy which outlined proposals to be taken forward in relation to new housing supply and housing infrastructure.

The five year programme will see completion of the 1,000 Houses new build programme, and additional investment to increase housing supply. External upgrading will continue in areas identified as in greatest need and an increasing emphasis will be placed on the Energy Efficiency Standard for Social Housing (EESH). The proposed investment programme is summarised in the table below. Individual projects, comprised within each project heading, are listed in Appendix 1 and further detail on work to be encompassed within the programme is contained in Appendix 2.

Table 1: Planned Capital Investment

Investment Area	2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 £'000	2022/23 £'000	TOTAL £'000
New Build & OMA	25,600	15,140	20,592	16,000	1,900	79,232
Major Refurbishment	2,726	1,825	580	0	0	5,131
Major Elemental Upgrades	3,760	3,528	2,871	2,910	2,890	15,959
Planned Programmes	3,210	3,380	3,380	3,380	3,380	16,730
Environmental Upgrading	927	550	455	455	455	2,842
Compliance Works	8,291	7,921	6,721	4,945	5,045	32,923
Miscellaneous	465	455	460	340	340	2,060
Total Expenditure	44,979	32,799	35,059	28,030	14,010	154,877

New Housing Supply

Significant resources will be invested in the creation and acquisition of new homes, with budgeted resources of £79.232 million factored into the investment programme. The new build programme includes the completion of the current new build programme and a further 250 new build council homes. The council remains committed to expanding the housing supply, and delivery of 3,000 new houses between the period 2012 to 2022 and as such it is planned that around 90 Open Market Acquisitions will be incorporated into the future programme. The council will continue to support applications that meet required criteria under the Scottish Government Mortgage to Rent Scheme.

Major Refurbishment

Significant improvements will include the completion of regeneration works at Bathville flats and the continuation of roof, render, stair and balcony works at the Lochs Scheme in Whitburn. A total of £5.131 million of major refurbishment works are planned, with estimated completion during financial year 2020/21.

Major Elemental Upgrades

Major Elemental Upgrades consists of long term maintenance work, where structural elements such as roof and external walls are beyond economical repair by routine maintenance. This work will continue to form an important part of the investment programme, with planned resources of £15.959 million to be invested in 17 individual

projects during the period 2018/19 to 2022/23.

Planned Programmes

Planned programmes cover a broad range of activities, including: energy efficiency measures, central heating replacements, electrical testing and repair, painting and fencing programmes. These works are preventative maintenance in nature, and are scheduled and prioritised, based on condition. Works to the value of £16.730 million are anticipated over the five year period.

Environmental / External Upgrading

Planned work, to the value of £2.842 million, will continue on general environmental improvements and external upgrading, including tenant led street improvement projects. Although many works are of a small scale, these projects can have a substantial impact on the local amenity and community. The tenants' environmental project programme is delivered in consultation with tenants; after undertaking a review of budgets held within the Housing Capital investment programme it is proposed that this forms part of the Community Choices programme.

Compliance Works

The introduction of Scotland's Energy Efficiency Standard for Social Housing (EESH) regulations means that by the end of December 2020, any house in Scotland under the management of social landlords should meet a minimum energy rating. EESH continues to be a major focus for project work. There will be enhanced investment in external wall insulation to target work in council houses, in areas of mixed tenure, to maximise economies of scale where homeowners receive support through the Home Energy Efficiency Programme Scotland (HEEPS). A programme of central heating upgrades will also be taken forward to help meet EESH. The total value of planned compliance works is £32.923 million within the five year programme.

Miscellaneous

Some of the most significant investment activities facing the service over the next five years will require focus on the synergies between housing investment, repairs and the wider community regeneration agenda. A range of capital projects and measures to support the work of the Housing Revenue Account, totalling £2.060 million, are encompassed within this heading, including feasibility studies, asbestos management and legionella upgrades. A range of home security measures, as well as aids and adaptations, also support our tenants to live safely and independently within their homes.

D.4 Resourcing the Capital Investment Programme 2018/19 to 2022/23

The projected split of the £154.877 million resources to fund the 2018/19 to 2022/23 capital programme is detailed in Table 2. Financing of the programme will continue to be met largely through borrowing, with £99.054 million borrowing planned over the five year investment period.

It should be noted that capital financing costs in respect of monies borrowed for the purpose of improving the housing asset stock, or acquiring new stock through new build or open market acquisition, must be charged to the HRA account under Schedule 15 of the Housing (Scotland) Act 1987. As such, the level of sustainable capital expenditure is coterminous with the Housing Rent strategy over the five year period and must be deemed as prudent and affordable, based on the Prudential Indicators contained within the General Fund Revenue Budget report. The level of capital financing charges and CFCR associated with the proposed programme are considered to be at an affordable level within the HRA Revenue Budget, based on an

anticipated rent increase of 3% per annum. The projected ratio of gross rental income to capital financing charges ratio will increase from 30.4% in 2018/19 to 35.2% by 2022/23.

Updated assumptions on Scottish Government grants and other contributions have also been factored into funding sources as the council completes the existing new build housing programme and enters into a new phase of funding. Scottish Government grant funding for all new build equates to £57,000 per unit, and for open market acquisitions £30,000 per unit. A total of £18.934 million is anticipated for 2018/19 to 2022/23, with £4.884 million anticipated to support both the new build programme and open market acquisitions in 2018/19.

With regards to other sources, funding of £250,000 per annum is expected from developer contributions and £200,000 per annum from council tax on second homes which will be directed towards the creation of new social housing. In total £2.250 million is anticipated from these sources over the five year period 2018/19 to 2022/23. Legislative changes came into effect on 1 August 2016 that ended tenants' right to buy council houses; no further sales receipts are therefore anticipated.

Table 2 below shows the capital resources available to fund the housing capital programme and Council Executive will be updated on latest assumptions in future monitoring reports.

Table 2: Capital Funding

Investment Area	2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 £'000	2022/23 £'000	TOTAL £'000
CFCR	6,817	7,343	6,796	6,276	7,407	34,639
Borrowing	32,828	24,406	24,216	11,451	6,153	99,054
Government Grants	4,884	600	3,597	9,853	0	18,934
Developer Contributions	250	250	250	250	250	1,250
Council Tax 2 nd Homes	200	200	200	200	200	1,000
Total Funding	44,979	32,799	35,059	28,030	14,010	154,877

D.5 Governance

In setting the HRA capital budget, due cognisance must be made to the relevant statutory, regulatory and governance requirements.

The Prudential Code requires the council to take into account a number of factors when agreeing capital spending plans. In overall terms the Housing Capital Investment Programme for 2018/19 to 2022/23 is considered affordable relative to gross rent levels, subject to appropriate management of capital risks and housing arrears. The revenue implications are incorporated within the HRA Revenue budget and loan charge projections continue to indicate that the Housing Capital Investment Programme is prudent, affordable and sustainable.

The council has continued to build a resilient culture of effective planning and governance, with strong evidence to demonstrate how the council meets the defined best value characteristics. The council's Best Value Framework, which was approved on 10 June 2014, ensures that the council complies with the provisions contained within the Local Government in Scotland Act 2003. The 2003 Act requires the council to:

- Secure best value in the performance of its functions;
- Balance the quality and cost of the performance of its function and the cost of

- council services to service users;
- Have regard to efficiency, effectiveness, economy and the need to meet equal opportunity requirements in maintaining that balance;
- Fully discharge its duty to secure best value in a way which contributes to the achievements of sustainable development.

All aspects of the Housing Capital Investment Programme are geared toward securing best value. The Best Value Framework requires works over a pre-determined threshold to be subject to competitive tendering. Under the 2003 Act, exemptions are permissible and the Council Executive approved exemptions relating to a number of identified projects undertaken by Building Services on 10 June 2014. A review of the Housing Capital Investment Programme for the period 2018/19 to 2022/23 has been undertaken to determine works that will be carried out by external providers and works to be carried out in-house to ensure compliance with the Best Value Framework. It is therefore proposed that works on Energy Efficiency as well Roof and Roughcasting continue to be carried out by Building Services, as well as Electrical Periodic Inspections. The list of projects for exemption therefore include:

- Energy Efficiency – Gas Central Heating Upgrades
- Roofing and Roughcasting Works – various projects
- Electrical Periodic Inspections and installation of smoke detection upgrades

An Equality Relevance Assessment has been undertaken on the proposed five-year Housing Capital Programme. The assessment gave consideration to the three key general duties and it is deemed unnecessary that a full Equality Impact Assessment (EQIA) be carried out. Any further budgetary proposals or amendments to the Housing Capital Programme will be screened for EQIA relevance where required.

