



## ***West Lothian Council***

West Lothian Civic Centre  
Howden South Road  
LIVINGSTON  
EH54 6FF

21 February 2020

A special meeting of West Lothian Council will be held within the **Council Chambers, West Lothian Civic Centre, Livingston, EH54 6FF on Friday 28 February 2020 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. Revenue Budget 2020/21 to 2022/23 - Report by Head of Finance and Property Services (herewith)
5. Asset Management Strategy and General Services Capital Programme 2020/21 to 2027/28 - Report by Head of Finance and Property Services (herewith)
6. Treasury Management Plan 2020/21 - Report by Head of Finance and Property Services (herewith)

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NOTE **For further information please contact Val Johnston, Tel No.01506 281604 or email [val.johnston@westlothian.gov.uk](mailto:val.johnston@westlothian.gov.uk)**

DATA LABEL: Public



**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

14 February 2020

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. Revenue Budget 2020/21 to 2022/23
2. Asset Management Strategy and General Services Capital Programme 2020/21 to 2027/28
3. Treasury Management Plan 2020/21

Please proceed with the necessary arrangements for holding the meeting at 10.00am on Friday 28 February 2020.

Yours sincerely

**Provost Tom Kerr**



## CODE OF CONDUCT AND DECLARATIONS OF INTEREST

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

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

NAME	MEETING	DATE

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

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

Other key terminology appears on the reverse.

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

## **SUMMARY OF KEY TERMINOLOGY FROM REVISED CODE**

### **The objective test**

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

### **The General Exclusions**

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

### **Particular Dispensations**

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

### **The Specific Exclusions**

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

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

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



**WEST LOTHIAN COUNCIL**

**REVENUE BUDGET 2020/21 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 detailed General Fund Revenue budgets for 2020/21 to 2022/23, to set council tax levels for 2020/21 and to take decisions on associated issues.

**B. RECOMMENDATION**

It is recommended that Council:

1. Notes that, following the update of the budget model, the council faces an estimated revenue budget gap of £34.5 million over the three years 2020/21 to 2022/23 as a result of Scottish Government grant funding not being sufficient to meet increasing costs;
2. Notes the up to date position regarding the integrated impact assessments (IIAs) of the proposed budget reduction measures, as set out in Appendix 8;
3. Agrees the budget reduction measures, as set out in Appendix 2, noting that agreement of these measures will leave a budget gap of £1.686 million in 2022/23;
4. Agrees that, at this stage, one off resources from the retained balance should be allocated to address the remaining gap of £1.686 million in 2022/23 and that use of one off resources for the gap, and the potential for additional recurring saving measures, will continue to be reviewed, specifically following receipt of Scottish Government grant settlements for 2021/22 and 2022/23;
5. Notes that, based on current projections, the council will have delivered savings of over £153 million between 2007/08 and 2022/23;
6. Notes the risks to deliverability of the budget reduction measures, as summarised in Appendix 3;
7. Agrees the schedule of fees and charges for 2020/21 to 2022/23 as detailed in Appendix 4;
8. Agrees the 2020/21 level of resources associated with the functions delegated to the West Lothian Integration Joint Board (IJB) of £76.589 million, taking full account of West Lothian Council's share of Scottish Government funding for social care;
9. Agrees the proposed revenue budgets for the three years 2020/21 to 2022/23, as set out in Appendix 5;
10. Agrees a council tax level for 2020/21;
11. Notes the position in regard to the General Fund Balance and other reserves, as detailed in Appendix 6;
12. Approves a strategy of maintaining a minimum uncommitted General Fund Balance of £2 million;
13. Notes the one off resources available until 2022/23, after providing for the £1.686 million required to balance the revenue budget in 2022/23, the potential to use these resources for proactive investment in council services and the potential options for use of these resources;
14. Approves the prudential indicators, as set out in Appendix 7.

## C. SUMMARY OF IMPLICATIONS

I	<b>Council Values</b>	Being honest, open and accountable, focusing on our customers' needs, making the best use of our resources and working in partnership.
II	<b>Policy and Legal (including Strategic Environmental Assessment, Equality Issues, Health or Risk Assessment)</b>	<p><b>Approval of the Budget</b></p> <p>The Council must approve a balanced budget before 11 March each year to comply with statutory obligations. However, to initiate the collection of instalments from 1 April 2020, it is essential that Council sets the council tax for 2020/21 no later than 28 February 2020. This allows council tax bills and benefit notifications to be issued to customers and direct debits set up for collection from 1 April 2020.</p> <p><b>General Fund Balance</b></p> <p>When considering the budget, the Council must be provided with details of the General Fund Balance and other reserves.</p> <p><b>CIPFA Prudential and Financial Management Codes</b></p> <p>The Chartered Institute of Public Finance and Accountancy (CIPFA) Prudential Code for Capital Finance in Local Authorities stipulates that prudential indicators must be approved annually through the same process as setting the council's revenue budget.</p> <p>The Financial Management Code was published in 2019 to support councils in building a financially sustainable future. An update on the code was presented to Partnership and Resources Policy Development and Scrutiny Panel (PDSP) on 7 February 2020. Councils will be required to comply with the code from 1 April 2021.</p> <p><b>Integrated Impact Assessment (IIA)</b></p> <p>The equality impact of the budget has been assessed in compliance with public sector duty requirements as set out in the Equality Act 2010, the Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012 and Fairer Scotland Duty, Part 1 of the Equality Act 2010.</p> <p><b>Reserve Powers</b></p> <p>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	<b>Implications for Scheme of Delegations to Officers</b>	None.
IV	<b>Impact on performance and performance Indicators</b>	Ongoing government funding constraint has implications for the council's budget and performance. The impact of the proposed budget reduction measures on performance is summarised in Appendix 2. The revenue budget is predicated on maintaining or improving performance wherever possible and focusing delivery on services that support council priorities in the Corporate Plan.



<b>V</b>	<b>Relevance to Single Outcome Agreement</b>	The revenue budget provides resources necessary to help deliver the Single Outcome Agreement. Effective prioritisation of resources is essential to achieving key outcomes.
<b>VI</b>	<b>Resources - (Financial, Staffing and Property)</b>	<p>The outcome of the local government finance settlement for 2020/21 is to be reported to Council Executive on 25 February 2020. Following the settlement, the council faces an estimated budget gap of £12.4 million in 2020/21.</p> <p>Scottish Government grant funding is likely to be insufficient to meet the increasing costs and demands for services, resulting in a projected budget gap over the three year period to 2022/23 of £34.5 million.</p> <p>Taking into account budget growth and savings measures, it is anticipated that the updated revenue budget will result in a net increase in staff of 94.3 full time equivalents (FTE) between 2020/21 and 2022/23.</p>
<b>VII</b>	<b>Consideration at PDSP</b>	<p>Feedback from the council's Transforming Your Council (TYC) consultation was discussed at a series of PDSP meetings in December 2017.</p> <p>The Partnership and Resources PDSP considered an update on the council's financial strategy on 12 September 2019. This included an updated budget model and gap, amendments to approved savings, additional saving measures and options to address the remaining budget gap. The Panel also considered a range of council tax scenarios. Following this meeting, PDSPs considered potential additional saving options in Autumn 2019.</p> <p>Further updates to the budget model and proposed income and contributions were considered by the Partnership and Resources PDSP on 7 February 2020.</p>
<b>VIII</b>	<b>Other consultations</b>	<p>The five year financial plan 2018/19 to 2022/23, agreed by Council on 13 February 2018, incorporated feedback from the TYC consultation which received 7,026 responses and over 45,000 comments.</p> <p>Since the five year financial plan was approved in February 2018, there have been consultations on specific reduction measures where it is assessed that consultation is necessary. As specific measures are developed there will continue to be consultation and engagement with service users and relevant stakeholders as required.</p> <p>PDSPs were consulted on the potential additional savings options in Autumn 2019.</p> <p>Meetings on the revenue budget have been held with teaching and non-teaching trade unions.</p>

## **D. TERMS OF REPORT**

### **D.1 The report covers the following:**

- D.2 – Governance
- D.3 – Transforming Your Council Consultation
- D.4 – Three Year Revenue Budget 2020/21 to 2022/23
- D.5 – Annual Revenue Budget 2020/21
- D.6 – General Fund Balance and Other Reserves
- D.7 – Prudential Code
- D.8 – Integrated Impact Assessment
- D.9 – 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. The Prudential Code requires councils to annually approve a defined set of prudential indicators for General Fund and Housing capital investment at the same meeting that approves the revenue budget.

To enable billing to take place for 2020/21, council tax levels need to be agreed no later than 28 February 2020. As the budget meeting is taking place on the latest practicable date, the 2020/21 council tax levels and budget must be agreed at this meeting. If the budget is not agreed on this date, it would have major implications for the council and customers. In addition, not approving council tax and the budget would attract significant criticism from the Accounts Commission and the council's external auditors.

The key implications arising from not meeting the latest practicable date are set out in Appendix 1, however in summary it would mean that council tax bills would not be issued in sufficient time to allow collection of the first instalment of council tax for 2020/21 at the start of April, creating budgeting concerns for customers. It would also result in the delay of the notification of discretionary charges to customers for the upcoming year and could jeopardise the implementation of budget savings to ensure the 2020/21 budget is balanced.

In response to some uncertainty regarding budget and council tax setting responsibilities, Audit Scotland's Professional Support set out for local auditors a summary of the legislative position and how legislative requirements should be applied. With regard to the potential decoupling of council tax from setting balanced budgets, Audit Scotland have concluded: "There is no explicit requirement to set the budget at the same time as setting the council tax but, in Professional Support's view, this is implicitly required as setting a budget (i.e. estimating expenses and income) is an integral part of setting the council tax, and hence achieving a 'balanced budget' ... Audit Scotland's expectation is that the level of council tax set flows from the budget process."

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 full Council. The revenue budget forms part of the council's integrated approach to financial and corporate planning, delivery of outcomes and performance monitoring.

The activity budget links activities, resources and outcomes and is part of the revenue strategy and annual management plans. The 2020/21 activity budget will be published on the intranet following approval of the budget. Management plans for each service for 2020/21 will be published on the council's website following consideration by PDSPs. The plans incorporate the outcomes that the council, working in conjunction with community planning partners, is seeking to deliver via the Single Outcome Agreement. Performance is monitored and reported using the council's performance management system, Pentana.

Audit Scotland and CIPFA have identified the need for councils 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 road map for service delivery within constrained budgets. Although councils receive one year funding from the Scottish Government, they are expected to produce medium to long term financial strategies. Long term planning is essential for effective financial management and this is especially the case where councils have low usable reserves.

Following a review of elected member involvement in financial planning, the Council Executive agreed in June 2018 that:

- The council should continue to have a five year strategy, aligned with political administrations, and detailed three year budgets.
- Additional savings measures should be considered by the relevant PDSP before being reported for approval, apart from in exceptional circumstances.
- A detailed three year budget for 2020/21 to 2022/23 should be reported to Council for approval in early 2020.

This report seeks approval of the revenue budgets for the three years 2020/21 to 2022/23 and council tax levels for 2020/21.

### **D.2.2 Integrated Impact Assessment (IIAs)**

The Public Sector Equality Duty (PSED), often referred to as the 'general duty', requires public bodies in the exercise of their functions to have due regard for the need to:

1. Eliminate unlawful discrimination, harassment and victimisation and other prohibited conduct.
2. Advance equality of opportunity between those who share a protected characteristic and those who do not.
3. Foster good relations between those who share a protected characteristic and those who do not.

Supplementary legislation, the Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012, requires the council to be proactive in meeting the general duty of eliminating unlawful discrimination, advancing equality and fostering good relations. The council has due regard to S149 of the Act, with the IIA process promoting consultation with all communities, including protected individuals and groups. In addition, the Fairer Scotland Duty, part 1 of the Equality Act 2010, places a legal responsibility on councils to pay due regard to how they can reduce inequalities of outcome caused by socioeconomic disadvantage when making strategic decisions.

The integrated impact assessment process enables the council to identify potential impacts from the budget and to consider and develop mitigation measures. Integrated impact assessments inform the decision making process by making all relevant information available and are not intended to prevent decisions from being taken and implemented. Further detail on the process is included in section D.8 and in Appendix 8.

### **D.2.3 Best Value**

The council has in place a resilient culture of effective planning and governance, with robust evidence to demonstrate how best value is delivered. The best value assurance report by the Accounts Commission in 2017 concluded that the council continues to improve outcomes for local people and that the council performs well compared to others.

The council's Best Value Framework ensures compliance with the provisions within the Local Government in Scotland Act 2003 which requires the council to:

- Secure best value in the performance of its functions.
- Balance the quality and cost of its functions and the cost of 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 integration of health and social care. The West Lothian Integration Joint Board (IJB) assumed direct control of integrated services from 1 April 2016, with the delegation of relevant functions and resources by the council and NHS Lothian to the IJB. The IJB is responsible for the strategic planning and delivery of adult social care functions and services.

The West Lothian Integration Scheme sets out the process through which the level of funding allocated to the IJB is determined. Throughout the year, discussions and negotiations are undertaken by officers supporting the IJB on aspects such as service delivery, budget pressures, anticipated and planned financial savings and the requirement for the IJB to receive sufficient funding from the council and NHS Lothian to deliver the strategic plan.

The level of funding is provided on the basis it will fully meet estimated social care demands and takes account of specific funding for health and social care confirmed as part of the local government finance settlement (LGFS). As set out in section D.5, the proposed level of budget resources associated with the council functions delegated to the IJB in 2020/21 is £76.589 million.

### **D.3 TRANSFORMING YOUR COUNCIL CONSULTATION**

The council's five year financial plan incorporated feedback from the Transforming Your Council (TYC) consultation held in October and November 2017. The consultation sought stakeholder opinions on priorities for the five years to 2022/23, officer budget reduction proposals and future council tax levels. The TYC responses were used to inform the Corporate Plan and financial plans, the priorities for the council and how resources are allocated to deliver those priorities.

The TYC consultation received 7,026 responses, with over 45,000 comments from all respondents. There was continued agreement over the council's priorities and respondents agreed with the majority of officers' proposed saving measures. The consultation responses supported a council tax increase of 3% per annum over each of the five years, with a narrow majority agreeing with the potential of increasing council tax above 3%, should the Scottish Government remove the 3% council tax limit that was in place at that time. The feedback from respondents is available to view online on the council's website at <https://www.westlothian.gov.uk/transforming>.

Since the TYC consultation in 2017 the council has engaged, where required, with relevant stakeholders and service users as part of the development and implementation of specific budget saving measures agreed in February 2018 and 2019. This has involved consultation with service users, community planning partners, staff and trade unions and other key stakeholders.

For internal service changes with no impact to front line service delivery, engagement has been undertaken with trade unions and staff as restructures have been developed and implemented. This approach to consultation and engagement on specific measures has been beneficial in supporting delivery of approved savings and will continued to be used to ensure all relevant stakeholders are aware of, and involved in, delivery of the approved revenue budget.

## D.4 THREE YEAR REVENUE BUDGET 2020/21 TO 2022/23

### D.4.1 Background and Financial Outlook

On 13 February 2018, West Lothian Council agreed a long term financial plan for five years and detailed revenue budgets for the three years 2018/19 to 2020/21. Approval of the plan and budgets was consistent with the strategic approach to financial and corporate planning agreed by Council on 20 February and 7 November 2017. It was also consistent with the recommendations of the Accounts Commission, Audit Scotland and CIPFA who emphasise the need for public bodies to focus on their medium to longer term financial sustainability.

Approval of the five year financial plan strengthened the council's approach to financial planning, which was positively acknowledged in the council's most recent Best Value Assurance Report. The assurance report, and reports from the council's external auditors on the annual accounts, all emphasise the council's robust financial management arrangements, highlighting good practice in forward financial planning and managing resources effectively.

The plan was updated by Council on 19 February 2019 where it was noted that a budget gap of £4.4 million remained for 2020/21 to 2022/23. It was agreed that officers should consider options to address the gap, including potential budget savings and use of council tax flexibility, whilst minimising any adverse impact on service delivery.

Officers reported an update on the council's financial plans for the three years 2020/21 to 2022/23 to the Partnership and Resources PSDP on 12 September 2019. A revised gap was presented, incorporating proposed changes to the budget model and approved savings, along with a number of potential additional savings options. In addition, a report on council tax scenarios was considered by the Panel. This report included benchmarking information and potential options for increases in council tax over the three year period.

During the course of October to December 2019, PDSPs considered potential savings options which could be used to address the gap. This met the requirement agreed by Council Executive in June 2018 that potential saving measures should be considered by relevant PDSPs before approval. A further update on the council's budget model and savings was provided to the Partnership and Resources PDSP on 7 February 2020, along with a summary of the potential options available to help address the remaining budget gap.

An update on budget savings required to balance budgets to 2022/23 is included in section D.4.5, however, as demonstrated in the table below the council has delivered total savings of £120.5 million since 2007/08.

*Table 1: Revenue Budget Savings 2007/08 to 2019/20*

	£'m
2007/08	3.6
2008/09	6.5
2009/10	2.8
2010/11	5.3
2011/12	16.7
2012/13	8.8
2013/14	7.7
2014/15	7.1
2015/16	12.1
2016/17	12.5
2017/18	8.8
2018/19	13.9
2019/20	14.7
<b>Total</b>	<b>120.5</b>



The council currently has confirmation of Scottish Government funding for one year only. Changing economic circumstances, including the consequences of the UK leaving the EU, and uncertain levels of growth and productivity in the Scottish economy will potentially impact on the overall resources available for funding Scottish public services. There continues to be a high level of uncertainty around future funding.

In the 2020/21 Scottish Budget, published on 6 February 2020, health resource spending significantly increased above the Barnett Consequentials associated with health spending in England. The Fraser of Allander Institute estimate that health spending will increase by almost 5% in real terms. Although there will be a substantial negative income tax reconciliation for 2020/21, the Scottish Government has used its borrowing powers to spread the impact of the reconciliation over the next five years. This has allowed the 2020/21 draft Scottish Budget to increase by the highest level since pre 2010.

Although the way in which the Scottish Budget is presented makes it challenging to identify year on year and inter departmental reclassification changes, it is clear that funding for local government has remained constrained. Overall funding to councils in 2020/21 will increase in cash terms based on the comparison between 2019/20 and 2020/21 in Finance Circular 1/2020. However, the core revenue settlement will decrease in cash terms after allowing for new funding earmarked for the delivery of Scottish Government priorities. The cash decrease in core revenue grant funding for local government at a Scottish level, based on the finance circular and mirroring the core reduction identified by the Convention of Scottish Local Authorities (COSLA), is illustrated as follows in table 2.

*Table 2: Decrease in Core Revenue Grant Funding After Ringfenced Funding*

	£'m
Cash Increase in Total Revenue Funding for Local Government	264.018
<u>Less: Funding Earmarked for National Priorities</u>	
Early Learning and Childcare	(201.000)
Carers Act	(12.100)
School Counselling	(4.000)
Health and Social Care and Free Personal Care	(83.900)
Teachers Pensions and Pay	(51.000)
Discretionary Housing Payments	(7.456)
<b>Cash Decrease in 2020/21 Core Revenue Funding for Local Government</b>	<b>(95.438)</b>

The Chancellor of the Exchequer announced the 2019 Spending Round in September 2019 which outlined spending commitments for 2020/21 but did not cover future years. In addition, the Scottish Government have provided confirmation of funding for 2020/21. With confirmed funding for one year only, the outlook for grant funding for local government in the medium to longer term remains uncertain.

The Scottish Government's Medium Term Financial Strategy (MTFS), published in May 2019, noted the Scottish Government's intention to undertake reviews of spending beyond 2020/21. They also reiterated their commitment to fulfil the 2019/20 budget commitment to introduce three year settlements for local government. Following the UK Budget in March 2020, which is expected to cover public spending over multiple years, it is anticipated that there will be a multi-year spending review and three year local government finance settlement in Scotland which would provide greater funding certainty.

Based on the Scottish Government's continued commitment to health funding, it is likely that the majority of any increase in funding will be allocated to the health budget. The current economic position and recent commentary would suggest that the medium term financial outlook will remain challenging. It is therefore possible that non-protected budgets, like local government, could continue to face constrained settlements.

## D.4.2 Transforming Your Council Priorities

The proactive approach to financial planning has enabled the council to direct constrained resources to deliver Corporate Plan outcomes. It also helps to manage service demand within available resources. The Corporate Plan is directly influenced by the priorities in the TYC consultation. The council believes that delivery of these priorities will help the community to grow and succeed, whilst also helping focus resources towards key areas. The financial plan enables the council to address the priorities of:

### 1. Improving attainment and positive destinations for school children

The council has improved literacy and numeracy for children and young people. There is a commitment to improving attainment with education resources being targeted in this area. The focus will always be on service delivery that has a tangible impact on attainment. Key to this is the Raising Attainment Strategy which aims to ensure that young people are well placed to move into employment or further/higher education.

Examples of some of the achievements during 2019/20 include:

- For the seventh consecutive year, exam results have improved with those achieving five or more passes rising by 9% and those with three or more passes rising by 6%.
- 71% of S5 pupils achieving one or more Higher or equivalent level qualification, which is an increase of 17% since 2014, and 58% of pupils achieving three or more Highers, an increase of 24% over the last five years.
- 94.4% of senior phase school leavers going into positive destinations.
- Successful multi-trade programme providing young people with a practical and realistic introduction to the construction industry.
- Knightsridge Primary School received the Raising Attainment in Literacy Award at the Scottish Education Awards for promoting reading and writing.
- Full allocation of funding for additional support for learning to employ staff to support the additional needs of pupils in the school environment.
- Investment to raise attainment for care experienced children and young people.

### 2. Delivering 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 improved ways of working across partner agencies and streamline working practices. Activity will continue to focus on Getting it Right for Every Child (GIRFEC), meeting agreed commitments and utilising a range of service delivery models and approaches. The council continues to work with parents and carers to develop positive attitudes to learning and health and wellbeing, with particular emphasis on the most deprived communities. Continued partnership working amongst health, social care and education seeks to ensure that all children have the best possible start.

Examples of some of the achievements during 2019/20 include:

- Early delivery of the early learning and childcare expansion plan, giving greater flexibility and choice for parents.
- Greater choice of provision for eligible two year olds.
- Education and Social Policy continuing to work together to improve outcomes for vulnerable young people.
- Publication of the first annual local child poverty action report.
- Continued redesign of services for looked after children so they can stay within a community setting within West Lothian wherever possible.

### 3. Minimising poverty, the cycle of deprivation and promoting equality

Action to minimise the impact of poverty is being delivered through the Anti-Poverty Strategy and the Anti-Poverty Service, providing a targeted, focused and joined up service for the most vulnerable people in the community. The council is committed to working with community partners to mitigate poverty through a range of initiatives.

The revenue budget 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 provision for the living wage for council staff, social care providers and contractors who regularly work on council premises. The council also continues to raise awareness of the benefits of the living wage to all its contractors and local employers.

To invest in services that support this priority, earmarked resources in the General Fund Balance for anti-poverty will be used over the three year period to 2022/23 to maintain the support around welfare reform, advice at St John's Hospital and health centres and child poverty. In addition, following Council Executive decisions in 2019/20, the council will introduce support for volunteers and food banks.

Examples of some of the achievements during 2019/20 include:

- Approval of the Rapid Rehousing Transition Plan to reduce homelessness by focusing on early intervention and prevention.
- Gold chartermark award from LGBT Youth Scotland awarded to youth services for proactively involving LGBT people in every aspect of work, protecting staff and providing quality services.
- Launch of the West Lothian Respectful Funeral with local funeral directors.
- Continued support for the most vulnerable in the community through the Scottish Welfare Fund and Discretionary Housing Payments.
- Best performance in processing housing benefit claims in Scotland with claims being processed in 13 days compared to the Scottish average of 20 days.
- Expansion of the Macmillan@West Lothian information and support service to the new Blackburn Partnership Centre.
- Launch of Advice@St John's to provide support and information to patients.
- Community access to free sanitary products in partnership centres and schools.
- Community Development Finance Initiative received a COSLA Excellence Award for helping to provide communities with an alternative to high cost credit lenders.

4. Improving the quality of life for older people

Social care resources are focused on supporting those most in need. The health and social care joint strategic commissioning plans will deliver services in new and innovative ways, including working with partners to secure the right services and support and the successful expansion of technology to support care at home and residential placements.

There will be an expected 25% increase in the number of people over 75 requiring social care by 2022/23. The increasing complexity of care requirements means there will be an ongoing requirement to develop more sustainable delivery models. This will result in greater emphasis on prevention and supporting people within their home environment.

Examples of some of the achievements during 2019/20 include:

- Increased investment in technology to support people in their own homes.
- Ongoing investment in housing with care units and older people care homes.
- Additional funding to support carers.
- Development of integrated discharge hubs with health to help people to return to their homes as early as possible following discharge from hospital.
- Continued partnership working with NHS Lothian and care providers to ensure high quality care is available to all those who are assessed as requiring it.

5. Improving the employment position in West Lothian

West Lothian employment rates continue to perform well compared to elsewhere in Scotland. There is investment in time limited initiatives that support training and employment for graduates and apprentices. The council's approach to economic development focuses on supporting businesses, business start-ups and early stage company growth. The council will also continue to build upon previous successes in helping young people enter the job market.



Examples of some of the achievements during 2019/20 include:

- 74.6% of young people are in employment which is an increase of 0.8% from 2018.
- 70 young people helped into employment through the Steps N2 Work programme.
- Supporting over 385 new business start-ups, which have created over 520 jobs.
- Targeting support for higher value sectors including engineering, manufacturing, software development, life sciences and digital technology.
- Highest performing Economic Development service in Scotland as assessed through the Improvement Service's Local Government Benchmarking Framework (LGBF).
- Continued partnership with West Lothian College and local businesses to support adults with learning disabilities to attain high quality employment in their local area.

6. Delivering positive outcomes on health

The continued development of the IJB's role for the strategic planning of adult and older peoples' health and social care, and the continued collaborative work to improve life expectancy, mental wellbeing and health outcomes, will help to support improvements in this area. The council will also continue to work with partners to improve health outcomes for children. The focus will be on working in partnership to deliver more accessible and integrated services which are jointly planned and community focused.

Examples of some of the achievements during 2019/20 include:

- Continue to work with health to develop a new model of care to support adults with learning disabilities to live in local communities. The design for the development of a complex of 16 individual supported tenancies has been agreed.
- Addition of adapted properties for people with complex learning disabilities within new council house developments.
- Mental health community hubs established.
- Additional funding made available to support carers of adults with disabilities.
- Winner of the tackling inequalities and improving health category at the COSLA Excellence Awards for a pupil led health and wellbeing group in Whitburn.
- Soil Association Scotland's Food for Life Programme bronze award for healthier, more sustainable school meals.

7. Reducing crime and improving community safety

The council will continue to participate in community safety and community justice joint working. The work of the Community Safety Team is being reprioritised to reflect new working arrangements with Police Scotland.

Examples of some of the achievements during 2019/20 include:

- Working in partnership with Police Scotland to launch safety campaigns.
- Multi agency preventative activities during the 2019 bonfire/firework period.
- 16 Days of Action campaign with a series of multi-agency events aimed at raising awareness of gender based violence.
- Launch of new domestic abuse perpetrators programme, UP2U.
- New Community Justice Strategy 2019-24 launched, aiming to address offending.
- Continued reduction in the rate of re-offending.
- Continued delivery of the whole systems approach by the youth justice team which has been positive in reducing youth crime.
- Hosting the Serious and Organised Crime Prevention conference.

8. Protecting the built and natural environment

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

Examples of some of the achievements during 2019/20 include:

- Recycling rates are second highest in Scotland with 65.2% of all waste being recycled, a 3.9% increase from the previous year.
- Continued roll out of LED street lighting, reducing energy costs and carbon use.
- Investment on a range of energy efficiency measures through the Non-Domestic Energy Efficiency Framework (NDEEF).
- Shared agreement to unlock development at Winchburgh including new schools, homes, transport infrastructure, employment opportunities and recreational facilities.
- More environmentally friendly use of open spaces including the B-lines project to create wildflower meadows and the launch of the new Food Growing Strategy.
- Opening of the new partnership centre in Blackburn, providing a hub for health, council and community services.
- The planning enforcement and building standards services received national awards for performance and excellent customer services.
- Association for Public Service Excellence award for the best local government environmental health service.
- Reducing use of plastic (e.g. single use water bottles in school lunches).

In addition to the achievements in relation to specific priorities, the council's performance was assessed as the best in Scotland based on the data produced in the Improvement Service's Local Government Benchmarking Framework (LGBF). The comparative performance of 32 Scottish local authorities is published in an annual report that identifies national trends across eight categories of activity. The report highlights local challenges and priorities and how this can impact on individual councils' performance. This achievement demonstrates that although the council faces significant challenges, most notably having insufficient funding to meet increasing costs, it still provides excellent local services that perform well in comparison to other local authorities across a range of key indicators.

In the current economic climate, it is recognised that it is difficult to maintain or improve performance across all areas. However, in line with best practice, the council will direct resources to maintain or improve performance in priority areas. On that basis, it is recommended that any available additional resources are used to maintain outcomes in priority areas. This could include using one off resources in priority areas for positive interventions such as spend to save, investment to tackle underlying issues or investment to develop and improve services. Key performance priority areas for the council include:

- Raising attainment with a particular focus on reducing the attainment gap. This will include interventions and initiatives to close equity gaps in attainment and achievement, continuing to improve sustainable positive destinations and empowering schools.
- Expanding early learning and childcare provision, providing parents with more choice and flexibility for preschool education and childcare and helping our youngest children get the best possible start.
- Following the declaration of a climate emergency in 2019, there will be a continued focus on protecting the built and natural environment. This will be achieved through the development and implementation of a climate action plan. It will be supported through council carbon reduction schemes and through services, such as planning and environmental health, to ensure everyone supports the climate declaration.
- Addressing poverty so everyone has the chance of a secure life without poverty. This includes working with community planning partners to address poverty at a local level through delivery of the Anti-Poverty Strategy 2018 to 2023.
- Continuing to support and provide social care for the elderly and the most vulnerable adults and children in West Lothian.

Within the parameters of increasing costs and constrained funding settlements, the council will continue to spend a substantial amount of money in delivering essential services. Although the council faces the challenge of a budget gap of £34.5 million over the next three years, by 2022/23 it is estimated that the council will be spending over £455 million.

Closing the budget gap of £34.5 million between 2020/21 and 2022/23 means it is inevitable that there will be some changes to services the council delivers. Through using a priority based approach to corporate and financial planning, the objective is to minimise the impact on essential services that deliver council priorities. Although savings will have to be made, financial sustainability is not viewed as the only driver for transformation, with changes also being driven by the need to improve outcomes and deliver priorities.

Given the extent of the financial challenge, the next three years will continue to be a period of major change. The council will prioritise so that services meet the needs of the most vulnerable in the community, such as children, older people, vulnerable adults and families living in poverty. Over the course of the next three years, the council will change and evolve by:

- Focusing on providing care for elderly and vulnerable adults to match population increases and to continue to meet assessed eligible needs.
- Using technology in citizens' day to day life to support service delivery.
- Investing in roads, paths and parks to reflect projected population increases, allowing West Lothian to grow and prosper.
- Revising budgetary provision for schools to reflect population increases, making sure that the increased numbers of pupils all have the same opportunity to reach their potential.
- Modernising the support provided to looked after children and children with additional support needs to ensure that they can remain in their local communities, improving attainment and outcomes for these young people.
- Focusing on activities where the council is best placed to deliver effective and efficient services that maximise outcomes for local communities.
- Investigating alternatives to business travel, including greater use of green travel and other technological solutions to reduce carbon emissions.
- Greater modernisation, streamlining and automation of many of the systems and functions that support front line service delivery.
- Using fewer council buildings including delivering services in communities and increasing the use of technology.
- Continued delivery of statutory services, including changes so that these services are provided in the most cost efficient manner.
- Continuing to focus on prioritising evidence based preventative interventions, within available resources, to minimise future costs.

#### **D.4.3 Overall Budget Position 2020/21 to 2022/23**

As noted by the Partnership and Resources PDSPs in September 2019 and February 2020, officers have been reviewing the budget model in advance of the annual budget setting process to take account of changes in circumstances and updated forecasts.

Officers have continued to refine budget model and saving assumptions to incorporate current budgets following the annual budget realignment process, up to date inflation and indexation assumptions, unavoidable amendments to approved saving measures and the 2020/21 finance settlement.

The updated budget position for 2020/21 to 2022/23 is summarised as follows:

Table 3: Estimated Expenditure and Funding 2020/21 to 2022/23

<b>Incremental Movements</b>	<b>20/21 £'m</b>	<b>21/22 £'m</b>	<b>22/23 £'m</b>	<b>Total £'m</b>
<b>Expenditure</b>				
Staffing Costs	10.7	5.9	5.8	22.4
Demographics & Demand Led Pressures	4.5	5.3	5.6	15.4
Revenue Consequences of Capital	0.0	1.1	1.9	3.0
Scottish Government Funded Developments	6.5	1.9	0.0	8.4
Service Pressures	(1.8)	(0.6)	0.1	(2.3)
Inflation & Indexation	4.0	4.0	4.3	12.3
<b>Gross Expenditure Increases</b>	<b>23.9</b>	<b>17.6</b>	<b>17.7</b>	<b>59.2</b>
<b>Income</b>				
Council Tax (based on 3% annual increase)	(3.6)	(3.6)	(3.7)	(10.9)
Council Tax (extra 1.84% in 2020/21 & 1.8% in 2021/22)	(1.5)	(1.7)	(0.1)	(3.3)
Ring Fenced Grant Funding	(9.9)	(4.1)	(2.5)	(16.5)
Core Grant Funding	3.5	1.5	1.0	6.0
<b>Income Movements</b>	<b>(11.5)</b>	<b>(7.9)</b>	<b>(5.3)</b>	<b>(24.7)</b>
<b>Forecast Budget Gap</b>	<b>12.4</b>	<b>9.7</b>	<b>12.4</b>	<b>34.5</b>

#### D.4.4 Expenditure and Funding Assumptions

The council faces an estimated £34.5 million budget gap over the three years to 2022/23 based on current budget assumptions. The high level funding assumptions over the three years are:

- An increase of 4.84% in council tax for 2020/21, which is within the maximum limit permitted by the Scottish Government for 2020/21, 4.8% for 2021/22 and the retention of the original assumption of a 3% increase for 2022/23.
- Increased council tax from an additional 900 house completions each year.
- For 2020/21, Scottish Government grant funding as per finance circular 1/2020.
- Assumed total reductions in core Scottish Government grant funding over the three years 2020/21 to 2022/23 after taking into account the 2020/21 settlement and movements in funding for supported borrowing.
- Assumed and confirmed funding from the Scottish Government to deliver national priorities and policies including early learning and childcare, health and social care, continued implementation of the Carers Act, implementation of Barclay recommendations for non domestic rates, increased allocations for Scottish Welfare Fund and Discretionary Housing Payments, the allocation for the Rapid Rehousing Transition Plan (RRTP) and the full year effect of funding for teachers pensions and school counselling.
- Revising the 2020/21 ring fenced funding for Attainment Scotland Fund and Criminal Justice Social Work to reflect funding confirmed in the finance settlement.

The high level expenditure assumptions over the three years include:

- A pay award assumption of 3% for teaching and non-teaching staff for 2020/21 based on the current pay agreement, and 2% for all staffing groups for 2021/22 and 2022/23. The pay award for the last two years is subject to negotiation and agreement at a Scottish level.
- An inflationary increase in the living wage for 2020/21, with budget provision for the consolidation of the living wage from 2021/22.
- An adjustment to the staffing performance factor relating to in year staffing savings from turnover and vacancies to take account of the staffing ratios in Operational Services.
- The full year effect of the 30% increase in employer contribution rates for the teachers' superannuation scheme in 2020/21, including the council's share of Scottish Government funding for the increase.

- Updated school budgets based on updated school pupil projections agreed by Education Executive in June 2019.
- Fully addressing the cost of the council's health and social care commitments based on forecast population increases and increasing demand for services.
- Increased costs for care services due to population increases, increasing demand for care services and inflationary increases in contract prices, including the cost of continuing to provide the living wage to care staff.
- Allocation of health and social care funding to meet additional care demands and increases in the cost and complexity of care for a growing elderly population.
- Increases in transport and roads budgets to match population increases.
- Revenue consequences of the capital investment programme, including new schools at Winchburgh and Calderwood.
- Increased expenditure, assumed to be fully funded, to deliver priorities such as additional nursery hours, the full year effect of the school counselling commitment, extension of the Carers Act, RRTP, implementation of Barclay recommendations and increases in Scottish Welfare Fund and Discretionary Housing Payments.
- Fully funding early morning gritting.
- Budget provision to address a recurring budget pressure resulting from increased tender costs of services within the mainstream school transport policy.
- Temporary budget provision in 2020/21 for homelessness and homeless transport to provide officers with time to implement the RRTP and bring expenditure back in line with budget.
- Revision to the assumed increase in the council's non domestic rates bills following the conclusion of the appeals of rateable values by the assessor.
- Inflationary price increases for a range of contracted services, including care indexation associated with the proposed National Care Home Contract uplift.

The assumptions outlined above are considered reasonable at this stage. Officers will continue to closely monitor the economic position, funding announcements and budget assumptions to identify any potential impact to the budget model. Updates will continue to be provided to the Partnership and Resources PDSP on financial planning assumptions in the quarterly horizon scan report.

#### **D.4.5 Budget Reduction Measures**

The majority of the savings in the updated three year revenue budget are as agreed in the budgets approved in February 2018 and February 2019. Following approval of the budget in February 2019, Council agreed on 19 March 2019 that future decisions by members which substantially change or delete budget reduction measures agreed when setting the revenue budget should be made by Council.

The updated saving measures take account of the proposed changes included in the budget updates to Partnership and Resources PDSPs in September 2019 and February 2020, including the addition of efficiency measures and updating the eligibility and contributions saving values to reflect current modelling. In addition, as part of the process to review the approved revenue budget, officers have updated the phasing of approved savings taking into account latest circumstances and to ensure savings can be delivered within agreed timescales.

In line with the decision by Council Executive in June 2018, additional savings have been considered by the relevant PDSP before being reported for approval. In developing a balanced budget position, officers have reviewed the potential measures considered by PDSPs, reflecting on the views put forward by elected members and panel members. To assist in balancing the budget on a recurring basis, it is recommended that a number of recurring budget saving measures are approved. Additional saving measures are identified in Appendix 2 by an asterisk.



The proposed additional measures reflect feedback received and aim to minimise the impact on service delivery. The measures have been assessed by officers as being fully deliverable within the three year period, with some savings already being achieved following the implementation of other previously agreed savings. On that basis, some savings can be applied with no change to existing council policy or service delivery models.

The proposed additional saving measures relating to IJB delegated functions have been identified by officers who support the IJB to meet its role as a strategic planning body for West Lothian adult health and social care functions. The IJB related savings have been incorporated into the council's proposed annual contribution to the IJB.

Taking account of the changes noted above, the revised saving measures over the three year period total £32.8 million. Based on current assumptions this means that the council has a balanced budget for years 2020/21 and 2021/22 and a remaining gap in the final year 2022/23 of £1.686 million.

Information on all budget reduction measures is included in Appendix 2. The appendix sets out any remaining actions required in relation to the savings, including further consultation or reporting to Council Executive or PDSP, and also provides information on the impact the proposed measure may have on service performance and quality. The numbering of individual measures reflects the original references when the five year financial plan was approved in February 2018. Any gaps in references reflect saving measures delivered in full in 2018/19 and 2019/20.

As outlined in section D.9, an assessment of the risk to deliverability of each of the budget measures is included in Appendix 3. The table below summarises the proposed budget reduction measures by service over the three years.

*Table 4: Budget Reduction Measures by Service – 2020/21 to 2022/23*

<b>Service</b>	<b>2020/21 £'m</b>	<b>2021/22 £'m</b>	<b>2022/23 £'m</b>	<b>Total £'m</b>
Corporate Services	1.2	0.7	0.1	2.0
Housing, Customer & Building Services	0.2	0.5	0.5	1.2
Operational Services	1.3	0.5	2.3	4.1
Social Policy – Delegated to IJB	4.7	4.0	4.2	12.9
Social Policy – Non IJB	2.0	1.9	1.9	5.8
Planning, Economic Development & Regeneration	0.5	0.1	0.1	0.7
Education	2.1	1.1	0.9	4.1
Chief Executive/Finance & Property Services	0.4	0.9	0.7	2.0
<b>Total Savings</b>	<b>12.4</b>	<b>9.7</b>	<b>10.7</b>	<b>32.8</b>
Forecast Budget Gap	12.4	9.7	12.4	34.5
<b>Remaining Budget Gap After Savings</b>	<b>0</b>	<b>0</b>	<b>1.7</b>	<b>1.7</b>

Approval of the recurring savings will ensure the council has a balanced budget for the two years 2020/21 and 2021/22 with a small gap remaining for 2022/23. Using recurring measures to largely balance the budget means that the council continues to have a robust and sustainable financial plan. It is proposed to allocate one off resources to balance the gap in the final year meaning that based on a current assumptions, a structural recurring gap of £1.686 million will carry forward to 2023/24 before consideration of the revenue strategy for the next five years.

Although it is preferable to balance the budget with recurring measures, the gap is low compared to overall approved savings and will continue to be reviewed, especially following confirmation of funding for 2021/22 and 2022/23. Officers will also continue to review options for new additional recurring saving measures. If any further recurring saving options are identified these will be reported to elected members via PDSPs, allowing consideration of options for the budget to be fully balanced on a recurring basis instead of using one off resources as planned.

As noted in the quarterly revenue budget monitoring reports to Council Executive and the final accounts, the council has fully delivered all approved savings. The council's external auditors noted in their report on the 2018/19 final accounts that the council delivered savings in line with the target set in the approved budget. They noted that: "The Council also has a track record of delivering savings and addresses budget gaps in year to minimise overspends." In addition the Accounts Commission, in their local government finance overview report published in December 2019, specifically acknowledged that West Lothian Council, along with three other councils, performed well against their savings target.

For the proposed savings, officers have reviewed their deliverability and status. All of the measures have been assessed as either green or amber which means savings are achieved or achievable or action is being progressed to implement a deliverable plan. None of the savings being proposed are considered as unachievable or a cause for concern at this stage.

There remains further work to develop a number of savings proposals and projects. Savings that require further development, or reporting include:

- Proposals for the balance of channel shift and digital transformation saving.
- Detailed proposals for collaboration and working in partnership including localised models of partnership working, shared services and collaborative working across authority boundaries and new models of working with voluntary organisations.
- Asset transfer of non-core properties (staffing and property savings).
- Additional service efficiencies, including potential income generation, within Operational Services for 2022/23.
- Waste Services review including twin stream recycling.

Heads of Service and service managers will work with the Corporate Transformation Programme Team (CTPT) to develop the above saving measures, with reports to committee as outlined in Appendix 2.

#### **D.4.6 Income and Contributions**

As outlined in the TYC consultation, West Lothian Council continues to have 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. It was agreed by Council in February 2018 to continue this approach to fees and charges for the period to 2022/23.

Council agreed a schedule of fees and charges for 2019/20 to 2020/21 on 13 February 2018. A report on updated fees and charges for 2020/21 to 2022/23 was considered by the Partnership and Resources PDSP on 7 February 2020. This report included income proposals for 2021/22 and 2022/23, including revised indexation calculations and new income charges based on the general policy to apply 3.5% indexation or increases that revise charges to no more than the Scottish average.

Proposed fees are outlined in Appendix 4 and are net of VAT, with VAT to be applied to charges where appropriate. Based on these proposed fees and charges, income and contributions measures totalling £2.577 million over the next three years have been incorporated, raising additional income to offset the council's forecast budget gap.

Following a review of opportunities for discretionary charging in line with existing practice, a number of amendments are proposed to fees and charges. Proposed changes, which were outlined in the report to the Partnership and Resources PDSP on 7 February 2020, include:

- Increases in road inspections, consents and permits charges.
- Increasing the charge for bulky uplifts from £25 to £30 in 2021/22.

- Increasing the council's cemetery charges by 9% per annum for each of the three years 2020/21 to 2022/23 to bring them closer to, but still below, the Scottish average.
- 3% increase in 2021/22 and 2022/23 for community alarms and Telecare.
- £75,000 additional income from an increased number of planning applications and £75,000 from additional building warrant applications.
- A further increase in school milk by one pence per carton in 2022/23.

A query was raised at the PDSP regarding the increase in road inspections, consents and permits charges. The increased value for these permits is calculated based on the additional income that will be achieved through third party occupation of the network which is mainly by utility companies.

The majority of increases in council charges will be a 3.5% uplift in accordance with previous practice. Approval of these fees and charges will help provide certainty of contribution costs for customers over the next three years.

#### **D.4.7 Detailed Revenue Budgets 2020/21 to 2022/23**

As agreed by Council Executive in June 2018, detailed revenue budgets have been produced for the three years 2020/21 to 2022/23. Although a longer term planning horizon makes it challenging to forecast income and expenditure, there is a need for more detailed plans to provide certainty for staff and local communities and to provide sufficient time to implement changes to services to deliver savings.

Reflecting the assumptions in section D.4.4 and the proposed budget savings in section D.4.5, officers have developed detailed revenue budgets. The revenue budget detailed analysis of budget changes for each service area for each of the three years is included in Appendix 5. The core budgets, excluding time limited investment, are summarised as follows:

*Table 5: Service Base Budget Expenditure 2020/21 to 2022/23*

<b>Service</b>	<b>Base Budget 2020/21 £'m</b>	<b>Base Budget 2021/22 £'m</b>	<b>Base Budget 2022/23 £'m</b>
Corporate Services	10.3	9.8	9.9
Housing, Customer and Building Services	8.2	7.4	7.1
Operational Services	55.4	56.9	56.6
Social Policy – Delegated to IJB	76.6	78.5	80.6
Social Policy – Non IJB	34.2	33.4	32.6
Planning, Economic Development & Regeneration	3.8	3.8	3.8
Education	182.8	188.6	193.4
Chief Executive/Finance & Property Services	24.4	25.0	26.4
Non Service	44.5	44.7	44.7
<b>Total Budget</b>	<b>440.2</b>	<b>448.1</b>	<b>455.1</b>

Although some elements of the budgets in 2021/22 and 2022/23 will be subject to change, for example local government finance settlements and pay awards, this approach provides a best estimate of resources available to support service delivery. It also allows officers to progress with budget savings necessary to ensure the council has a balanced budget. In line with regulatory requirements, although increases in council tax are assumed for all three years, council tax levels are required to be agreed annually by Council.

#### **D.4.8 Workforce Planning**

The scale of budget measures over the next three years will inevitably impact on the council's workforce. The budget model provides for required increases in staffing to meet demographic pressures and new priority initiatives. It also includes budget saving measures which will reduce staff numbers.



It is estimated that an additional 362.4 full time equivalent staff (FTE) will be required to take account of growth within the council. This includes an additional 315.8 FTE in education to meet projected increases in school rolls and to deliver childcare commitments. These new posts offer opportunities for the redeployment of staff who may be affected by service restructures.

It is estimated that the proposed saving measures will result in a reduction of 268.1 FTE, based on initial assumptions regarding how measures will be implemented. This figure is subject to change as proposals are further developed following consultation and restructures are implemented.

Taking both growth and budget reduction measures together, it is estimated, at this stage, that the revenue budgets for 2020/21 to 2022/23 will result in a net increase in staff of 94.3. The estimated impact of the budget measures and budget growth on staffing FTE is summarised as follows:

*Table 6: Forecast Impact on FTE Numbers 2020/21 to 2022/23*

	<b>2020/21 FTE</b>	<b>2021/22 FTE</b>	<b>2022/23 FTE</b>	<b>Total FTE</b>
Additional FTE from Budget Growth	218.1	88.3	56.0	362.4
Reductions in FTE from Saving Measures	(89.9)	(113.6)	(64.6)	(268.1)
<b>Total Movement in FTE</b>	<b>128.2</b>	<b>(25.3)</b>	<b>(8.6)</b>	<b>94.3</b>

All measures that impact on staffing will be implemented in consultation with staff and trade unions in accordance with agreed policies and procedures. The council has a well established process which has enabled many displaced employees to transfer to other posts.

It is essential that there continues to be proactive workforce planning to ensure that staffing changes are managed effectively. A vital element in the council's approach is the availability of the modernisation fund to cover the costs associated with employee exit packages. An approved financial plan, and effective workforce planning, is important in allowing workforce changes to be made in a proactive manner. Full use of the modernisation fund will be essential to meet one off costs associated with implementing changes to service delivery and workforce management.

#### **D.4.9 Community Choices**

West Lothian Community Choices (WLCC) is a democratic process which empowers communities to design services and allocate specific budgets. It is based on the view that communities are best placed to be involved in, or make decisions, around their own needs. A community can be a community of interest, a community of identity or community based on place. The budget areas for inclusion in WLCC were approved by Council Executive in November 2019 and totalled £4.039 million across general fund revenue, general fund capital and HRA capital.

The WLCC approach is being developed and will be reported to relevant PDSPs during 2020. This will facilitate elected member scrutiny of proposed processes. Approaches will build on learning from other councils, evaluating existing council processes and reviewing best practice and innovative technology. Officers will reflect on experience from WLCC and will report to Council Executive in October 2020.

### **D.5 ANNUAL REVENUE BUDGET 2020/21**

#### **D.5.1 Scottish Government Revenue Grant Funding 2020/21**

As reported to Council Executive on 25 February 2020, the Minister set out the 2020/21 funding allocations for individual authorities in finance circular 1/2020. In addition to the circular, councils received a letter outlining specific commitments to be delivered in return for settlement on 6 February 2020. These commitments include:

- Funding to integration authorities should be additional to 2019/20 recurring budgets.
- Funding for school counsellors should be additional and not substitutional.
- Maintenance of the pupil teacher ratio at a national level and provision of places for all probationer teachers who require one under the teacher induction scheme.
- Maximum real terms increase in council tax of 3%, equating to a cash increase of 4.84%.

Due to the timing of the announcement of the draft Scottish Budget and local government finance settlement for 2020/21, the reading of the budget bills will commence in the Scottish Parliament on 27 February 2020, with stages two and three scheduled for the 4 and 5 March respectively. Over the past two years changes to the settlement have been announced as part of the budget debate, generally before stage one of the budget process.

At the time of publication of this report readings have not commenced, therefore there is continued uncertainty regarding potential changes to the settlement. It is anticipated, however, that should there be any change it would be to increase the 2020/21 settlement, not reduce it. As outlined in section D.4.5, the council has a recurring budget gap of £1.686 million. As it is proposed to fund this gap with one off resources, if the council received additional grant funding as part of the Scottish Budget process, this could be used, in the first instance, to address, on a recurring basis, the recurring budget gap. Robust financial planning principles emphasise that, where possible, recurring pressures should be addressed on a recurring basis. A verbal update on any further movement in the Scottish Budget and local government finance settlement will be provided to Council at the budget setting meeting.

During the course of 2019/20 the Settlement and Distribution Group, an officer group that considers funding allocations so that they are based on robust indicators, reviewed a number of funding streams. It was recognised that the distribution methodology for some areas was no longer fit for purpose, therefore changes to some former ring fenced grants and funding streams were proposed to and agreed by COSLA Leaders. These settlement methodology changes have had an impact on funding allocations for 2020/21, with the council's funding being adversely affected in some areas. The changes have been applied for 2020/21 and no further incremental adverse impact is anticipated beyond 2021.

Estimated total revenue grant funding for the council is £342.272 million, as set out below:

*Table 7: Movements in West Lothian Council Grant Funding for 2020/21*

	£'m	£'m
2019/20 Scottish Government Grant Funding (less one off funding)		335.868
Decrease in Core Scottish Government Grant Funding		(3.519)
<b>Ring Fenced Funding</b>		
Early Learning and Childcare	5.675	
Health and Social Care	2.408	
Teachers Superannuation	1.272	
Scottish Welfare Fund and Discretionary Housing Payments	0.317	
Implementation of Carers Act	0.339	
Other Movements in Specific Grants	(0.088)	9.923
<b>2020/21 Scottish Government Grant Funding</b>		<b>342.272</b>

The increased use of ringfenced funding means that total resources available to support existing local service delivery are becoming constrained. Since 2014/15, the council has received a cash increase in funding of £26.589 million. In that same period, funding of £42.624 million has been earmarked for Scottish Government commitments. This means that over the period since 2014/15, the council has received a cash cut of £16.035 million in core funding.

Table 8: Movement in Core Scottish Government Grant Funding 2014/15 to 2020/21

Year	Ringfenced Funding £'m	Net Reduction in Core Funding £'m	Gross Movement £'m
2014/15	4.307	(0.173)	4.134
2015/16	6.465	(0.505)	5.960
2016/17	2.084	(6.664)	(4.580)
2017/18	5.052	(5.851)	(0.799)
2018/19	5.331	2.384	7.715
2019/20	9.462	(1.707)	7.755
2020/21	9.923	(3.519)	6.404
<b>Total</b>	<b>42.624</b>	<b>(16.035)</b>	<b>26.589</b>

### D.5.2 Council Tax Income 2020/21

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 2020/21:

- Band D council tax for 2020/21 will be increased by 4.84% from 2019/20 levels, reflecting the maximum real terms increase permitted by the Scottish Government. This will generate additional council tax income of £5.153 million.
- The budgeted council tax collection rate for 2020/21 is 97.75%, which is assessed as the maximum which is achievable.
- The council tax yield for 2020/21 is calculated using the Band D return which was submitted to the Scottish Government in August 2019.
- The estimated total income raised from 2020/21 council tax billing is £87.761 million, including £1.128 million from new house building up to August 2019.
- Other council tax income of £844,000 is based on the recovery of prior year council tax.

Taking account of Scottish Government allocated grants and council tax income, total funding for the council for 2020/21 will be £440.223 million as set out in the table below:

Table 9: Total Funding 2020/21

	Total Funding 2019/20 £'m	Movement 2020/21 £'m	Total Funding 2020/21 £'m
Scottish Government Grant Funding	335.868	6.404	342.272
Historic Health and Social Care Funding	10.190	0.000	10.190
Council Tax – Current Year per Band D Report	81.764	5.153	86.917
Council Tax – Prior Year	0.844	0.000	0.844
<b>Total Recurring Funding</b>	<b>428.666</b>	<b>11.557</b>	<b>440.223</b>

### D.5.3 Council Tax Bands 2020/21

Based on the above assumptions, the estimated Band D council tax product is £68,309 in 2020/21 and council tax levels for each property band would be as follows:

Table 10: Council Tax Bands 2020/21

Council Tax Band	Number of Chargeable Dwellings	% of Chargeable Dwellings	Council Tax 2019/20 £	Council Tax 2020/21 £
A	16,877	21.4%	811.66	850.95
B	24,286	30.9%	946.94	992.77
C	10,060	12.8%	1,082.21	1,134.60
D	8,495	10.8%	1,217.49	1,276.42
E	9,817	12.5%	1,599.65	1,677.07
F	6,192	7.9%	1,978.42	2,074.18
G	2,790	3.5%	2,384.25	2,499.66
H	183	0.2%	2,982.85	3,127.23
Total	78,700	100.0%		

Although the council has had the ability to increase council tax in recent years, the effect of the council tax freeze from 2008/09 to 2017/18 means that current council tax levels are considerably less than they would have been had increases been applied in those years. For example, had a 3% annual increase been applied from 2008/09 the Band D council tax would have been nearly £344 more than the Band D rate applicable for 2019/20. If those increases had been applied, this would have generated in the region of an additional £19 million in recurring council tax income for the council in that period.

With every additional 1% in council tax raising approximately £830,000, the additional recurring income from the proposed council tax increase of 4.84% reduces the need for additional service savings measures in 2020/21. Although some additional savings are still required, as outlined in section D.4.5, these are limited to measures which are assessed as having minimal or no impact on service delivery. This increase is at the limit set by the Scottish Government and supports the agreed objective that options to address the remaining budget gap should minimise the impact on service delivery. It also ensures that West Lothian's Band D council tax remains below the Scottish average. The Scottish Government, in calculating the level of resources available to local government, assumes that all councils will increase council tax by 4.84% in 2020/21.

The weekly and monthly increases in bills for each of the bands are provided in Table 11 below.

Table 11: Weekly and Monthly Increases in 2020/21 Council Tax Bills Based on 4.84% Uplift

Council Tax Band	Weekly Increase £	Monthly Increase £
A	0.76	3.27
B	0.88	3.82
C	1.01	4.37
D	1.13	4.91
E	1.49	6.45
F	1.84	7.98
G	2.22	9.62
H	2.78	12.03

There are 14,510 households in receipt of a council tax reduction through the Council Tax Reduction Scheme (CTRS), of which 11,013 households are in receipt of a 100% reduction with the remainder receiving a tapered amount based on their excess income above the council tax reduction threshold. The highest proportion of households receiving CTRS are in bands A and B where 27.6% of households receive CTRS. It is therefore estimated that, based on exempt properties and households receiving CTRS, 20.7% of households chargeable for council tax will not be affected by the proposed increase.

There are also other discounts available to reduce the tax burden for the most vulnerable in society, as well as protecting low income households. To ensure that any increases in council tax do not negatively impact on low income households, CTRS and other discounts continue to be actively promoted to encourage uptake.

#### D.5.4 Service Budget Expenditure 2020/21

The recurring budget for 2020/21 is £440.223 million, equivalent to the total funding available as set out in section D.5.2 of the report. The recurring position takes account of the proposed reduction measures for 2020/21.

The service budgets for 2020/21 are summarised in the table below and are set out in more detail in Appendix 5. Total budgets for 2020/21 include time limited investment of £1.385 million for employability, school holiday clubs and anti-poverty, funded from earmarked reserves in the General Fund Balance.

Table 12: Overall Service Budget Expenditure 2020/21

Service	Base Budget 2019/20 £'m	Base Movement 2020/21 £'m	Base Budget 2020/21 £'m	Time Limited 2020/21 £'m	Total Revenue Budget 2020/21 £'m
Corporate Services	11.155	(0.842)	10.313	0.000	10.313
Housing, Customer & Building Services	8.271	(0.052)	8.219	0.000	8.219
Operational Services	54.567	0.867	55.434	0.000	55.434
Social Policy – Delegated to IJB	75.543	1.046	76.589	0.000	76.589
Social Policy – Non IJB	34.962	(0.767)	34.195	0.000	34.195
Planning, Economic Development & Regeneration	4.106	(0.292)	3.814	1.135	4.949
Education	172.535	10.305	182.840	0.175	183.015
Chief Executive/ Finance & Property Services	23.024	1.335	24.359	0.075	24.434
Non Service/Council Wide	44.503	(0.043)	44.460	0.000	44.460
<b>Total Revenue Budget</b>	<b>428.666</b>	<b>11.557</b>	<b>440.223</b>	<b>1.385</b>	<b>441.608</b>

#### D.6 GENERAL FUND BALANCE AND OTHER RESERVES

Local authority accounting standards require that when reporting the annual budget, the section 95 officer provides 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, EY LLP, continue to note that the council has one of the lowest unallocated General Fund Balances of all Scottish local authorities. Although this level of uncommitted reserves represents a risk, EY assessed the council's reserves arrangements and targets to be appropriate considering its wider financial position. EY noted in the 2018/19 annual accounts audit report that the council has identified a greater percentage of required savings than many other authorities. In addition they note that the council has an established track record of fully delivering savings and addressing in year budget gaps.

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, it is recommended that the uncommitted General Fund Balance is maintained at a minimum of £2 million in 2020/21.



This represents 0.45% of the core revenue budget for 2020/21. This level is assessed as appropriate as the council has an approved medium term financial strategy which is underpinned by 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.

The level of the reserves, and in particular the capital fund, is assessed as being required for its stated purpose and any reduction in these reserves would impact on the council's ability to retain effective financial management and planning. In particular, where council reserves are underpinned by independent valuations, it would not be prudent to reduce the level of reserves beyond the parameters outlined in Appendix 6.

If the reserves were reduced beyond the recommended levels, further changes would have to be made to revenue and capital budgets to mitigate the risk and ensure that the council's financial plans remain prudent, affordable and sustainable. Any proposal to reduce the capital fund, which is currently fully committed to delivering the capital investment programme to 2027/28, would require corresponding reductions to be identified in the proposed capital budget.

#### **D.6.1 Modernisation Fund**

A vital element in the council's approach to proactive workforce planning is the availability of the modernisation fund to cover the costs associated with employee exit packages.

On 24 September 2019, Council considered an update on the review of the loans fund, the actuarial review of the insurance fund and the projected demands on the modernisation fund. Reflecting the decision of Council in February 2019 that resources arising from the loans fund review should be used in the first instance to provide resources for the modernisation fund, Council agreed allocations to the modernisation fund for current and future early retirement/voluntary severance (ERVS) one off costs to 2027/28 to support on an ongoing basis the council's approach to workforce planning. Council also agreed that resources should be earmarked to 2027/28 to support the transformation agenda, particularly modernisation and transformation in technology and digitisation.

Full use of the modernisation fund for employee exit packages and digital and service transformation will be essential to meet one-off costs associated with supporting the continued delivery of the council's financial plan to 2022/23 and the council's longer term financial position to 2027/28. To date the modernisation fund has largely been used to support ERVS, however it is also available to help manage wider changes and to support digital and service transformation. The modernisation fund will be key component in the delivery of the transformation agenda.

#### **D.6.2 Retained One Off Resources**

As noted in section D.6.1, Council approved a review of the loans fund, insurance fund and modernisation fund in 2019. Following the identification of resources for the modernisation fund, there remained one off resources of £5.576 million over the four year period 2019/20 to 2022/23. In addition, following the month 6 and month 9 2019/20 revenue monitoring exercises, additional one off windfall resources of £740,000 were identified. These resources related to the appeals process for non domestic rates (NDR), the Business Rates Incentivisation Scheme and an additional projected underspend of £200,000 for 2019/20. Council Executive agreed on 4 February 2020 that these resources should be retained until the revenue budget setting meeting.

As outlined in section D.4.6, it is proposed to use one off resources to address the remaining gap of £1.686 million in 2022/23. Taking this into account, the one off resources available over the four years 2019/20 to 2022/23 are as follows:

Table 13: Retained One Off Resources

Year	Retained Resources £'m	Use to Balance Gap £'m	Balance of Resources £'m
2019/20	2.154	0.000	2.154
2020/21	1.436	0.000	1.436
2021/22	1.387	(0.347)	1.040
2022/23	1.339	(1.339)	0.000
<b>Total</b>	<b>6.316</b>	<b>(1.686)</b>	<b>4.630</b>

Options for the utilisation of one off resources include:

1. Retain the one off resources in the uncommitted General Fund Balance or other reserves

It is recommended in this report that the policy of maintaining a minimum uncommitted general fund balance of at least £2 million remains appropriate, however as the council currently has the lowest balance of all authorities, it could be enhanced with some of the one off resources.

2. Retain the one off resources and use them to balance the revenue budget across all three years

Although it is proposed to use some of the one off resources to address the small gap remaining in 2022/23, as outlined above, it is not generally recommended to balance ongoing spending pressures with one off resources, especially over multiple years. If the full gap across all three years was to be covered by one off resources, rather than council tax increases or additional saving measures, one off funding of £11.7 million would be required, compared to only £6.3 million available.

3. Use for additional recurring spending

As the available resources are one off, if they were to be applied to recurring spending, additional expenditure would have to be incorporated into future revenue budgets once the one off resources were exhausted. Given the ongoing financial challenges, and the uncertain outlook, it is not recommended to use one off resources to cover additional recurring spending.

4. Use for one off or time limited expenditure

This option would allow one off resources to be used to assist in the delivery of key priorities as outlined in section D.4.2. It would also be a sustainable use of resources as there would be no recurring budget requirement beyond the agreed allocation. This could help support key priority areas whilst also facilitating spend to save investment.

5. Use for capital investment

By their nature capital projects are time limited, so the resources could be used to deliver specific capital investment projects or initiatives. This could be to improve existing assets, create new assets or invest in spend to save opportunities to generate recurring revenue savings.

The proposed council tax increases and additional budget saving measures outlined in this report, whilst ensuring the council continues to have a robust and sustainable financial plan on a recurring basis, also provide the opportunity to use the retained one off resources for other priorities and purposes. It creates the potential for the resources to be used for positive interventions such as spend to save, investment to tackle underlying issues or to develop and improve services. Resources could be used on a time limited basis to improve services, for example employing staff to support modernisation or address service improvement requirements. The funding can also be used to support revenue or capital project initiatives.

Although the use one off resources for recurring budget gaps is not generally recommended, it is proposed to a limited extent in 2022/23 as it is for the final year of the current financial plan and helps to facilitate the delivery of the overall plan, which is acknowledged by external auditors as acceptable.

## **D.7 PRUDENTIAL CODE**

The Prudential Code requires councils to ensure that capital spending is affordable, prudent and sustainable in the long term. The council's role is fulfilled by agreeing and monitoring prudential indicators. The prudential indicators for West Lothian are set out in Appendix 7 and incorporate the housing capital investment programme agreed by Council on 18 February 2020 and the proposed general services capital programme 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.8 INTEGRATED IMPACT ASSESSMENT**

Following the key principles of relevance and proportionality within the Equality Act 2010, an integrated equality impact assessment of policies and decisions of the council is a requirement of the Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012. This process is well established within the council's budget setting process.

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 budget saving measures. Specific sessions were facilitated with equality forums and networks in West Lothian as part of this exercise. As well as contributing to the overall consultation feedback, these sessions provided input to help inform integrated impact assessments. As projects progress, there continues to be further engagement with representative groups and service users to help inform IIAs in advance of proposals being considered by Council Executive. Further engagement will continue as other projects are developed.

Prior to the presentation of the five year financial plan to Council in February 2018, and as part of the reports to individual PDSPs on the potential additional budget saving measures in Autumn 2019, an initial equality relevance assessment was undertaken on all officer measures. This assessment identifies where full assessments are required to ensure appropriate consideration is given to the impact of proposals on protected groups, with judgements being undertaken regarding relevance and proportionality.

Although the savings remain largely the same as those agreed in February 2019, it is acknowledged that circumstances may change and therefore all assessments have been reviewed and updated where necessary, in addition to the continuous review of IIAs as part of the project development process. Appendix 8a provides a summary of the relevance assessments undertaken for all proposed budget saving measures for 2020/21 to 2022/23. Where it has been assessed that a full IIA is required for measures not yet agreed and implemented in either 2018/19 or 2019/20, details of the protected groups and a summary of issues and mitigating measures are contained in the appendix. The full detailed assessments for relevant measures are attached in Appendix 8b.

## **D.9 RISKS AND UNCERTAINTIES**

There are significant risks and uncertainties associated with the short, medium and long term financial assumptions outlined in this report. Due to economic uncertainty the key risk remains the government grant assumptions as any major shocks or variations could have a substantial impact on the council's ability to continue to have a balanced revenue budget position. In addition, there are a number of risks, uncertainties and potential cost pressures that could impact on the council's ability to balance the revenue budget including:



- The UK Budget to be announced on 11 March 2020 may contain announcements which will impact on the Scottish Budget.
- Budget negotiations are continuing in the Scottish Parliament on the Scottish Budget.
- The level of grant funding for 2021/22 and 2022/23 including the proportion of the overall funding envelope that will be allocated to councils, introduction of new legislation where inadequate funding is provided, redirection of core council resources to support national commitments constraining how councils allocate their resources to local priorities.
- Policy changes by the UK or Scottish governments which restrict the council's flexibility to decide how to deliver services locally.
- Increases to pay award and employers' National Insurance above the rates forecast.
- Increases in pension contributions arising from the McCloud judgement from 2021/22 onwards, although any potential increases would not apply to 2020/21.
- Increase in costs in demand led services greater than assumptions. Continued and accelerated increases greater than forecasts will create additional pressures.
- Contract inflation being higher than assumed, in particular for areas where contract prices have still to be agreed.
- Actual pupil numbers exceeding forecasts, requiring additional expenditure.
- House building assumptions of 900 per year are not realised resulting in changes to the council tax and school demographic assumptions.
- Economic uncertainty, where economic growth is not in line with forecasts, and the impact of the UK leaving the European Union on public spending levels.
- Full delivery of approved budget reduction measures, although good progress has been made to date in implementing savings.

There continues to be a high degree of uncertainty on the implications of the UK leaving the EU, including the outcome of trade negotiations. At this point it is difficult to assess what impact this could have for the council specifically and for public funding more widely, however the council continues to keep the position under review as part of the EU Exit Working Group and contingency plans will be updated as required. Updates on how this might impact on the council's financial strategy will continue to be provided as part of the quarterly horizon scan update report to Partnership and Resources PDSP.

Reflecting on the Accounts Commission's recommendation 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 3. 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.

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 to the council's financial position as part of the quarterly budget monitoring reporting to Council Executive.

## **E. CONCLUSION**

The report enables the Council to agree revenue budgets for 2020/21 to 2022/23. It supports the Council to make decisions that will meet the statutory obligation to agree a balanced budget and set council tax levels for 2020/21. This will enable the council to build upon the established strategic approach to financial planning, to deliver Corporate Plan priorities and to balance the 2020/21 budget.

The report sets out proposed savings of £32.8 million over the three years, allowing the council to balance budgets for 2020/21 and 2021/22 based on current assumptions, with a gap of £1.686 million in 2022/23, which it is proposed to cover with one off resources.