D.6 Corporate Asset Management and Future Capital Investment

The current Corporate Asset Management Strategy was agreed by the council in January 2013. Asset management provides appropriate structures and governance arrangements to ensure the council's assets are utilised appropriately in support of service delivery. It is important that resources are prioritised on an ongoing basis to ensure investment has the maximum impact on the core assets required to sustain existing service delivery. The five year Housing Capital Programme forms a key part in the longer term approach to asset investment and planning, and considers expenditure required to improve and extend council's assets for future years. Looking forward, investment plans will be updated annually to demonstrate best value, continuous improvement, sound performance management, partnership working and sustainable development.

E. CONCLUSION

This report sets out the Housing Capital Investment Programme for 2018/19 to 2022/23, with proposed investment of £154.877 million. It builds on, and consolidates, local housing needs identified within the Strategic Housing Investment Programme and Local Housing Strategy. The investment proposals are framed on the outcome of the Housing Rent and Consultation Strategy reported to Services for the Community Policy Development and Scrutiny Panel on 12 December 2017 which indicated that the majority of responses from tenants supported a 3% rent increase per annum.

There is a strong focus within the programme on the creation of additional social housing including completion of the existing new build programme, delivering a further

250 new build homes and continuing with a programme of open market acquisition. These measures will increase the availability of social housing within communities for both existing residents and future generations. Alongside investment in new and additional housing stock, there will be continued investment in existing council housing stock and the environment, to improve homes and local amenity. Energy efficiency is recognised as a continuing priority, with an emphasis on meeting the requirements of the Energy Efficiency Standards for Social Housing legislation.

Expenditure of £44.979 million is anticipated in 2018/19, and the programme consolidates and updates on movements reported to Council Executive in November 2017, recognising the requirement to refine and phase projects and expenditure. It also introduces a new period of planned investment in our housing stock, ensuring that resources are prioritised effectively and reflect the investment needs of our housing stock.

Through the Housing Capital Investment Programme, the council continues to maintain quality standards and invest in the suitability and sufficiency of its housing stock to improve the environment within communities and meet the needs of existing and future tenants across West Lothian.

F. BACKGROUND REFERENCES

Best Value Framework, Report to Council Executive 10 June 2014.

West Lothian Local Housing Strategy 2017-22, Report to Council Executive 24 October 2017.

West Lothian Strategic Housing Investment Plan, Report to Council Executive 24 October 2017.

2016/17 Period 6 Housing Capital Monitoring, Report to Council Executive 14 November 2017.

Update on the New Build Council House Programme, Report to Council Executive 19 December 2017.

2018/19-2022/23 Housing Revenue Account Budget and Rent Level – Report to Services for the Community PDSP, 6 February 2018.

Housing Capital Investment Programme 2018/19 – Report to Services for the Community PDSP, 6 February 2018.

2017/18 Housing Revenue Account Budget and Rent Levels, Report to Council, 13 February 2018.

Appendices/Attachments: Two

Appendix 1 – Housing Capital Investment Programme Projects 2018/19 to 2022/23

Appendix 2 – Housing Capital Investment Programme Further Information 2018/19 to 2022/23

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Graeme Struthers
Depute Chief Executive
13 February 2018

Housing Capital Investment Programme 2018/19 to 2022/23

	2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 £'000	2022/23 £'000	Total £'000
NEW SUPPLY						
New Build (250 units)	1,000	9,700	15,700	15,000	1,800	43,200
Open Market Acquisition Scheme	3,585	1,800	1,800	900	0	8,085
Mortgage to Rent	150	150	150	100	100	650
1,000 Houses New Build	20,865	3,490	2,942			27,297
TOTAL NEW SUPPLY	25,600	15,140	20,592	16,000	1,900	79,232
REFURBISHMENT AND INVESTMENT						
Major Refurbishment						
Harrison Houses - Loch Scheme, Whitburn	698	580	580	0	0	1,858
Bathville Flats, Armadale	2,028	1,245	0	0	0	3,273
	2,726	1,825	580	0	0	5,131
Major Elemental Upgrades						
Lanrigg Area, Fauldhouse - Ogilvy Crescent & Scott Place	750	800	0	0	0	1,550
Empire St Baillie St Bog Rd etc. Whitburn	200	0	0	0	0	200
Glebe Rd, Union Rd & Dr, Armadale Rd, Jubilee Rd, Whitburn	800	800	0	0	0	1,600
Strathlogie, Westfield	500	400	0	0	0	900
Croftmalloch Estate - Harrison Houses Whitburn	0	0	0	875	725	1,600
Almond View and Cousland Terrace, Seafeld	0	0	0	0	750	750
Balbardie Av & Cres, Rosemary & Slate Roofs, Bathgate	400	772	0	0	0	1,172
Dedridge Area, Livingston	0	0	0	1,415	1,415	2,830
Fallas Place, Walker Road, Main Street, Fauldhouse (Flats)	0	0	600	620	0	1,220
Badallan Place, Fauldhouse	0	0	230	0	0	230
57 - 117 Lower Bathville	750	0	0	0	0	750
Auldhill Crescent, Bridgend	360	0	0	0	0	360
Mansefield Court & Waverley Street, Bathgate	0	0	981	0	0	981
Drummond Place - Blackridge	0	0	400	0	0	400
Church Place - Fauldhouse	0	0	110	0	0	110
Anderson Avenue, Armadale	0	0	550	0	0	550
Bedlormie/ Ogilface - Blackridge	0	756	0	0	0	756
	3,760	3,528	2,871	2,910	2,890	15,959
Planned Programmes						
Kitchens and Bathrooms	580	580	580	580	580	2,900
Windows & Doors Refurbishment / Renewal	380	400	400	400	400	1,980
Painting	300	300	300	300	300	1,500
Assisted Decoration and Internal Upgrade Scheme	450	450	450	450	450	2,250
Common Stair Upgrades	100	250	250	250	250	1,100
Common Access Door Upgrades	150	150	150	150	150	750
Rainwater Goods Testing and Upgrading	300	300	300	300	300	1,500
Fencing	200	200	200	200	200	1,000
Planned Reactive/ HIO Investment	750	750	750	750	750	3,750
	3,210	3,380	3,380	3,380	3,380	16,730
Environmental / External Upgrading						
Tenant Environmental Projects	265	150	150	150	150	865
Street Improvements - Area Improvements	100	100	100	100	100	500
Almondell, Broxburn	262	0	0	0	0	262
Programmed Drainage	150	150	100	100	100	600
Play Areas	50	50	50	50	50	250
Bin Store Improvements	50	50	25	25	25	175
Aerial Upgrades	50	50	30	30	30	190
	927	550	455	455	455	2,842
Compliance Works (Direct and Assistive)						
BISF Ladeside, Blackburn	320	0	0	0	0	320
Firewalls	50	50	50	50	50	250
Hard wired smoke detectors	500	500	500	500	500	2,500
Renewal of walls and footpaths	100	100	100	100	100	500
Periodic testing and Electric Upgrades	700	700	700	700	700	3,500
Central Heating	3,250	3,250	2,300	2,300	2,300	13,400
Energy Efficiency/PV Panels	350	350	100	100	100	1,000
Energy Performance Certificates	140	100	100	50	50	440
External Wall Insulation	1,726	1,726	1,726	0	100	5,278
Aids and Adaptations- Building Services	350	350	350	350	350	1,750
Aids and Adaptations- Occupational Therapists	350	350	350	350	350	1,750
Asbestos Management	425	425	425	425	425	2,125
Legionella Upgrades	30	20	20	20	20	110
	8,291	7,921	6,721	4,945	5,045	32,923
Miscellaneous						
Deans South, Livingston	130	120	120	0	0	370
Feasibility Surveys	70	70	70	70	70	350
Home Safety Service	170	170	170	170	170	850
Home Security for Senior People	45	45	50	50	50	240
IT	50	50	50	50	50	250
	465	455	460	340	340	2,060
REFURBISHMENT & INVESTMENT	19,379	17,659	14,467	12,030	12,110	75,645
TOTAL HOUSING CAPITAL INVESTMENT PROGRAMME	44,979	32,799	35,059	28,030	14,010	154,877

Housing Capital Investment Programme 2018/19 to 2022/23**Further Information****1. New Build Supply**

Major investment is to continue, providing new houses in areas across the district of different sizes and style; many are designed to support occupation by people with limited movement ability, including wheelchair users. Built to modern standards, they are well insulated and will substantially reduce heating bills of tenants while ensuring warmth and stable heat levels. Existing tenants are given priority to move into the new housing supply. Rents are slightly higher but should be more than offset by the reduction in heating costs. A priority will be to complete the existing 1,000 houses programme. Details of the sites which are to be completed are provided below.