The report includes detailed saving proposals for the three years to 2022/23, with £12.4 million of savings identified to deliver a balanced budget in 2020/21. The proposed saving measures include a number of new savings that were considered by PDSPs between October and December 2019. It is proposed to balance the remaining gap of £1.686 million in 2022/23 with use of one off resources, however officers will continue to consider potential options to balance the budget on a recurring basis and will report any options to relevant PDSPs for consideration.

After allocation of one off resources to balance the 2022/23 budget, there remains one off resources of £4.6 million. This report sets out potential options for use of these funds for consideration by Council.

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 integrated impact assessments on changes to policy and resources related to the budget setting process. Officers have given due regard to the findings of the assessments in the continued development and implementation of individual savings and the analysis has been considered as part of the process for finalising the proposed three year revenue budget.

## **F. BACKGROUND REFERENCES**

Revenue Budget 2019/20 to 2022/23 – Report by Head of Finance and Property Services to West Lothian Council on 19 February 2019

Revenue Budget Strategy 2020/21 to 2022/23 – Budget Update and Potential Additional Saving Measures – Report by Head of Finance and Property Services to Partnership and Resources PDSP on 12 September 2019

Council Tax Scenarios 2020/21 to 2022/23 – Report by Head of Finance and Property Services to Partnership and Resources PDSP on 12 September 2019

Update on Review of the Loans Fund, Insurance Fund and Modernisation Fund – Report by Head of Finance and Property Services to West Lothian Council on 24 September 2019

2019/20 General Fund Revenue Budget – Month 6 Monitoring Report – Report by Head of Finance and Property Services to Council Executive on 12 November 2019

Revenue Budget Strategy 2020/21 to 2022/23 – Potential Additional Saving Measures Reports by Lead Officers to PDSPs October to December 2019

UK, Scottish and West Lothian Council Budget Update – Report by Head of Finance and Property Services to Council Executive on 4 February 2020

Horizon Scan – Report by Head of Finance and Property Services and Head of Planning, Economic Development and Regeneration to Partnership and Resources PDSP on 7 February 2020

Review of Income and Contributions – Report by Head of Finance and Property Services to Partnership and Resources PDSP on 7 February 2020

Scottish Draft Budget 2020 and Local Government Finance Settlement 2020/21 – Report by Head of Finance and Property Services to Council Executive on 25 February 2020

2020/21 Activity Budget – available on the council intranet

## **Relevant Legislation, Regulations and Codes of Practice**

- Local Government (Scotland) Act 1973
- Local Government Finance Act 1992
- Local Government in Scotland Act 2003
- Equality Act 2010
- Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012
- CIPFA Prudential Code for Capital Finance in Local Authorities
- CIPFA Treasury Management Code of Practice
- Fairer Scotland Duty, Part 1 of the Equality Act 2010 (applicable from 2018/19)

### Appendices/Attachments:

Appendix 1 – Statutory and Operational Issues in Relation to Council Tax and Budget Setting

Appendix 2 – Budget Reduction Measures 2020/21 to 2022/23

Appendix 3 – Assessment of the Risk of Deliverability of Budget Reduction Measures

Appendix 4 – Reviewing Income and Contributions

Appendix 4a – Proposed Schedule of Fees and Charges 2020/21 to 2022/23

Appendix 5 – Revenue Budget Detailed Analysis of Budget Change 2020/21 to 2022/23

Appendix 6 – Statement on General Fund Balance and Other Reserves

Appendix 7 – 2020/21 Prudential Indicators

Appendix 8 – Revenue Budget Strategy – Approach to Integrated Impact Assessment

Appendix 8a – Summary of Integrated Impact Assessments for Budget Measures 2020/21 to 2022/23

Appendix 8b – Integrated Impact Assessments for Revenue Budget Measures

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**Donald Forrest**  
**Head of Finance and Property Services**  
28 February 2020

## **Appendix 1 – Statutory and Operational Issues in Relation to Council Tax and Budget Setting**

### **Legal Requirement Overview**

The council must set council tax for the upcoming year by 11 March to comply with section 93 of the Local Government Finance Act 1992. The Act requires council tax to be set to achieve a specified purpose, which is a defined portion of total estimated expenditure. On that basis the council cannot set council tax without outlining total estimated expenditure (i.e. the council's net budget).

Audit Scotland has issued advice to external auditors regarding revenue budget setting and council tax. Audit Scotland has advised that while there is no explicit requirement to set the budget at the same time as setting council tax, it is an implicit requirement as it is an integral part of setting council tax and achieving a balanced budget. It is Audit Scotland's expectation that the level of council tax flows from the budget process, meaning that council tax and the revenue budget should be agreed at the same meeting.

It is possible for budget setting decisions to be revisited and changed at subsequent meetings. If that happens within six months the Chair would have to rule that there has been a material change of circumstances since the previous decision. Council tax rates can be changed under section 94 of The Local Government Finance Act 1992, but can only be lowered, not increased. For practical reasons, including disruption to council tax payers, officers would not recommend lowering council tax in year.

### **Council Tax**

#### **Legal Requirements**

The Local Government Finance Act 1992 requires councils to set council tax for a financial year before 11 March. The Act also requires councils to publish the levels of council tax payable in their area in at least one newspaper within 21 days of setting the council tax.

The above Act states that notice must be served to those liable to pay council tax and that this notice must contain certain statutory information, including the chargeable amount and details of any applicable discounts or reductions. The Council Tax (Administration and Enforcement) (Scotland) Regulations 1992 requires that demand notices are issued as soon as practicable after council tax is set.

Scottish Ministers have issued a Code of Practice which recommends that additional financial information should also be provided, such as council's sources of income and expenditure plans.

#### **Council Tax Notification**

Notification of council tax increases must be issued in the preceding financial year to allow collection to begin in the April of the year the tax is due. Initial direct debits are due on 1 April 2020. A minimum notice period of five working days is required for tax payers who pay by direct debit under the Direct Debit Guarantee Scheme.

#### **Council Tax Processing**

In order to ensure that council tax notices can be processed and distributed before the end of the financial year by the council's print and mailing supplier, Critiqom, the latest date that council tax level can be set is Friday 28 February 2020. This is the latest possible date and provides no contingency period.

### Consequence

Not setting council tax levels on 28 February 2020 would mean that demands for payment could not be processed and distributed by the end of March, thus breaching The Council Tax (Administration and Enforcement) (Scotland) Regulations 1992.

Although a breach of the regulations would not invalidate the new tax level, it would result in significant disruption and cost to the council. In recent years West Lothian Council has made significant progress in improving current year council tax collections rates. This has resulted in an improved ranking with West Lothian being ranked 14 out of 32 Scottish local authorities in 2018/19, up from 21 in 2014/15. The council is on course to further improve in year collection rates in 2019/20. As at 31 January 2020, in year collection rates were 0.27% higher than the previous year. Not setting council tax levels on 28 February 2020 will put in year collection rates for 2020/21 at risk.

The statutory ten monthly instalments (April to January) would be reduced as the 1 April instalment date would not be available. The amount due for the year would then have to be recalculated over the remaining nine statutory instalments (May to January) meaning increased instalment payments over fewer months for council tax payers. This could have a significant impact on household budgeting and could lead to financial difficulty or hardship for those council tax payers, who due to financial constraints, need to carefully manage their household budgets on a month to month basis.

The loss of the statutory April instalment could also jeopardise the number of council tax payers choosing to pay by direct debit. If there was a disruption to monthly instalments, they could move away from direct debit to manual payments. Direct debit is the most cost effective and efficient way to collect payments. Direct debit take up amongst council tax payers has steadily increased year on year with 71% currently paying by direct debit. The income received through direct debits currently accounts for 83% of all council tax income received. For the April 2019 instalment, a total of £8.3 million was collected across all methods of payment.

The loss of the April statutory instalment would also result in an increase in customer complaints, creating a potential reputational risk for the council. The level of council tax based complaints has historically been low with currently less than one complaint for every one thousand households.

### **Conclusion**

In terms of revenue budget setting, Friday 28 February 2020 is the latest practical date for council tax for 2020/21 to be agreed to allow billing to be undertaken before the first instalment falls due on 1 April 2020. Not setting council tax levels by this date would mean that demands could not be processed and distributed by the end of March, breaching the Council Tax (Administration and Enforcement) (Scotland) Regulations 1992.

## Appendix 2 – Budget Reduction Measures 2020/21 to 2022/23

\* - Additional/New Saving Measure

### Corporate Services – Service Redesign, Integration and Modernisation

Ref	Measure	2020/21 £'000	2021/22 £'000	2022/23 £'000	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 <b>(full year saving from measure implemented in 2019/20)</b>	299	0	0	<b>299</b>	0.0	Efficiency	Officers delivering 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 resource for project work. Use of external resources may result in some initial delays when instructing work.
C1b	Legal Services staffing efficiencies	9	132	0	<b>141</b>	3.0	Efficiency	Officers to deliver as operational measure, following consultation with staff and trade unions.	Reduced resources will require the review of service level agreements to focus on key tasks. Use of external agents may result in some initial delays when instructing work.
C1d	Redesign of HR and payroll functions	141	141	0	<b>282</b>	7.9	Efficiency	Officers to deliver as operational measure, following consultation with staff and trade unions.	Reduced resources will require the review of service level agreements to focus on key tasks. Managers will be required to use more self-service options.
C1e	Centralise loan worker device budgets and review number of devices based on need	43	0	0	<b>43</b>	0.0	Efficiency	Officers to deliver as operational measure.	No adverse impact on performance anticipated with the quality of service maintained.
C1f	Corporate Communications restructure <b>(full year saving from measure implemented in 2019/20)</b>	39	0	0	<b>39</b>	1.0	Efficiency	Officers to deliver as operational measure.	Reduced resources will require the review of service level agreements to focus on key tasks.
C1h	Charge licensing staff to lifetime income	0	0	110	<b>110</b>	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	56	0	0	<b>56</b>	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	23	0	0	<b>23</b>	0.0	Efficiency	Officers to deliver as operational measure, following consultation with staff and trade unions.	No adverse impact on performance anticipated with the quality of service maintained.
C1p	Additional staffing saving	0	48	0	<b>48</b>	2.0	Efficiency	Officers to deliver as operational measure.	Reduced resources will require the review of service level agreements to focus on key tasks.
	<b>Total</b>	<b>610</b>	<b>321</b>	<b>110</b>	<b>1,041</b>	<b>14.9</b>			



**Corporate Services – Channel Shift and Digital Transformation**

Ref	Measure	2020/21 £'000	2021/22 £'000	2022/23 £'000	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 and IT infrastructure	19	0	0	19	0.0	Efficiency	Officers to deliver as operational measure.	No adverse impact on performance anticipated with the quality of service maintained.
C2b	Featurenet saving through rationalisation of telephone lines	100	0	0	100	0.0	Efficiency	Officers to deliver as operational measure.	No adverse impact on performance anticipated with the quality of service maintained.
C2c	Review of Scottish Wide Area Network (SWAN) arrangements	199	0	0	199	0.0	Efficiency	Officers to deliver as operational measure.	No adverse impact on performance anticipated with the quality of service maintained.
	<b>Total</b>	<b>318</b>	<b>0</b>	<b>0</b>	<b>318</b>	<b>0.0</b>			

**Corporate Services – Income and Contributions**

Ref	Measure	2020/21 £'000	2021/22 £'000	2022/23 £'000	Total £'000	Estimated Staffing Reduction (FTE)	Prioritisation/ Efficiency	Further Consultation/ Reporting or Delegation to Officers	Impact on Service Performance and Quality
C3c	Advertising including Bulletin and the council website	0	35	42	77	0.0	Efficiency	Officers to deliver as operational measure.	No negative impact on service performance and quality.
C3d	Indexation increase in discretionary licensing charges	8	8	8	24	0.0	Efficiency	Officers to deliver as operational measure.	No negative impact on service performance and quality.
	<b>Total</b>	<b>8</b>	<b>43</b>	<b>50</b>	<b>101</b>	<b>0.0</b>			

**Corporate Services – Centralisation of Learning and Development Activity**

Ref	Measure	2020/21 £'000	2021/22 £'000	2022/23 £'000	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	51	0	51	1.0	Efficiency	Officers to deliver as operational measure.	No adverse impact on performance anticipated with the quality of service maintained.
	<b>Total</b>	<b>0</b>	<b>51</b>	<b>0</b>	<b>51</b>	<b>1.0</b>			

**Corporate Services – Centralisation of Performance and Assurance**

Ref	Measure	2020/21 £'000	2021/22 £'000	2022/23 £'000	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	44	97	0	141	3.1	Efficiency	Officers to deliver as operational measure, following consultation with staff and trade unions.	No adverse impact on performance anticipated with the quality of service maintained.
	<b>Total</b>	<b>44</b>	<b>97</b>	<b>0</b>	<b>141</b>	<b>3.1</b>			

**Corporate Services – Administration Support**

Ref	Measure	2020/21 £'000	2021/22 £'000	2022/23 £'000	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	184	200	0	384	11.9	Efficiency	Officers to deliver as operational measure, following consultation with staff and trade unions.	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.
	<b>Total</b>	<b>184</b>	<b>200</b>	<b>0</b>	<b>384</b>	<b>11.9</b>			

<b>TOTAL CORPORATE SERVICES</b>	<b>1,164</b>	<b>712</b>	<b>160</b>	<b>2,036</b>	<b>30.9</b>				
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### Housing, Customer and Building Services – Review of External Funding for Police and Community Safety

Ref	Measure	2020/21 £'000	2021/22 £'000	2022/23 £'000	Total £'000	Estimated Staffing Reduction (FTE)	Prioritisation/ Efficiency	Further Consultation/ Reporting or Delegation to Officers	Impact on Service Performance and Quality
H1b	Review of Community Safety Service <b>(full year saving from measure implemented in 2019/20)</b>	15	0	0	15	0.2	Efficiency	Officers to delivering operational measure, following consultation with community planning partners.	The work of the Community Safety Team is being reprioritised to minimise any potential reduction in performance.
H1c *	Review of Safer Neighbourhood Team aligning officers to ward structure	0	56	0	56	1.6	Efficiency	Officers to deliver as operational measure, including consultation with community planning partners, staff and trade unions.	The work of the Safer Neighbourhood Team will be reprioritised to minimise any potential reduction in performance.
	<b>Total</b>	<b>15</b>	<b>56</b>	<b>0</b>	<b>71</b>	<b>1.8</b>			

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

Ref	Measure	2020/21 £'000	2021/22 £'000	2022/23 £'000	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 <b>(full year saving from measure implemented in 2019/20)</b>	12	0	0	12	0.5	Efficiency	Officers delivering as operational measure.	No adverse impact on performance anticipated with the quality of the service maintained.
H2b	Customer Service Centre staffing efficiencies <b>(full year saving from measure implemented in 2019/20)</b>	10	0	0	10	0.4	Efficiency	Officers delivering as operational measure.	No adverse impact on performance anticipated with the quality of the service maintained.
H2c	Customer and Community Services staffing efficiencies <b>(full year saving from measure implemented in 2019/20)</b>	20	0	0	20	0.7	Efficiency	Officers delivering as operational measure.	No adverse impact on performance anticipated with the quality of the service maintained.
H2d	Additional staffing efficiencies	0	41	0	41	1.6	Efficiency	Officers to deliver as operational measure.	No adverse impact on performance anticipated with the quality of the service maintained.

Ref	Measure	2020/21 £'000	2021/22 £'000	2022/23 £'000	Total £'000	Estimated Staffing Reduction (FTE)	Prioritisation/ Efficiency	Further Consultation/ Reporting or Delegation to Officers	Impact on Service Performance and Quality
H2e *	Focusing on prevention in housing needs following delivery of Rapid Rehousing Transition Plan (RRTP)	0	0	34	34	1.0	Efficiency	Officers to deliver as operational measure.	The successful delivery of the RRTP will focus on preventing homelessness through reducing the number of presentations and budget pressures. This will generate an efficiency saving with no impact on performance.
	<b>Total</b>	<b>42</b>	<b>41</b>	<b>34</b>	<b>117</b>	<b>4.2</b>			

### Housing, Customer and Building Services – Modernised Library, Information and Partnership Centre Service

Ref	Measure	2020/21 £'000	2021/22 £'000	2022/23 £'000	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	41	0	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 be accommodated through a modest service redesign with no impact on performance and quality.
H3b	Library services efficiencies through new model of service delivery <b>(measure agreed by Council Executive on 17 December 2019)</b>	50	0	0	50	2.5	Prioritisation	New service model approved by Council Executive on 17 December 2019. Officers to implement as an operational measure.	The proposal will minimise the impact with customers having access to services on a rota basis. Key activities will continue to be available across all geographical locations.
H3c	Reduce the hours at Armadale, Whitburn, Blackburn and Broxburn Customer Information Service by 3.5 hours a day to 10am to 3pm	39	0	0	39	1.5	Prioritisation	Officers to implement as an operational measure.	The proposal will minimise the impact with customers having access to services on a rota basis. Key activities will continue to be available across all geographical locations.
H3d *	Revised opening hours at Fauldhouse swimming pool – closing at 7:30pm on a Monday and Thursday and 1pm on a Saturday	0	10	0	10	0.4	Efficiency	Officers to implement as an operational measure in consultation with staff, partners and service users.  <b>Subject to full IIA in Appendix 8b.</b>	The service will be retained during peak times therefore there should be no negative impact. Reduction in core opening hours is proposed at the quietest periods of use based on current usage.

Ref	Measure	2020/21 £'000	2021/22 £'000	2022/23 £'000	Total £'000	Estimated Staffing Reduction (FTE)	Prioritisation/ Efficiency	Further Consultation/ Reporting or Delegation to Officers	Impact on Service Performance and Quality
H3e *	Review of service delivery within Customer and Community Services	0	14	0	14	0.6	Efficiency	Officers to implement as an operational measure in consultation with staff and trade unions, partners and service users.  <b>Subject to relevance assessment in Appendix 8b.</b>	Further detailed proposals are being developed however it is anticipated that the channel shift and digital transformation will provide a better service to users.
	<b>Total</b>	<b>130</b>	<b>24</b>	<b>0</b>	<b>154</b>	<b>6.0</b>			

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

Ref	Measure	2020/21 £'000	2021/22 £'000	2022/23 £'000	Total £'000	Estimated Staffing Reduction (FTE)	Prioritisation/ Efficiency	Further Consultation/ Reporting or Delegation to Officers	Impact on Service Performance and Quality
H4b	Asset transfer of non-core properties staffing saving – community centres/village halls	0	100	125	225	9.0	Prioritisation	Consultation with stakeholders and service users. Report on options to Partnership and Resources PDSP and Council Executive.	If communities become more involved in supporting these facilities, or community groups use other council and non-council assets, the impact on performance should be minimal.
	<b>Total</b>	<b>0</b>	<b>100</b>	<b>125</b>	<b>225</b>	<b>9.0</b>			

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

Ref	Measure	2020/21 £'000	2021/22 £'000	2022/23 £'000	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	75	48	123	TBC	Prioritisation	Digital Transformation Strategy approved by Council Executive on 12 June 2018. Officers to deliver as operational measure.  <b>Subject to relevance assessment in Appendix 8b.</b>	Further detailed proposals are being developed however it is anticipated that the introduction of more self-service and digital options will provide a better service to users who are demanding this type of service delivery model.

Ref	Measure	2020/21 £'000	2021/22 £'000	2022/23 £'000	Total £'000	Estimated Staffing Reduction (FTE)	Prioritisation/ Efficiency	Further Consultation/ Reporting or Delegation to Officers	Impact on Service Performance and Quality
H5b	Automation of calls into Customer Service Centre	0	50	50	100	3.1	Efficiency	Officers to deliver as operational measure, with consultation with customers as service changes are implemented.	By redesigning the customer service channel interface through the introduction of artificial intelligence technology for high demand, routine activity this should improve voice and written/digital interface channels for customers. Ability to process requests more effectively and efficiently will improve customer satisfaction and reduce abandonment rates.
H5c	Review and refinement of systems administration	0	50	0	50	2.0	Efficiency	Officers to deliver as operational measure, including consultation with community planning partners, staff and trade unions.	The centralisation of systems administration functions will improve consistency in the maintenance and development of systems. It will remove duplication and there is no adverse impact on performance anticipated with the quality of the service maintained.
H5d	Consolidation and reduction in council IT systems	0	0	100	100	0.0	Efficiency	Report on options and proposals to consolidate systems to be presented to Partnership and Resources PDSP and Council Executive.	Removal of duplication in system functionality and introducing a consistent approach to systems across the council will have no adverse impact on performance or the quality of service.
	<b>Total</b>	<b>0</b>	<b>175</b>	<b>198</b>	<b>373</b>	<b>5.1</b>			

#### **Housing, Customer and Building Services – Income and Contributions**

Ref	Measure	2020/21 £'000	2021/22 £'000	2022/23 £'000	Total £'000	Estimated Staffing Reduction (FTE)	Prioritisation/ Efficiency	Further Consultation/ Reporting or Delegation to Officers	Impact on Service Performance and Quality
H6a	Indexation increase in rent and service charges	68	69	71	208	0.0	Efficiency	Rent consultation undertaken annually. HRA budget to be agreed annually by Council to approve rent and service charge increases.	The income increases will have no negative impact on service performance and quality.
H6b	Indexation increase in Registration charges	8	8	8	24	0.0	Efficiency	Officers to deliver as operational measure.	The income increases will have no negative impact on service performance and quality.
	<b>Total</b>	<b>76</b>	<b>77</b>	<b>79</b>	<b>232</b>	<b>0.0</b>			

**Housing, Customer and Building Services – Collaboration, Modernisation and Working in Partnership**

Ref	Measure	2020/21 £'000	2021/22 £'000	2022/23 £'000	Total £'000	Estimated Staffing Reduction (FTE)	Prioritisation/ Efficiency	Further Consultation/ Reporting or Delegation to Officers	Impact on Service Performance and Quality
H8a	Localised models of partnership working	0	0	37	37	TBC	Efficiency	Officers to deliver as operational measure. Impact on equality and consultation to continue to be assessed as detailed proposals are developed.  <b>Subject to relevance assessment in Appendix 8b.</b>	New models of partnership working will be developed to make most efficient use of resources, reduce overlap and enhance collaborative practice. No adverse impact is anticipated.
	<b>Total</b>	<b>0</b>	<b>0</b>	<b>37</b>	<b>37</b>	<b>TBC</b>			
<b>TOTAL HOUSING, CUSTOMER AND BUILDING SERVICES</b>		<b>263</b>	<b>473</b>	<b>473</b>	<b>1,209</b>	<b>26.1</b>			

**Operational Services – Green Fleet and Travel**

Ref	Measure	2020/21 £'000	2021/22 £'000	2022/23 £'000	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	145	0	0	145	0.0	Efficiency	Officers to deliver as operational measure.	As services reduce there will be a reduction in fleet and management requirements. Changes to fleet and mileage will have a positive impact on carbon emissions.
O2b	Green travel further reduction in mileage	0	0	156	156	0.0	Efficiency	Officers to deliver as operational measure.	Smarter working, reducing business mileage and reducing staffing numbers will create an overall reduction. Reduced fleet and mileage will have a positive impact on carbon emissions.
	<b>Total</b>	<b>145</b>	<b>0</b>	<b>156</b>	<b>301</b>	<b>0.0</b>			

**Operational Services – Service Redesign, Integration and Modernisation**

Ref	Measure	2020/21 £'000	2021/22 £'000	2022/23 £'000	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 <b>(full year saving from measure agreed and implemented in 2018/19)</b>	1	0	0	1	0.0	Efficiency	Officers delivered as an operational measure in 2018/19 and 2019/20. No further action required.	Training will focus on essential compliance, with minimal impact on service delivery and performance.
O3c	Additional service efficiencies, including potential income generation	0	0	742	742	TBC	Efficiency	Plans are being developed and will be subject to consultation with stakeholders and services users as appropriate depending on the nature of the proposal. Any resulting changes to service standards or charges will be considered by the relevant PDSP and Council Executive.	Proposals have yet to be developed, therefore the exact impact at this point is still to be determined. Reduced staffing resources will require the review of statutory requirements and prioritisation of services to focus on key tasks.
O3d	Additional staffing efficiency	0	27	0	27	1.0	Efficiency	Officers to deliver as operational measure.	Reduced staffing resources will require the review of statutory requirements and prioritisation of services to focus on key tasks.
	<b>Total</b>	<b>1</b>	<b>27</b>	<b>742</b>	<b>770</b>	<b>1.0</b>			



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

Ref	Measure	2020/21 £'000	2021/22 £'000	2022/23 £'000	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 menu options and other efficiencies	74	0	0	74	0.0	Efficiency	Officers to deliver as operational measure following consultation with staff, trade unions and service users.	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	145	103	0	248	13.4	Prioritisation	Officers to deliver as operational measure following consultation with staff, trade unions and service users.	Cleaning of key areas will be maintained, including statutory requirements. Revised building cleaning schedules will be adopted.
O4c	Review facilities management service delivery model in schools	139	0	0	139	0.0	Efficiency	Officers to deliver as operational measure following consultation with staff, trade unions and service users.	No adverse impact on performance anticipated with the saving being delivered in conjunction with early learning and childcare requirements.
	<b>Total</b>	<b>358</b>	<b>103</b>	<b>0</b>	<b>461</b>	<b>13.4</b>			

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

Ref	Measure	2020/21 £'000	2021/22 £'000	2022/23 £'000	Total £'000	Estimated Staffing Reduction (FTE)	Prioritisation/ Efficiency	Further Consultation/ Reporting or Delegation to Officers	Impact on Service Performance and Quality
O6c	Continue current programme to convert street lighting to LED	0	0	126	126	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.
	<b>Total</b>	<b>0</b>	<b>0</b>	<b>126</b>	<b>126</b>	<b>0.0</b>			

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

Ref	Measure	2020/21 £'000	2021/22 £'000	2022/23 £'000	Total £'000	Estimated Staffing Reduction (FTE)	Prioritisation/ Efficiency	Further Consultation/ Reporting or Delegation to Officers	Impact on Service Performance and Quality
O7d	Combined food and garden waste collection in brown bin <b>(full year saving from measure agreed by Council Executive on 4 December 2018 and implemented in October 2019)</b>	150	0	0	150	0.0	Efficiency	Report on revised arrangements approved by Council Executive on 4 December 2018. Officers implemented as an operational measure in October 2019.	The council no longer provides a dedicated food waste service.
O7e	Waste Services review including: <ul style="list-style-type: none"> <li>• Rural road end collections</li> <li>• Holiday and sickness cover</li> <li>• Generic working and changes to shift patterns</li> <li>• Twin stream recycling</li> </ul> <b>(measure agreed by Council Executive on 4 December 2018)</b>	328	160	973	1,461	6.0	Efficiency	Amended service standards approved by Council Executive on 4 December 2019. Officers to implement as an operational measure including further consultation with stakeholders and service users.	The introduction of twin stream recycling will 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 will be required for each household.
	<b>Total</b>	<b>478</b>	<b>160</b>	<b>973</b>	<b>1,611</b>	<b>6.0</b>			

### Operational Services – Income and Contributions

Ref	Measure	2020/21 £'000	2021/22 £'000	2022/23 £'000	Total £'000	Estimated Staffing Reduction (FTE)	Prioritisation/ Efficiency	Further Consultation/ Reporting or Delegation to Officers	Impact on Service Performance and Quality
O8a	Indexation increase in school meals prices	82	84	87	253	0.0	Efficiency	Officers to deliver as operational measure.	Indexation income increases should have no negative impact.
O8b	Price increase for cemetery lairs and interments	47	70	57	174	0.0	Efficiency	Officers to deliver as operational measure.  <b>Subject to full IIA in Appendix 8b.</b>	Subject to actions regarding affordable funerals to mitigate the impact of funeral poverty, income increases should have no negative impact.
O8c	Indexation increase in roads inspections and consents	117	12	12	141	0.0	Efficiency	Officers to deliver as operational measure.	The income increases should have no negative impact.
O8d	Indexation increase in external cleaning and catering	14	15	16	45	0.0	Efficiency	Officers to deliver as operational measure.	The income increases should have no negative impact.

Ref	Measure	2020/21 £'000	2021/22 £'000	2022/23 £'000	Total £'000	Estimated Staffing Reduction (FTE)	Prioritisation/ Efficiency	Further Consultation/ Reporting or Delegation to Officers	Impact on Service Performance and Quality
O8e	Indexation increase in countryside charges	8	8	8	24	0.0	Efficiency	Officers to deliver as operational measure.	Indexation income increases should have no negative impact.
O8f	Introduction of charges for new and replacement bins <b>(measure agreed by Council Executive on 4 December 2018)</b>	0	35	35	70	0.0	Efficiency	Approved by Council Executive on 4 December 2018. Officers to deliver as an operational measure.	The introduction of charging for bins should have no negative impact on service performance and quality.
O8g	Increase in bulky uplift charge to £30	0	23	0	23	0.0	Efficiency	Officers to deliver as operational measure.	Income increases should have no negative impact on service delivery.
	<b>Total</b>	<b>268</b>	<b>247</b>	<b>215</b>	<b>730</b>	<b>0.0</b>			

#### Operational Services – Collaboration, Modernisation and Working in Partnership

Ref	Measure	2020/21 £'000	2021/22 £'000	2022/23 £'000	Total £'000	Estimated Staffing Reduction (FTE)	Prioritisation/ Efficiency	Further Consultation/ Reporting or Delegation to Officers	Impact on Service Performance and Quality
O9a	Localised models of partnership working	0	0	38	38	TBC	Efficiency	Officers to deliver as operational measure. Impact on equality and consultation to be assessed as detailed proposals are developed.  <b>Subject to relevance assessment in Appendix 8b.</b>	New models of partnership working will be developed to make most efficient use of resources, reduce overlap and enhance collaborative practice. No adverse impact is anticipated.
	<b>Total</b>	<b>0</b>	<b>0</b>	<b>38</b>	<b>38</b>	<b>TBC</b>			

<b>TOTAL OPERATIONAL SERVICES</b>	<b>1,250</b>	<b>537</b>	<b>2,250</b>	<b>4,037</b>	<b>20.4</b>	
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**Social Policy Integration Joint Board – Care for Adults**

Ref	Measure	2020/21 £'000	2021/22 £'000	2022/23 £'000	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 <b>(2020/21 saving agreed at Council Executive on 3 December 2019)</b>	507	248	0	<b>755</b>	9.7	Prioritisation and Efficiency	2020/21 savings was approved by Council Executive on 3 December 2019. 2021/22 saving to be considered by Social Policy PDSP and Council Executive during 2020.	The council will continue to focus on service users with substantial and critical needs. Service users with low and moderate needs will be provided with information and advice and signposted to appropriate support.
SJ1b	Development of West Lothian core and cluster supported tenancies facilities and 16 new tenancies for adults with learning disabilities	150	230	344	<b>724</b>	0.0	Efficiency	Officers to deliver as operational measure, following consultation with service users.  <b>Subject to full IIA in Appendix 8b.</b>	Will result in an improved local service for those adults with learning disabilities whose needs require tenancy support.
SJ1d	Assessment and eligibility for service – reduction in sleepover costs <b>(saving from policy agreed by Council Executive on 11 September 2018)</b>	100	100	100	<b>300</b>	0.0	Efficiency	Officers to deliver as operational measure. Policy agreed by Council Executive on 11 September 2018.	New model will consider how the service can be delivered more efficiently by redesigning existing services and augmenting overnight support with greater use of technology.
SJ1e	Efficiencies in the provision of learning disability and physical disability transport <b>(saving agreed at Council Executive on 3 December 2019)</b>	41	0	0	<b>41</b>	0.0	Efficiency	Model agreed by Council Executive on 3 December 2019. Officers to deliver as operational measure with ongoing consultation with service users and representative groups.	No impact on service. Proposal to be delivered through efficiency measures.
SJ1f *	Review of historical funding arrangements for adult services non direct care budgets	80	0	0	<b>80</b>	0.0	Efficiency	Officers to deliver as operational measure.	No impact on service. Measure is about aligning budget to expenditure to reflect areas of recurring historical underspend.
	<b>Total</b>	<b>878</b>	<b>578</b>	<b>444</b>	<b>1,900</b>	<b>9.7</b>			

**Social Policy Integration Joint Board – Adults and Older People Assessment**

Ref	Measure	2020/21 £'000	2021/22 £'000	2022/23 £'000	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 – increase eligibility criteria to critical and substantial <b>(saving from policy agreed by Council Executive on 11 September 2018)</b>	1,803	761	470	<b>3,034</b>	0.0	Prioritisation	Eligibility policy agreed by Council Executive on 11 September 2018. Delivered as an operational measure from 2018/19. No further action required.	Service users with low and moderate level needs may no longer be eligible for paid care and support. The council will continue to focus on service users with substantial and critical needs. Service users with lower level needs will be provided with information and advice and signposted to appropriate support.
SJ2d	Assessment and eligibility for service – focusing internal social work resources on the support of those most in need <b>(saving from policy agreed by Council Executive on 11 September 2018)</b>	0	345	345	<b>690</b>	0.0	Prioritisation	Eligibility policy agreed by Council Executive on 11 September 2018. Officers delivering as an operational measure.	Internal resources will be focused on areas of greatest need taking into account coverage provided by externally sourced care. Service users with low and moderate level needs will be provided with information and advice and signposted to appropriate support. The council will continue to focus on service users with substantial and critical needs.
SJ2e	Assessment and eligibility for service – align work of crisis care team with care at home services <b>(saving from policy agreed by Council Executive on 11 September 2018)</b>	177	0	0	<b>177</b>	0.0	Efficiency	Officers to deliver as operational measure.	No impact on performance. Changes will be implemented alongside changes to eligibility to allow the service to be delivered more efficiently.
SJ2f *	Assessment and eligibility for service – review short visits/ increase technology enabled care (TEC) to support care at home through new contract <b>(saving from policy agreed by Council Executive on 11 September 2018)</b>  * New saving element - £100,000	575	548	547	<b>1,670</b>	0.0	Prioritisation	Eligibility policy agreed by Council Executive on 11 September 2018. Officers delivering as an operational measure.	Savings will be delivered through investment in technological care solutions and through revised care at home contracts. Service users with low and moderate level needs will be provided with information and advice and signposted to appropriate support. The council will continue to focus on service users with substantial and critical needs.