Site	Units	Est. House Completions by 2018/19	Estimated site completion date
Mayfield, Armadale	22	22	June 2018
Eastfield, Fauldhouse	40	40	June 2018
Redhouse, Blackburn	100	100	July 2018
Lammermuir House, Livingston	44	44	August 2018
Almondell, East Calder	36	36	August 2018
Drumshoreland	86	86	September 2018
Deans South (phase 1)	54	54	December 2018
Almondvale Stadium, Livingston	37	37	February 2019
Kirkhill, Broxburn	230	214	May 2019
Wester Inch, Bathgate	86	78	July 2019
Nelson Park, Armadale	26	0	2019/20
Deans South (phase 2)	37	0	2019/20
Bathville (phases 4 & 5)	12	0	2019/20
Total	810	711	

Sites for a further 250 new build council houses will be identified in the near future. These units will be constructed during the period of the five year programme.

The council will also add to its stock by purchasing houses; resources for acquisition of around 90 former council houses are included in the planned programme. The majority of these will be Open Market Acquisitions. Provision has also been made to continue with the Mortgage to Rent scheme.

2. Scottish Housing Quality Standard (SHQS) and Energy Efficiency Standard for Social Housing (EESH)

One of the main objectives of the Housing Capital Investment Programme is to invest in the existing housing stock to maintain Scottish Housing Quality Standard (SHQS) and achieve compliance with the Energy Efficiency Standard for Social Housing (EESH) by the 1 January 2021. A review of stock condition survey data has been undertaken, to provide an up to date assessment of stock condition and to inform the type and level of investment required. Investment in the existing housing stock has been categorised as Major Refurbishment or Major Elemental Upgrades; as well as Planned Programmes, Environmental Upgrading, Compliance and other Miscellaneous works. It is anticipated that the investment programme will ensure that all stock continues to meet with the SHQS; and will also ensure that the stock meets with EESH requirements by the 1 January 2021 and maintains that standard beyond 2021.

- **Major Refurbishment**

The Major Refurbishment group of projects involves renewal and reconfiguration of multiple elements such as roof, render, stairs, balconies and external areas in a single project.

Lower Bathville

The works at Bathville are extensive, involving roof and external wall upgrades; new and more secure stairwells, as well as environmental improvements. The works have been complicated by services such as gas and electricity which underlay the buildings. Despite significant problems and delays, Building Services are making significant progress with the development. Currently the refurbishment work at phases one and two are substantially complete and three new build units are nearing completion and will be tenanted by March 2018. Work will continue with the new investment programme.

Harrison Houses

Due to ongoing maintenance issues, resulting in high cost roof repairs; major external and structural upgrades will take place at the Whitburn Harrison Houses. The streets to be encompassed in the project include: Gareloch Way, Loch Awe Way, Loch Earn Way, Loch Fyne Way, Loch Maree Way, Loch Trool Way. Despite their relative age, these properties have been assessed as being in greater need of upgrade, due to the impact on the day to day maintenance budget. This site is complex due to the large volume of privately owned properties and the need to engage with owners to encourage participation in the improvement programme. Housing is working with Environmental Health and Legal to maximise options and outcomes of the scheme.

- Major Elemental Upgrades**

The work involves long term maintenance work, where structural elements such as roof and external walls are identified as beyond economical repair through routine maintenance.

The work planned in 2018/19 to 2022/23 is detailed below:

MAJOR ELEMENTAL UPGARDES	2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 £'000	2022/23 £'000	Total £'000
Lanrigg Area, Fauldhouse - Ogilvy Crescent & Scott Place	750	800	0	0	0	1,550
Bog Rd - Whitburn	200	0	0	0	0	200
Glebe Rd, Union Rd & Dr, Armadale Rd, Jubilee Rd, - Whitburn	800	800	0	0	0	1,600
Strathlogie - Westfield	500	400	0	0	0	900
Croftmalloch Estate – Harrison Houses Whitburn	0	0	0	875	725	1,600
Almond View and Cousland Terrace, Seafield	0	0	0	0	750	750
Balbardie Avenue & Crescent, Bathgate	400	772	0	0	0	1,172
Dedridge Area	0	0	0	1,415	1,415	2,830
Fallas Place, Walker Road, Main Street - Fauldhouse (Flats)	0	0	600	620	0	1,220
Badallan Place - Fauldhouse	0	0	230	0	0	230
57 - 117 - Lower Bathville	750	0	0	0	0	750
Bridgend	360	0	0	0	0	360
Mansefield Court & Waverley Street, Bathgate	0	0	981	0	0	981
Drummond Place - Blackridge	0	0	400	0	0	400
Church Place - Fauldhouse	0	0	110	0	0	110
Anderson Avenue	0	0	550	0	0	550
Bedlormie/ Ogilface - Blackridge	0	756	0	0	0	756
TOTAL	3,760	3,528	2,871	2,910	2,890	15,959

- **Planned Programmes**

Kitchens and Bathrooms

This category incorporates work which keeps Kitchens and Bathrooms in compliance with the Scottish Housing Quality Standard (SHQS). The budget funds around 100 full kitchen and bathroom installations each year.

Windows and Doors

Windows and Door upgrades to keep them in compliance with the Scottish Housing Quality Standard (SHQS) and contribute towards meeting Energy Efficiency Standard for Social Housing (ESSH). The budget funds around 90 Full Windows and Door Upgrades each year.

Cyclical Maintenance (CM)

CM work involves external and communal parts of the council housing stock and undertakes the required preparatory repairs and minor external upgrades. The work is done on a five year rolling programme. The programme plays a significant role within the council's capital programme planning processes linking key conditions information to overall investment planning.

All properties within the council stock are to be surveyed externally by a Housing Investment Officer (HIO) as part of the five year rolling programme. The survey programme is pre-determined as shown in the table below:

Year	Areas
2018/19	Broxburn, Uphall, Winchburgh & Linlithgow
2019/20	Armadale & Blackridge
2020/21	Fauldhouse & Breich
2021/22	Blackburn, Whitburn & Bathgate
2022/23	Livingston South/ North, East Livingston & East Calder

The CM Programme is primarily made up from the following Capital Planned Maintenance Budgets:

- Painting
- Common Stair Upgrades
- Rainwater Goods Testing and Upgrading
- Fencing

Assisted Decoration and Internal Upgrade Scheme

In 2015 we introduced the Assisted Decoration Scheme to benefit tenants of West Lothian Council who are either senior citizens or of limited physical capacity and who are unable to decorate their home without assistance. Qualifying Tenants can apply for one room per household for the duration of the scheme. Since introducing this innovative scheme we have successfully assisted 653 tenants, and the proposed 5 years programme is intended to assist a further 2,812 households

Common Access Door Upgrades

This Budget undertakes work which keeps the properties in compliance with the Scottish Housing Quality Standard (SHQS). This requires Secure Door Entry System upgrades or replacements in order to keep them in compliance with the Scottish Housing Quality Standard (SHQS). The budget funds around 12 communal blocks each year.

Planned Reactive/ HIO Investment

This programme supports required individual upgrade investment out-with the named current capital projects and is commissioned by the Housing Investment Manager and Building Services Manager.

- **Environmental & External Upgrading**

This category supports local environmental programmes which include; Tenant Led Environmental Projects, Street and Area Improvements, Programme Drainage, Play Area, and Aerial Upgrades. These projects are delivered in consultation with NETS, Roads, Local Housing Offices, tenants and elected members. For example, the drainage programme supports the design and implementation of large works to multiple homes to prevent the flooding of homes and the damage to access paths. 162 council houses have been identified by SEPA (The Scottish Environment Protection Agency) as being at risk of flooding over time as climate change continues. The Flood Risk Management team are identifying the solution to these issues and will be putting them in place over the years.

ENVIRONMENTAL / EXTERNAL UPGRADING	2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 £'000	2022/23 £'000	Total £'000
Tenant Environmental Projects	265	150	150	150	150	865
Street Improvements – Area Improvements	100	100	100	100	100	500
Almondell	262	0	0	0	0	262
Programmed Drainage	150	150	100	100	100	600
Play Areas	50	50	50	50	50	250
Bin Store Improvements	50	50	25	25	25	175
Aerial Upgrades	50	50	30	30	30	190
TOTAL	927	550	455	455	455	2,842

- **Compliance Works**

BISF Ladeside, Blackburn

BISF Houses are steel framed and have steel walls. The upgrades are to protect the existing structure and to increase the energy efficiency of the homes, benefitting both the houses and the tenants. All other BISF council houses in West Lothian have been upgraded and this scheme will complete the programme.

Firewalls

This scheme will upgrade firebreaks in Winchburgh at: Midhope Place, Oakbank Place, Craigton Place, Main Street and Castle Terrace. The programme will see 70 properties upgraded over the 5 year planning period.

Hard Wired Smoke Detectors

A ten-year programme, which commenced in 2010/11, will continue and replace battery operated smoke detectors with hard wired smoke detectors and battery operated heat detectors. The outcome of the Scottish Government's consultation on Fire and Smoke Detectors has not been released yet. The programme may need to be reviewed to take account of any recommendations or legislative changes following the conclusion of the Government review.

Renewal of Walls and Footpaths

This budget is a part of the cyclical maintenance survey programme, and will address statutory compliance issues with the surface finishes or structure of external paths, ramps, paved areas, courts, laundry and drying areas associated with council housing. This Budget allocation will ensure properties stay in compliance with the Scottish Housing Quality Standard (SHQS).

Periodic Testing and Electric Upgrades

There is an obligation on the council as a landlord to electrically test each house at least every five years and additionally at the point of re-letting after a house is empty. These surveys identify any potential problems. The most important of these are electrical faults, earthing issues and asbestos in consumer units. This includes full electrical upgrading where required.

Central Heating

The central heating upgrades are in order to keep the properties in compliance with the Scottish Housing Quality Standard (SHQS) and meet The Energy Efficiency Standard for Social Housing (EESH) by 1 January 2021. The budget funds around 3,800 heating upgrades over 5 years.

Energy Efficiency/PV Panels

Local energy efficiency schemes will continue to be carried out, prioritising households in fuel poverty, in consultation with the local housing offices and the Advice Shop. It will also include PV panel schemes and replacement of existing insulation where required to meet The Energy Efficiency Standard for Social Housing (EESH) by January 2021.

Energy Performance Certificates

EPCs are required for circa 9,000 of the council's properties in order to ensure the council meets its legal requirements when renting a property as well as updating our Asset Management Database. This will also help focus investment in the energy efficiency measures required to ensure the council complies with EESH.

External Wall Insulation

External wall insulation will be fitted to 685 No Fines properties across the district in order to improve the properties' energy efficiency level and ensure the properties comply with EESSH. This improvement will make the properties cheaper to heat creating a saving in the tenant's fuel bills and will work towards reducing levels of fuel poverty in the district.

Aids and Adaptations

Aids and adaptations for both council housing and private sector housing are assessed by Occupational Therapists in Social Policy and are carried out based on individual need.

Asbestos Management

This budget funds surveys and removal work arising from those surveys.

Legionella Upgrades

This budget funds surveys and remedial work to installations of stored water in common areas. It also allows for upgrade and prevention works.

- **Miscellaneous**

Deans South

This budget funds ongoing maintenance work, pending any agreement on the long term future of the estate.

Feasibility Surveys

This budget will support a 5 year Stock Condition Programme aimed at updating the council's stock conditions information and providing cost information for future capital planning. The budget also supports detailed engineering reports on structural issues.

Home Safety Service

This provides an upgraded package of smart technology primarily for older people in their own homes. This technology can help in providing a safer and more secure long-term home environment.

Home Security for Pensioners

This scheme provides options including; the provision of locks, external lighting, door viewers, door chains, window locks and door intercom systems. To date around 3,000 council houses have had security measures fitted under this scheme.

Mortgage to Rent

This is a Scottish Government subsidy scheme to allow owners in extreme financial difficulty to sell their properties to the council and become council tenants.



WEST LOTHIAN COUNCIL

TREASURY MANAGEMENT PLAN FOR 2018/19

REPORT BY HEAD OF FINANCE AND PROPERTY SERVICES

A. PURPOSE OF REPORT

To seek approval for the Treasury Management Plan for 2018/19.

B. RECOMMENDATION

It is recommended that Council:

1. Approves the 2018/19 Treasury Management Plan, including the proposed position for repayment of loans fund advances as set out in section 5.3;
2. Agrees that officers should consider the requirements of the revised Treasury Management Code of Practice and Prudential Code issued in December 2017, and ensure that action is taken to comply with the Code of Practice and Prudential Code by 2019/20.

C. SUMMARY OF IMPLICATIONS

I Council Values	Being honest, open and accountable. Making the best use of our resources.
II Policy and Legal (including Strategic Environmental Assessment, Equality Issues, Health or Risk Assessment)	The plan complies with the policy set out in the council's Treasury Policy Statement, the requirements of the CIPFA Prudential Code for Capital Finance in Local Authorities (the Prudential Code), the CIPFA Treasury Management in Public Services Code of Practice and the Local Government Investments (Scotland) Regulations 2010.
III Implications for Scheme of Delegations to Officers	No changes to current scheme of delegation for treasury management activities.
IV Impact on performance and performance Indicators	None.
V Relevance to Single Outcome Agreement	Effective prioritisation of resources will be essential to achieving key outcomes over the next three years.
VI Resources - (Financial, Staffing and Property)	The plan provides a framework for treasury management designed to manage risk whilst minimising the future borrowing costs of the council.
VII Consideration at PDSP	None.

VIII Other consultations

The council's treasury advisers have been consulted in relation to the forecasts and recommendations included in the plan.

D. TERMS OF REPORT

The attached Treasury Management Plan forms part of the overall corporate and financial planning process agreed by Council on 20 February 2017, and details the expected activities of the treasury function in 2018/19.

In December 2017, CIPFA issued a revised Treasury Management Code of Practice and a revised Prudential Code. The revisions have particularly focused on non-treasury investments, the requirement to prepare a capital strategy and an extension of the specific role of the Section 95 Officer in respect of both the capital strategy and investment in non-financial assets.

CIPFA have recognised that the issue of revised codes at this late stage in the financial year means that most local authorities will be unable to implement the revised guidance in 2018/19. Accordingly, full implementation is not required until 2019/20 across all authorities. Officers will consider the requirements of the revised codes during 2018/19 and will ensure that any action required to comply with the guidance by 2019/20 will be reported to elected members in the 2019/20 Treasury Management Plan.

E. CONCLUSION

The attached plan for 2018/19 complies with the Treasury Management and Prudential Codes and the Scottish Investment Regulations. The plan will form the basis of the council's treasury activities during the financial year 2018/19.

F. BACKGROUND REFERENCES

CIPFA Treasury Management in Public Services Code of Practice and Guidance

West Lothian Council Treasury Policy Statement and Treasury Management Practices

Revenue Budget 2018/19 to 2022/23 – Report by Head of Finance and Property Services to West Lothian Council on 13 February 2018

CIPFA Prudential Code for Capital Finance in Local Authorities

Local Government Investment (Scotland) Regulations 2010

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Donald Forrest
Head of Finance and Property Services
13 February 2018

WEST LOTHIAN COUNCIL

Treasury Management Plan for 2018/19

February 2018

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Appendices

Appendix 1 – Prudential Indicators 2018/19

Appendix 2 – Outlook for Interest Rates

Appendix 3 – West Lothian Council Permitted Investments

Appendix 4 – Approved Organisations for Investment

1.0 INTRODUCTION

The annual Treasury Management Plan must be submitted to Council for approval in advance of the forthcoming financial year to comply with the revised Treasury Management Code and Scottish Investment Regulations.

On 20 February 2017, West Lothian Council agreed that the established integrated approach to corporate and financial planning should continue for the five year period 2018/19 to 2022/23 and Council agreed that:

- The council would continue to adopt the approach of integrating corporate planning and financial planning over the next five year period 2018/19 to 2022/23, with a Corporate Plan, revenue plan, capital plan and treasury management plan to be considered at the same Council meeting.
- In accordance with Audit Scotland and CIPFA best practice, the council would prepare a priority based revenue financial plan for 2018/19 to 2022/23, to set out how the Corporate Plan priorities will be delivered over the period.

Following on from the above decision, the 2018/19 to 2022/23 Revenue Budget Report including prudential indicators, is also presented to Council on 13 February 2018 for approval (Agenda Item 2). The borrowing and investment plans outlined in this report are based on the Asset Management Strategy and General Services Ten Year Capital Investment Programme 2018/19 to 2027/28 (Agenda Item 3) and the Housing Capital Investment Programme 2018/19 to 2022/23 (Agenda Item 4).