Ref	Measure	2020/21 £'000	2021/22 £'000	2022/23 £'000	Total £'000	Estimated Staffing Reduction (FTE)	Prioritisation/ Efficiency	Further Consultation/ Reporting or Delegation to Officers	Impact on Service Performance and Quality
SJ2g	Assessment and eligibility for service – review of high cost care packages <b>(saving from policy agreed by Council Executive on 11 September 2018)</b>	324	225	80	<b>629</b>	0.0	Efficiency	Eligibility policy agreed by Council Executive on 11 September 2018. Delivered as an operational measure in 2018/19.	High cost care packages will be reviewed to ensure that they are being delivered in the most efficient manner. Service users with low and moderate level needs will be provided with information and advice and signposted to appropriate support. The council will continue to focus on service users with substantial and critical needs.
SJ2h *	Assessment and eligibility for service – alignment of criteria to aids and equipment <b>(saving from policy agreed by Council Executive on 11 September 2018)</b>	0	120	98	<b>218</b>	0.0	Efficiency	Eligibility policy agreed by Council Executive on 11 September 2018. Officers to deliver as an operational measure.	Reflects the impact of applying existing eligibility criteria to aids and equipment. There will be no further impact on service users as this measure was effectively implemented at the same time as the other changes to eligibility criteria. Service users with low and moderate level needs will be provided with information and advice and signposted to appropriate support. The council will continue to focus on service users with substantial and critical needs.
	<b>Total</b>	<b>2,879</b>	<b>1,999</b>	<b>1,540</b>	<b>6,418</b>	<b>0.0</b>			

### Social Policy Integration Joint Board – Income and Contributions

Ref	Measure	2020/21 £'000	2021/22 £'000	2022/23 £'000	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	<b>90</b>	0.0	Efficiency	Officers to deliver as operational measure.	The income increase will have no negative impact on service performance and quality.
SJ3b	Contributions Policy <b>(full year savings from measure agreed by Council Executive on 11 September 2018)</b>	370	70	299	<b>739</b>	0.0	Efficiency	Policy agreed by Council Executive on 11 September 2018. Policy was introduced on 1 October 2018. Officers delivering as an operational measure.	No impact on service delivery. Robust risk assessments are in place to ensure that service performance and quality is not impacted.



Ref	Measure	2020/21 £'000	2021/22 £'000	2022/23 £'000	Total £'000	Estimated Staffing Reduction (FTE)	Prioritisation/ Efficiency	Further Consultation/ Reporting or Delegation to Officers	Impact on Service Performance and Quality
SJ3c *	Increase in Telecare charges and increase in uptake of service	0	20	20	40	0.0	Efficiency	Officers to deliver as operational measure.  <b>Subject to full IIA in Appendix 8b.</b>	No impact on service delivery. Robust risk assessments are in place to ensure that service performance and quality is not impacted.
SJ3d	2% increase in care home accommodation recoveries based on assumed UK Government maximum	40	40	40	120	0.0	Efficiency	Officers to deliver as operational measure.	Income increases will have no negative impact on service performance and quality.
	<b>Total</b>	<b>440</b>	<b>160</b>	<b>389</b>	<b>989</b>	<b>0.0</b>			

#### Social Policy Integration Joint Board – Commissioned Services

Ref	Measure	2020/21 £'000	2021/22 £'000	2022/23 £'000	Total £'000	Estimated Staffing Reduction (FTE)	Prioritisation/ Efficiency	Further Consultation/ Reporting or Delegation to Officers	Impact on Service Performance and Quality
SJ4c	Assessment and eligibility for services – remaining former supporting people arrangements amalgamated with care at home framework <b>(saving from policy agreed by Council Executive on 11 September 2018)</b>	154	408	320	882	0.0	Prioritisation	Eligibility policy agreed by Council Executive on 11 September 2018. Officers to deliver as an operational measure.	Impact will be limited as the service will continue to be delivered to eligible service users. Service users with low and moderate level needs will be provided with information and advice and signposted to appropriate support. The council will continue to focus on those with high level needs.
SJ4d *	Assessment and eligibility for services – review of all third party and commissioned IJB services <b>(saving from policy agreed by Council Executive on 11 September 2018)</b>	0	0	295	295	0.0	Efficiency	Eligibility policy agreed by Council Executive on 11 September 2018. Officers to deliver as an operational measure.	Reflects the impact of applying existing eligibility criteria to services purchased from external providers. There will be no further impact on service users as this measure was effectively implemented at the same time as the other changes to eligibility criteria. Service users with low and moderate level needs will be provided with information and advice and signposted to appropriate support. The council will continue to focus on service users with substantial and critical needs.
	<b>Total</b>	<b>154</b>	<b>408</b>	<b>615</b>	<b>1,177</b>	<b>0.0</b>			

**Social Policy Integration Joint Board – Building Based Care**

Ref	Measure	2020/21 £'000	2021/22 £'000	2022/23 £'000	Total £'000	Estimated Staffing Reduction (FTE)	Prioritisation/ Efficiency	Further Consultation/ Reporting or Delegation to Officers	Impact on Service Performance and Quality
SJ5a	Older people day care to be delivered by existing external provision <b>(full year savings from measure implemented in 2019/20)</b>	300	0	0	<b>300</b>	6.8	Prioritisation	Officers delivered as operational measure in 2019/20.	No impact on service. External provision is more cost effective than internally provided day care and has the capacity to meet the needs of those older people who require day care support.
SJ5b	Remodel housing with care provision	0	392	301	<b>693</b>	21.0	Efficiency	Officers to deliver as operational measure, including consultation with staff and trade unions and service users.  <b>Subject to full IIA in Appendix 8b.</b>	No impact on service. Changes will focus on more efficient delivery of support. Housing with care will continue as an in house model with efficiencies derived from management and ancillary support.
SJ5c *	Development of health and social care drop in community hubs	0	0	75	<b>75</b>	2.0	Prioritisation	Officers to deliver as operational measure, including consultation with staff and trade unions and service users.  <b>Subject to full IIA in Appendix 8b.</b>	This will have a positive impact on service users, with increased access to social work services in the community. The introduction of hubs has the potential to improve performance in relation to waiting lists and times. This improvement has been evidenced in other authorities that have implemented this model.
	<b>Total</b>	<b>300</b>	<b>392</b>	<b>376</b>	<b>1,068</b>	<b>29.8</b>			

**Social Policy Integration Joint Board – Management and Support**

Ref	Measure	2020/21 £'000	2021/22 £'000	2022/23 £'000	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	140	<b>140</b>	2.0	Efficiency	Officers to deliver as operational measure, following consultation with staff and trade unions.	No impact on service delivery. Posts will be matched to support services.

Ref	Measure	2020/21 £'000	2021/22 £'000	2022/23 £'000	Total £'000	Estimated Staffing Reduction (FTE)	Prioritisation/ Efficiency	Further Consultation/ Reporting or Delegation to Officers	Impact on Service Performance and Quality
SJ6b	Review of Social Policy administration support to deliver 25% reduction	0	171	175	346	11.8	Efficiency	Officers to deliver as operational measure, following consultation with staff and trade unions.	No impact on service delivery. Posts will be matched to support services.
SJ6c	Review of contract and commissioning and service development to deliver 25% reduction	0	0	175	175	3.6	Efficiency	Officers to deliver as operational measure, following consultation with staff and trade unions.	No impact on service delivery. Posts will be matched to support services.
SJ6e	Integration of occupational therapy between the council and health	0	111	108	219	4.8	Efficiency	Officers to deliver as operational measure, following consultation with staff and trade unions.	No impact on service delivery. Efficiency achieved through managing opportunities to work collaboratively with NHS Lothian.
SJ6f	Additional staffing efficiencies	0	130	81	211	7.4	Efficiency	Officers to deliver as operational measure, following consultation with staff and trade unions.	No impact on service performance and quality.
SJ6g *	Review of operation of Community Equipment Store in partnership with health	0	0	75	75	1.0	Efficiency	Officers to deliver as operational measure, following consultation with staff and trade unions.	Consideration of all operational aspects of the store should improve access to equipment for users and reduce waiting times.
SJ6h *	Saving from non-direct care older people budget	30	0	0	30	0.0	Efficiency	Officers to deliver as operational measure.	No impact on service. Measure is about aligning budget to reflect areas of recurring historical underspend.
	<b>Total</b>	<b>30</b>	<b>412</b>	<b>754</b>	<b>1,196</b>	<b>30.6</b>			

### **Social Policy Integration Joint Board – Channel Shift and Digital Transformation**

Ref	Measure	2020/21 £'000	2021/22 £'000	2022/23 £'000	Total £'000	Estimated Staffing Reduction (FTE)	Prioritisation/ Efficiency	Further Consultation/ Reporting or Delegation to Officers	Impact on Service Performance and Quality
SJ8a	Direct access to care plans to inform care reviews	0	0	63	63	2.0	Efficiency	Officers to deliver as operational measure.	Will improve care review process with access to more direct information from providers.
SJ8b	Introduction of self-assessment framework	0	25	0	25	0.5	Efficiency	Officers to deliver as operational measure.	Will improve the process for monitoring care and support contracts and arrangements.
	<b>Total</b>	<b>0</b>	<b>25</b>	<b>63</b>	<b>88</b>	<b>2.5</b>			

<b>TOTAL SOCIAL POLICY INTEGRATION JOINT BOARD</b>	<b>4,681</b>	<b>3,974</b>	<b>4,181</b>	<b>12,836</b>	<b>72.6</b>				
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**Social Policy Non Integration Joint Board – Care and Education for Children with a Disability or Additional Support Needs (ASN)**

Ref	Measure	2020/21 £'000	2021/22 £'000	2022/23 £'000	Total £'000	Estimated Staffing Reduction (FTE)	Prioritisation/ Efficiency	Further Consultation/ Reporting or Delegation to Officers	Impact on Service Performance and Quality
S1a	Development of a long term West Lothian based education placements and care arrangements for children with disabilities	286	400	438	1,124	0.0	Efficiency	Officers to deliver as operational measure.  <b>Subject to full IIA in Appendix 8b.</b>	This measure has had a positive impact with children continuing to be supported within their local communities wherever possible through transition to adulthood and beyond.
S1b	External placements replaced with internal provision within West Lothian	300	200	45	545	0.0	Efficiency	Officers to deliver as operational measure.  <b>Subject to full IIA in Appendix 8b.</b>	It is expected that this measure will have a positive impact as development of provision in West Lothian will mean that more young people will have their educational needs met within West Lothian.
	<b>Total</b>	<b>586</b>	<b>600</b>	<b>483</b>	<b>1,669</b>	<b>0.0</b>			

**Social Policy Non Integration Joint Board – Care and Education for Looked After Children (LAC) and Children with Social, Emotional and Behavioural Needs (SEBN)**

Ref	Measure	2020/21 £'000	2021/22 £'000	2022/23 £'000	Total £'000	Estimated Staffing Reduction (FTE)	Prioritisation/ Efficiency	Further Consultation/ Reporting or Delegation to Officers	Impact on Service Performance and Quality
S1c	Reduce average cost of residential placements through increasing internal capacity	520	400	425	1,345	0.0	Efficiency	Officers to deliver as operational measure.  <b>Subject to full IIA in Appendix 8b.</b>	It is expected that this will have a positive impact. This measure focuses on developing internal capacity to ensure that young people and their families are supported from an early stage and continue to receive this support while it is required. This will reduce the requirement for high cost external placements and provide better outcomes for young people.
S1d	Support payments to former looked after children	200	0	0	200	0.0	Prioritisation	Officers to deliver as operational measure.  <b>Subject to full IIA in Appendix 8b.</b>	This measure is included in the overall redesign of services for looked after children which will ensure that appropriate support continues to be offered when it is required.
	<b>Total</b>	<b>720</b>	<b>400</b>	<b>425</b>	<b>1,545</b>	<b>0.0</b>			

**Social Policy Non Integration Joint Board – Family and Parenting Support**

Ref	Measure	2020/21 £'000	2021/22 £'000	2022/23 £'000	Total £'000	Estimated Staffing Reduction (FTE)	Prioritisation/ Efficiency	Further Consultation/ Reporting or Delegation to Officers	Impact on Service Performance and Quality
S1e	Review family support provision – closure of centre based facilities moving to supporting children in communities <b>(measure agreed and implementation commenced in 2018/19)</b>	284	393	300	<b>977</b>	23.8	Efficiency	Officers to deliver as operational measure with appropriate consultation with service users. Changes have been steadily implemented since 2018/19 with the closure of Whitdale Family Centre in December 2018 with Livingston Family Centre to close during 2020.	This will have a positive impact on the service as support will be delivered for children and families in their own homes and communities, lessening the need for centre based care and support.
S1f	Focusing the activity of early intervention and prevention support teams	0	141	135	<b>276</b>	6.9	Prioritisation	Officers to deliver as operational measure.  <b>Subject to full IIA in Appendix 8b.</b>	This will have a limited impact on the service as the redesign of services for early years takes account of the significant additional investment in this area.
S1g *	Service review of Social Care Emergency Team (SCET)  * New saving element - £20,000	60	0	20	<b>80</b>	1.8	Efficiency	Officers to deliver as operational measure, following consultation with staff and trade unions.  <b>Subject to full IIA in Appendix 8b.</b>	This will have no impact on the service as the review will focus on finding more efficient ways of working.
S1h	Review management of foster care placements	200	0	0	<b>200</b>	0.0	Efficiency	Officers to deliver as operational measure.  <b>Subject to full IIA in Appendix 8b.</b>	This should have no impact as the review will result in more effective assessment and review of placements.
S1i	Efficiencies in the provision of looked after children (LAC) transport <b>(model agreed by Council Executive on 4 February 2020)</b>	61	0	0	<b>61</b>	0.0	Efficiency	New model approved by Council Executive on 4 February 2020. Officers to deliver as operational measure with consultation with service users.	No impact on service. Proposal to be delivered through efficiency measures.

Ref	Measure	2020/21 £'000	2021/22 £'000	2022/23 £'000	Total £'000	Estimated Staffing Reduction (FTE)	Prioritisation/ Efficiency	Further Consultation/ Reporting or Delegation to Officers	Impact on Service Performance and Quality
S1j *	Children and Families Practice Team review of skills and staffing mix	0	0	30	30	0.0	Efficiency	Officers to deliver as operational measure, following consultation with staff and trade unions.	No impact anticipated. Change should allow more appropriate support to be provided, matching available support resources to demand for services.
S1k	Review of criminal justice	0	150	103	253	0.0	Efficiency	Officers to deliver as operational measure, following consultation with staff and trade unions.	Minimal impact. Focus on efficiencies through process redesign and service amalgamation.
S1l *	Review of youth justice service	0	0	70	70	1.4	Efficiency	Officers to deliver as operational measure, following consultation with staff and trade unions.	No impact anticipated. The service will continue to be provided in a more efficient way, with changes to processes and streamlining of activity.
S1m *	Realignment of early years change fund budget to reflect activities no longer undertaken	62	0	0	62	2.0	Efficiency	Officers to deliver as operational measure.	No impact on service. Measure is about aligning budget to expenditure to reflect service changes that have already been implemented.
	<b>Total</b>	<b>667</b>	<b>684</b>	<b>658</b>	<b>2,009</b>	<b>35.9</b>			

#### Social Policy Non Integration Joint Board – Management and Support

Ref	Measure	2020/21 £'000	2021/22 £'000	2022/23 £'000	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	70	70	1.0	Efficiency	Officers to deliver as operational measure, following consultation with staff and trade unions.	No impact on service delivery. Posts will be matched to support the continuing services.
S4b	Review of Social Policy administration to deliver 25% reduction	0	107	111	218	7.7	Efficiency	Officers to deliver as operational measure, following consultation with staff and trade unions.	No impact on service delivery. Posts will be matched to support the continuing services.
S4c	Review of contract and commissioning and service development to deliver 25% reduction	0	0	88	88	1.4	Efficiency	Officers to deliver as operational measure, following consultation with staff and trade unions.	No impact on service delivery. Posts will be matched to support the continuing services.



Ref	Measure	2020/21 £'000	2021/22 £'000	2022/23 £'000	Total £'000	Estimated Staffing Reduction (FTE)	Prioritisation/ Efficiency	Further Consultation/ Reporting or Delegation to Officers	Impact on Service Performance and Quality
S4d	Review of all third party and commissioned non IJB services	0	0	50	50	0.0	Efficiency	Officers to deliver as operational measure, with appropriate consultation with service users and partners.	No impact on service delivery. Posts will be matched to support the continuing services.
S4e	Additional staffing efficiencies	0	136	40	176	6.2	Efficiency	Officers to deliver as operational measure, following consultation with staff and trade unions.	No impact on service performance and quality.
	<b>Total</b>	<b>0</b>	<b>243</b>	<b>359</b>	<b>602</b>	<b>16.3</b>			
<b>TOTAL SOCIAL POLICY NON INTEGRATION JOINT BOARD</b>		<b>1,973</b>	<b>1,927</b>	<b>1,925</b>	<b>5,825</b>	<b>52.2</b>			

**Planning, Economic Development and Regeneration – Funding of Community Groups/Organisations and Business Improvement Districts (BIDs)**

Ref	Measure	2020/21 £'000	2021/22 £'000	2022/23 £'000	Total £'000	Estimated Staffing Reduction (FTE)	Prioritisation/ Efficiency	Further Consultation/ Reporting or Delegation to Officers	Impact on Service Performance and Quality
P1a	Cease core match funding arrangements for BIDs <b>(full year saving from measure agreed and implemented in 2019/20)</b>	79	0	0	79	0.0	Prioritisation	Reductions were delivered as an operational measure in 2018/19.	Stopping the match funding has not impacted on the council's performance and quality of service provision.
P1c *	Removal of pilot funding to support implementation of Community Choices	0	75	0	75	0.0	Prioritisation	Officers to deliver as operational measure with continued dialogue and engagement with stakeholders & community planning partners.  <b>Subject to full IIA in Appendix 8b.</b>	No impact anticipated. Following the establishment of the new community choices approach, this pilot funding to support implementation will no longer be required. Saving is a reduction in council resources to facilitate the funding process rather than a reduction in grant funding.
	<b>Total</b>	<b>79</b>	<b>75</b>	<b>0</b>	<b>154</b>	<b>0.0</b>			

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

Ref	Measure	2020/21 £'000	2021/22 £'000	2022/23 £'000	Total £'000	Estimated Staffing Reduction (FTE)	Prioritisation/ Efficiency	Further Consultation/ Reporting or Delegation to Officers	Impact on Service Performance and Quality
P2b	Environmental Health and Trading Standards efficiencies including increasing pest control income to full cost recovery	14	5	5	24	0.0	Prioritisation and Efficiency	Officers to deliver as operational measure, with consultation with staff and trade unions.	No impact on service performance and quality anticipated.
P2c	Restructure of Planning Services <b>(full year saving from measure implemented in 2019/20)</b>	8	0	0	8	0.0	Prioritisation and Efficiency	Officers to deliver as operational measure.	The processing times for planning applications and building warrants may reduce slightly if there is an increase in economic activity.
P2d	Restructure of Community Regeneration – employability and community planning <b>(full year saving from measure implemented in 2019/20)</b>	8	0	0	8	0.4	Efficiency	Officers to deliver as operational measure, with consultation with staff and trade unions.	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.

Ref	Measure	2020/21 £'000	2021/22 £'000	2022/23 £'000	Total £'000	Estimated Staffing Reduction (FTE)	Prioritisation/ Efficiency	Further Consultation/ Reporting or Delegation to Officers	Impact on Service Performance and Quality
P2g	Staffing efficiencies within Economic Development and Regeneration	194	0	0	194	4.0	Efficiency	Officers to deliver as operational measure, with consultation with staff and trade unions.	No impact on service performance and quality anticipated.
P2h	Additional staffing efficiencies	0	26	0	26	0.0	Efficiency	Officers to deliver as operational measure, with consultation with staff and trade unions.	No impact on service performance and quality anticipated.
	<b>Total</b>	<b>224</b>	<b>31</b>	<b>5</b>	<b>260</b>	<b>4.4</b>			

**Planning, Economic Development and Regeneration – Collaboration, Modernisation and Working in Partnership**

Ref	Measure	2020/21 £'000	2021/22 £'000	2022/23 £'000	Total £'000	Estimated Staffing Reduction (FTE)	Prioritisation/ Efficiency	Further Consultation/ Reporting or Delegation to Officers	Impact on Service Performance and Quality
P4a	Opportunity for shared services and collaborative working across authority boundaries	0	0	100	100	TBC	Efficiency	Opportunities to be considered by Partnership and Resources PDSP and Council Executive. Consultation with partners as appropriate.  <b>Subject to relevance assessment in Appendix 8b.</b>	No impact on service performance and quality anticipated. It is anticipated that this will deliver the same functions as are currently delivered but in a more efficient way.
	<b>Total</b>	<b>0</b>	<b>0</b>	<b>100</b>	<b>100</b>	<b>TBC</b>			

**Planning, Economic Development and Regeneration – Income and Contributions**

Ref	Measure	2020/21 £'000	2021/22 £'000	2022/23 £'000	Total £'000	Estimated Staffing Reduction (FTE)	Prioritisation/ Efficiency	Further Consultation/ Reporting or Delegation to Officers	Impact on Service Performance and Quality
P5a	Increase in income resulting from an increase in the number of planning applications	75	0	0	75	0.0	Efficiency	Officers to deliver as operational measure.	No impact anticipated provided the number of applications submitted to the council continues to be at, or above, current levels.

Ref	Measure	2020/21 £'000	2021/22 £'000	2022/23 £'000	Total £'000	Estimated Staffing Reduction (FTE)	Prioritisation/ Efficiency	Further Consultation/ Reporting or Delegation to Officers	Impact on Service Performance and Quality
P5b	Increase in income resulting from an increase in the number of building warrants	75	0	0	75	0.0	Efficiency	Officers to deliver as operational measure.	No impact anticipated provided the number of applications submitted to the council continues to be at, or above, current levels.
	<b>Total</b>	<b>150</b>	<b>0</b>	<b>0</b>	<b>150</b>	<b>0.0</b>			
<b>TOTAL PLANNING, ECONOMIC DEVELOPMENT AND REGENERATION</b>		<b>453</b>	<b>106</b>	<b>105</b>	<b>664</b>	<b>4.4</b>			

**Education – Restructure of Adult Learning and Youth Services**

Ref	Measure	2020/21 £'000	2021/22 £'000	2022/23 £'000	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%	200	121	0	321	6.8	Prioritisation	Officers to deliver as operational measure, following consultation with staff, trade unions and service users.  <b>Subject to full IIA in Appendix 8b.</b>	The scope of adult learning and development will focus on agreed priority areas.
	<b>Total</b>	<b>200</b>	<b>121</b>	<b>0</b>	<b>321</b>	<b>6.8</b>			

**Education – Review Approach to Delivery of Culture and Sports**

Ref	Measure	2020/21 £'000	2021/22 £'000	2022/23 £'000	Total £'000	Estimated Staffing Reduction (FTE)	Prioritisation/ Efficiency	Further Consultation/ Reporting or Delegation to Officers	Impact on Service Performance and Quality
E2c	Reduction in net management fee for West Lothian Leisure (WLL)	250	250	259	759	0.0	Prioritisation	Officers to deliver as operational measure with continued engagement with WLL who are aware of the proposed reductions.	WLL are implementing a financial strategy which takes account of the reduction in the management fee to 2022/23. The extent of the impact on performance is dependent on the nature of service redesign identified through WLL's modernisation programme.
E2d *	Removal of twinning budget	23	0	0	23	0.0	Prioritisation	Officers to deliver as operational measure.	Limited impact on school student involvement in twinning opportunities due to the potential for external funding and other financial support for twinning.
	<b>Total</b>	<b>273</b>	<b>250</b>	<b>259</b>	<b>782</b>	<b>0.0</b>			

**Education – Redesign of Early Learning and Childcare**

Ref	Measure	2020/21 £'000	2021/22 £'000	2022/23 £'000	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 <b>(measure implemented from 2018/19)</b>	179	0	0	<b>179</b>	0.0	Prioritisation	Officers have delivered as an operational measure since 2018/19. No further action required.	No adverse impact on performance anticipated with the quality of service provided maintained.
E3g	Reduction in education officers team	0	0	145	<b>145</b>	2.0	Efficiency	Officers to deliver as operational measure in consultation with trade unions and staff.	The reduction in central quality resources will place greater emphasis on head teachers to ensure quality assurance and school improvements. This activity will continue in schools without central support.
	<b>Total</b>	<b>179</b>	<b>0</b>	<b>145</b>	<b>324</b>	<b>2.0</b>			

**Education – Redesign of Scheme of Devolved School Management (DSM)**

Ref	Measure	2020/21 £'000	2021/22 £'000	2022/23 £'000	Total £'000	Estimated Staffing Reduction (FTE)	Prioritisation/ Efficiency	Further Consultation/ Reporting or Delegation to Officers	Impact on Service Performance and Quality
E4a	Review of DSM scheme <b>(full year saving from measure agreed and implemented in 2018/19 and 2019/20)</b>	1,273	691	236	<b>2,200</b>	28.9	Efficiency	Phase 2 savings developed in consultation with relevant stakeholders. Officers to deliver as operational measure. No changes required to the DSM scheme.	No adverse impact on performance anticipated with the quality of service maintained.
	<b>Total</b>	<b>1,273</b>	<b>691</b>	<b>236</b>	<b>2,200</b>	<b>28.9</b>			



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

Ref	Measure	2020/21 £'000	2021/22 £'000	2022/23 £'000	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	159	0	0	159	2.4	Prioritisation	Officers to deliver as operational measure in consultation with trade unions and staff.	A new model of working for the service has been agreed. No adverse impact on service identified.
E5b	Revised staffing structure following co-location of services at new Cedarbank School	0	0	125	125	2.0	Efficiency	Officers to deliver as operational measure in consultation with trade unions and staff.	By consolidating resources and the service into one location, service performance will improve. No adverse impact on performance anticipated.
	<b>Total</b>	<b>159</b>	<b>0</b>	<b>125</b>	<b>284</b>	<b>4.4</b>			

**Education – Collaboration, Modernisation and Working in Partnership**

Ref	Measure	2020/21 £'000	2021/22 £'000	2022/23 £'000	Total £'000	Estimated Staffing Reduction (FTE)	Prioritisation/ Efficiency	Further Consultation/ Reporting or Delegation to Officers	Impact on Service Performance and Quality
E8a	Localised models of partnership working	0	0	75	75	TBC	Efficiency	Officers to deliver as operational measure. Impact on equality and consultation to be assessed as detailed proposals are developed. Consultation to be undertaken as appropriate.  <b>Subject to relevance assessment in Appendix 8b.</b>	New models of partnership working will be developed to make most efficient use of resources, reduce overlap and enhance collaborative practice. No adverse impact is anticipated.
	<b>Total</b>	<b>0</b>	<b>0</b>	<b>75</b>	<b>75</b>	<b>TBC</b>			

**Education – Income and Contributions**

Ref	Measure	2020/21 £'000	2021/22 £'000	2022/23 £'000	Total £'000	Estimated Staffing Reduction (FTE)	Prioritisation/ Efficiency	Further Consultation/ Reporting or Delegation to Officers	Impact on Service Performance and Quality
E9a	Indexation increase in primary school lets	2	2	2	6	0.0	Efficiency	Officers to deliver as operational measure.	No adverse impact on performance anticipated with the quality of service maintained.
E9b	Indexation increase in charges at Burgh Halls	2	2	2	6	0.0	Efficiency	Officers to deliver as operational measure.	No adverse impact on performance anticipated with the quality of service maintained.
E9c	One pence increase in school milk cartons	12	0	9	21	0.0	Efficiency	Officers to deliver as operational measure.	No adverse impact on performance anticipated with the quality of service maintained.
E9d	Indexation increase in instrumental music tuition fees	0	12	13	25	0.0	Efficiency	Officers to deliver as operational measure.	No adverse impact anticipated with quality maintained. May have an impact on the numbers of pupils engaging with the service.
	<b>Total</b>	<b>16</b>	<b>16</b>	<b>26</b>	<b>58</b>	<b>0.0</b>			

**Education – Channel Shift and Digital Transformation**

Ref	Measure	2020/21 £'000	2021/22 £'000	2022/23 £'000	Total £'000	Estimated Staffing Reduction (FTE)	Prioritisation/ Efficiency	Further Consultation/ Reporting or Delegation to Officers	Impact on Service Performance and Quality
E10a	Further development of parent portal to increase online transactions (e.g. data and consent forms)	26	13	50	89	3.3	Efficiency	Officers to deliver as operational measure with service users and parents consulted throughout implementation.  <b>Subject to full IIA in Appendix 8b.</b>	Streamlined processes and improved use of technology will have no adverse impact. It will improve efficiency and access channels for parents, reflecting requests for more online service provision.
	<b>Total</b>	<b>26</b>	<b>13</b>	<b>50</b>	<b>89</b>	<b>3.3</b>			
<b>TOTAL EDUCATION</b>		<b>2,126</b>	<b>1,091</b>	<b>916</b>	<b>4,133</b>	<b>45.4</b>			

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

Ref	Measure	2020/21 £'000	2021/22 £'000	2022/23 £'000	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 – management restructure, reduction in supplies and income maximisation <b>(full year saving from measure implemented in 2019/20)</b>	74	0	0	<b>74</b>	0.0	Efficiency	Officers delivered as an operational measure in 2018/19 and 2019/20. No further action required.	Continued prioritisation of tasks to ensure core and statutory timescales and requirements continue to be met.
F1g	Construction Services – staffing restructure <b>(full year saving from measure implemented in 2019/20)</b>	15	0	0	<b>15</b>	0.0	Efficiency	Officers delivered as an operational measure in 2019/20. No further action required.	Proposed restructure should have no adverse impact on service performance or quality.
F1h	Property Management – reduction in supplies and services	15	0	0	<b>15</b>	0.0	Efficiency	Officers to deliver as operational measure.	No adverse impact on performance anticipated with the quality of service maintained.
F1k	Removal of vacant posts within Revenues Unit	29	0	0	<b>29</b>	1.1	Efficiency	Officers to deliver as operational measure.	No adverse impact on performance anticipated with the quality of service maintained.
	<b>Total</b>	<b>133</b>	<b>0</b>	<b>0</b>	<b>133</b>	<b>1.1</b>			

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

Ref	Measure	2020/21 £'000	2021/22 £'000	2022/23 £'000	Total £'000	Estimated Staffing Reduction (FTE)	Prioritisation/ Efficiency	Further Consultation/ Reporting or Delegation to Officers	Impact on Service Performance and Quality
F2a	Anti-Poverty Service – additional staffing saving, including opportunities for integration of services	0	331	0	<b>331</b>	9.0	Efficiency	Officers to deliver as operational measure in consultation with staff and trade unions.  <b>Subject to full IIA in Appendix 8b.</b>	Reduced resources will require the review of service level agreements to focus on key tasks.
	<b>Total</b>	<b>0</b>	<b>331</b>	<b>0</b>	<b>331</b>	<b>9.0</b>			

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

Ref	Measure	2020/21 £'000	2021/22 £'000	2022/23 £'000	Total £'000	Estimated Staffing Reduction (FTE)	Prioritisation/ Efficiency	Further Consultation/ Reporting or Delegation to Officers	Impact on Service Performance and Quality
F3a	Efficiencies in reactive and cyclical maintenance through economies of scale in consolidating hard facilities management (FM) contracts	0	283	0	283	1.0	Efficiency	Officers to deliver as operational measure.	Maintenance will be delivered in line with contract requirements. Response times will be established within contracts to ensure changes have no adverse impact.
F3c	Energy efficiency and renewable energy projects	92	113	74	279	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.
F3d	Indexation savings within reactive maintenance	50	0	0	50	0.0	Prioritisation	Officers to deliver as operational measure.	No impact on service performance and quality.
F3f *	Property modernisation through reconfiguration of office floor space, closure of surplus offices and increased rental income	0	0	45	45	0.0	Prioritisation	Officers to deliver as operational measure in consultation with stakeholders and service units.	No impact on service performance and quality.
F3g *	Consolidation of management of soft facilities management (FM) activity	0	0	70	70	2.0	Efficiency	Officers to deliver as operational measure in consultation with trade unions and staff.	No adverse impact anticipated – streamlining of service delivery, and removing duplication, will ensure resources are directed to support need.
	<b>Total</b>	<b>142</b>	<b>396</b>	<b>189</b>	<b>727</b>	<b>3.0</b>			

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

Ref	Measure	2020/21 £'000	2021/22 £'000	2022/23 £'000	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	66	66	0.0	Efficiency	Reports on community asset transfer will be presented to Partnership and Resources PDSP and Council Executive. Consultation on individual transfers to take place with stakeholders and service users as potential transfers identified.	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	2020/21 £'000	2021/22 £'000	2022/23 £'000	Total £'000	Estimated Staffing Reduction (FTE)	Prioritisation/ Efficiency	Further Consultation/ Reporting or Delegation to Officers	Impact on Service Performance and Quality
F4b	Asset transfer of non-core properties – community centres	0	0	189	189	0.0	Efficiency	Reports on community asset transfer will be presented to Partnership and Resources PDSP and Council Executive. Consultation on individual transfers to take place with stakeholders and service users as potential transfers identified.	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.
	<b>Total</b>	<b>0</b>	<b>0</b>	<b>255</b>	<b>255</b>	<b>0.0</b>			

#### **Chief Executive/Finance and Property Services – Revised Property Requirements from Service Proposals**

Ref	Measure	2020/21 £'000	2021/22 £'000	2022/23 £'000	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 to reflect changes to service delivery (Whitdale and Livingston Family Centres, Whitdale Day Care Centre and Carmondean Connected)	0	44	66	110	0.0	Efficiency	Officers to deliver as operational measure.	These are properties that are surplus following service changes. There is no adverse impact on performance or quality.
	<b>Total</b>	<b>0</b>	<b>44</b>	<b>66</b>	<b>110</b>	<b>0.0</b>			

#### **Chief Executive/Finance and Property Services – Income and Contributions**

Ref	Measure	2020/21 £'000	2021/22 £'000	2022/23 £'000	Total £'000	Estimated Staffing Reduction (FTE)	Prioritisation/ Efficiency	Further Consultation/ Reporting or Delegation to Officers	Impact on Service Performance and Quality
F5c	Increase tenanted non residential property income	80	107	106	293	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.
	<b>Total</b>	<b>80</b>	<b>107</b>	<b>106</b>	<b>293</b>	<b>0.0</b>			

**Chief Executive/Finance and Property Services – Channel Shift and Digital Transformation**

Ref	Measure	2020/21 £'000	2021/22 £'000	2022/23 £'000	Total £'000	Estimated Staffing Reduction (FTE)	Prioritisation/ Efficiency	Further Consultation/ Reporting or Delegation to Officers	Impact on Service Performance and Quality
F7a	Implementation of various digital improvements including online forms, self-help guides, upgrade systems and streamline/automate processes	89	0	0	89	3.0	Prioritisation	Officers to deliver as operational measure in consultation with service users and stakeholders.  <b>Subject to full IIA in Appendix 8b.</b>	Streamlined processes and improved use of technology will have no adverse impact on performance. It will improve efficiency and access channels for customers, reflecting requests for more online service provision.
	<b>Total</b>	<b>89</b>	<b>0</b>	<b>0</b>	<b>89</b>	<b>3.0</b>			

**Chief Executive/Finance and Property Services – Collaboration, Modernisation and Working in Partnership**

Ref	Measure	2020/21 £'000	2021/22 £'000	2022/23 £'000	Total £'000	Estimated Staffing Reduction (FTE)	Prioritisation/ Efficiency	Further Consultation/ Reporting or Delegation to Officers	Impact on Service Performance and Quality
F8a	New models of working with voluntary organisations, including co-location and effective use of assets	0	0	100	100	0.0	Efficiency	Update on new models to Partnership and Resources PDSP. Officers to deliver as operational measure in consultation with relevant stakeholders as proposals are developed.  <b>Subject to relevance assessment in Appendix 8b.</b>	Improved joint working with community partners and increased co-location of partners will have a positive impact on performance. It will improve the utilisation of both the council and community partners' assets.
	<b>Total</b>	<b>0</b>	<b>0</b>	<b>100</b>	<b>100</b>	<b>0.0</b>			

<b>TOTAL CHIEF EXECUTIVE/ FINANCE AND PROPERTY SERVICES</b>	<b>444</b>	<b>878</b>	<b>716</b>	<b>2,038</b>	<b>16.1</b>	
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<b>TOTAL SAVINGS</b>	<b>12,354</b>	<b>9,698</b>	<b>10,726</b>	<b>32,778</b>	<b>268.1</b>	
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### **Appendix 3 – Assessment of Risk of Deliverability of Budget Reduction Measures**

To assist elected members in considering risks associated with proposed budget reduction measures for 2020/21 to 2022/23 an updated assessment of the risk of deliverability of the budget reduction measures has been undertaken. The risks have been assessed on the basis that the proposed budget reduction measures are approved by Council on 28 February 2020.