This report has been produced with the assistance of forecasts and recommendations from Link Asset Services, West Lothian Council's treasury advisors.

2.0 UPDATED PRUDENTIAL CODE AND TREASURY MANAGEMENT CODE

The CIPFA Prudential Code for Capital Finance in Local Authorities (the Prudential Code) controls capital spending in a system based on self-regulation by authorities. The key objectives of the Prudential Code are to ensure that capital expenditure plans are affordable, external borrowing is prudent and sustainable, and that treasury management decisions are taken in accordance with professional good practice. The Prudential Code requires the council to set a number of prudential indicators for the forthcoming three years. Appendix 1 includes the agreed treasury indicators that must be complied with when implementing the council's Treasury Management Plan.

In December 2017, CIPFA issued a revised Treasury Management Code of Practice and a revised Prudential Code. The revisions have particularly focused on non-treasury investments and especially on major purchases of property with a view to generating substantial increases in income compared to normal treasury management activities. Such purchases could involve undertaking external borrowing to raise the cash to finance these purchases, or the use of existing cash balances. Both actions would affect treasury management. These changes in the revised codes are particularly relevant to the activities of English authorities, as all non-treasury investments, financial guarantees and loans are already required to be listed as part of the Treasury Management Plan for Scottish authorities. However, the new codes require greater explanation for the investment in non-financial assets in such areas as their objectives, how they have been appraised, how they have been financed, and what powers were used to undertake them.

There have also been some minor updates to the required prudential indicators, which have been reflected in this report.

Under the revised codes, all local authorities will be required to prepare an additional report from 2019/20, a Capital Strategy report, which is intended to provide the following:-

- a high-level overview of how capital expenditure, capital financing and treasury management activity contribute to the provision of services
- an overview of how the associated risk is managed
- the implications for future financial sustainability

The aim of this report is to ensure that all elected members on the full council fully understand the overall capital strategy, governance procedures and risk appetite entailed by this strategy. The Capital Strategy will include capital expenditure, investments and liabilities and treasury management in sufficient detail to allow all members to understand how stewardship, value for money, prudence, sustainability and affordability will be secured.

The revised codes also set out an extension of the specific role of the Section 95 Officer in respect of the capital strategy and investment in non-financial assets. This includes preparing a capital strategy within a long term timeframe; ensuring that the capital strategy is prudent, sustainable, affordable and prudent in the long term; ensuring that due diligence has been carried out on all treasury and non-financial investments and is in accordance with the risk appetite of the authority; ensuring that the authority has appropriate legal powers to undertake expenditure on non-financial assets and their financing; ensuring that the authority has adequate expertise, either in house or externally provided, to carry out the above; and creation of Treasury Management Practices which specifically deal with how non treasury investments will be carried out and managed.

CIPFA have recognised that the issue of revised codes at this late stage in the financial year means that most local authorities will be unable to implement the revised guidance in 2018/19. Accordingly, full implementation is not required until 2019/20 across all authorities. Officers will consider the requirements of the revised codes during 2018/19 and will ensure that any action required to comply with the guidance is included in the Treasury Plan for 2019/20 and in an updated capital strategy. It should be noted that the capital investment and asset management strategy being considered by Council as another item on today's agenda already largely complies with the revised Prudential Code requirements.

3.0 CURRENT PORTFOLIO POSITION

The council's current debt and investment position at 31 January 2018 is as follows:

		£m	£m	Average Interest Rate
Fixed Rate Funding	Public Works Loan Board (PWLB) Market		503.6	
			60.6	
			<u>564.2</u>	4.2%
Variable Rate Funding	Public Works Loan Board (PWLB) Municipal Bank	-	-	
		<u>-</u>	<u>-</u>	
Temporary Funding	Market		5.0	0.5%
Total Debt			<u>569.2</u>	4.1%
Total Investments			<u>94.0</u>	0.7%

4.0 FORECASTS

The basis of the Treasury Management Plan lies with determining the appropriate borrowing and investment decisions in the light of the anticipated movement in both long and short-term interest rates. The plan for 2018/19 is structured around the general forecasts of interest rates but, like any proposed plan, there will be flexibility of application dependent on prevailing economic conditions.

The Bank of England's Monetary Policy Committee (MPC) reduced the bank rate to 0.5% in March 2009. The bank rate remained at this level until August 2016, when it was cut further to 0.25%. As expected, there was a 0.25% increase in the Bank Rate on 2 November 2017, which removed the emergency reduction in August 2016 after the EU Referendum. The MPC also indicated that they were likely to increase the Bank Rate twice more by 2020 to reach a high of 1.00%.

To improve liquidity in financial markets and to encourage the banks to increase commercial and mortgage lending, the MPC has introduced various rounds of quantitative easing since the recession in 2009. In August 2016, quantitative easing was increased from £375 billion to £435 billion, and additional measures were introduced around bond purchases and a term funding scheme to provide cheap funding to banks.

UK GDP growth rates in 2014, 2015 and 2016 were 2.9%, 1.8% and 1.9%, with growth remaining constant at 1.8% in 2017, which was better than forecast. Some forecasters expect growth to accelerate into 2018, based on an expected fall in inflation which would bring to an end the negative impact on consumer spending power. In addition, a strong export performance is expected to compensate for weak services sector growth. If these forecasts are realised, then the MPC would be likely to accelerate the pace of Bank Rate increases during 2018 and onwards.

Inflation, as measured by the Consumer Price Index (CPI), dropped to 3.0% in December 2017, with rates steadily increasing throughout 2016 and 2017 and peaking at 3.1% in November 2017. The Bank of England November 2017 Inflation Report forecast CPI inflation to fall to 2.4% in 2018 and fall again to 2.2% in 2019 and 2020 respectively.

With so many external influences impacting on the UK's economy, economic forecasting remains difficult. Bank rate forecasts are likely to change over the course of 2018/19 based on prevailing economic data and political developments throughout the world. Forecasters believe the volatility of bond yields experienced in recent years will continue as investor fears and confidence moves between favouring more risky assets such as equities and safer government bonds.

Although the economic position demonstrated steady growth in recent years, the risks to sustained growth are:

- Ongoing uncertainty around the terms of the UK's withdrawal from the EU.
- The Bank of England raising the Bank Rate too quickly and causes economic growth to be weaker than forecast.
- Current UK growth is based largely on consumer spending and housing recovery.
- The UK's main trading partners having weak growth or recessions.
- Weak growth in other major economies impacting on investor and market confidence.
- A resurgence of the Eurozone sovereign debt crisis.
- Monetary policy action failing to stimulate sustainable growth in western economies, especially where there is the threat of deflation.
- Geopolitical risks could trigger safe haven flows back to government bonds.

Within the context of continued growth, a degree of uncertainty remains within financial markets. The UK continues to be regarded as a safe haven, with some of the lowest sovereign borrowing costs in the world. This increased demand for gilts has resulted in PwLB borrowing rates continuing to be low. It is forecast that the longer term trend is for

gilt yields and PWLB rates to rise, however interest rate increases are very unpredictable as volatility in gilt prices is strongly correlated to political developments.

Based on the above, the forecast for interest rates is:

Short Term Interest Rates

The Bank rate remained constant at 0.50% from March 2009 until August 2016, when it fell to 0.25%. This was increased back to 0.50% in November 2017, with the 'average' City view forecasts expecting rates to rise again before the end of 2018.

Medium and Longer Term Rates

Medium term interest rates are expected to be lower than longer term rates with gradual increases in rates forecast throughout the year. The long term trend is for gilt yields, and therefore PWLB rates, to increase gradually due to the high issuance of bonds in major western countries and as investors move from bonds to equities. Five year PWLB rates are forecast to rise from 1.6% in quarter 1 (Q1) 2018 to 1.8% in Q1 2019, with twenty five year PWLB rates forecast to increase from 2.9% in Q1 2018 to 3.1% in Q1 2019.

Appendix 2 draws together City forecasts of the bank rate and PWLB fixed interest rates.

5.0 CAPITAL FINANCE PLAN

5.1 Borrowing Requirement

The council's estimated total borrowing requirement for each of the next three years is shown below:

	2018/19	2019/20	2020/21
	£m	£m	£m
New Borrowing	35.5	25.0	19.4
Replacement Borrowing	15.5	4.3	0.0
Total Borrowing Requirement	51.0	29.3	19.4

5.2 Borrowing Plans

The borrowing requirement in 2018/19 of £51.0 million is based on the General Services and Housing capital budgets presented to West Lothian Council on 13 February 2018. For new borrowing, council officers, in conjunction with Link Asset Services, will continually monitor prevailing interest rates and market forecasts to identify the most opportune time for borrowing during the year. It is anticipated that replacement borrowing will be undertaken when existing borrowing matures, subject to available interest rates.