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

#### **RISK MATRIX**

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

## **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	Description of Main Identified Risks	Potential Impact of Identified Risks	Mitigating Actions to Manage Risk
C1a	IT Services staffing efficiencies	299	Low (2)	Changes to activities to accommodate saving may not be acceptable to customers. Demand for support does not reduce in line with assumptions.	Continued requirement for support may result in saving becoming undeliverable.	Restructure implemented in 2019/20. 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	141	Medium (4)	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.
C1d	Redesign of HR and payroll functions	282	Medium (4)	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. 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. Delays in the implementation of the new system will have an impact on the timing of the saving.	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. Saving has been phased to reflect anticipated timescales for the new system.
C1e	Centralise loan worker device budgets and review number of devices based on need	43	Low (2)	Savings in device contracts are not realised due to higher unit costs. Services require more devices rather than less.	Although there should be fewer devices, the unit costs may be greater meaning the saving cannot be delivered.	Full assessment of loan worker requirements will be undertaken in partnership with corporate Health and Safety team to ensure device requirements reflect need. Working closely with potential suppliers and Corporate Procurement Unit.
C1f	Corporate Communications restructure	39	Low (1)	No risks identified.	No risks identified.	No mitigating actions required.

Ref	Measure	Total Value £'000	Level of Risk	Description of Main Identified Risks	Potential Impact of Identified Risks	Mitigating Actions to Manage Risk
C1h	Charge licensing staff to lifetime income	110	Low (2)	Available income is insufficient to meet anticipated costs.	Expenditure may only be covered for a short period meaning the savings becomes undeliverable on a recurring basis.	Review of licensing charges and monitoring level of income available to support service delivery.
C1k	New approach to programme management	56	Low (1)	No risks identified.	No risks identified.	No mitigating actions required.
C1l	Redesign of Committee Services	23	Low (1)	No risks identified.	No risks identified.	No mitigating actions required.
C1p	Additional staffing saving	48	Low (1)	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.
C2a	IT Services channel shift and IT infrastructure	19	Low (1)	No risks identified.	No risks identified.	No mitigating actions required.
C2b	Featurenet saving through rationalisation of telephone lines	100	Low (2)	No risks identified.	No risks identified.	No mitigating actions required.
C2c	Review of Scottish Wide Area Network (SWAN) arrangements	199	Low (2)	As saving is based on the renegotiation of existing tariffs and connectivity prices, prices from the tender process may be higher than anticipated.	If tender prices are greater than current contracts, the saving would be undeliverable with the council potentially facing a recurring budget pressure.	Continued review of market conditions including market testing. Ensuring that tender specifications are conducive to improved pricing whilst still meeting service requirements. Working closely with potential suppliers and Corporate Procurement Unit.
C3c	Advertising including Bulletin and the council website	77	Low (3)	Inability to generate sufficient interest in advertising in the 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	Indexation increase in discretionary licensing charges	24	Low (1)	No risks identified – indexation increases should not impact materially on income.	No risks identified – indexation increases should not impact materially on income.	No mitigating actions required other than to monitor collection rates to ensure targeted income can be achieved.
C4a	Review of corporate learning and development provision	51	Low (1)	Changes to learning and development provision are not supported by a reduction in demand.	Continued requirement for support may result in the saving becoming undeliverable.	Development of systems for e-learning to support a change in how learning and development is delivered across the council.

Ref	Measure	Total Value £'000	Level of Risk	Description of Main Identified Risks	Potential Impact of Identified Risks	Mitigating Actions to Manage Risk
C5a	Redesign of performance and assurance activities	141	Medium (4)	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.
C6a	Expansion of administration hubs	384	Medium (4)	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.
	<b>Total</b>	<b>2,036</b>				

**Housing, Customer and Building Services**

Ref	Measure	Total Value £'000	Level of Risk	Description of Main Identified Risks	Potential Impact of Identified Risks	Mitigating Actions to Manage Risk
H1b	Review of Community Safety Service	15	Low (1)	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.	It is anticipated that the potential negative impact will be minimised through effective prioritisation and continued effective partnership working.
H1c	Review of Safer Neighbourhood Team aligning officers to ward structure	56	Low (1)	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.	It is anticipated that the potential negative impact will be minimised through effective prioritisation and continued effective partnership working.
H2a	Homelessness staffing efficiencies	12	Low (1)	Inability to achieve staffing reductions through natural changes in workforce may mean staff have to be redeployed. Delays in the implementation of the Rapid Rehousing Transition Plan (RRTP).	If staffing reductions are not achieved voluntarily, staff will need to be redeployed which may mean delays in achieving the saving. Delays in the implementation of the RRTP may mean staffing resources cannot be reduced.	Workforce management policies will be used to minimise the impact on staff. Significant resources are being invested to ensure progress of the RRTP. 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 service delivery.
H2b	Customer Service Centre staffing efficiencies	10	Low (1)	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, 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 service delivery.
H2c	Customer and Community Services staffing efficiencies	20	Low (1)	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, 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 service delivery.



Ref	Measure	Total Value £'000	Level of Risk	Description of Main Identified Risks	Potential Impact of Identified Risks	Mitigating Actions to Manage Risk
H2d	Additional staffing efficiencies	41	Low (1)	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, 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. It is anticipated this can be delivered without impacting frontline service delivery.
H2e	Focusing on prevention in housing needs following delivery of Rapid Rehousing Transition Plan (RRTP)	34	Low (1)	Inability to achieve staffing reductions through natural changes in workforce may mean staff have to be redeployed. Delays in the implementation of the Rapid Rehousing Transition Plan (RRTP).	If staffing reductions are not achieved voluntarily, staff will need to be redeployed which may mean delays in achieving the saving. Delays in the implementation of the RRTP may mean staffing resources cannot be reduced.	Workforce management policies will be used to minimise the impact on staff. Significant resources are being invested to ensure progress of the RRTP. 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 service delivery.
H3a	Reduce service development activity in libraries	41	Low (1)	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.	Workforce management policies will be used to minimise the impact on staff.
H3b	Library services efficiencies through new model of service delivery	50	Low (1)	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, 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.
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 (2)	Changes to activities to accommodate saving may not be acceptable to customers.	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.

Ref	Measure	Total Value £'000	Level of Risk	Description of Main Identified Risks	Potential Impact of Identified Risks	Mitigating Actions to Manage Risk
H3d	Revised opening hours at Fauldhouse swimming pool – closing at 7:30pm on a Monday and Thursday and 1pm on a Saturday	10	Low (2)	Changes to activities to accommodate saving may not be acceptable to customers.	Changes to activities and support may result in reduced customer satisfaction.	The pool will remain open for use seven days a week. The proposed revised hours reflect current demand. Information to be provided to customers on alternative swimming facilities (e.g. Whitburn).
H3e	Review of service delivery within Customer and Community Services	14	Low (2)	Changes to activities to accommodate saving may not be acceptable to customers.	Changes to activities and support may result in reduced customer satisfaction.	The proposed revised hours largely reflect demand for services. Consultation with regular lets will be undertaken to discuss potential alternatives. Potential to introduce charges to cover the cost of use out with designated hours.
H4b	Asset transfer of non-core properties staffing saving – community centres/village halls	225	Medium (6)	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 and will need 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	123	Medium (4)	As detailed proposals are currently being developed for the balance of savings, there is a risk that there are few opportunities for transformation. Implementation timescales could be more 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. Digital Transformation Team to help facilitate identification and implementation of digital changes.
H5b	Automation of calls into Customer Service Centre	100	Medium (4)	Automation technology is not consistent with council systems, requiring substantial changes to infrastructure and processes. Revised approach may not be acceptable to customers.	Delays in implementing new technology or potential system down time. The delivery of saving could be delayed or there could be a reputation risk to the council. Changes may result in reduced customer satisfaction or customers being unable to access services.	Working with potential suppliers. Automation for contact centres is well established therefore the risk should be minimal. Clearly communicating changes to customers and continuing to offer alternative channels for customers who are not comfortable with automation.

Ref	Measure	Total Value £'000	Level of Risk	Description of Main Identified Risks	Potential Impact of Identified Risks	Mitigating Actions to Manage Risk
H5c	Review and refinement of systems administration	50	Low (1)	Ability to effectively consolidate systems administration, which is currently dispersed across the council. Difficulty in realising staffing FTE reduction due to current structure of support.	If staffing reductions are not achieved voluntarily, staff will need to be redeployed which may mean delays in achieving the saving. Delays in consolidating activities may have an impact on timing.	A full review of systems administration to be undertaken in partnership with service areas. Workforce management policies will be used to minimise the impact on staff.
H5d	Consolidation and reduction in council IT systems	100	Medium (4)	Limited ability to consolidate systems without impacting on the integrity of what the original systems were aiming to achieve. Availability of appropriate solutions.	Consolidation cannot be fully implemented meaning that the council will have to continue to use multiple systems with no reduction in costs.	Working closely with all services and relevant partners to ensure all service objectives continue to be met. Understanding of available solutions, including enhancements that can be made to existing systems. Digital Transformation Team to help analyse and consolidate reduction in systems.
H6a	Indexation increase in rent and service charges	208	Low (2)	Although rent needs to be agreed annually, following consultation most favoured a 3% increase per year to 2022/23. Welfare reform may have an impact on the benefit support.	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	Indexation increase in Registration charges	24	Low (1)	No risks identified – indexation increases should not impact materially on income.	No risks identified – indexation increases should not impact materially on income.	No mitigating actions required other than to monitor collection rates.
H8a	Localised models of partnership working	37	Medium (4)	Detailed proposals have still to be fully developed. There are potential risks around reaching agreement on new models of working.	Failure to agree new models of working will mean that savings will not be fully achieved.	Officers will consider opportunities for new ways of working and engage with community planning partners, other local authorities and agencies, as appropriate, to develop new proposals and ensure a smooth transition to new service models.
	<b>Total</b>	<b>1,209</b>				

**Operational Services**

Ref	Measure	Total Value £'000	Level of Risk	Description of Main Identified Risks	Potential Impact of Identified Risks	Mitigating Actions to Manage Risk
O2a	Fleet Services saving arising from reduced number of council vehicles	145	Medium (4)	Services do not make changes to delivery models, meaning that vehicle requirement is not reduced. Lease termination dates may not be compatible with the timing of changes to service delivery.	Council will not be able to dispose of vehicles as anticipated, incurring additional costs in keeping or replacing vehicles.	Working with services to ensure proposals are progressing to allow saving to be achieved. Monitoring lease termination dates and aligning them with service redesign timescales.
O2b	Green travel further reduction in mileage	156	Medium (4)	Services may be unable to meet business mileage targets.	If business mileage is not reduced, the full saving will not be achieved.	Working with services to minimise the need for travel and mileage through promoting green travel and digital options.
O3b	Review of support services	1	Low (1)	Officers delivered as an operational measure in 2018/19 and 2019/20. No further risks identified.	No further risks identified.	No mitigating actions required.
O3c	Additional service efficiencies, including potential income generation	742	Medium (6)	As detailed proposals are currently being developed, there is a risk that there are few opportunities for additional service efficiencies or potential income opportunities. If savings include staffing reductions, inability to achieve staffing reductions through natural changes may mean staff have to be redeployed. Customers may be unhappy with any changes to service standards or increases in charges.	Proposals to deliver the saving are not achievable, meaning the saving is not deliverable. If staffing reductions are not achieved voluntarily, staff will need to be redeployed which may mean delays in achieving the saving. There may be reduced customer satisfaction.	When developing options, consideration will be given to existing service delivery, including recent changes, and potential opportunities including benchmarking with others. Workload will be streamlined and prioritised to ensure an effective service continues to be provided. Workforce management policies will be used.
O3d	Additional staffing efficiency	27	Low (3)	Inability to achieve staffing reductions through natural changes in workforce may mean staff have to be redeployed.	Inability to achieve staffing reductions through natural changes in workforce may mean staff have to be redeployed.	Council workforce management policies will be used to minimise the impact on staff.
O4a	Review of catering and kitchen service for school meals including menu options and other efficiencies	74	Low (2)	Changes to options may result in a reduced uptake in meals. Ability to implement saving within the context of increase demand arising from early learning and childcare. There may be further national changes to universal free meals.	Any reduction in uptake could result in reduced income. Delivery of the saving could be delayed due to the interdependencies with early learning and childcare.	Menu options will be reviewed to ensure sufficient quality and value for money to maintain uptake. Planning and working with education in relation to early learning and childcare. Any extension to national statutory obligations would require full funding.

Ref	Measure	Total Value £'000	Level of Risk	Description of Main Identified Risks	Potential Impact of Identified Risks	Mitigating Actions to Manage Risk
O4b	Reducing building cleaning levels through reduced cleaning hours for school summer holidays and Friday afternoons	248	Medium (4)	Building users may be unhappy with future revised cleaning standards.	There may be pressure to increase service standards, reducing the level of saving achieved.	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	139	Low (2)	The saving is to be delivered in conjunction with the roll out of early learning and childcare. No further risks identified.	The saving is to be delivered in conjunction with the roll out of early learning and childcare. No further risks identified.	No mitigating actions required.
O6c	Continue current programme to convert street lighting to LED	126	Low (2)	There is a risk that energy and LED unit prices may be higher than estimated, reducing the impact of energy consumption savings. Installation is not in line with programme timescales.	Ability to achieve the savings could be compromised if prices increase. Timescales 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. Savings appropriately phased after installation of LED units to allow savings to be delivered.
O7d	Combined food and garden waste collection in brown bin	150	Low (2)	Officers delivered October 2019. No further risks identified.	No further risks identified.	No mitigating actions required.
O7e	Waste Services review including: • Rural road end collections • Holiday and sickness cover • Generic working and changes to shift patterns • Twin stream recycling	1,461	Medium (6)	Recycling gate fees do not reduce in line with assumptions. Potential further changes to Scottish Government policies, including the potential deposit return scheme, may require the council to amend its approach. High rating relates to twin stream element only – other elements are deliverable.	Uncertain tender prices may mean that the council cannot secure contracts at an appropriate cost, resulting in budget pressures. Changes to Scottish Government policies may require an amended approach.	Continued monitoring of recycling markets and relevant gate fees. Close liaison with the Scottish Government to identify any potential change to policy as early as possible.
O8a	Indexation increase in school meals prices	253	Low (2)	No risks identified – increases should not impact materially on income.	No risks identified – increases should not impact materially on income.	No mitigation actions required other than to monitor meal uptake and income to ensure income targets can be achieved.
O8b	Price increase for cemetery lairs and interments	174	Low (2)	Increases need to take account of funeral poverty, although West Lothian Council continues to have some of the lowest charges in relation to cemeteries.	Customers may not be able to afford funerals, resulting in funeral poverty and creating pressures for other council services.	The council has mitigating measures to help address funeral poverty, including the West Lothian Respectful Funeral. There is additional support for low income families through the national funeral expense assistance scheme. Support is provided by the Anti-Poverty Service. No other mitigating actions required other than to monitor collection rates to ensure income can be achieved.

Ref	Measure	Total Value £'000	Level of Risk	Description of Main Identified Risks	Potential Impact of Identified Risks	Mitigating Actions to Manage Risk
O8c	Indexation increase in roads inspections and consents	141	Low (2)	No risks identified – indexation increases should not impact materially on income.	No risks identified – indexation increases should not impact materially on income.	No mitigating actions required other than to monitor income to ensure income targets can be achieved.
O8d	Indexation increase in external cleaning and catering	45	Low (1)	No risks identified – indexation increases should not impact materially on income.	No risks identified – indexation increases should not impact materially on income.	No mitigating actions required other than to monitor income to ensure income targets can be achieved.
O8e	Indexation increase in countryside charges	24	Low (1)	No risks identified – indexation increases should not impact materially on income.	No risks identified – indexation increases should not impact materially on income.	No mitigating actions required other than to monitor income to ensure income targets can be achieved.
O8f	Introduction of charges for new and replacement bins	70	Low (2)	Level of forecast demand is not met resulting in a shortfall in income. Ability to recover charges from developers.	Refusal of developers to pay section 75 contributions. Actual income is less than budgeted income.	Media campaign to inform the public of changes. Updating section 75 agreements to ensure developers pay for new bins.
O8g	Increase in bulky uplift charge to £30	23	Low (2)	A drop in demand for bulky uplifts may result in a reduction in income.	Level of income is less than anticipated meaning the saving is not deliverable.	Continue to monitor income and uptake levels. If levels reduce, service promotion and advertising in comparison to private sector uplift charges could increase uptake.
O9a	Localised models of partnership working	38	Medium (4)	Detailed proposals have still to be fully developed. There are potential risks around reaching agreement on new models of working.	Failure to agree new models of working will mean that savings will not be fully achieved.	Officers will consider opportunities for new ways of working and engage with community planning partners, other local authorities and agencies, as appropriate, to develop new proposals and ensure a smooth transition to new service models.
	<b>Total</b>	<b>4,037</b>				



**Social Policy Integration Joint Board**

Ref	Measure	Total Value £'000	Level of Risk	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)	New eligibility and assessment criteria along with the introduction of a contributions policy makes assessing future levels of demand for council run day care centres challenging. Ability to restructure community transport provision within Operational Services.	Future changes to service delivery may be required to reflect actual demand. If community transport is unable to be restructured to reflect revised requirements, full saving may not be deliverable.	Day support will continue to be provided to service users in line with assessed eligibility. Social Policy and Operational Services will work together to design transport provision that meets service requirements.
SJ1b	Development of West Lothian core and cluster supported tenancies facilities and 16 new tenancies for adults with learning disabilities	724	Medium (6)	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. 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 care providers and Corporate Procurement Unit to help meet affordable average cost per placement.
SJ1d	Assessment and eligibility for service – reduction in sleepover costs	300	Medium (4)	Following assessment of individuals, proposed changes to the model may not be appropriate.	If users could not be supported by the new model, the full saving could not be delivered.	The service will continue to be provided but through a different model, including technological solutions.
SJ1e	Efficiencies in the provision of learning disability and physical disability transport	41	Low (1)	Demand for the service may vary from assumptions. Ability to redesign and create efficiencies in transport provision.	If changes are not made to transport, the full level of the saving could not be achieved.	Review of delivery of transport provision will not impact on service delivery but will look at delivering the service more efficiently through working with providers.
SJ1f	Review of historical funding arrangements for adult services non direct care budgets	80	Low (1)	No risks identified – measure is about aligning budget to expenditure to reflect current service delivery.	No risks identified – measure is about aligning budget to expenditure to reflect current service delivery.	No mitigation actions required.
SJ2a	Assessment and eligibility for service – increase eligibility criteria to critical and substantial	3,034	Medium (4)	Future forecasts are based on assumptions regarding demographic increases and demands for services. If these assumptions are understated this would impact on the ability to fully deliver the saving.	If demographic changes are understated the saving will not be fully deliverable.	Continually review assumptions to take account of latest information, forecasts and statistics.

Ref	Measure	Total Value £'000	Level of Risk	Description of Main Identified Risks	Potential Impact of Identified Risks	Mitigating Actions to Manage Risk
SJ2d	Assessment and eligibility for service – focusing internal social work resources on the support of those most in need	690	Low (3)	Future forecasts are based on assumptions regarding demographic increases and demands for services. If these assumptions are understated this would impact on the ability to fully deliver the saving.	If demographic changes are understated the saving will not be fully deliverable.	Continually review assumptions to take account of latest information, forecasts and statistics.
SJ2e	Assessment and eligibility for service – align work of crisis care team with care at home services	177	Low (2)	May have a greater requirement for crisis care services as other service provision is reduced.	Increase in demand for overtime to meet demand will increase costs for the service.	Efficiencies will be delivered alongside changes to eligibility to allow the service to be delivered more efficiently.
SJ2f	Assessment and eligibility for service – review short visits/ increase technology enabled care (TEC) to support care at home through new contract	1,670	Medium (6)	Following review, changes to short care visits may not be possible where alternative options are unsuitable. Technology enabled care is a fast developing market. There is a risk that this saving will not be fully delivered if opportunities are not fully exploited. Savings through introducing electronic call monitoring in new care at home contract may not be fully realised.	Inability to meet the needs of service users for short visits through alternative approaches would mean that the saving could not be fully delivered.	Changes to eligibility will have an impact on demand. It will continue to be delivered to those with an appropriate assessed level of need. Close working with potential care at home providers will be undertaken at all points to monitor the new contract to ensure that it meets both the needs of the council and the providers. New technology solutions will continue to be tested and rolled out to meet the assessed demands of service users.
SJ2g	Assessment and eligibility for service – review of high cost care packages	629	Low (3)	Future forecasts are based on assumptions regarding demographic increases and demands for services. If these assumptions are understated this would impact on the ability to fully deliver the saving.	If demographic changes are understated the saving will not be fully deliverable.	Continually review assumptions to take account of latest information, forecasts and statistics.
SJ2h	Assessment and eligibility for service – alignment of criteria to aids and equipment	218	Low (3)	Future forecasts are based on assumptions regarding demographic increases and demands for services. If these assumptions are understated this would impact on the ability to fully deliver the saving.	If demographic changes are understated the saving will not be fully deliverable.	Continually review assumptions to take account of latest information, forecasts and statistics.

Ref	Measure	Total Value £'000	Level of Risk	Description of Main Identified Risks	Potential Impact of Identified Risks	Mitigating Actions to Manage Risk
SJ3a	Housing with care 3% rent increase	90	Low (1)	No risks identified – increases should not impact materially on income.	No risks identified – increases should not impact materially on income.	No mitigating actions required other than to monitor collection rates to ensure income can be achieved.
SJ3b	Contributions Policy	739	Medium (6)	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.	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. Experiences in the first year of implementation have reflected modelling assumptions.
SJ3c	Increase in Telecare charges and increase in uptake of service	40	Low (2)	No risks identified – increases should not impact materially on income.	No risks identified – increases should not impact materially on income.	No mitigating actions required other than to monitor collection rates to ensure income can be achieved.
SJ3d	2% increase in care home accommodation recoveries based on assumed UK Government maximum	120	Low (2)	No risks identified – increases should not impact materially on income.	No risks identified – increases should not impact materially on income.	No mitigating actions required other than to monitor collection rates to ensure income can be achieved.
SJ4c	Assessment and eligibility for services – remaining former supporting people arrangements amalgamated with care at home framework	882	Medium (6)	Risk that external care at home framework alongside redesigned internal services does not have additional capacity.	There may be a need to deliver the service internally at an additional cost to the council.	Support will continue to be provided to those with substantial and critical needs. Working closely with suppliers and Corporate Procurement Unit to facilitate supply.
SJ4d	Assessment and eligibility for services – review of all third party and commissioned IJB services	295	Low (2)	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. Availability of suitable providers for revised contracts.	Contracts for service delivery may deviate from anticipated demand, creating a budget pressure. There may not be suitable providers from which to commission required services.	Support will continue to be provided to those with substantial and critical needs. Working closely with potential providers and Corporate Procurement Unit to facilitate the commissioning process. Modelling of services based on demand forecasts.
SJ5a	Older people day care to be delivered by existing external provision	300	Low (2)	No risk identified – current demand can be met from the existing places available in the external market.	No risks identified.	Day care services will continue to be provided by existing external partners. There is reduced demand for this service following eligibility changes.
SJ5b	Remodel housing with care provision	693	Low (3)	No risk identified – revised model to be implemented.	No risk identified – revised model to be implemented.	No mitigating actions required.
SJ5c	Development of health and social care drop in community hubs	75	Low (1)	No risk identified – hub model to be implemented but will have a positive impact on service delivery.	No risk identified – hub model to be implemented but will have a positive impact on service delivery.	No mitigating actions required.

Ref	Measure	Total Value £'000	Level of Risk	Description of Main Identified Risks	Potential Impact of Identified Risks	Mitigating Actions to Manage Risk
SJ6a	Review of Social Policy management	140	Low (2)	As services change, support will be realigned. A revised model has to be finalised, making it difficult to fully assess support requirements. Inability to achieve staffing reductions through natural changes may mean redeployment.	Revised management structure may not adequately support the service. 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)	As services change, support will be realigned. A revised model has to be finalised, making it difficult to fully assess support requirements. Inability to achieve staffing reductions through natural changes may mean redeployment.	Revised structure may not adequately support the service. 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 to support professional staff.
SJ6c	Review of contract and commissioning and service development to deliver 25% reduction	175	Medium (4)	As services change, support will be realigned. A revised model has to be finalised, making it difficult to fully assess support requirements. Inability to achieve staffing reductions through natural changes may mean redeployment.	Revised structure may not adequately support the service. 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.
SJ6e	Integration of occupational therapy between the council and health	219	Medium (4)	Identification of areas of overlap by the council and Health. Inability to achieve staffing reductions through natural changes may mean redeployment.	If agreement cannot be reached regarding areas of efficiency, the saving could not be fully delivered. 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, allowing efficiencies to be achieved without adverse impact on service delivery.
SJ6f	Additional staffing efficiencies	211	Medium (4)	Inability to achieve staffing reductions through natural changes may mean redeployment.	Staff will need to be redeployed which may mean delays in achieving the saving.	Workforce management policies will be used to minimise the impact. It is anticipated this can be delivered without impacting frontline delivery.
SJ6g	Review of operation of Community Equipment Store in partnership with health	75	Low (1)	Revised service model to be developed in partnership with health. Availability of appropriate suppliers to deliver equipment in line with the new model.	Inability to agree revised model may mean the saving cannot be delivered. Delays in clients receiving essential equipment.	Close working with Health to develop a new service model. Working closely with potential suppliers to ensure appropriate supply contracts are available.
SJ6h	Saving from non-direct care older people budget	30	Low (1)	No risk identified – saving is surplus budget reflecting previously implemented changes to non-direct care provision.	No risk identified – saving is surplus budget reflecting previously implemented changes to non-direct care provision.	No mitigating actions required.

Ref	Measure	Total Value £'000	Level of Risk	Description of Main Identified Risks	Potential Impact of Identified Risks	Mitigating Actions to Manage Risk
SJ8a	Direct access to care plans to inform care reviews	63	Low (2)	Availability of secure technological solutions to ensure appropriate sharing of information to support delivery of care.	If information cannot be shared in a secure and efficient way, the saving would become undeliverable.	Thorough testing of applications and technological solutions, with a focus on security of information and efficiencies in current processes.
SJ8b	Introduction of self-assessment framework	25	Low (2)	Availability of secure technological solutions to ensure appropriate sharing of information to support delivery of care. Ability of care providers to undertake assessment.	If information cannot be shared in a secure and efficient way, or providers are unable to complete the self-assessment process, the saving would be undeliverable.	Thorough testing of applications and technological solutions, with a focus on security of information and efficiencies in current processes. Training and support for providers to undertake assessment process.
	<b>Total</b>	<b>12,836</b>				

**Social Policy Non Integration Joint Board**

Ref	Measure	Total Value £'000	Level of Risk	Description of Main Identified Risks	Potential Impact of Identified Risks	Mitigating Actions to Manage Risk
S1a	Development of a long term West Lothian based education placements and care arrangements for children with disabilities	1,124	Medium (6)	Ability to provide the appropriate education and care support for young people and their families.	If the revised model does not meet expectations, the council will have to continue with the current model at a significant cost. This would mean the saving could not be delivered.	This proposal will generate positive outcomes for service users and their families. Working in partnership with Education and careful management through the transition process will help deliver better services and reduce costs.
S1b	External placements replaced with internal provision within West Lothian	545	Low (3)	Ability to develop additional internal provision to support the needs of young people locally.	If local provision and capacity cannot be developed and strengthened, the council will have to continue to commission placements externally and the saving could not be delivered.	Working in partnership with Education to secure education provision along with care support.
S1c	Reduce average cost of residential placements through increasing internal capacity	1,345	Medium (6)	Looked after children services are undergoing fundamental changes and reform to increase the capacity to develop local solutions to support children in West Lothian. Current 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. The impact of the first phase of changes has however been positive.	Redesign of internal services will be undertaken. This will include changing the nature of provision and making it more flexible. Budget will remain for residential care. The focus will shift to increase support to maintain children and young people within community settings with a reduced reliance on residential care.
S1d	Support payments to former looked after children	200	Medium (4)	Future requirement for support for former looked after children may be greater than expected.	May result in spend being in excess of the available budget.	Work with looked after children to develop resilience and support at a younger age should have a positive impact on the requirements for support into adulthood.
S1e	Review family support provision – closure of centre based facilities moving to supporting children in communities	977	Low (3)	Demand for outreach services are less than anticipated. Inability to achieve staffing reductions through natural changes may mean redeployment.	Unforeseen demand for service provision that is no longer available. If staffing reductions are not achieved voluntarily 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, including support within the family home. Workforce management policies will be used to minimise the impact.
S1f	Focusing the activity of early intervention and prevention support teams	276	Medium (4)	Inability to achieve staffing reductions through natural changes may mean redeployment.	If staffing reductions are not achieved voluntarily staff will need to be redeployed which may mean delays in achieving the saving.	Council workforce management policies will be used to minimise the impact on staff.



Ref	Measure	Total Value £'000	Level of Risk	Description of Main Identified Risks	Potential Impact of Identified Risks	Mitigating Actions to Manage Risk
S1g	Service review of Social Care Emergency Team (SCET)	80	Low (1)	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 (4)	Saving to be delivered as part of wider review of service. Ability to integrate changes into wider review.	If the changes are not implemented successfully, the saving would not be fully delivered.	Redesign of internal services will be undertaken, including making provision more flexible.
S1i	Efficiencies in the provision of looked after children (LAC) transport	61	Low (3)	This saving will be delivered alongside the full review of services. Current demands, and associated financial pressures, are not reversed.	If the changes are not implemented successfully, the saving would not be fully delivered.	Work is being undertaken to review the use of transport to ensure that it is used in the most efficient and effective way.
S1j	Children and Families Practice Team review of skills and staffing mix	30	Low (1)	Inability to achieve staffing reductions through natural changes may mean redeployment.	If staffing reductions are not achieved voluntarily staff will need to be redeployed which may mean delays in achieving the saving.	Council workforce management policies will be used to minimise the impact on staff.
S1k	Review of criminal justice	253	Medium (4)	Potential reductions in Scottish Government grant funding for criminal justice.	If Scottish Government grant funding is reduced changes to criminal justice would be difficult to achieve.	The service will be redesigned to ensure priority areas and statutory requirements are met.
S1l	Review of youth justice service	70	Low (1)	Inability to achieve staffing reductions through natural changes may mean redeployment.	If staffing reductions are not achieved voluntarily staff will need to be redeployed which may mean delays in achieving the saving.	Council workforce management policies will be used to minimise the impact on staff.
S1m	Realignment of early years change fund budget to reflect activities no longer undertaken	62	Low (1)	No risk identified – saving is surplus budget reflecting previously implemented changes to service.	No risk identified – saving is surplus budget reflecting previously implemented changes to service.	No mitigating actions required.
S4a	Review of Social Policy management	70	Low (1)	As services change, support will be realigned. A revised model has to be finalised, making it difficult to fully assess support requirements. Inability to achieve staffing reductions through natural changes may mean redeployment.	Revised management structure may not adequately support the service. 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.
S4b	Review of Social Policy administration to deliver 25% reduction	218	Medium (4)	As services change, support will be realigned. A revised model has to be finalised, making it difficult to fully assess support requirements. Inability to achieve staffing reductions through natural changes may mean redeployment.	Revised structure may not adequately support the service. 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. An admin support team will remain to support professional staff.