The uncertain economic outlook means that borrowing interest rates remain volatile, however initial assessments by commentators are that they will continue to be attractive. Short, medium and long term fixed rates are all forecast to increase incrementally over 2018 and 2019, with the short to medium term rates forecast to be cheaper than long term rates.

These forecasts show that various options are available for borrowing in 2018/19. Short and medium term rates are forecast to be cheaper than longer term borrowing throughout the year. Consequently, the council will borrow a spread of variable, short and medium term loans from the PWLB at the most opportune times during the financial year, however consideration may be given to longer term borrowing if attractive rates occur. It is anticipated that replacement borrowing will be secured when existing borrowing matures, subject to prevailing interest rates at that time.

A portion of the borrowing requirement could also be taken using Lenders Option Borrowers Option (LOBO) market loans however there are few of these products currently available in the market. LOBO borrowing would be for fixed periods up to 15 years and

could be forwarded dated to reduce the cost of carry. The council will continue to liaise with Link Asset Services to identify opportunities to secure LOBO borrowing.

It is important to note that the plan adopted will be flexible and continually monitored against changes in money and capital market sentiments. Should there be any divergence between the actual position and the interest rates forecast the following action would be taken:

- **Significant risk of a much sharper rise in long and short term rates**
In this event, the portfolio position will be reappraised with the likely action that fixed rate funding will be borrowed whilst interest rates are still relatively cheap securing borrowing at a rate that is acceptable to the council.
- **Significant risk of a sharp fall in long and short term rates**
In this event, long term borrowings will be postponed and any opportunities for debt rescheduling from fixed rate funding into variable rate funding will be considered. This would allow the council to realise the benefit of reductions in interest rates.

5.3 Statutory repayment of loans fund advances

The council is required to set out its policy for the statutory repayment of loans fund advances prior to the start of the financial year. The repayment of loans fund advances ensures that the council makes a prudent provision each year to pay off an element of the accumulated loans fund advances made in previous financial years.

A variety of options are provided to councils, so long as a prudent provision is made each year. These options are:

- Option 1 - Statutory method. Loans fund advances will be repaid in equal instalments of principal by the annuity method. The council is permitted to use this option for a transitional period only, of five years until 31st March 2021, at which time it must change its policy to use alternative approaches based on depreciation, asset life periods or a funding/income profile;
- Option 2 - Depreciation method. Annual repayment of loans fund advances will follow standard depreciation accounting procedures;
- Option 3 - Asset life method. Loans fund advances will be repaid with reference to the life of an asset using either the equal instalment or annuity method;
- Option 4 - Funding/Income profile method. Loans fund advances will be repaid by reference to an associated income stream.

The Council is recommended to approve the following position on the repayment of loans fund advances:-

- For existing loans fund advances, the position will be to maintain the practice of previous years, with all loans fund advances being repaid in equal instalments of principal.
- For loans fund advances made after 1 April 2018, the position for the repayment of loans advances will be Option 1, the statutory method.

5.4 External v Internal Borrowing

Given the uncertain outlook for economic growth, the low bank rate is expected to continue until late 2018, with the council receiving lower returns for investments but also being able to secure external borrowing at attractive rates. This position allows authorities to consider whether it is more beneficial to undertake external borrowing or pay for the capital programme with internal borrowing by reducing existing investments. Running down investments would reduce exposure to counterparty risk but could increase liquidity risks where the council's reserves and balances are not cash backed.

The council's treasury advisor believes that the longer run trend is for PWLB rates to rise therefore it is considered best value for the council to externally borrow the capital borrowing requirement while rates are still at reasonable levels. This allows the council to secure good rates to ensure that the capital plans to 2018/19 are not compromised due to increased borrowing rates in the future.

6.0 ANNUAL INVESTMENT PLAN

6.1 Investment Policy

The Local Government Investments (Scotland) Regulations 2010 came into force in April 2010. The Regulations require local authorities to consider the totality of their investment activity and, as such, have a wider application than the CIPFA Treasury Management Code. The Regulations apply to a range of investments including temporary surplus funds with banks and similar institutions, shareholding in companies or joint ventures, loans to group undertakings and third parties and investment properties. The Regulations require local authorities to manage risks to the capital sum invested and optimise the return consistent with those risks.

The council's investment priorities are the security of capital and the liquidity of its investments. The council will also aim to achieve the optimum return on its investments commensurate with appropriate levels of security and liquidity. The risk appetite of the council is low in order to give priority to security of its investments.

Investment instruments identified for use are listed in Appendix 3 as permitted investments. Any investment not listed will be ultra vires in line with the Regulations and will not be entered into by the council. Before any new investment mechanism can be used, approval would be required by the Council to amend the permitted investment list.

6.2 Creditworthiness Policy

The council's treasury management advisor, Link Asset Services, provides credit ratings from the three main credit rating agencies, Fitch, Moody's and Standard & Poors. The council uses the approach suggested by CIPFA of using the lowest rating from all three rating agencies to determine creditworthy counterparties.

All credit ratings are monitored regularly and the council is alerted by email to rating changes from all three agencies. If a rating downgrade results in the counterparty no longer meeting the council's minimum criteria, its further use as a new investment option will be withdrawn immediately. Sole reliance is not placed on the use of credit ratings supplied by our treasury advisors. In addition, the council also uses the financial press, Reuters news, market data and information on government support for banks, including the credit ratings of government support.

The council's policy in prior years was only to invest in appropriately rated UK banks and building societies augmented, when available, by UK local authorities and public bodies. This position was enhanced in recent years with the Council agreeing an increase in the counterparty limit for nationalised UK banks, revising the maximum percentage of investments in AAA rated Money Market Funds to 35% and adding certificates of deposit with appropriately rated financial institutions to the counterparty list. These changes increase the counterparty options available, without sacrificing the security of the council's funds. On this basis, the council's current approach will be continued.

6.3 Borrowing in Advance

The Local Government Investments (Scotland) Regulations 2010 require local authorities to set out their approach to borrowing in advance in the Treasury Management Plan. Borrowing in advance is defined in the Regulations as any borrowing undertaken that

results in total external debt exceeding the capital financing requirement (CFR) for the following twelve month period.

The council will not borrow more than, or in advance of its needs, purely in order to profit from the extra sums borrowed. Any decision to borrow in advance will be considered carefully to ensure value for money can be demonstrated and that the council can ensure the security of funds temporarily invested. Any advance borrowing will be reported as part of the next Treasury Management report to the Council, however it is not planned that the council will borrow in advance during 2018/19 due to the current low interest rate environment creating a cost of carry, meaning that the cost of borrowing funds in advance would far outweigh any interest that would be received by investing the funds, and due to the limited number of counterparties available to the council.

6.4 Investment Plans

In 2018/19, the general services capital programme will be partially funded by application of the capital fund. By using the fund, the level of investment held by the council will reduce. The level of investment at the end of 2018/19 is forecast to be £99 million compared to £112 million at the end of 2017/18. There will be fluctuations in the level of investment during the year arising from cash flow requirements and new borrowing decisions. The council's policy of investing only with appropriately rated UK banks and building societies and AAA rated money markets is considered to be risk averse, particularly in the light of the recapitalisation of certain UK banks by the UK Government.

The council's estimated cash balance for each of the next three years is shown below:

	2018/19 £m	2019/20 £m	2020/21 £m
Cash Balances Managed by the Authority			
1 April	111.9	99.5	78.8
31 March	99.5	78.8	65.1
Change in year	(12.4)	(20.7)	(13.7)

Current investment rates vary from below 0.5% for short periods to just below 1% for investments of a year. Rates continued to be low in 2017/18, with the most attractive rates in the market currently achieving 0.90%.

The forecasts for base rate increases continue to be open to considerable uncertainty, depending on the pace of the UK and European economic recovery. This is recognised in the forecast increase of the bank rate in late 2018, after the increase from 0.25% to 0.50% in 2017. Based on the predicted continued period of low investment rates, the council will weight investments to longer periods, as much as possible within cash flow considerations, with a view to locking in higher rates of return than may be available from current short term investment rates. As the council currently has a large value of balances and reserves, there is no liquidity risk associated with securing longer term investments. To date, investments with a maturity of greater than a year have only been in government backed banks to ensure security of funds.

6.5 Permitted Investments

The Local Government Investments (Scotland) Regulations 2010 require local authorities to specify the investments that will be used in the forthcoming financial year. Any investment not listed as a permitted investment within the Treasury Management Plan will not be in accordance with the Regulations and will as a result be ultra vires.

Investments are subject to a number of risks which require to be effectively managed. The risks, and the controls to mitigate them, are summarised as follows:

- Credit and Counterparty Risk Management – this is the risk of a counterparty failing to meet its contractual obligations, effectively the risk of default. The council has always invested with appropriately rated UK banks and building societies. The council also uses AAA rated money market funds and other local authorities, as these are regarded as unlikely to default. This policy is considered risk averse particularly in the light of the financial support provided by the UK government to the UK banking sector. There will be no change to this policy although previous rating updates have severely constrained available counterparties.
- Liquidity Risk Management – this is the risk that cash will not be available when required creating additional unbudgeted costs. The council has effective cash flow forecasting up to twelve months in advance, which accurately forecasts the cash requirements. A proportion of the council's reserves and balances are expected to be used in 2018/19 with drawdowns being built into the council's medium and long term cash flow forecasts. The use of highly liquid money market funds, and the council's overnight account for some shorter term investments, also ensures that this risk is minimised.
- Market Risk – this is the risk to the capital amount of the investment, effectively creating a loss of capital (i.e. the council would not receive back the amount originally invested). The council will not invest in any product which risks the value of the capital sum. For certificates of deposit, the council will hold certificates until maturity to ensure that the full amount invested is returned to the council.

Appendix 3 details the permitted investments and maximum amounts that can be invested in them. It also includes reference to associated treasury risks and mitigating controls. Permitted investments include current investments in long term investments, share capital in companies and loans to third parties. Following a review under the International Financial Reporting Standards (IFRS), the council does not have any investment properties.

The maximum amounts that can be invested are summarised as follows:

- **Term Deposits and Bonds in UK Banks & Building Societies (Up to One Year)**
The maximum amount that can be invested is 100%. The council has primarily invested in this sector to date, however money market funds have increasingly been used for temporary increases in balances.
- **Term Deposits and Bonds in UK Banks & Building Societies (One to Two Years)**
The maximum investment in this category is £35 million as agreed by Council on 15 October 2013. As noted previously, the majority of the council's investments represent cash backed funds and reserves of which only a proportion is forecast to be used in the next three years. Consequently, a proportion of these core funds could be invested for periods of between one and two years. Investment will be restricted to nationalised or part nationalised banks to minimise credit and counterparty risk, whilst also increasing the potential yield on investments in the current low rate environment.
- The council only has one long term investment of £25,000 in Lothian Buses plc, which was inherited on the disaggregation of Lothian Regional Council in 1996. As these shares are not actively traded, there are no plans to sell this asset.
- The council owns share capital of £50 in one joint venture (West Lothian Recycling) and there are no plans to increase this in 2018/19.

- Loans to home owners through the Empty Homes Loans Fund to make their property habitable. To date no loans have been issued under the scheme.
- Investment in West Calder High School DBFMCo Ltd to deliver a new West Calder High School through the Schools for the Future Programme. The maximum level of investment by the council would be £100 in equity, with the subordinated debt element being 1% of the total eligible cost of construction. It is expected that the maximum level of subordinated debt will be £350,000.

6.6 Investment Counterparties

Appendix 4 details current authorised institutions, their investment limits and investments made at 31 January 2018. Although the range of counterparties has diminished slightly because of previous counterparty movements, there are no further changes proposed to the current counterparty lists at this stage. Officers will continue to monitor progress and liaise with Capita Asset Services to ensure the security of the council's funds.

7.0 DEBT RESCHEDULING

Debt rescheduling involves the reorganisation of existing debt to reduce the interest charge and improve the maturity profile of outstanding debt.

Following the introduction of different rates for new borrowing and the early repayment of debt, an increase in the spread of rates from 1.25% to 1.45% has made debt rescheduling uneconomic. This significantly restricts the prospects for debt rescheduling, therefore it is unlikely that there will be opportunities to reschedule long term fixed rate PWLB debt to short variable and temporary debt during 2018/19.

8.0 CONCLUSION

The Treasury Management Plan for 2018/19 complies with the updated Treasury Management and Prudential Codes and the Local Government Investments (Scotland) Regulations 2010. The Council is asked to approve the plan which will be used for all treasury management activities in 2018/19.

Donald Forrest
Head of Finance and Property Services
13 February 2018

PRUDENTIAL INDICATORS 2018/19

The following treasury indicators were presented to Council today as part of the 2018/19 to 2022/23 Revenue Budget plan.

The key objectives of the Prudential Code are to ensure that capital investment plans are affordable, prudent and sustainable. The Code sets nine prudential indicators designed to support and record local decision making. The following describes the purpose of key indicators and the implications for West Lothian Council of the proposed levels, values and parameters.

CAPITAL EXPENDITURE INDICATOR – Capital Financing Requirement

Purpose of the Indicator

The capital financing requirement measures the council's underlying need to borrow for a capital purpose. This is the council's total outstanding debt required to finance planned capital expenditure, including long term financing liabilities.

	2016/17	2017/18	2018/19	2019/20	2020/21
	£'000	£'000	£'000	£'000	£'000
	Actual	Estimate	Estimate	Estimate	Estimate
General Fund	463,542	464,182	454,338	442,493	431,368
Housing	188,820	216,776	245,063	263,676	281,340
Total	652,362	680,958	699,401	706,169	712,708

Implications

The capital financing requirement continues to rise throughout the period as the council's outstanding debt incorporates the additional borrowing required to finance the approved capital expenditure plans.

TREASURY & EXTERNAL DEBT INDICATOR – Authorised Limit for External Debt

Purpose of the Indicator

This limit provides a maximum figure to which the council could borrow at any given point during each financial year.

Authorised Limit for:	2018/19	2019/20	2020/21
	£'000	£'000	£'000
Gross External Borrowing	713,586	768,421	742,561
Other Long Term Liabilities	62,689	60,126	57,257
External Debt	776,275	828,547	799,818

Implications

The limit is based on capital investment plans and treasury management policy and practice. It allows sufficient headroom for unanticipated movements and the limit will be reviewed on an ongoing basis throughout the year. The council's capital financing requirement outlined above is less than the authorised limit for each of the three years. If the authorised limit is liable to be breached, a report will be presented to Council with recommendations on how it can be managed.

TREASURY & EXTERNAL DEBT INDICATOR – Operational Boundary for External Debt

Purpose of the Indicator

This indicator is a management tool for in year monitoring and is lower than the authorised limit. It is based on an estimate of the most likely level of external borrowing.

Operational Boundary for:	2018/19 £'000	2019/20 £'000	2020/21 £'000
Gross External Borrowing	703,586	758,421	732,561
Other Long Term Liabilities	61,689	59,126	56,257
External Debt	765,275	817,547	788,818

Implications

This indicator is consistent with revised capital investment plans and with treasury management policy and practice. It is sufficient to facilitate appropriate borrowing during the financial year and will be reviewed on an ongoing basis.

TREASURY & EXTERNAL DEBT INDICATOR – Actual External Debt

Purpose of the Indicator

This is a factual indicator showing actual external debt for the previous financial year.

	31 March 2017 £'000
Actual External Borrowing	601,341
Actual Other Long Term Liabilities	66,743
Actual External Debt	668,084

TREASURY MANAGEMENT INDICATOR

This indicator intends to demonstrate good professional practice is being followed.

1. Adoption of the CIPFA Treasury Management Code

The CIPFA Treasury Code was adopted on 25 March 1997 as an indication of good practice. In line with the fully revised Treasury Code, the Treasury Plan for 2018/19 is reported to the full Council for approval. The annual report on 2017/18 treasury activities will be presented to the Council in the first half of 2018/19.

2. Upper limits for fixed and variable rate borrowing to 2020/21

The proposed limit for fixed rate borrowing is 100% and the proposed limit for variable rate borrowing is 35%. These limits mean that fixed rate exposures will be managed within the range of 65 to 100% and the maximum exposure to variable rate borrowing will be 35% of total debt. This is a continuation of current practice.

3. Maturing structure of fixed rate borrowing for 2018/19

These parameters control the extent to which the council will have large concentrations of fixed rate debt needing to be replaced at times of possible uncertainty over interest rates. The limits for fixed rate borrowing are as follows:

	Proposed Upper Limit	Proposed Lower Limit
Under 12 months	35%	0%
12 months and within 24 months	35%	0%
24 months and within 5 years	50%	0%
5 years and within 10 years	75%	0%
10 years and over	100%	25%

4. Total principal sums invested for periods longer than 365 days

The Local Government Investment (Scotland) Regulations 2010 allows investments for periods longer than 365 days. Consistent with the decision of the Council on 15 October 2013, the maximum that can be invested is £35 million to ensure security of funds.