Ref	Measure	Total Value £'000	Level of Risk	Description of Main Identified Risks	Potential Impact of Identified Risks	Mitigating Actions to Manage Risk
S4c	Review of contract and commissioning and service development to deliver 25% reduction	88	Low (2)	As services change, support will be realigned. A revised model has to be finalised, making it difficult to fully assess support requirements. Inability to achieve staffing reductions through natural changes may mean redeployment.	Revised structure may not adequately support the service. 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	Review of all third party and commissioned non IJB services	50	Low (1)	No risk identified – saving arises from aligning supply with current demand.	No risk identified – saving arises from aligning supply with current demand.	No mitigating actions required. Supply will continue to be monitored in line with need and available resources.
S4e	Additional staffing efficiencies	176	Low (2)	Inability to achieve staffing reductions through natural changes may mean redeployment.	If staffing reductions are not achieved voluntarily staff will need to be redeployed which may mean delays in achieving the saving.	Council workforce management policies will be used to minimise the impact on staff.
	<b>Total</b>	<b>5,825</b>				

**Planning, Economic Development and Regeneration**

Ref	Measure	Total Value £'000	Level of Risk	Description of Main Identified Risks	Potential Impact of Identified Risks	Mitigating Actions to Manage Risk
P1a	Cease core match funding arrangements for BIDs	79	Low (1)	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.	Early notification of removal of funding. Potential for BIDs to receive capital funding through Town Centre Management Groups.
P1c	Removal of pilot funding to support implementation of Community Choices	75	Low (2)	Successful implementation of the new model for community grants through West Lothian Community Choices.	Budget to be removed supports implementation of Community Choices. If this is delayed, the saving could not be delivered in 2021/22.	Focus on establishing successful pilots for new Community Choices approach. Supporting organisations with the transition to the new model.
P2b	Environmental Health and Trading Standards efficiencies including increasing pest control income to full cost recovery	24	Low (2)	This level of charging may not be achievable or sustainable, with customers potentially using the private sector.	Substantial increases may lead to the loss of customers to the private sector, meaning that income targets are not achieved.	If full cost recovery is not achieved, the service could be withdrawn. In these circumstances the private sector is likely to step in to provide a service.
P2c	Restructure of Planning Services	8	Low (1)	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.	Workload will continue to be streamlined and prioritised focusing on statutory requirements. Potential use of temporary staff to cover future peaks in demand.
P2d	Restructure of Community Regeneration – employability and community planning	8	Low (1)	No risks identified.	No risks identified.	No mitigating actions required.
P2g	Staffing efficiencies within Economic Development and Regeneration	194	Low (2)	Inability to achieve staffing reductions through natural changes may mean redeployment.	If staffing reductions are not achieved voluntarily staff will need to be redeployed which may mean delays in achieving the saving.	Council workforce management policies will be used to minimise the impact on staff.
P2h	Additional staffing efficiencies	26	Low (1)	Inability to achieve staffing reductions through natural changes may mean redeployment.	If staffing reductions are not achieved voluntarily staff will need to be redeployed which may mean delays in achieving the saving.	Council workforce management policies will be used to minimise the impact on staff.
P4a	Opportunity for shared services and collaborative working across authority boundaries	100	Medium (4)	Detailed proposals have still to be fully developed. Potential risk regarding agreement on new models of working. Existing systems and processes used by partners could make it difficult to implement collaborative solutions.	If collaborative arrangements, which are suitable for all partners, cannot be secured, the full saving could not be delivered.	Discussion and close working with local authority partners to identify and develop in partnership collaborative working opportunities.

Ref	Measure	Total Value £'000	Level of Risk	Description of Main Identified Risks	Potential Impact of Identified Risks	Mitigating Actions to Manage Risk
P5a	Increase in income resulting from an increase in the number of planning applications	75	Low (3)	Increased income reflects current income levels. External factors could result in a drop in the number or value of applications in the future.	If external factors result in a reduction in the number of applications being submitted the increased income target would not be met.	Ongoing budget monitoring and horizon scanning. Alternative budget provision may have to be identified where a drop in fee income occurs.
P5b	Increase in income resulting from an increase in the number of building warrants	75	Low (3)	Increased income reflects current income levels. External factors could result in a drop in the number or value of applications in the future.	If external factors result in a reduction in the number of applications being submitted the increased income target would not be met.	Ongoing budget monitoring and horizon scanning. Alternative budget provision may have to be identified where a drop in fee income occurs.
	<b>Total</b>	<b>664</b>				

**Education**

Ref	Measure	Total Value £'000	Level of Risk	Description of Main Identified Risks	Potential Impact of Identified Risks	Mitigating Actions to Manage Risk
E1b	Reduce adult learning budget by 50%	321	Low (2)	Adult learning strategy targets may be difficult to achieve, resulting in reduced performance.	Pressure to reinstate services to increase adult learning opportunities would mean saving is undeliverable.	The adult learning strategy will focus on priority areas with revised targets created.
E2c	Reduction in net management fee for West Lothian Leisure (WLL)	759	Medium (6)	The continued operational capacity of WLL within the current trading climate, particularly in relation to private sector competition.	May impact on the long term financial sustainability of WLL resulting in a financial pressure for the council.	WLL have an agreed financial strategy which includes full delivery of this saving.
E2d	Removal of twinning budget	23	Low (1)	No risks identified.	No risks identified.	No mitigating actions required.
E3c	Efficient early learning and childcare placement as a result of greater flexibility in council nurseries	179	Low (2)	Funding Follows the Child policy may have greater than anticipated impact on resources needed to fully deliver the requirements of the expansion plan.	Expansion plan may need to be reviewed to ensure the model is deliverable within the resources available.	The council's current model is assessed as being sufficient in allowing flexibility in council facilities which provides parents with greater choice.
E3g	Reduction in education officers team	145	Low (2)	Reduced central support for interventions on quality issues may impact on attainment.	Attainment levels and positive inspections could reduce, 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.
E4a	Review of DSM scheme	2,200	Medium (4)	Revised level of funding is insufficient to support effective service delivery in schools. Although the saving is medium due to the financial value, it is unlikely that the saving will not be delivered.	There could be pressure to increase funding for schools which would have an adverse impact on the council's overall budget.	Use of new initiatives, such as increased use of technology and greater cluster working arrangements, to support changes.
E5a	Redesign of psychological service provision	159	Low (2)	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 as the changes are imbedded. Any substantial increase in waiting lists could result in pressure to employ further staff.	The psychologist statutory assessment role will be retained. The impact will be minimised by focusing on priority development work. In depth assessment to be undertaken through focused interventions.
E5b	Revised staffing structure following co-location of services at new Cedarbank School	125	Low (2)	Subject to outcome of statutory consultation, and projected demand being within forecasts, there are no risks to delivery.	Subject to outcome of statutory consultation, and projected demand being within forecasts, there are no risks to delivery.	No mitigating actions required.

Ref	Measure	Total Value £'000	Level of Risk	Description of Main Identified Risks	Potential Impact of Identified Risks	Mitigating Actions to Manage Risk
E8a	Localised models of partnership working	75	Medium (4)	Detailed proposals have still to be fully developed. There are potential risks around reaching agreement on new models of working.	Failure to agree new models of working will mean that savings will not be fully achieved.	Officers will consider opportunities for new ways of working and engage with community planning partners, other local authorities and agencies, as appropriate, to develop new proposals and ensure a smooth transition to new service models.
E9a	Indexation increase in primary school lets	6	Low (1)	No risks identified – indexation increases should not impact materially on income and occupancy levels.	No risks identified – indexation increases should not impact materially on income and occupancy levels.	No mitigating actions required other than to monitor income against budget.
E9b	Indexation increase in charges at Burgh Halls	6	Low (1)	Given current occupancy levels, this increase could result in a further drop in demand. 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. Collection rates to be monitored to ensure targeted income can be achieved.
E9c	One pence increase in school milk cartons	21	Low (1)	No risks identified – increases should not impact materially on income.	No risks identified – increases should not impact materially on income.	No mitigating actions required other than to monitor income against budget.
E9d	Indexation increase in instrumental music tuition fees	25	Low (1)	Further increases in fees could result in reduced uptake of instrumental music service.	Reduced uptake could have an impact on budgeted income levels, creating a budget pressure.	Service to continue to monitor income and uptake levels. If levels reduce, service provision could be further reviewed to align with demand.
E10a	Further development of parent portal to increase online transactions (e.g. data and consent forms)	89	Low (1)	Parents may not engage with this technological solution, although based on feedback received there is an increasing demand for online services in this area.	If parents do not move to the portal, associated administrative savings could not be delivered.	Continue to engage with parents to increase use of portal.
	<b>Total</b>	<b>4,133</b>				

**Chief Executive/Finance and Property Services**

Ref	Measure	Total Value £'000	Level of Risk	Description of Main Identified Risks	Potential Impact of Identified Risks	Mitigating Actions to Manage Risk
F1c	Financial Management Unit – management restructure, reduction in supplies and income maximisation	74	Low (1)	No risks have been identified as restructures were fully implemented during 2018/19 and 2019/20.	No risks identified – saving delivered through implementation of approved restructure.	No mitigating actions are required.
F1g	Construction Services – staffing restructure	15	Low (1)	No risks have been identified as restructures were fully implemented during 2019/20.	No risks identified – saving delivered through implementation of approved restructure.	No mitigating actions are required.
F1h	Property Management – reduction in supplies and services	15	Low (1)	No risks have been identified as restructures were fully implemented during 2018/19 and 2019/20.	No risks identified – saving delivered through implementation of approved restructure.	No mitigating actions are required.
F1k	Removal of vacant posts within Revenues Unit	29	Low (1)	No risks identified – saving will be delivered through natural movement in staffing resources.	No risks identified – saving will be delivered through natural movement in staffing resources.	No mitigating actions are required.
F2a	Anti-Poverty Service – additional staffing saving, including opportunities for integration of services	331	Medium (4)	Greater than anticipated demand, potential changes from the Scottish Government on poverty initiatives and delays in modernising internal systems may have an adverse impact on the revised delivery model. Inability to achieve staffing reductions through natural changes in workforce may mean staff have to be redeployed.	Changes to activities and support may result in reduced customer satisfaction. If workload is greater than anticipated this may impact on customer satisfaction and the ability to support those in poverty. If staff have to be redeployed there may be delays in achieving the saving.	Work is being undertaken to develop the service to meet the increasing demand for support. Where possible services and activities will be integrated and consolidated. Changes which could affect the service are continually reviewed. Managers will work closely with staff and customers to embed changes to minimise these risk. Workforce management policies will be used to minimise the impact on staff.
F3a	Efficiencies in reactive and cyclical maintenance through economies of scale in consolidating hard facilities management (FM) contracts	283	Medium (4)	Savings in maintenance contracts are not realised. The contractor may not meet the performance required.	Uncertain tender prices may mean the council cannot secure a revised maintenance contract at an appropriate cost, resulting in budget pressures. Supplier performance could compromise statutory compliance and quality standards.	Close review of contracts and working closely with potential suppliers and Corporate Procurement Unit. Close management of statutory compliance and quality to ensure legislative requirements are met.
F3c	Energy efficiency and renewable energy projects	279	Medium (4)	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 savings.	Use of established approaches and technologies. Undertaking robust business cases and review before approving projects.

Ref	Measure	Total Value £'000	Level of Risk	Description of Main Identified Risks	Potential Impact of Identified Risks	Mitigating Actions to Manage Risk
F3d	Indexation savings within reactive maintenance	50	Low (1)	No risks identified – saving delivered in partnership with Building Services.	No risks identified – saving delivered in partnership with Building Services.	No mitigating actions are required.
F3f	Property modernisation through reconfiguration of office floor space, closure of surplus offices and increased rental income	45	Low (1)	Staff resistance to new working practices. 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 staff to help effectively embed new approaches and facilitate consolidation of sites. Cost/benefit analysis to be completed for specific sites to maximise benefit.
F3g	Consolidation of management of soft facilities management (FM) activity	70	Low (2)	Savings in maintenance contracts are not realised. The council is not able to transfer all soft FM in these properties to a private contractor. Where a transfer does take place, the contractor may not meet the performance required.	Uncertain tender prices may mean maintenance contracts cannot be secured at an appropriate cost, resulting in budget pressures. If no supplier is available the council would have to continue to deliver the service. Supplier performance could compromise statutory compliance and quality standards.	Close review of contracts and working closely with potential suppliers and Corporate Procurement Unit. Further investigation and benchmarking of other organisations that use this model. Close management of statutory compliance and quality to ensure legislative requirements are met.
F4a	Asset transfer of non-core properties – sports pavilions	66	Low (3)	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 groups to ensure the long term viability of asset transfer. Support identification of other locations.
F4b	Asset transfer of non-core properties – community centres	189	Medium (6)	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 for the delivery of services.
F4c	To reduce and rationalise non-core properties to reflect changes to service delivery (Whitdale and Livingston Family Centres, Whitdale Day Care Centre and Carmondean Connected)	110	Low (2)	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 the council.
F5c	Increase tenanted non residential property income	293	Medium (4)	This increase is the equivalent to growth of approximately 8% on current charges. This level of charging may not be achievable or sustainable. Loss of tenants could impact on ability to achieve income targets.	Increases may lead to the loss of tenants to the private sector, meaning that income targets are not achieved. Experience of implementing changes in previous years has not seen a material impact on tenancy levels.	Market conditions will be carefully monitored to ensure that council properties remain competitive and reduce the possibility of charges becoming unsustainable. Proposed increase should bring the council in line with other landlords.



Ref	Measure	Total Value £'000	Level of Risk	Description of Main Identified Risks	Potential Impact of Identified Risks	Mitigating Actions to Manage Risk
F7a	Implementation of various digital improvements including online forms, self-help guides, upgrade systems and streamline/automate processes	89	Low (2)	Revised approach may not be acceptable to customers.	Changes may result in reduced customer satisfaction or customers being unable to access services.	Clearly communicating with customers and continuing to offer alternative channels for customers who are not comfortable with automation. Investing time in designing new process and access channels that meet all customers' needs.
F8a	New models of working with voluntary organisations, including co-location and effective use of assets	100	Medium (4)	As detailed proposals have yet to be developed and agreed with voluntary organisations, there is a risk that there are insufficient opportunities for partnership working. Partners are unwilling, or are unable, to consider co-location and effective use of assets opportunities.	Partnership working proposals for effective use of shared assets are not achievable, meaning the saving is not deliverable.	Officers to engage with community planning partners to develop detailed proposals that will benefit all parties and help ensure the smooth implementation of new methods of partnership working. Detailed modelling of all assets available in communities across West Lothian.
	<b>Total</b>	<b>2,038</b>				

## **Appendix 4 – Reviewing Income and Contributions**

### **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 February 2018 Council agreed a number of budget proposals relating to increasing income and contributions along with a schedule of individual fees and charges for 2018/19 to 2020/21. This appendix sets out proposals for income and contributions for the three years 2020/21 to 2022/23.

### **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:

<b>Category of Response</b>	<b>Number</b>	<b>%</b>
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
<b>Total</b>	<b>1,626</b>	<b>100.0</b>

### **3. PRINCIPLES FOR MANAGING CHARGES**

The council established its approach for setting fees and charges in December 2013 following the publication of the Audit Scotland report *Charging for Services - are you getting it right?* Taking account of the best practice guidance set out by Audit Scotland, the council adopted the following principles for managing fees, charges and concessions for discretionary charging services:

- A corporate approach to setting charges should continue as part of the council's revenue budget planning;
- The council should continue to apply a standard 3.5% annual increase to fees and charges in line with its long standing approach to reviewing income and contributions;
- The council should continue to consider comparative information from other councils, arm's length bodies and other service providers when setting charges;
- The council aims to set comparative charges at or below the Scottish council average;
- Charging options should continue to be subject to an integrated relevance and impact assessments in line with current budget setting practice;
- In line with best practice, the council should develop its use of cost, uptake, usage and capacity information as a way of helping to design charges, providing the information to be gathered is proportionate to the level of available resources;

- As stated in the council's Corporate Plan, the council will continue to develop a clear and fair pricing strategy and concession scheme to ensure that charges generate income to support council services in a way that is consistent with the council's Anti-Poverty Strategy.

A review has been undertaken of discretionary fees and charges using the council's principles for managing charges. Charges for 2020/21 are unchanged from those set out in the revenue budget agreed in February 2019, with the exception of cemeteries charges and roads permit charges. For 2021/22 and 2022/23 proposals are to increase the majority of charges by the standard annual increase of 3.5%. The table below summarises the list of proposals relating to income and contributions.

Proposed Changes to Income and Contributions	2020/21 £'000	2021/22 £'000	2022/23 £'000	Total £'000	Approved £'000	Increase £'000
<b>Annual Increase and Benchmarking</b>						
Hire Car and Civic Licencing charges	8	8	8	24	24	0
Registration Charges	8	8	8	24	24	0
School Meals	82	84	87	253	210	43
School Milk	12	0	9	21	12	9
Primary School Lets	2	2	2	6	6	0
Instrumental Music Service	0	12	13	25	0	25
Burgh Halls	2	2	2	6	6	0
Pest Control	14	5	5	24	24	0
Sales of Cemetery Lairs and Interments	47	70	57	174	51	123
Roads Inspections, Consents and Permits	117	12	12	141	24	117
External Cleaning and Catering	14	15	16	45	33	12
Countryside Charges	8	8	8	24	24	0
Bulky Uplifts	0	23	0	23	0	23
Care Home Accommodation Recoveries	40	40	40	120	120	0
Community Alarms and Telecare	0	20	20	40	0	40
<b>Rent Increases</b>						
Non HRA housing properties	68	69	71	208	208	0
Housing with Care properties	30	30	30	90	90	0
Tenanted Non Residential Properties	80	106	107	293	293	0
<b>Other Income</b>						
Charging for New and Replacement Bins	0	35	35	70	70	0
Advertising	0	35	42	77	77	0
Contributions Policy – Non Residential Social Care	370	70	299	739	739	0
Planning Applications	75	0	0	75	0	75
Building Warrants	75	0	0	75	0	75
<b>TOTAL</b>	<b>1,052</b>	<b>654</b>	<b>871</b>	<b>2,577</b>	<b>2,035</b>	<b>542</b>

#### 4. RATIONALE FOR SETTING CHARGES/INCOME LEVELS

##### Continued application of a 3.5% annual uplift to:

- Registration Charges
- Primary School Lets
- External Cleaning and Catering Charges
- Charges for the Hire of Facilities at Beecraigs, Almondell and Calderwood Country Parks
- Burgh Halls Charges

**Licensing Charges** – Discretionary charges for hire car licensing and other miscellaneous licensing charges are uplifted by 3.5% each year. A separate review of licensing fees will also be undertaken to ensure that licensing schemes are breaking even.

**School Meals** – Based on 2019 benchmarking data, school meal prices are slightly below the Scottish average. On this basis it is recommended that future price increases are restricted to an uplift of 3.5% per year (rounded to nearest 1p) 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 1p a carton in 2022/23. School milk prices compare favourably with other councils.

**Instrumental Music Service** – Following the introduction of the tuition fee in 2018, it is proposed to increase the fee by 3.5% per year in 2021/22 and 2022/23.

**Cemeteries Charges (purchase of lair and interment)** – The council agreed in 2013 to set its charges for the cost of a burial (purchase of a coffin lair and interment) in line with the Scottish average. In subsequent years an indexation increase has been applied. Latest benchmarking shows that the council again has one of the lowest charges for burials (sixth lowest in Scotland). It is therefore proposed to adjust charges to bring them more in line with the current Scottish average, which would increase the fees for purchasing a lair from £597 to £774 by 2022/23 and interment fees from £570 to £738 by 2022/23. The council charges would still be ranked low after implementation of the increase. The level of charges would also still represent a subsidised service, which is appropriate given concerns around funeral poverty. Additional support for low income families is provided through the Funeral Expense Assistance scheme, launched in 2019. This scheme provides financial assistance, on a means tested basis, to help with the cost of paying for a funeral. For West Lothian, the scheme can provide financial assistance of up to £1,167.42 for a burial and plot, or £570.12 for a burial only to assist with funeral costs for low income families.

**Roads Inspections, Consents and Permits** – Permits are currently charged for a range of occupations on the public road network. Recent road permit benchmarking has indicated that the council could generate additional income of £105,000 per year by bringing road permit prices into line with the Scottish average. The charges apply to third party occupations and will largely apply to utility companies. In addition it includes introducing permit charges for mobile cafes and temporary traffic lights for the first time.

**Community Alarms and Telecare** – The council increased its charge for the community alarms and telecare service to £3.02 per week in 2018/19, in line with the Scottish average at that time. As presented to the Social Policy PDSP on 1 November 2019 it is proposed to increase the charge by 3% in 2021/22 and 2022/23 which will result in charges of £3.11 and £3.20 per week respectively. The 2019 Scottish average community alarm and telecare charge is £3.46 per week, therefore the charge will remain significantly below the Scottish average. The total cost to the council of providing this service, including purchase of equipment and the cost of the Careline service equates to £7.60 per week per user. On that basis the proposed charges will continue to represent a subsidised service to all users.

**Care Home Accommodation Income** - 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 was previously agreed that this service should operate on a full cost recovery basis for pest control charges. The Housing Revenue Account will continue to pay for pest control charges for council house tenants and offer a 50% concession for other householders in receipt of Universal Credit.

**Charging for Bulky uplifts** – West Lothian Council introduced a £25 charge for bulky uplifts in 2018/19 with no increase applied for 2019/20 or 2020/21. Currently 31 of 32 Scottish councils have a charging regime in place for bulky uplifts with the average fee in 2019/20 being £31.31, although differing conditions apply to the number of items that will be collected or charges are based on a time taken to collect items basis. It is proposed that in order to remain in line with, but still below, the Scottish average, that the council increases its charge to £30 from 2021/22 which would generate estimated additional income of £23,000 per year. The current arrangements for continuing free uplifts for those engaged with the Families Included Service would continue to ensure those most in need are supported.

**Sheltered Housing and Housing with Care and Temporary Tenancies Rents** – These rents 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 in 2019/20 to 2022/23.

**Tenanted Non Residential Property (TNRP)** portfolio – The council owns approximately 550 commercial property assets within the TNRP which are held to generate revenue income and support economic development. 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. Increasing TNRP net income by £293,000 from 2020/21 to 2022/23 is assessed as being achievable in current market conditions.

**Charges for New and Replacement Bins** – It was previously agreed that the full cost of providing new bins in new housing developments will be recharged to house builders as part of Section 75 planning agreements with developers. Council Executive also agreed on 4 December 2018 that replacement standard bin containers will be charged for at the current purchase price to the council, unless it has been damaged or taken in the collection process, stolen (with a valid crime incident number) or through fair wear and tear. There are no proposed changes to these previously agreed measures.

**Advertising** – The council previously agreed proposals to generate income from Bulletin and website advertising in 2021/22 and 2022/23. It is proposed that the scope of this work is expanded to consider other advertising options such as billboards, bus shelters and roundabouts.

**Planning Applications and Building Warrants** – Following a review of housing completions, it is forecast that income from planning applications and building warrants can be increased by £150,000 in 2020/21. It is also proposed to introduce a 10% surcharge from 2020/21 for planning applications submissions that are not submitted in digital format.

## 5. FURTHER WORK

Generating income through fees, charges or trading is a viable way of maintaining vital public services and also of supplying services that the market does not provide. Officers continue to explore options for generating income including the following:

- Potential new charges for non-statutory services.
- Services where there may be capacity to introduce or expand commercial trading or income through promotion of services.
- Areas where improvement to the utilisation of assets could generate income.
- Options for sponsorship and advertising.
- Options to increase investment or rental income.

In particular, as outlined in section D.4.5 officers will continue to seek additional income generating activities that could contribute to the balance of savings in Operational Services in 2022/23.

## 6. CONCLUSION

The report sets out proposals that could generate additional income for council over the three years 2020/21 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 2020/21 to 2022/23.

## Appendix 4a - Proposed Schedule of Fees and Charges 2020/21 to 2022/23 (2019/20 for information)

Alcohol Licence Fees	2019/20 For Information	2020/21 Proposed	2021/22 Proposed	2022/23 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 application	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 application	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	2019/20 For Information	2020/21 Proposed	2021/22 Proposed	2022/23 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
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



Gambling Premises Fees	2019/20 For Information	2020/21 Proposed	2021/22 Proposed	2022/23 Proposed	Basis of charge	Discretionary/ 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
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
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
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	2019/20 For Information	2020/21 Proposed	2021/22 Proposed	2022/23 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
Licensed premises (2 machines or less) - new application fee	£50.00	£50.00	£50.00	£50.00	Per application	Non-Discretionary
Licensed premises (3 machines or more) - new application fee	£150.00	£150.00	£150.00	£150.00	Per application	Non-Discretionary
Licensed premises (3 machines or more) - annual fee	£50.00	£50.00	£50.00	£50.00	Per year	Non-Discretionary
Licensed premises gaming machine permits - variation	£100.00	£100.00	£100.00	£100.00	Per variation	Non-Discretionary
Licensed 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	2019/20 For Information	2020/21 Proposed	2021/22 Proposed	2022/23 Proposed	Basis of charge	Discretionary/ Non-discretionary
Taxi - initial grant	£422.21	£436.99	£452.28	£468.11	Per application	Discretionary
Taxi - renewal fee	£382.75	£396.15	£410.02	£424.37	Per year	Discretionary
Private hire car - initial grant	£401.17	£415.21	£429.74	£444.78	Per application	Discretionary
Private hire car - renewal fee	£382.75	£396.15	£410.02	£424.37	Per year	Discretionary
Taxi driver - initial grant	£195.98	£202.84	£209.94	£217.29	Per application	Discretionary
Taxi driver - renewal fee	£165.73	£171.53	£177.53	£183.75	Per year	Discretionary
Taxi driver (within first year of PHC driver)	£36.83	£38.12	£39.45	£40.84	Per year	Discretionary
Private hire car driver - initial grant	£195.98	£202.84	£209.94	£217.29	Per application	Discretionary
Private hire car driver - renewal fee	£165.73	£171.53	£177.53	£183.75	Per year	Discretionary
Duplicate licence	£7.89	£8.17	£8.46	£8.75	Per replacement	Discretionary
Replacement ID card	£7.89	£8.17	£8.46	£8.75	Per replacement	Discretionary
Replacement vehicle	£65.77	£68.07	£70.45	£72.92	Per amendment	Discretionary
Amendment to licence (apart from address)	£36.83	£38.12	£39.45	£40.84	Per amendment	Discretionary
Application for change of address	Nil	Nil	Nil	Nil	Per amendment	Discretionary
Missed medical fee	£64.66	£66.92	£69.26	£71.69	Per appointment	Discretionary
Application to install CCTV	£39.46	£40.84	£42.27	£43.75	Per application	Discretionary
Vehicle test cancellation fee	£39.46	£40.84	£42.27	£43.75	Per appointment	Discretionary
Replacement plates - front	£13.15	£13.61	£14.09	£14.58	Per replacement	Discretionary
Replacement plates - rear	£26.31	£27.23	£28.18	£29.17	Per replacement	Discretionary
Replacement plate bracket - front	£13.15	£13.61	£14.09	£14.58	Per replacement	Discretionary
Replacement plate bracket - rear	£19.73	£20.42	£21.13	£21.87	Per replacement	Discretionary
Private hire car replacement door signs	£14.25	£14.75	£15.27	£15.80	Per year	Discretionary
Advertising on taxis - full livery	£98.65	£102.10	£105.67	£109.37	Per year	Discretionary
Advertising on taxis - sides only	£46.04	£47.65	£49.32	£51.04	Per year	Discretionary
Advertising on type 2 private hire cars	£39.46	£40.84	£42.27	£43.75	Per year	Discretionary
Administration fee - first year	£36.83	£38.12	£39.45	£40.84	Per year	Discretionary

Civic Licence Fees	2019/20 For Information	2020/21 Proposed	2021/22 Proposed	2022/23 Proposed	Basis of charge	Discretionary/ Non-discretionary
Public entertainment - initial grant (1 year)	£149.94	£155.19	£160.62	£166.24	Per application	Discretionary
Public entertainment - renewal fee (1 year)	£111.80	£115.71	£119.76	£123.95	Per year	Discretionary
Public entertainment - temporary fee	£103.91	£107.55	£111.31	£115.21	Per event	Discretionary
Public entertainment fee - gala/marches/Newlands committees, voluntary & community groups	Nil	Nil	Nil	Nil	Per event	Discretionary
Public fireworks display - temporary fee	£36.83	£38.12	£39.45	£40.84	Per event	Discretionary
Indoor sports entertainment - initial grant	£149.94	£155.19	£160.62	£166.24	Per application	Discretionary
Indoor sports entertainment - renewal fee	£111.80	£115.71	£119.76	£123.95	Per year	Discretionary
Indoor sports entertainment - temporary fee	£103.91	£107.55	£111.31	£115.21	Per event	Discretionary
Second hand dealer - initial grant	£149.94	£155.19	£160.62	£166.24	Per application	Discretionary
Second hand dealer - renewal fee	£111.80	£115.71	£119.76	£123.95	Per year	Discretionary
Second hand dealer - temporary fee	£103.91	£107.55	£111.31	£115.21	Per event	Discretionary
Second hand dealer - exemption fee	£36.83	£38.12	£39.45	£40.84	Per event	Discretionary
Market operator - initial grant	£220.97	£228.70	£236.70	£244.99	Per application	Discretionary
Market operator - renewal fee	£185.46	£191.95	£198.67	£205.62	Per year	Discretionary
Market operator - temporary fee	£103.91	£107.55	£111.31	£115.21	Per event	Discretionary
Window cleaner - initial grant	£51.30	£53.09	£54.95	£56.87	Per application	Discretionary
Window cleaner - renewal fee	£36.83	£38.12	£39.45	£40.84	Per year	Discretionary
Late hours catering - initial grant	£103.91	£107.55	£111.31	£115.21	Per application	Discretionary
Late hours catering - renewal fee	£78.92	£81.68	£84.54	£87.50	Per year	Discretionary

Civic Licence Fees	2019/20 For Information	2020/21 Proposed	2021/22 Proposed	2022/23 Proposed	Basis of charge	Discretionary/ Non-discretionary
Late hours catering - exemption fee	£36.83	£38.12	£39.45	£40.84	Per year	Discretionary
Metal dealer - initial grant	£103.91	£107.55	£111.31	£115.21	Per application	Discretionary
Metal dealer - renewal fee	£78.92	£81.68	£84.54	£87.50	Per year	Discretionary
Itinerant metal dealer - initial grant	£88.13	£91.21	£94.40	£97.71	Per application	Discretionary
Itinerant metal dealer - renewal fee	£67.08	£69.43	£71.86	£74.38	Per year	Discretionary
Street trader food - initial grant	£103.91	£107.55	£111.31	£115.21	Per application	Discretionary
Street trader food - renewal fee	£78.92	£81.68	£84.54	£87.50	Per year	Discretionary
Street trader food - temporary fee	£73.66	£76.23	£78.90	£81.66	Per event	Discretionary
Street trader non-food - initial fee	£88.13	£91.21	£94.40	£97.71	Per application	Discretionary
Street trader non-food - renewal fee	£67.08	£69.43	£71.86	£74.38	Per year	Discretionary
Street trader non-food - temporary fee	£73.66	£76.23	£78.90	£81.66	Per event	Discretionary
Street trader wheeled bin - initial fee	£103.91	£107.55	£111.31	£115.21	Per application	Discretionary
Street trader wheeled bin - renewal fee	£78.92	£81.68	£84.54	£87.50	Per year	Discretionary
Street trader wheeled bin - temporary fee	£73.66	£76.23	£78.90	£81.66	Per event	Discretionary
Street trader replacement vehicle	£36.83	£38.12	£39.45	£40.84	Per replacement	Discretionary
Street trader employee - initial grant	£51.30	£53.09	£54.95	£56.87	Per application	Discretionary
Street trader employee - renewal fee	£36.83	£38.12	£39.45	£40.84	Per year	Discretionary
Street trader employee - temporary fee	£36.83	£38.12	£39.45	£40.84	Per event	Discretionary
Cinema (one year)	£465.62	£481.91	£498.78	£516.23	Per year	Discretionary
Cinema (one month)	£153.89	£159.28	£164.85	£170.62	Per month	Discretionary
Cinema (transfer)	£182.83	£189.23	£195.85	£202.71	Per transfer	Discretionary
Theatre (one year)	£465.62	£481.91	£498.78	£516.23	Per year	Discretionary
Theatre (one month)	£153.89	£159.28	£164.85	£170.62	Per month	Discretionary
Theatre (occasional)	£77.60	£80.32	£83.13	£86.04	Per occasion	Discretionary
Theatre (transfer)	£182.83	£189.23	£195.85	£202.71	Per transfer	Discretionary
Hypnotist	£44.72	£46.29	£47.91	£49.59	Per year	Discretionary
Sex shops	£766.82	£793.66	£821.44	£850.19	Per year	Discretionary
Venison dealer (3 year)	£67.08	£69.43	£71.86	£74.38	Per 3 years	Discretionary
Amendment to licence	£36.83	£38.12	£39.45	£40.84	Per amendment	Discretionary
Houses in multiple occupation (3 to 50 residents)	£648.44	£671.14	£694.63	£718.94	Per application	Discretionary
Houses in multiple occupation (51 to 100 residents)	£653.10	£675.96	£699.62	£724.10	Per application	Discretionary
Houses in multiple occupation (101 to 150 residents)	£680.49	£704.31	£728.96	£754.47	Per application	Discretionary
Houses in multiple occupation (151 to 200 residents)	£737.85	£763.67	£790.40	£818.07	Per application	Discretionary
Houses in multiple occupation (200+ residents)	£795.24	£823.07	£851.88	£881.70	Per application	Discretionary
Knife dealer	£197.30	£204.20	£211.35	£218.74	Per year	Discretionary
Skin piercing - initial grant	£149.94	£155.19	£160.62	£166.24	Per application	Discretionary
Skin piercing - renewal fee	£111.80	£115.71	£119.76	£123.95	Per year	Discretionary
Booking office licence - application fee	£131.53	£136.13	£140.89	£145.83	Per application	Discretionary
Booking office licence - licence fee	£131.53	£136.13	£140.89	£145.83	Per year	Discretionary
Administration fee	£36.83	£38.12	£39.45	£40.84	Per amendment	Discretionary

Road Occupation Permits	2019/20 For Information	2020/21 Proposed	2021/22 Proposed	2022/23 Proposed	Basis of charge	Discretionary/ Non-discretionary
Permits and licences - skip hire	£21.00	£82.89	£86.00	£89.00	Per permit	Discretionary
Permits and licences - drop crossing	£40.72	£82.95	£86.00	£89.00	Per permit up to 3 months	Discretionary
Road Openings, Crossings and Excavations Application (Section 56)	£57.89	£160.84	£166.00	£172.00	Per permit	Discretionary
Section 109 permit	£126.60	£289.68	£300.00	£310.00	Per permit	Discretionary
Scaffolding permit – category A (traffic sensitive road)	£96.69	£188.57	£195.00	£202.00	Per permit	Discretionary
Scaffolding permit – category B	£73.79	£188.57	£195.00	£202.00	Per permit	Discretionary
Storage Containers / Cabins permit	£73.79	£188.57	£195.00	£202.00	Per permit	Discretionary
Materials Occupation	£39.34	£188.57	£195.00	£202.00	Per permit	Discretionary
Crane and cherry picker permit	£40.72	£188.57	£195.00	£202.00	Per permit	Discretionary
Hoists and towers permit	£20.35	£188.57	£195.00	£202.00	Per permit	Discretionary
Café	Nil	£203.68	£211.00	£218.00	Per permit	Discretionary
Temporary Traffic Lights (3way,13 days)	Nil	£63.71	£66.00	£68.00	Per permit	Discretionary
Temporary Traffic Regulations Order	£225.00	£668.45	£692.00	£716.00	Per permit	Discretionary

Road Construction Consents	2019/20 For Information	2020/21 Proposed	2021/22 Proposed	2022/23 Proposed	Basis of charge	Discretionary/ Non-discretionary
Road construction consents - inspector rate	£60.43	£62.55	£64.74	£67.01	Per hour	Discretionary
Road construction consents - technician rate	£63.37	£65.59	£67.89	£70.26	Per hour	Discretionary
Road construction consents - engineer	£86.99	£90.03	£93.18	£96.44	Per hour	Discretionary
Road construction consents - senior engineer	£103.58	£107.20	£110.95	£114.84	Per hour	Discretionary
Road safety audits - team member rate	£473.29	£489.85	£506.99	£524.74	Per day	Discretionary
Road safety audits - team leader rate	£534.36	£553.06	£572.42	£592.45	Per day	Discretionary

Fleet and Community Transport	2019/20 For Information	2020/21 Proposed	2021/22 Proposed	2022/23 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	2019/20 For Information	2020/21 Proposed	2021/22 Proposed	2022/23 Proposed	Basis of charge	Discretionary/ Non-discretionary
Sale of lairs - all cemeteries	£597.30	£651.06	£709.65	£773.52	Per lair	Discretionary
Interment fees - adult	£570.12	£621.43	£677.36	£738.32	Per interment	Discretionary
Interment fees - 6 to 18 years	Nil	Nil	Nil	Nil	Per interment	Discretionary
Interment fees - stillborn and up to 5 years (including cremated remains)	Nil	Nil	Nil	Nil	Per interment	Discretionary
Interment fees - cremated remains	£123.00	£134.07	£146.14	£159.29	Per interment	Discretionary
Sale of cremation lair - other cemeteries (4 sets of ashes)	£238.20	£259.64	£283.01	£308.48	Per lair	Discretionary
Other charges - duplicate or transfer certificate	£23.34	£24.16	£25.01	£25.88	Per certificate	Discretionary
Headstone applications (under 3 feet) - Adambrae, Kingscavil, Fauldhouse (new extension), Hermand Park, Woodbank (new extension) - strip foundation	£96.80	£100.18	£103.69	£107.32	Per headstone	Discretionary

Cemetery and Burial Grounds	2019/20 For Information	2020/21 Proposed	2021/22 Proposed	2022/23 Proposed	Basis of charge	Discretionary/ Non-discretionary
Headstone applications (over 3 feet) - Adambrae, Kingscavil, Fauldhouse (new extension), Hermand Park, Woodbank (new extension) - strip foundation	£140.04	£144.94	£150.01	£155.26	Per headstone	Discretionary
Headstone applications (under 3 feet) - other cemeteries	£58.08	£60.11	£62.21	£64.39	Per headstone	Discretionary
Headstone applications (over 3 feet) - other cemeteries	£95.51	£98.85	£102.31	£105.89	Per headstone	Discretionary
Memorial planter - Adambrae Cemetery - 10 year lease	£393.02	£406.78	£421.02	£435.75	Per planter	Discretionary
Memorial planter - Adambrae Cemetery - 20 year lease	£468.92	£485.33	£502.32	£519.90	Per planter	Discretionary
<i>Note: services out with normal hours will be increased by 50% and Sundays and Public Holidays by 100%</i>						

Public Transport - School Bus Passes	2019/20 For Information	2020/21 Proposed	2021/22 Proposed	2022/23 Proposed	Basis of charge	Discretionary/ Non-discretionary
School bus passes - Primary single	£0.75	£0.78	£0.81	£0.84	Per pass - single	Discretionary
School bus passes - Primary return	£1.28	£1.32	£1.37	£1.41	Per pass - return	Discretionary
School bus passes - Primary - book of 10	£5.68	£5.88	£6.09	£6.30	Per pass - 10 journey	Discretionary
School bus passes - Primary - term 1	£94.80	£98.12	£101.55	£105.11	Per pass - term 1	Discretionary
School bus passes - Primary - term 2	£67.49	£69.85	£72.29	£74.83	Per pass - term 2	Discretionary
School bus passes - Primary - term 3	£52.49	£54.33	£56.23	£58.20	Per pass - term 3	Discretionary
School bus passes - Primary - all terms	£214.78	£222.30	£230.08	£238.13	Per pass - all terms	Discretionary
School bus passes - Secondary School single	£0.89	£0.92	£0.95	£0.99	Per pass - single	Discretionary
School bus passes - Secondary School return	£1.53	£1.58	£1.64	£1.69	Per pass - return	Discretionary
School bus passes - Secondary School - book of 10	£6.96	£7.21	£7.46	£7.72	Per pass - 10 journey	Discretionary
School bus passes - Secondary School - term 1	£114.09	£118.08	£122.21	£126.49	Per pass - term 1	Discretionary
School bus passes - Secondary School - term 2	£80.88	£83.71	£86.64	£89.67	Per pass - term 2	Discretionary
School bus passes - Secondary School - term 3	£63.20	£65.41	£67.70	£70.07	Per pass - term 3	Discretionary
School bus passes - Secondary School - all terms	£258.17	£267.20	£276.55	£286.23	Per pass - all terms	Discretionary

School Catering	2019/20 For Information	2020/21 Proposed	2021/22 Proposed	2022/23 Proposed	Basis of charge	Discretionary/ Non-discretionary
Primary school meals	£2.11	£2.18	£2.26	£2.33	Per meal	Discretionary
Primary school meals - all primary one to primary three pupils	Nil	Nil	Nil	Nil	Per meal	Non-Discretionary
Primary school meals concession - parents/guardians in receipt of means tested benefits	Nil	Nil	Nil	Nil	Per meal	Non-Discretionary
Primary school meals concession - all special school pupils	Nil	Nil	Nil	Nil	Per meal	Discretionary
Secondary school catering - full meal	£2.27	£2.35	£2.43	£2.52	Per meal	Discretionary
Secondary school meals concession - parents/guardians in receipt of means tested benefits	Nil	Nil	Nil	Nil	Per meal	Non-Discretionary
School catering - teachers paid (full meal)	£3.85	£4.00	£4.14	£4.28	Per meal	Discretionary
Breakfast clubs - all primary, special school & secondary pupils entitled to free school meal	Nil	Nil	Nil	Nil	Per meal	Discretionary
Breakfast clubs - all other secondary pupils	£0.59	£0.61	£0.63	£0.65	Per meal	Discretionary
School milk - per 200ml carton	£0.20	£0.21	£0.21	£0.22	Per carton	Discretionary
School milk concession - all nursery/special school pupils and primary parents/guardians in receipt of means tested benefits	Nil	Nil	Nil	Nil	Per carton	Discretionary

Civic Centre Café / Sandwich Run	2019/20 For Information	2020/21 Proposed	2021/22 Proposed	2022/23 Proposed	Basis of charge	Discretionary/ Non-discretionary
Soup, hot drinks, baguettes, cakes etc	3.5% increase	3.5% increase	3.5% increase	3.5% increase	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

<b>Showground Leases - Circus / Gala Day</b>	<b>2019/20 For Information</b>	<b>2020/21 Proposed</b>	<b>2021/22 Proposed</b>	<b>2022/23 Proposed</b>	<b>Basis of charge</b>	<b>Discretionary/ Non-discretionary</b>
King George V, Whitburn	£1,085.60	£1,123.59	£1,162.92	£1,203.62	Per lease	Discretionary
Limefield, Polbeth	£813.57	£842.05	£871.52	£902.03	Per lease	Discretionary
Meadow Park, Bathgate	£809.83	£838.17	£867.51	£897.87	Per lease	Discretionary
Niddry Park, Bathgate	£648.86	£671.57	£695.07	£719.40	Per lease	Discretionary
Stewartfield Park, Broxburn	£1,091.84	£1,130.05	£1,169.60	£1,210.54	Per lease	Discretionary
Watson Park, Armadale	£1,083.10	£1,121.01	£1,160.25	£1,200.85	Per lease	Discretionary

<b>Environmental Wardens - Fixed Penalties</b>	<b>2019/20 For Information</b>	<b>2020/21 Proposed</b>	<b>2021/22 Proposed</b>	<b>2022/23 Proposed</b>	<b>Basis of charge</b>	<b>Discretionary/ Non-discretionary</b>
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

<b>Countryside - Caravan and Camping</b>	<b>2019/20 For Information</b>	<b>2020/21 Proposed</b>	<b>2021/22 Proposed</b>	<b>2022/23 Proposed</b>	<b>Basis of charge</b>	<b>Discretionary/ Non-discretionary</b>
Caravan site fees - high season caravan/motorhome/trailer tent (2 people plus one vehicle)	£26.80	£27.75	£28.70	£29.70	Per night	Discretionary
Caravan site fees - low season caravan/motorhome/trailer tent (2 people plus one vehicle)	£21.40	£22.15	£22.95	£23.75	Per night	Discretionary
Caravan site fees - backpacker/cyclist with no car, one person tent	£11.50	£11.90	£12.30	£12.75	Per night	Discretionary
Caravan site fees - one person tent with car	£15.35	£15.90	£16.45	£17.05	Per night	Discretionary
Caravan site fees - tent less than 16m2	£17.70	£18.30	£18.95	£19.60	Per night	Discretionary
Caravan site fees - tent between 16m2 - 24m2	£26.80	£27.75	£28.70	£29.70	Per night	Discretionary
Caravan site fees - group hire of grass camping area (min 2 nights, max 10 tents)	£209.95	£217.30	£224.90	£232.75	Per night	Discretionary
Caravan site fees - extra person aged 5 or above	£4.50	£4.65	£4.80	£4.95	Per night	Discretionary
Caravan site fees - extra car	£5.00	£5.00	£5.20	£5.40	Per night	Discretionary
Caravan Club and Camping & Caravanning Club concession - 10% discount on 7+ consecutive nights stay	Nil	Nil	Nil	Nil	Per night	Discretionary
Little Lodges 6 berth - high season (based on 2 people, minimum 2 night stay)	£58.95	£61.00	£63.15	£65.35	Per night	Discretionary
Little Lodges 6 berth - low season (based on 2 people, minimum 2 night stay)	£53.55	£55.45	£57.40	£59.40	Per night	Discretionary
Little Lodges 4 berth - high season (based on 2 people, minimum 2 night stay)	£48.20	£49.90	£51.65	£53.45	Per night	Discretionary
Little Lodges 4 berth - low season (based on 2 people, minimum 2 night stay)	£42.20	£44.35	£45.90	£47.50	Per night	Discretionary
Little Lodges - children under 3 years of age	Nil	Nil	Nil	Nil	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	£5.00	£5.00	£5.00	£5.00	Per night	Discretionary

<b>Countryside - Miscellaneous Park Hire Charges</b>	<b>2019/20 For Information</b>	<b>2020/21 Proposed</b>	<b>2021/22 Proposed</b>	<b>2022/23 Proposed</b>	<b>Basis of charge</b>	<b>Discretionary/ Non-discretionary</b>
Visitor Centre - Almondell & Calderwood Country Park (first hour)	£13.15	£13.60	£14.05	£14.55	Per hour	Discretionary
Visitor Centre - Almondell & Calderwood Country Park (each subsequent hour)	£11.80	£12.20	£12.65	£13.10	Per hour	Discretionary
Sutherland Building Classroom Hire - Beecraigs Country Park (first hour)	£13.15	£13.60	£14.05	£14.55	Per hour	Discretionary
Sutherland Building Classroom Hire - Beecraigs Country Park (each subsequent hour)	£11.80	£12.20	£12.65	£13.10	Per hour	Discretionary
Group hire of target/field for archery course	£15.90	£16.45	£17.05	£17.65	Per hour	Discretionary
Individual hire of target/field for archery course	£7.15	£7.40	£7.65	£7.90	Per hour	Discretionary
Secure Dog Area - commercial clubs/groups (max 6 dogs)	£15.90	£16.45	£17.05	£17.65	Per hour	Discretionary
Secure Dog Area - public use, up to 2 dogs (extra dogs £2 per head per hour)	£7.15	£7.40	£7.65	£7.90	Per hour	Discretionary
Hire of pioneering course	£15.90	£16.45	£17.05	£17.65	Per hour	Discretionary
Barbecue booking fee	£26.25	£27.15	£28.10	£29.10	Per session	Discretionary

Countryside - Miscellaneous Park Hire Charges	2019/20 For Information	2020/21 Proposed	2021/22 Proposed	2022/23 Proposed	Basis of charge	Discretionary/ Non-discretionary
Barbecue - mid week rate for 15 or less persons	£19.65	£20.35	£21.05	£21.80	Per session	Discretionary
Countryside Ranger Service - adult (1.5 hours maximum)	£4.05	£4.20	£4.35	£4.50	Per event / activity	Discretionary
Countryside Ranger Service - child (1.5 hours maximum)	£2.80	£2.90	£3.00	£3.10	Per event / activity	Discretionary
Countryside Ranger Service - classroom based presentation	£27.85	£28.80	£29.80	£30.85	Per event	Discretionary
Countryside Ranger Service - activity based at school	£2.80	£2.90	£3.00	£3.10	Per child	Discretionary
Polkemmet Bowling green fees - adult	£3.75	£3.90	£4.05	£4.20	Per hour	Discretionary
Polkemmet Bowling green fees - concession	£3.40	£3.50	£3.60	£3.75	Per hour	Discretionary
Polkemmet Bowling green fees - over 60's resident in West Lothian	Nil	Nil	Nil	Nil	Per hour	Discretionary
Polkemmet hire of bowls	£1.50	£1.55	£1.60	£1.65	Per hour	Discretionary

School Lets (Prices Exclude VAT which will be added if applicable)	2019/20 For Information	2020/21 Proposed	2021/22 Proposed	2022/23 Proposed	Basis of charge	Discretionary/ Non-discretionary
Category 1 - free of charge	Nil	Nil	Nil	Nil	Per hour	Discretionary
Category 2 - youth organisations - classroom	£5.36	£5.54	£5.73	£5.93	Per hour	Discretionary
Category 2 - youth organisations - gym/small hall	£8.89	£9.20	£9.52	£9.85	Per hour	Discretionary
Category 3 - other recognised community organisations - classroom	£9.48	£9.81	£10.15	£10.51	Per hour	Discretionary
Category 3 - other recognised community organisations - gym/small hall	£15.43	£15.97	£16.53	£17.11	Per hour	Discretionary
Category 4 - instructional classes - classroom	£23.14	£23.95	£24.79	£25.66	Per hour	Discretionary
Category 4 - instructional classes - gym/small hall	£39.21	£40.58	£42.00	£43.47	Per hour	Discretionary
Category 5 - commercial use - classroom	£24.37	£25.22	£26.10	£27.01	Per hour	Discretionary
Category 5 - commercial use - gym/small hall	£42.15	£43.63	£45.16	£46.74	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	£8.89	£9.20	£9.52	£9.85	Per person per day	Discretionary
Category 8 - use of playgrounds for car parking when undertaking commercial or fundraising activities	£30.32	£31.38	£32.48	£33.62	Per hour	Discretionary
Category 10 - gym halls, badminton or volleyball courts - adult groups	£22.50	£23.28	£24.09	£24.93	Per hour per court	Discretionary
Category 10 - gym halls, badminton or volleyball courts - registered youth groups	£9.21	£9.53	£9.86	£10.21	Per hour per court	Discretionary
Category 10 - gym halls, badminton or volleyball courts - adults	£4.39	£4.55	£4.71	£4.87	Per hour per person	Discretionary
Category 10 - gym halls, badminton or volleyball courts - registered youths	£2.95	£3.05	£3.16	£3.27	Per hour per person	Discretionary
Category 13 - football, rugby, hockey or training - synthetic pitch - adult groups	£34.71	£35.92	£37.18	£38.48	Per hour	Discretionary
Category 13 - football, rugby, hockey or training - synthetic pitch - youth groups	£16.87	£17.46	£18.07	£18.70	Per hour	Discretionary
Category 13 - football, rugby, hockey or training - grass pitch - adult groups	£33.21	£34.37	£35.57	£36.81	Per hour	Discretionary
Category 13 - football, rugby, hockey or training - grass - adult groups	£16.07	£16.63	£17.21	£17.81	Per hour	Discretionary
Category 16 - floodlighting - adult groups	£9.64	£9.98	£10.33	£10.69	Per hour	Discretionary
Category 16 - floodlighting - registered youth groups	£7.34	£7.59	£7.85	£8.12	Per hour	Discretionary
Category 17 - meetings in premises out with designated openings - weekdays or Saturdays - additional charge	£27.58	£28.55	£29.55	£30.58	Per hour	Discretionary
Category 17 - meetings in premises out with designated openings - Sundays - additional charge	£37.49	£38.81	£40.17	£41.58	Per hour	Discretionary

Fauldhouse Partnership Centre	2019/20 For Information	2020/21 Proposed	2021/22 Proposed	2022/23 Proposed	Basis of charge	Discretionary/ Non-discretionary
Swimming - adult	£2.70	£2.80	£2.90	£3.00	Per adult	Discretionary
Swimming - juvenile/adult concession	£1.35	£1.40	£1.45	£1.50	Per concession	Discretionary
Swimming concession - under 5's and over 60's	Nil	Nil	Nil	Nil	Per person	Discretionary
Swim and sauna/steam room - adults	£4.45	£4.60	£4.76	£4.93	Per adult	Discretionary
Swim and sauna/steam room - over 60's concession	£2.25	£2.33	£2.41	£2.50	Per adult	Discretionary
10 visit swim ticket (16+ Monday to Friday 8am to 4pm)	£17.50	£18.00	£18.63	£19.28	Per 10 visits	Discretionary
Monthly pass (16+ unlimited pool/sauna/steam room use)	£26.75	£27.50	£28.46	£29.46	Per pass	Discretionary
Monthly pass plus - 2 x (16+ unlimited pool/sauna/steam room use)	£48.00	£49.50	£51.23	£53.03	Per pass	Discretionary



<b>Linlithgow Burgh Halls - Room Hire Charges</b>	<b>2019/20 For Information</b>	<b>2020/21 Proposed</b>	<b>2021/22 Proposed</b>	<b>2022/23 Proposed</b>	<b>Basis of charge</b>	<b>Discretionary/ Non-discretionary</b>
Education Room/Garden Room - community groups non-income generating	£12.30	£12.75	£13.20	£13.65	Per hour	Discretionary
Education Room/Garden Room - community groups income generating	£19.25	£19.90	£20.60	£21.30	Per hour	Discretionary
Education Room/Garden Room - commercial organisations	£37.50	£38.80	£40.15	£41.55	Per hour	Discretionary
Education Room/Garden Room - commercial organisations half day (4 hours)	£136.00	£140.75	£145.65	£150.75	Per half day	Discretionary
Education Room/Garden Room - commercial organisations full day (8 hours)	£273.00	£283.00	£292.90	£303.15	Per full day	Discretionary
Education Room/Garden Room - day delegate rate	£22.50	£23.30	£24.10	£24.95	Per delegate	Discretionary
Provost Lawrie/Baillie Hardie Hall weekdays - community groups non-income generating	£20.30	£21.00	£21.75	£22.50	Per hour	Discretionary
Provost Lawrie/Baillie Hardie Hall weekdays - community groups income generating	£28.40	£29.40	£30.45	£31.50	Per hour	Discretionary
Provost Lawrie/Baillie Hardie Hall weekdays - commercial organisations	£60.00	£62.00	£64.15	£66.40	Per hour	Discretionary
Provost Lawrie/Baillie Hardie Hall weekends - community groups non-income generating	£31.00	£32.00	£33.10	£34.25	Per hour	Discretionary
Provost Lawrie/Baillie Hardie Hall weekends - community groups income generating	£45.00	£46.50	£48.15	£49.80	Per hour	Discretionary
Provost Lawrie/Baillie Hardie Hall weekends - commercial organisations	£77.00	£79.50	£82.25	£85.15	Per hour	Discretionary
Provost Lawrie/Baillie Hardie Hall weekdays - commercial organisations half day (4 hours)	£218.00	£226.00	£233.90	£242.10	Per half day	Discretionary
Provost Lawrie/Baillie Hardie Hall weekdays - commercial organisations half day (8 hours)	£438.00	£453.00	£468.85	£485.25	Per full day	Discretionary
Provost Lawrie/Baillie Hardie Hall weekends - commercial organisations half day (4 hours)	£276.00	£285.50	£295.50	£305.85	Per half day	Discretionary
Provost Lawrie/Baillie Hardie Hall weekends - commercial organisations full day (8 hours)	£552.50	£572.00	£592.00	£612.75	Per full day	Discretionary
Provost Lawrie/Baillie Hardie Hall weekends - day delegate rate	£22.50	£23.30	£24.10	£24.95	Per Delegate	Discretionary

<b>Linlithgow Burgh Halls - General Equipment Hire and Services</b>	<b>2019/20 For Information</b>	<b>2020/21 Proposed</b>	<b>2021/22 Proposed</b>	<b>2022/23 Proposed</b>	<b>Basis of charge</b>	<b>Discretionary/ Non-discretionary</b>
Portable induction loop	Nil	Nil	Nil	Nil	Per item	Discretionary
Lectern	Nil	Nil	Nil	Nil	Per item	Discretionary
Top table	Nil	Nil	Nil	Nil	Per item	Discretionary
Trestle tables	Nil	Nil	Nil	Nil	Per item	Discretionary
Small square tables	Nil	Nil	Nil	Nil	Per item	Discretionary
200 conference chairs	Nil	Nil	Nil	Nil	Per item	Discretionary
Card tables	Nil	Nil	Nil	Nil	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	£34.00	£35.00	£36.00	£37.00	Per hour	Discretionary
Radio microphone	£32.00	£32.00	£32.00	£32.00	Per item	Discretionary
Radio microphone - technician per hour	£34.00	£35.00	£36.00	£37.00	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
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	£34.00	£35.00	£36.00	£37.00	Per hour	Discretionary
Steward	£13.50	£14.00	£14.50	£15.00	Per hour	Discretionary
Linen table cloth hire	£6.50	£6.50	£6.50	£6.50	Per item	Discretionary



<b>Linlithgow Burgh Halls - Wedding Packages</b>	<b>2019/20 For Information</b>	<b>2020/21 Proposed</b>	<b>2021/22 Proposed</b>	<b>2022/23 Proposed</b>	<b>Basis of charge</b>	<b>Discretionary/ Non-discretionary</b>
Standard package - Friday and Saturday - Jan/Feb/Nov/Dec	£1,070.00	£1,100.00	£1,135.00	£1,175.00	Per package	Discretionary
Standard package - Friday and Saturday - Mar/Apr/Sep/Oct	£1,600.00	£1,650.00	£1,705.00	£1,765.00	Per package	Discretionary
Standard package - Friday and Saturday - May to Aug	£2,140.00	£2,215.00	£2,290.00	£2,370.00	Per package	Discretionary
Standard package - Sunday to Thursday - Jan/Feb/Nov/Dec	£850.00	£880.00	£910.00	£940.00	Per package	Discretionary
Standard package - Sunday to Thursday - Mar/Apr/Sep/Oct	£1,280.00	£1,325.00	£1,370.00	£1,415.00	Per package	Discretionary
Standard package - Sunday to Thursday - May to Aug	£1,710.00	£1,775.00	£1,835.00	£1,900.00	Per package	Discretionary
Standard package & ceremony supplement - Friday and Saturday - Jan/Feb/Nov/Dec	£1,600.00	£1,650.00	£1,705.00	£1,765.00	Per package	Discretionary
Standard package & ceremony supplement - Friday and Saturday - Mar/Apr/Sep/Oct	£2,140.00	£2,215.00	£2,290.00	£2,370.00	Per package	Discretionary
Standard package & ceremony supplement - Friday and Saturday - May to Aug	£2,670.00	£2,770.00	£2,865.00	£2,965.00	Per package	Discretionary
Standard package & ceremony supplement - Sunday to Thursday - Jan/Feb/Nov/Dec	£1,280.00	£1,325.00	£1,370.00	£1,415.00	Per package	Discretionary
Standard package & ceremony supplement - Sunday to Thursday - Mar/Apr/Sep/Oct	£1,710.00	£1,775.00	£1,835.00	£1,900.00	Per package	Discretionary
Standard package & ceremony supplement - Sunday to Thursday - May to Aug	£2,140.00	£2,215.00	£2,290.00	£2,370.00	Per package	Discretionary
Deluxe package - Friday and Saturday - Jan/Feb/Nov/Dec	£2,140.00	£2,215.00	£2,290.00	£2,370.00	Per package	Discretionary
Deluxe package - Friday and Saturday - Mar/Apr/Sep/Oct	£2,670.00	£2,770.00	£2,865.00	£2,965.00	Per package	Discretionary
Deluxe package - Friday and Saturday - May to Aug	£3,210.00	£3,320.00	£3,435.00	£3,555.00	Per package	Discretionary
Deluxe package - Sunday to Thursday - Jan/Feb/Nov/Dec	£1,710.00	£1,775.00	£1,835.00	£1,900.00	Per package	Discretionary
Deluxe package - Sunday to Thursday - Mar/Apr/Sep/Oct	£2,140.00	£2,215.00	£2,290.00	£2,370.00	Per package	Discretionary
Deluxe package - Sunday to Thursday - May to Aug	£2,570.00	£2,660.00	£2,755.00	£2,850.00	Per package	Discretionary
Deluxe package & ceremony supplement - Friday and Saturday - Jan/Feb/Nov/Dec	£2,670.00	£2,770.00	£2,865.00	£2,965.00	Per package	Discretionary
Deluxe package & ceremony supplement - Friday and Saturday - Mar/Apr/Sep/Oct	£3,210.00	£3,320.00	£3,435.00	£3,555.00	Per package	Discretionary
Deluxe package & ceremony supplement - Friday and Saturday - May to Aug	£3,750.00	£3,880.00	£4,015.00	£4,155.00	Per package	Discretionary
Deluxe package & ceremony supplement - Sunday to Thursday - Jan/Feb/Nov/Dec	£2,140.00	£2,215.00	£2,290.00	£2,370.00	Per package	Discretionary
Deluxe package & ceremony supplement - Sunday to Thursday - Mar/Apr/Sep/Oct	£2,570.00	£2,660.00	£2,755.00	£2,850.00	Per package	Discretionary
Deluxe package & ceremony supplement - Sunday to Thursday - May to Aug	£3,000.00	£3,100.00	£3,205.00	£3,320.00	Per package	Discretionary
Exclusive Use - Friday and Saturday - Jan/Feb/Nov/Dec	£4,280.00	£4,430.00	£4,585.00	£4,745.00	Per package	Discretionary
Exclusive Use - Friday and Saturday - Mar/Apr/Sep/Oct	£4,820.00	£4,990.00	£5,165.00	£5,345.00	Per package	Discretionary
Exclusive Use - Friday and Saturday - May to Aug	£5,350.00	£5,540.00	£5,735.00	£5,935.00	Per package	Discretionary
Exclusive Use - Sunday to Thursday - Jan/Feb/Nov/Dec	£3,425.00	£3,545.00	£3,670.00	£3,795.00	Per package	Discretionary
Exclusive Use - Sunday to Thursday - Mar/Apr/Sep/Oct	£3,855.00	£3,990.00	£4,130.00	£4,275.00	Per package	Discretionary
Exclusive Use - Sunday to Thursday - May to Aug	£4,280.00	£4,430.00	£4,585.00	£4,745.00	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

<b>Planning Services - Building Warrants Fees</b>	<b>2019/20 For Information</b>	<b>2020/21 Proposed</b>	<b>2021/22 Proposed</b>	<b>2022/23 Proposed</b>	<b>Basis of charge</b>	<b>Discretionary/ Non-discretionary</b>
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
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

Planning Services - Building Warrants Fees	2019/20 For Information	2020/21 Proposed	2021/22 Proposed	2022/23 Proposed	Basis of charge	Discretionary/ 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
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 - Building Warrants - Work Not Started prior to the Application	2019/20 For Information	2020/21 Proposed	2021/22 Proposed	2022/23 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 BW fee table	per BW fee table	per BW fee table	per BW 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	Nil	Nil	Nil	Nil	Per application	Non-discretionary

Planning Services - Building Warrants - Work Started prior to the Application	2019/20 For Information	2020/21 Proposed	2021/22 Proposed	2022/23 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	2019/20 For Information	2020/21 Proposed	2021/22 Proposed	2022/23 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	2019/20 For Information	2020/21 Proposed	2021/22 Proposed	2022/23 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
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						
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

Planning Services - Letters of Comfort	2019/20 For Information	2020/21 Proposed	2021/22 Proposed	2022/23 Proposed	Basis of charge	Discretionary/ Non-discretionary
Letter of comfort for exempt works completed before 1 May 2005 - domestic properties	£150.00	£150.00	£150.00	£150.00	Per letter	Discretionary
Letter of comfort for exempt works completed before 1 May 2005 - non domestic properties	£250.00	£250.00	£250.00	£250.00	Per letter	Discretionary
Letter of comfort for unauthorised works completed before 1 May 2005 - domestic properties	£278.00	£278.00	£278.00	£278.00	Per letter	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 letter	Discretionary

Planning Services - Letters of Comfort	2019/20 For Information	2020/21 Proposed	2021/22 Proposed	2022/23 Proposed	Basis of charge	Discretionary/ Non-discretionary
Letter of comfort for unauthorised works completed before 1 May 2005 - non domestic properties (value of works over £3,000)	£535.00	£535.00	£535.00	£535.00	Per letter	Discretionary
Replacement window survey (work completed by 30 April 2005)	£128.00	£128.00	£128.00	£128.00	Per letter	Discretionary
Letter of comfort for works completed in line with expired building warrant - domestic	£160.00	£160.00	£160.00	£160.00	Per letter	Discretionary
Letter of comfort for works completed in line with expired building warrant - non domestic	£294.00	£294.00	£294.00	£294.00	Per letter	Discretionary
Copy documents & approved plans - building warrant reference number supplied pre 1986	£75.00	£75.00	£75.00	£75.00	Per copy	Discretionary
Copy documents & approved plans - building warrant reference number supplied 1986 onwards	£31.00	£31.00	£31.00	£31.00	Per copy	Discretionary
Copy documents & approved plans - building warrant reference number supplied fast track 1986 onwards	£75.00	£75.00	£75.00	£75.00	Per copy	Discretionary
Copy documents & approved plans - building warrant reference number not supplied pre 1986	£100.00	£100.00	£100.00	£100.00	Per copy	Discretionary
Copy documents & approved plans - building warrant reference number not supplied 1986 onwards	£52.00	£52.00	£52.00	£52.00	Per copy	Discretionary
Copy documents & approved plans - building warrant reference number not supplied fast track 1986 onwards	£100.00	£100.00	£100.00	£100.00	Per copy	Discretionary

Planning Services - Planning Application Fees	2019/20 For Information	2020/21 Proposed	2021/22 Proposed	2022/23 Proposed	Basis of charge	Discretionary/ Non-discretionary
<b>1. Construction of buildings, structures or erections for use as residential accommodation</b>						
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
<b>2. The erection of buildings (other than categories 1,3,4,6)</b>						
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
<b>3. Erection on land used for the purposes of agriculture (other than category 4)</b>						
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
<b>5. Erection, alteration or replacement of plant &amp; machinery</b>						
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
<b>6. Enlargement, Improvement or other alteration of existing dwelling/houses</b>						
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

Planning Services - Planning Application Fees	2019/20 For Information	2020/21 Proposed	2021/22 Proposed	2022/23 Proposed	Basis of charge	Discretionary/ 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
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

Planning Services - Pre Planning Advice, Non Material Variations and Certificates of Compliance with conditions	2019/20 For Information	2020/21 Proposed	2021/22 Proposed	2022/23 Proposed	Basis of charge	Discretionary/ Non-discretionary
Pre-application advice - householder	£50.00	£50.00	£50.00	£50.00	Per request	Discretionary
Pre-application advice - householder request for meeting or visit	£50.00	£50.00	£50.00	£50.00	Per request	Discretionary
Pre-application advice - local development	50% of cost of planning application. Max of £500	50% of cost of planning application. Max of £500	50% of cost of planning application. Max of £500	50% of cost of planning application. Max of £500	Per request	Discretionary
Pre-application advice - local development - applicant requests a meeting or site visit	£200.00	£200.00	£200.00	£200.00	Per request	Discretionary
Pre-application advice - major development	50% of cost of planning application. Max of £800	50% of cost of planning application. Max of £800	50% of cost of planning application. Max of £800	50% of cost of planning application. Max of £800	Per request	Discretionary
Pre-application advice - major development - applicant requests a meeting or site visit	£200.00	£200.00	£200.00	£200.00	Per request	Discretionary
Non Material Variation - first request made within 12 months of the date of decision of the application	Nil	Nil	Nil	Nil	Per request	Discretionary
Non Material Variation - householder	£50.00	£50.00	£50.00	£50.00	Per request	Discretionary
Non Material Variation - local development	£100.00	£100.00	£100.00	£100.00	Per request	Discretionary
Non Material Variation - major development	£150.00	£150.00	£150.00	£150.00	Per request	Discretionary
Compliance with plans / conditions - householder	£150.00	£150.00	£150.00	£150.00	Per request	Discretionary
Compliance with plans / conditions - all other developments	£300.00	£300.00	£300.00	£300.00	Per request	Discretionary

Planning Services - Pre Planning Advice, Non Material Variations and Certificates of Compliance with conditions	2019/20 For Information	2020/21 Proposed	2021/22 Proposed	2022/23 Proposed	Basis of charge	Discretionary/ Non-discretionary
Submission of paper applications	n/a	10% of application fee	10% of application fee	10% of application fee	Per request	Discretionary

Environmental Health & Trading Standards - Licensing Charges	2019/20 For Information	2020/21 Proposed	2021/22 Proposed	2022/23 Proposed	Basis of charge	Discretionary/ Non-discretionary
Food Export Health Certificates	£86.51	£89.54	£92.67	£95.92	Per application	Discretionary
Duplicate Food Export Certificates - requested with original	£7.63	£7.90	£8.18	£8.46	Per certificate	Discretionary
Duplicate Food Export Certificates - requested after original issued	£15.27	£15.80	£16.35	£16.93	Per certificate	Discretionary
Section 50 certificates licence fees - new premises - planning permission	£77.66	£80.38	£83.19	£86.11	Per premises	Discretionary
Section 50 certificates licence fees - new premises - building warrant	£211.57	£218.97	£226.63	£234.57	Per premises	Discretionary
Section 50 certificates licence fees - new premises - hygiene certificate	Nil	Nil	Nil	Nil	Per premises	Discretionary
Weights & measures certificates	£111.00	£115.00	£119.00	£123.00	Per hour	Discretionary
Petroleum Licences (less than 2,500 litres)	£44.00	£44.00	£44.00	£44.00	Per licence	Non-discretionary
Petroleum Licences (2,500 to 50,000 litres)	£60.00	£60.00	£60.00	£60.00	Per licence	Non-discretionary
Petroleum Licences (more than 50,000 litres)	£125.00	£125.00	£125.00	£125.00	Per licence	Non-discretionary
Immigration letter (housing inspections)	£92.88	£96.13	£99.49	£102.98	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)	£214.00	£221.00	£229.00	£237.00	Per year	Discretionary
Trusted Trader Membership fee (non VAT registered businesses)	£107.00	£110.50	£114.00	£118.00	Per year	Discretionary
Stray dog charges – initial charge	£25.00	£25.00	£25.00	£25.00	Per animal	Non-discretionary
Stray Dog charges – kennelling	£12.50	£12.50	£12.50	£12.50	Per day	Non-discretionary