The treasury management indicator confirms sound professional practice is being followed by the council in undertaking treasury management. The proposed values and parameters will provide sufficient flexibility in undertaking operational treasury management.

OUTLOOK FOR INTEREST RATES

Link Asset Services View interest rate forecast – December 2017

(%)	Q1 2018	Q2 2018	Q3 2018	Q4 2018	Q1 2019	Q2 2019	Q3 2019	Q4 2019
Bank Rate	0.50%	0.50%	0.50%	0.75%	0.75%	0.75%	0.75%	1.00%
5yr PWLB	1.60%	1.60%	1.70%	1.80%	1.80%	1.90%	1.90%	2.00%
10yr PWLB	2.20%	2.30%	2.40%	2.40%	2.50%	2.60%	2.60%	2.70%
25yr PWLB	2.90%	3.00%	3.00%	3.10%	3.10%	3.20%	3.20%	3.30%
50yr PWLB	2.60%	2.70%	2.80%	2.90%	2.90%	3.00%	3.00%	3.10%

Capital Economics interest rate forecast – December 2017

(%)	Q1 2018	Q2 2018	Q3 2018	Q4 2018	Q1 2019	Q2 2019	Q3 2019	Q4 2019
Bank Rate	0.50%	0.75%	1.00%	1.25%	1.25%	1.50%	1.50%	1.75%
5yr PWLB	1.70%	1.90%	2.10%	2.40%	2.40%	2.40%	2.40%	2.40%
10yr PWLB	2.20%	2.40%	2.60%	2.80%	2.80%	2.80%	2.80%	2.80%
25yr PWLB	2.60%	2.90%	3.10%	3.30%	3.30%	3.30%	3.35%	3.35%
50yr PWLB	2.50%	2.70%	2.90%	2.90%	2.90%	3.05%	3.05%	3.15%

WEST LOTHIAN COUNCIL PERMITTED INVESTMENTS

Permitted Investment Instrument	Minimum credit rating	Maximum Percentage of Total Investments	Treasury Risks	Mitigating Controls
Cash Investments up to one year				
Term Deposits and Bonds – UK Banks and Building Societies	Equivalent to Fitch's rating of FI short term A long term	Up to 100%	There is minimal risk to the value of principal invested. Consideration needs to be given to credit ratings to ensure appropriate counterparties are used. Liquidity risk that funds are not available when required.	Adoption of lowest rating from all three rating agencies to determine creditworthy counterparties. Cash flow forecasting undertaken to identify when funds will be required. Also use overnight account for daily access to funds.
Term Deposits – Local Authorities and Public Bodies	Local Authorities & Public Bodies are not awarded credit ratings	20%	Counterparty risk is very low as this is considered UK Government debt and there is no risk to value	No controls required as investment is with the UK Government and has minimal risk.
Money Market Funds	AAA	35%	Pooled cash investment vehicle with very low counterparty, liquidity and market risk.	The council will only use funds with a constant net asset value to ensure minimal risk to market value. Funds required to be AAA rated to limit counterparty risk and instant access to ensure liquidity.
Debt Management Agency – Deposit Facility	UK Government	20%	Minimal counterparty or liquidity risk as deposit is with the UK Government	No controls required as investment is with the UK Government and has minimal risk
Treasury Bills	UK Government	20%	Minimal counterparty or liquidity risk as deposit is with the UK Government. Potential market risk due to longer term movements in interest rates.	No general controls required as investment is with the UK Government. All investments are short term and held to maturity therefore minimal risk to value from resale on secondary market.

WEST LOTHIAN COUNCIL PERMITTED INVESTMENTS

Permitted Investment Instrument	Minimum credit rating	Maximum Percentage of Total Investments	Treasury Risks	Mitigating Controls
Cash Investments up to one year				
Certificates of Deposit	Equivalent to Fitch's rating of FI short term A long term	20%	There is minimal risk to the value of principal invested. Consideration needs to be given to credit ratings to ensure appropriate counterparties are used. Liquidity risk that funds are not available when required.	Adoption of lowest rating from all three rating agencies to determine creditworthy counterparties. Cash flow forecasting undertaken to identify when funds will be required. Deposit will be held to maturity to ensure that the full amount invested is returned to the council. Investments will only be for periods of three to twelve months.
Cash Investments between one year and up to two years				
Term Deposits and Bonds – UK Banks and Building Societies	Nationalised or part nationalised UK Banks	£35 million	There is minimal risk to the value of principal invested. Consideration needs to be given to credit ratings to ensure appropriate counterparties are used. Liquidity risk that funds are not available when required.	Adoption of lowest rating from all three rating agencies to determine creditworthy counterparties. Cash flow forecasting undertaken to identify when funds will be required.
Non Treasury Investments				
Long Term Investment - £25,000 £1 shares in Lothian Buses plc	This is the share of Lothian Buses plc allocated to the council on the disaggregation of Lothian Regional Council in 1996	£25,000 £1 shares	This is a service investment which may exhibit market risk.	Shares will not be sold therefore market changes will have no impact. Ownership is supported by service requirements and must be approved by elected members.

WEST LOTHIAN COUNCIL PERMITTED INVESTMENTS

Permitted Investment Instrument	Minimum credit rating	Maximum Percentage of Total Investments	Treasury Risks	Mitigating Controls
Non Treasury Investments				
£50 of £1 shares in West Lothian Recycling Ltd	The council owns 50% of the issued share capital of the company which is a joint venture with Tarmac	£50 £1 shares	This is a service investment which may exhibit market risk.	Shares will not be sold therefore market changes will have no impact. Ownership is supported by service requirements and must be approved by elected members.
Loans to Third Parties – Small Business Loans	Small amounts not subject to credit ratings	At 31 March 2017, there were no loans outstanding.	Counterparty and market risk where the funds invested are not returned.	Close administration and ongoing monitoring of receipts. Award criteria established by service.
Loans to Third Parties – Empty Homes Loan Fund	Small amounts not subject to credit ratings	£150,000 or total funding made available	Counterparty and market risk where the funds invested are not returned but council has to repay funding to Scottish Government.	A robust procedure is in place for the monitoring and collection of empty homes loans.
West Calder High School DBFMCo Ltd Equity and Subordinated Debt	DBFM company established to provide new West Calder High School by HUB South East Ltd (HUBco) through Schools for the Future Programme.	Equity Subscription - £100 Subordinated debt – maximum of 1% of the total eligible cost of construction (£350,000)	This is a service investment which may exhibit market risk. If the DBFM company does not perform and fails to deliver on agreed service objective, the subordinated debt element is at risk.	Shares will not be sold therefore market changes will have no impact. Investment is directly linked to delivery of the new West Calder High School. Ownership is supported by service requirements and must be approved by elected members.

APPROVED ORGANISATIONS FOR INVESTMENT

	Current Investment Limit £	Investment at 31 Jan 2018 £
<u>Council Bankers</u>		
Lloyds Banking Group (inc Bank of Scotland)	70,000,000	65,005,000
<u>WLC Rating Category 1*</u>	22,000,000	
No institutions in this category		0
<u>WLC Rating Category 2*</u>	19,500,000	
No institutions in this category		0
<u>WLC Rating Category 3*</u>	17,000,000	
HSBC Bank plc		0
<u>WLC Rating Category 4*</u>	14,500,000	
No institutions in this category		0
<u>WLC Rating Category 5*</u>	10,000,000	
Nationwide Building Society		0
Standard Chartered		0
<u>WLC Rating Category 6*</u>	7,000,000	
Barclays		
Goldman Sachs		7,000,000
Santander UK plc		7,000,000
<u>Local Authorities, Public Bodies & Debt Management Office**</u>	18,801,000	
Maximum of 20% of total investments		
All UK Local Authorities		0
UK Public Bodies		0
Debt Management Office – Deposit Account		0
Treasury Bills		0
<u>UK Nationalised Banks</u>	35,000,000	
Royal Bank of Scotland		15,000,000
<u>Money Market Funds – AAA rated***</u>	32,901,750	
Maximum of 35% of total investments		0
TOTAL	94,005,000	

* As rated by the lowest credit rating of the three credit rating agencies Fitch, Moody's and Standard & Poors.

** This limit fluctuates according to total investments. Based on current investments of £94.005 million, the limit would be £18.8 million.

*** This limit fluctuates according to total investments. Based on current investments of £94.005 million, the limit would be £32.9 million.