Environmental Health & Trading Standards - Private Water Sampling- Regulated Supplies	2019/20 For Information	2020/21 Proposed	2021/22 Proposed	2022/23 Proposed	Basis of charge	Discretionary/ Non-discretionary
Analysis of samples (recharge of analyst fees)	per analysts fee	per analysts fee	per analysts fee	per analysts fee	Per visit	Non-discretionary
Risk assessment preparation and site visit if required	£127.72	£131.55	£131.55	£131.55	Per visit	Non-discretionary
Sampling visit	£74.62	£76.85	£76.85	£76.85	Per visit	Non-discretionary
Review of risk assessment	£53.30	£54.89	£54.89	£54.89	Per review	Non-discretionary

Environmental Health & Trading Standards - Private Water Sampling- Exempt Supplies	2019/20 For Information	2020/21 Proposed	2021/22 Proposed	2022/23 Proposed	Basis of charge	Discretionary/ Non-discretionary
Analysis of samples (recharge statutory maximum)	£48.00	£48.00	£48.00	£48.00	Per visit	Statutory Maximum
Risk assessment preparation and site visit if required	£120.00	£120.00	£120.00	£120.00	Per visit	Statutory Maximum
Sampling visit	£70.00	£70.00	£70.00	£70.00	Per visit	Statutory Maximum
Review of risk assessment	£50.00	£50.00	£50.00	£50.00	Per review	Statutory Maximum



Animal Premises / Business Licence Fees	2019/20 For Information	2020/21 Proposed	2021/22 Proposed	2022/23 Proposed	Basis of charge	Discretionary/ Non-discretionary
Animal Boarding Establishment Licence - new licence application	£265.91	£275.21	£284.84	£294.81	Per year - new licence	Discretionary
Animal Boarding Establishment Licence - renewal	£119.59	£123.78	£128.11	£132.60	Per year - renewal	Discretionary
Homeboarding Licence - new licence	£190.84	£197.52	£204.43	£211.59	Per year - new licence	Discretionary
Homeboarding Licence - renewal	£119.59	£123.78	£128.11	£132.60	Per year - renewal	Discretionary
Dog Day Care Licence - new licence application	£265.91	£275.21	£284.84	£294.81	Per year - new licence	Discretionary
Dog Day Care Licence - renewal	£119.59	£123.78	£128.11	£132.60	Per year - renewal	Discretionary
Dog Breeding Establishment Licence - new licence application	£265.91	£275.21	£284.84	£294.81	Per year - new licence	Discretionary
Dog Breeding Establishment Licence - renewal	£119.59	£123.78	£128.11	£132.60	Per year - renewal	Discretionary
Dangerous Wild Animals Licence - new licence application	£265.91	£275.21	£284.84	£294.81	Per year - new licence	Discretionary
Dangerous Wild Animals Licence - renewal	£119.59	£123.78	£128.11	£132.60	Per year - renewal	Discretionary
Pet Shop Licence - new licence application	£265.91	£275.21	£284.84	£294.81	Per year - new licence	Discretionary
Pet Shop Licence - renewal	£119.59	£123.78	£128.11	£132.60	Per year - renewal	Discretionary
Riding School Licence - new licence application	£265.91	£275.21	£284.84	£294.81	Per year - new licence	Discretionary
Riding School Licence - renewal	£190.84	£197.52	£204.43	£211.59	Per year - renewal	Discretionary
Performing Animals Registration - new licence application	£90.33	£93.49	£96.76	£100.15	Per registration	Discretionary
Zoo Licence - new licence application	£846.07	£875.68	£906.33	£938.05	Per year - new licence	Discretionary
Zoo Licence - renewal (6 years)	£502.40	£519.99	£538.19	£557.03	Per 6 years - renewal	Discretionary
Vet cancellation fee - if less than 48 hours notice (exc VAT)	£121.00	£125.24	£129.62	£134.16	Per cancellation	Discretionary

Pest Control	2019/20 For Information	2020/21 Proposed	2021/22 Proposed	2022/23 Proposed	Basis of charge	Discretionary/ Non-discretionary
Rats and Mice - inclusive of VAT	£85.80	£74.00	£77.00	£79.00	Per treatment	Discretionary
Fleas - inclusive of VAT	£85.80	£74.00	£77.00	£79.00	Per treatment	Discretionary
Wasps - inclusive of VAT	£59.40	£51.00	£53.00	£55.00	Per treatment	Discretionary
Squirrels - inclusive of VAT	£177.60	£153.00	£158.00	£164.00	Per Week	Discretionary
Moles - inclusive of VAT	£177.60	£153.00	£158.00	£164.00	Per Week	Discretionary
Bed Bugs survey - inclusive of VAT	£67.80	£58.50	£61.00	£63.00	Per survey	Discretionary
Other Insects - inclusive of VAT	£67.80	£58.50	£61.00	£63.00	Per treatment	Discretionary
Council House Tenants - charged to Housing Revenue Account	Nil	Nil	Nil	Nil	Per treatment	Discretionary
Other Householders in receipt of Universal Credit	50% concession	50% concession	50% concession	50% concession	Per treatment	Discretionary
Non Domestic premises - subsequent visit (excluding VAT)	£59.23	£61.30	£63.45	£65.67	per Visit	Discretionary

Property Management Fees (all fees inclusive of VAT)	2019/20 For Information	2020/21 Proposed	2021/22 Proposed	2022/23 Proposed	Basis of charge	Discretionary/ Non-discretionary
Wayleaves for utilities	£236.00	£244.00	£253.00	£262.00	Per transaction	Discretionary
Servitudes	£386.00	£400.00	£414.00	£429.00	Per transaction	Discretionary
Minutes of waiver	£386.00	£400.00	£414.00	£429.00	Per transaction	Discretionary
Land sales (transactions up to £10,000)	£386.00	£400.00	£414.00	£429.00	Per transaction	Discretionary
Land sales (transactions over £10,000)	£771.00	£798.00	£826.00	£855.00	Per transaction	Discretionary
Garden ground administration fee	£214.00	£221.00	£229.00	£237.00	Per transaction	Discretionary
Preparation of deed plans (guide)	£236.00	£244.00	£253.00	£262.00	Per transaction	Discretionary
Planning permission (guide)	£471.00	£487.00	£504.00	£522.00	Per transaction	Discretionary
Commercial property advertising boards - administration fee	£236.00	£244.00	£253.00	£262.00	Per transaction	Discretionary
Landlord reference (within West Lothian Council area)	£160.00	£166.00	£172.00	£178.00	Per transaction	Discretionary
Landlord reference (out with West Lothian Council area)	£311.00	£322.00	£333.00	£345.00	Per transaction	Discretionary
New leases, lease renewals (transactions up to £10,000)	£386.00	£400.00	£414.00	£428.00	Per transaction	Discretionary



Property Management Fees (all fees inclusive of VAT)	2019/20 For Information	2020/21 Proposed	2021/22 Proposed	2022/23 Proposed	Basis of charge	Discretionary/ Non-discretionary
New leases, lease renewals (transactions over £10,000)	£771.00	£798.00	£826.00	£855.00	Per transaction	Discretionary
Landlords consent (transactions up to £10,000)	£386.00	£400.00	£414.00	£429.00	Per transaction	Discretionary
Landlords consent (transactions over £10,000)	£771.00	£798.00	£826.00	£855.00	Per transaction	Discretionary
Roundabout sponsorship	£140.00	£145.00	£150.00	£155.00	Per sign, per month	Discretionary

Library Charges	2019/20 For Information	2020/21 Proposed	2021/22 Proposed	2022/23 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	2019/20 For Information	2020/21 Proposed	2021/22 Proposed	2022/23 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	Nil	Nil	Nil	Nil	Per certificate	Non-discretionary
Abbreviated extract of the death entry	Nil	Nil	Nil	Nil	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	2019/20 For Information	2020/21 Proposed	2021/22 Proposed	2022/23 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 Friday - guest supplement (over and above 2 witnesses)	£54.00	£56.00	£58.00	£60.00	Per ceremony	Discretionary
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)	£54.00	£56.00	£58.00	£60.00	Per ceremony	Discretionary
External venue agreed with the Registrar - Monday to Friday	£315.00	£320.00	£323.00	£326.00	Per ceremony	Discretionary supplement
External venue agreed with the Registrar - Saturday 12-4 and Monday to Friday 4-5	£360.00	£365.00	£370.00	£375.00	Per ceremony	Discretionary supplement
Out with Registry Office weddings - Sunday and Public Holidays	£440.00	£445.00	£450.00	£455.00	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	2019/20 For Information	2020/21 Proposed	2021/22 Proposed	2022/23 Proposed	Basis of charge	Discretionary/ Non-discretionary
Office ceremony - Monday to Thursday	£69.00	£71.00	£73.00	£76.00	Per event	Discretionary
Office ceremony - Friday	£228.00	£236.00	£244.00	£253.00	Per event	Discretionary
Office ceremony - Sunday and Public Holidays	£349.00	£361.00	£374.00	£387.00	Per event	Discretionary
Approved venues - Monday to Thursday & Friday before 4pm	£190.00	£197.00	£204.00	£211.00	Per event	Discretionary
Approved venues - Friday after 4pm & Saturday	£254.00	£263.00	£272.00	£282.00	Per event	Discretionary
Approved venues - Sunday and Public Holidays	£349.00	£361.00	£374.00	£387.00	Per event	Discretionary

<b>Landlord Registrations</b>	<b>2019/20 For Information</b>	<b>2020/21 Proposed</b>	<b>2021/22 Proposed</b>	<b>2022/23 Proposed</b>	<b>Basis of charge</b>	<b>Discretionary/ Non-discretionary</b>
Landlord/agent initial fee	£65.00	£65.00	£65.00	£65.00	Per 3 years	Non-discretionary
Additional fee per property	£15.00	£15.00	£15.00	£15.00	Per 3years	Non-discretionary
<b>Neighbourhood Response Teams</b>	<b>2019/20 For Information</b>	<b>2020/21 Proposed</b>	<b>2021/22 Proposed</b>	<b>2022/23 Proposed</b>	<b>Basis of charge</b>	<b>Discretionary/ Non-discretionary</b>
Fixed penalty notices	£100.00	£100.00	£100.00	£100.00	Per penalty	Non-discretionary
<b>Community Alarms and Telecare</b>	<b>2019/20 For Information</b>	<b>2020/21 Proposed</b>	<b>2021/22 Proposed</b>	<b>2022/23 Proposed</b>	<b>Basis of charge</b>	<b>Discretionary/ Non-discretionary</b>
Community Alarms & Telecare equipment	£3.02	£3.02	£3.11	£3.20	Per week	Discretionary
<b>Instrumental Music Service</b>	<b>2019/20 For Information</b>	<b>2020/21 Proposed</b>	<b>2021/22 Proposed</b>	<b>2022/23 Proposed</b>	<b>Basis of charge</b>	<b>Discretionary/ Non-discretionary</b>
Instrumental Music Tuition fee	£354.00	£354.00	£366.00	£379.00	Per academic year	Discretionary
Instrumental Music Tuition fee - child in receipt of free school meals and/or school clothing grant	Nil	Nil	Nil	Nil	Per academic year	Discretionary
Instrumental Music Tuition fee – studying a relevant SQA exam (S4-S6)	Nil	Nil	Nil	Nil	Per academic year	Discretionary
Instrumental Music Tuition fee - Siblings	£177.00	£177.00	£183.00	£189.00	Per academic year	Discretionary
<b>Bulky Uplifts</b>	<b>2019/20 For Information</b>	<b>2020/21 Proposed</b>	<b>2021/22 Proposed</b>	<b>2022/23 Proposed</b>	<b>Basis of charge</b>	<b>Discretionary/ Non-discretionary</b>
Bulky Uplift – charge for up to 5 items	£25.00	£25.00	£30.00	£30.00	Per uplift	Discretionary

**APPENDIX 5 - DETAILED ANALYSIS OF BUDGET CHANGE - CORPORATE SERVICES****REVENUE BUDGET 2020/21**

£                      £

**BASE BUDGET 2019/20****11,155,139****BASE BUDGET MOVEMENTS 2020/21****STAFFING**

Pay	<u>322,214</u>	322,214
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**SERVICE REDESIGN, INTEGRATION AND MODERNISATION**

IT Services staffing efficiencies	(299,000)	
Legal Services staffing efficiencies	(9,000)	
Redesign of HR and payroll functions	(141,000)	
Centralise loan worker device budgets and review number of devices based on need	(43,000)	
Corporate Communications restructure	(39,000)	
New approach to programme management	(56,000)	
Redesign of Committee Services	<u>(23,000)</u>	(610,000)

**CHANNEL SHIFT AND DIGITAL TRANSFORMATION**

IT Services channel shift and IT infrastructure	(19,000)	
FeatureNet saving through rationalisation of telephone lines	(100,000)	
Review of Scottish Wide Area Network (SWAN) arrangements	<u>(199,000)</u>	(318,000)

**INCOME AND CONTRIBUTIONS**

Indexation increase in discretionary licensing charges	<u>(8,000)</u>	(8,000)
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**CENTRALISATION OF PERFORMANCE AND ASSURANCE**

Redesign of performance and assurance activities	<u>(44,000)</u>	(44,000)
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**ADMINISTRATIVE SUPPORT**

Expansion of administrative hubs	<u>(184,000)</u>	(184,000)
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**TOTAL BASE BUDGET INCREASE 2020/21****(841,786)****TOTAL BUDGET 2020/21 - BASE BUDGET****10,313,353**

**APPENDIX 5 - DETAILED ANALYSIS OF BUDGET CHANGE - HOUSING, CUSTOMER & BUILDING SERVICES****REVENUE BUDGET 2020/21**

£                      £

**BASE BUDGET 2019/20****8,270,867****BASE BUDGET MOVEMENTS 2020/21****STAFFING**

Pay	341,304	341,304
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**SERVICE PRESSURES AND DEVELOPMENTS**

Rapid Rehousing Transition Plan	11,000	
Homelessness Transport	(150,000)	(139,000)

**INFLATION AND INDEXATION**

Electricity - Buildings	578	
Gas	413	
Passenger Transport Contracts	7,357	8,348

**REVIEW OF EXTERNAL FUNDING FOR POLICE AND COMMUNITY SAFETY**

Review of Community Safety Service	(15,000)	(15,000)
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**SERVICE REDESIGN, INTEGRATION AND MODERNISATION**

Homelessness staffing efficiencies	(12,000)	
Customer Service Centre staffing efficiencies	(10,000)	
Customer and Community Services staffing efficiencies	(20,000)	(42,000)

**MODERNISED LIBRARY, INFORMATION AND PARTNERSHIP CENTRE SERVICE**

Reduce service development activity in libraries	(41,000)	
Library services efficiencies through new model of service delivery	(50,000)	
Reduce the hours at Armadale, Whitburn, Blackburn & Broxburn Customer Information Service by 3.5 hours a day to 10am to 3pm	(39,000)	(130,000)

**INCOME AND CONTRIBUTIONS**

Indexation increase in rent and service charges	(68,000)	
Indexation increase in Registration charges	(8,000)	(76,000)

**TOTAL BASE BUDGET INCREASE 2020/21****(52,348)****TOTAL BUDGET 2020/21 - BASE BUDGET****8,218,519**

**APPENDIX 5 - DETAILED ANALYSIS OF BUDGET CHANGE - OPERATIONAL SERVICES****REVENUE BUDGET 2020/21**

£ £

**BASE BUDGET 2019/20****54,566,584****BASE BUDGET MOVEMENTS 2020/21****STAFFING**

Pay	1,524,992	1,524,992
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**DEMOGRAPHICS AND DEMAND LED PRESSURES**

Roads & Footpaths	27,000	
Waste	67,124	
Additional Support Needs Transport	84,055	178,179

**SERVICE PRESSURES AND DEVELOPMENTS**

Continuation of Early Morning Gritting Service	271,000	
Schools Mainstream Transport	80,000	
Additional Support Needs Transport Pressure	(644,000)	(293,000)

**INFLATION AND INDEXATION**

Electricity - Street Lighting	138,000	
Water and Sewerage	10	
Non Domestic Rates - Poundage	143	
Fuel - Petrol/Diesel	28,370	
Waste Disposal Gate Fees and Landfill Tax	217,471	
Passenger Transport Contracts	203,754	
Operational Material - General	62,601	
Operational Material - Bitumen	4,445	
Food	52,751	707,545

**GREEN FLEET AND TRAVEL**

Fleet Services saving arising from reduced number of council vehicles	(145,000)	(145,000)
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**SERVICE REDESIGN, INTEGRATION AND MODERNISATION**

Review of support services	(1,000)	(1,000)
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**REVISED CATERING, CLEANING AND FACILITIES MANAGEMENT MODELS AND STANDARDS**

Review of catering and kitchen service for school meals including menu options and other efficiencies	(74,000)	
Reducing building cleaning levels through reduced cleaning hours for school summer holidays and Friday afternoons	(145,000)	
Review facilities management service delivery model in schools	(139,000)	(358,000)

**REVISED SERVICE STANDARDS AND DELIVERY MODELS - WASTE SERVICES**

Combined food and garden waste collection in brown bin	(150,000)	
Waste Services review	(328,000)	(478,000)

**INCOME AND CONTRIBUTIONS**

Indexation increase in school meal prices	(82,000)	
Price increase for cemetery lairs and interments	(47,000)	
Indexation increase in roads inspections and consents	(117,000)	
Indexation increase in external cleaning and catering	(14,000)	
Indexation increase in countryside charges	(8,000)	(268,000)

**TOTAL BASE BUDGET INCREASE 2020/21****867,716****TOTAL BUDGET 2020/21 - BASE BUDGET****55,434,300**

## **APPENDIX 5 - DETAILED ANALYSIS OF BUDGET CHANGE - SOCIAL POLICY INTEGRATION JOINT BOARD**

### **REVENUE BUDGET 2020/21**

£ £

#### **BASE BUDGET 2019/20**

**75,542,573**

### **BASE BUDGET MOVEMENTS 2020/21**

#### **STAFFING**

Pay	962,270	962,270
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#### **DEMOGRAPHICS AND DEMAND LED PRESSURES**

Learning Disabilities	1,147,628	
Physical Disabilities	211,721	
Mental Health	135,395	
Older People	1,264,945	2,759,689

#### **SERVICE PRESSURES AND DEVELOPMENTS**

Carers Act	339,000	339,000
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#### **INFLATION AND INDEXATION**

Non Domestic Rates - Poundage	11	
Learning Disabilities	466,364	
Physical Disabilities	140,928	
Mental Health	79,607	
Older People	847,438	
Additional Care Indexation	120,000	
Food	11,586	1,665,934

#### **CARE FOR ADULTS**

Review of adult day care services including efficiencies in community transport, external day care provision & the Community Inclusion Team	(507,000)	
Development of West Lothian core and cluster supported tenancies facilities and 16 new tenancies for adults with learning disabilities	(150,000)	
Assessment & eligibility for service - reduction in sleepover costs	(100,000)	
Efficiencies in the provision of learning disability and physical disability transport	(41,000)	
Review of historical funding arrangements for adult services non direct care budgets	(80,000)	(878,000)

#### **ADULTS AND OLDER PEOPLE ASSESSMENT**

Assessment & eligibility for service - increase eligibility criteria to critical and substantial	(1,803,000)	
Assessment & eligibility for service - align work of crisis care team with care at home services	(177,000)	
Assessment & eligibility for service - review short visits/increase technology enabled care (TEC) to support care at home through new contract	(575,000)	
Assessment & eligibility for service - review of high cost care packages	(324,000)	(2,879,000)

#### **INCOME AND CONTRIBUTIONS**

Housing with care 3% rent increase	(30,000)	
Contributions Policy	(370,000)	
2% increase in care home accommodation recoveries based on assumed UK Government maximum	(40,000)	(440,000)

#### **COMMISSIONED SERVICES**

Assessment & eligibility for service - remaining former supporting people arrangements amalgamated with care at home framework	(154,000)	(154,000)
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#### **BUILDING BASED CARE**

Older people day care to be delivered by existing external provision	(300,000)	(300,000)
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#### **MANAGEMENT AND SUPPORT**

Saving from non-direct care older people budget	(30,000)	(30,000)
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#### **TOTAL BASE BUDGET INCREASE 2020/21**

**1,045,893**

#### **TOTAL BUDGET 2020/21 - BASE BUDGET**

**76,588,466**

**APPENDIX 5 - DETAILED ANALYSIS OF BUDGET CHANGE - SOCIAL POLICY NON INTEGRATION JOINT BOARD****REVENUE BUDGET 2020/21**

£ £

**BASE BUDGET 2019/20****34,962,383****BASE BUDGET MOVEMENTS 2020/21****STAFFING**

Pay	<u>630,682</u>	630,682
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**DEMOGRAPHICS AND DEMAND LED PRESSURES**

Foster and Kinship Care	<u>184,338</u>	184,338
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**INFLATION AND INDEXATION**

Non Domestic Rates - Poundage	10	
Foster and Kinship Care	397,124	
Food	<u>790</u>	397,924

**SERVICE PRESSURES AND DEVELOPMENTS**

Reduction in Criminal Justice Grant	<u>(7,000)</u>	(7,000)
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**CARE AND EDUCATION FOR CHILDREN WITH A DISABILITY OR ADDITIONAL SUPPORT NEEDS (ASN)**

Development of a long term West Lothain based education placement and care arrangements for children with disabilities	(286,000)	
External placements replaced with internal provision within West Lothian	<u>(300,000)</u>	(586,000)

**CARE AND EDUCATION FOR LOOKED AFTER CHILDREN (LAC) AND CHILDREN WITH SOCIAL, EMOTIONAL AND BEHAVIOURAL NEEDS (SEBN)**

Reduce average cost of residential placements through increasing internal capacity	(520,000)	
Support payments to former looked after children	<u>(200,000)</u>	(720,000)

**FAMILY AND PARENTING SUPPORT**

Review family support provision - closure of centre based facilities moving to support children in communities	(284,000)	
Service review of Social Care Emergency Team (SCET)	(60,000)	
Review management of foster care placements	(200,000)	
Efficiencies in the provision of looked after children (LAC) transport	(61,000)	
Realignment of early years change fund budget to reflect activities no longer undertaken	<u>(62,000)</u>	(667,000)

**TOTAL BASE BUDGET INCREASE 2020/21****(767,056)****TOTAL BUDGET 2020/21 - BASE BUDGET****34,195,327**



## **APPENDIX 5 - DETAILED ANALYSIS OF BUDGET CHANGE - PLANNING, ECONOMIC DEVELOPMENT & REGENERATION**

### **REVENUE BUDGET 2020/21**

	£	£
<b>BASE BUDGET 2019/20</b>		<b>4,106,308</b>

### **BASE BUDGET MOVEMENTS 2020/21**

#### **STAFFING**

Pay	160,233	160,233
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#### **INFLATION AND INDEXATION**

Electricity - Buildings	90	
Passenger Transport Contracts	380	
Operational Materials	20	490

#### **FUNDING OF COMMUNITY GROUPS/ORGANISATIONS AND BUSINESS IMPROVEMENT DISTRICTS (BIDs)**

Cease core match funding arrangements for BIDs (full year impact)	(79,000)	(79,000)
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#### **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)	
Staffing efficiencies within Economic Development and Regeneration	(194,000)	(224,000)

#### **INCOME AND CONTRIBUTIONS**

Increase in income resulting from an increase in the number of planning applications	(75,000)	
Increase in income resulting from an increase in the number of building warrants	(75,000)	(150,000)

#### **TOTAL BASE BUDGET INCREASE 2020/21**

**(292,277)**

#### **TOTAL BUDGET 2020/21 - BASE BUDGET**

**3,814,031**

#### **TIME LIMITED INVESTMENT**

Additional Training & Employment	305,000	
Veterans Wage Subsidy	30,000	
Economic Recovery Plan	800,000	1,135,000

#### **TOTAL BUDGET 2020/21 - BASE BUDGET AND TIME LIMITED**

**4,949,031**

**APPENDIX 5 - DETAILED ANALYSIS OF BUDGET CHANGE - EDUCATION****REVENUE BUDGET 2020/21**

£ £

**BASE BUDGET 2019/20****172,535,256****BASE BUDGET MOVEMENTS 2020/21****STAFFING**

Pay - Teachers	5,411,943	
Pay - Non Teachers	<u>1,045,188</u>	6,457,131

**DEMOGRAPHICS AND DEMAND LED PRESSURES**

Two Year Olds	40,505	
Pre School	(85,968)	
Primary School	8,719	
Secondary School	1,174,588	
Special School	<u>219,814</u>	1,357,658

**SERVICE PRESSURES AND DEVELOPMENTS**

Reduction in Pupil Equity Fund	(234,000)	
Education Psychologist	(25,000)	
Early Learning & Childcare - Expansion of Hours	5,675,000	
School Counselling (full year effect)	148,000	
Recurring Underspend Following Review of Budget Assumptions	<u>(1,388,000)</u>	4,176,000

**INFLATION AND INDEXATION**

Public Private Partnership (PPP) Unitary Charge	411,662	
Nurseries Partner Provider Places	7,650	
Scottish Qualification Authority Fees	19,486	
Food	<u>1,367</u>	440,165

**RESTRUCTURE OF ADULT LEARNING & YOUTH SERVICES**

Reduce adult learning budget by 50%	<u>(200,000)</u>	(200,000)
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**REVIEW APPROACH TO DELIVERY OF CULTURE AND SPORTS**

Reduction in net management fee for West Lothian Leisure (WLL)	(250,000)	
Removal of twinning budget	<u>(23,000)</u>	(273,000)

**REDESIGN OF EARLY LEARNING AND CHILDCARE**

Efficient early learning and childcare placement as a result of greater flexibility in council nurseries	<u>(179,000)</u>	(179,000)
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**REDESIGN OF SCHEME OF DEVOLVED SCHOOL MANAGEMENT (DSM)**

Review of DSM scheme	<u>(1,273,000)</u>	(1,273,000)
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**ADDITIONAL SUPPORT NEEDS/SOCIAL, EMOTIONAL AND BEHAVIOURAL NEEDS (SEBN)**

Redesign of psychological service provision	<u>(159,000)</u>	(159,000)
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**INCOME AND CONTRIBUTIONS**

Indexation increase in primary school lets	(2,000)	
Indexation increase in charges at Burgh Halls	(2,000)	
One pence increase in school milk cartons	<u>(12,000)</u>	(16,000)

**CHANNEL SHIFT AND DIGITAL TRANSFORMATION**

Further development of parent portal to increase online transactions (e.g. data and consent forms)	<u>(26,000)</u>	(26,000)
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**TOTAL BASE BUDGET INCREASE 2020/21****10,304,954****TOTAL BUDGET 2020/21 - BASE BUDGET****182,840,210****TIME LIMITED INVESTMENT**

School Holiday Lunch Clubs	<u>175,000</u>	175,000
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**TOTAL BUDGET 2020/21 - BASE BUDGET AND TIME LIMITED****183,015,210**

## **APPENDIX 5 - DETAILED ANALYSIS OF BUDGET CHANGE - CHIEF EXECUTIVE/FINANCE & PROPERTY SERVICES**

### **REVENUE BUDGET 2020/21**

£                      £

#### **BASE BUDGET 2019/20**

**23,023,683**

### **BASE BUDGET MOVEMENTS 2020/21**

#### **STAFFING**

Pay	635,637	635,637
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#### **INFLATION AND INDEXATION**

Electricity - Buildings	384,133	
Gas	90,630	
Carbon	8,388	
Water and Sewerage	25,301	
Non Domestic Rates - Poundage	258,427	
Public Conveniences	9,140	
Food Indexation	55	
COSLA Subscription	1,193	
Insurance Premium Tax	49,000	826,267

#### **SERVICE PRESSURES AND DEVELOPMENTS**

Scottish Welfare Fund	97,000	
Discretionary Housing Payments	220,000	317,000

#### **SERVICE REDESIGN, INTEGRATION AND MODERNISATION**

Financial Management Unit - management restructure, reduction in supplies and income maximisation	(74,000)	
Construction Services - staffing restructure	(15,000)	
Property Management - reduction in supplies and services	(15,000)	
Removal of vacant posts within Revenues Unit	(29,000)	(133,000)

#### **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)
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#### **CHANNEL SHIFT AND DIGITAL TRANSFORMATION**

Implementation of various digital improvements including online forms, self-help guides, upgrade systems and streamline/automate processes	(89,000)	(89,000)
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#### **TOTAL BASE BUDGET INCREASE 2020/21**

**1,334,904**

#### **TOTAL BUDGET 2020/21 - BASE BUDGET**

**24,358,587**

#### **TIME LIMITED INVESTMENT**

Foodbanks and Credit Unions	75,000	75,000
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#### **TOTAL BUDGET 2020/21 - BASE BUDGET AND TIME LIMITED**

**24,433,587**

**APPENDIX 5 - DETAILED ANALYSIS OF BUDGET CHANGE - NON SERVICE EXPENDITURE****REVENUE BUDGET 2020/21**

£                      £

BASE BUDGET 2019/20

44,503,207

**BASE BUDGET MOVEMENTS 2020/21****STAFFING**

Pay

(360,000)      (360,000)**SERVICE PRESSURES AND DEVELOPMENTS**

Historical Supported Borrowing

298,000

Barclay Non Domestic Rates Review

19,000      317,000**TOTAL BASE BUDGET INCREASE 2020/21****(43,000)****TOTAL BUDGET 2020/21 - BASE BUDGET****44,460,207**

**APPENDIX 5 - DETAILED ANALYSIS OF BUDGET CHANGE - CORPORATE SERVICES****REVENUE BUDGET 2021/22**

£                      £

**BASE BUDGET 2020/21****10,313,353****BASE BUDGET MOVEMENTS 2021/22****STAFFING**

Pay	<u>226,471</u>	226,471
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**SERVICE REDESIGN, INTEGRATION AND MODERNISATION**

Legal Services staffing efficiencies	(132,000)	
Redesign of HR and payroll functions	(141,000)	
Additional staffing saving	<u>(48,000)</u>	(321,000)

**INCOME AND CONTRIBUTIONS**

Advertising including Bulletin and the council website	(35,000)	
Indexation increase in discretionary licensing charges	<u>(8,000)</u>	(43,000)

**CENTRALISATION OF LEARNING AND DEVELOPMENT ACTIVITY**

Review of corporate learning and development provision	<u>(51,000)</u>	(51,000)
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**CENTRALISATION OF PERFORMANCE AND ASSURANCE**

Redesign of performance and assurance activities	<u>(97,000)</u>	(97,000)
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**ADMINISTRATIVE SUPPORT**

Expansion of administrative hubs	<u>(200,000)</u>	(200,000)
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**TOTAL BASE BUDGET INCREASE 2021/22****(485,529)****TOTAL BUDGET 2021/22 - BASE BUDGET****9,827,824**

**APPENDIX 5 - DETAILED ANALYSIS OF BUDGET CHANGE - HOUSING, CUSTOMER & BUILDING SERVICES****REVENUE BUDGET 2021/22**

£ £

**BASE BUDGET 2020/21****8,218,519****BASE BUDGET MOVEMENTS 2021/22****STAFFING**

Pay	<u>232,377</u>	232,377
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**SERVICE PRESSURES AND DEVELOPMENTS**

Homelessness	(550,000)	
Homelessness Transport	<u>(50,000)</u>	(600,000)

**INFLATION AND INDEXATION**

Electricity - Buildings	578	
Gas	413	
Passenger Transport Contracts	<u>7,357</u>	8,348

**REVIEW OF EXTERNAL FUNDING FOR POLICE AND COMMUNITY SAFETY**

Review of Safer Neighbourhood Team aligning officers to ward structure	<u>(56,000)</u>	(56,000)
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**SERVICE REDESIGN, INTEGRATION AND MODERNISATION**

Additional staffing efficiencies	<u>(41,000)</u>	(41,000)
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**MODERNISED LIBRARY, INFORMATION AND PARTNERSHIP CENTRE SERVICE**

Revised opening hours at Fauldhouse swimming pool - closing at 7:30pm on a Monday & Thursday and 1pm on a Saturday	(10,000)	
Review of service delivery within Customer and Community Services	<u>(14,000)</u>	(24,000)

**EMPOWERING COMMUNITIES AND REDUCING THE NUMBER OF COMMUNITY FACILITIES**

Asset transfer of non-core properties staffing saving - community centres/village halls	<u>(100,000)</u>	(100,000)
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**CHANNEL SHIFT AND DIGITAL TRANSFORMATION**

Channel shift and digital transformation	(75,000)	
Automation of calls into Customer Service Centre	(50,000)	
Review and refinement of systems administration	<u>(50,000)</u>	(175,000)

**INCOME AND CONTRIBUTIONS**

Indexation increase in rent and service charges	(69,000)	
Indexation increase in Registration charges	<u>(8,000)</u>	(77,000)

**TOTAL BASE BUDGET INCREASE 2021/22****(832,275)****TOTAL BUDGET 2021/22 - BASE BUDGET****7,386,244**

**APPENDIX 5 - DETAILED ANALYSIS OF BUDGET CHANGE - OPERATIONAL SERVICES****REVENUE BUDGET 2021/22**

£ £

**BASE BUDGET 2020/21****55,434,300****BASE BUDGET MOVEMENTS 2021/22****STAFFING**

Pay	894,757	894,757
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**DEMOGRAPHICS AND DEMAND LED PRESSURES**

Roads & Footpaths	27,000	
Waste	66,392	
Additional Support Needs - Transport	63,967	157,359

**REVENUE CONSEQUENCES OF CAPITAL PROGRAMME**

School Estate Expansion - Additional Staffing Costs	234,774	234,774
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**INFLATION AND INDEXATION**

Electricity - Street Lighting	100,284	
Fuel - Petrol/Diesel	28,370	
Waste Disposal Gate Fees and Landfill Tax	221,820	
Passenger Transport Contracts	207,984	
Operational Material - General	63,872	
Operational Material - Bitumen	7,348	
Food	54,002	683,680

**SERVICE REDESIGN, INTEGRATION AND MODERNISATION**

Additional staffing efficiency	(27,000)	(27,000)
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**REVISED CATERING, CLEANING AND FACILITIES MANAGEMENT MODELS AND STANDARDS**

Reducing building cleaning levels through reduced cleaning hours for school summer holidays and Friday afternoons	(103,000)	(103,000)
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**REVISED SERVICE STANDARDS AND DELIVERY MODELS - WASTE SERVICES**

Waste Services review	(160,000)	(160,000)
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**INCOME AND CONTRIBUTIONS**

Indexation increase in school meal prices	(84,000)	
Price increase for cemetery lairs and interments	(70,000)	
Indexation increase in roads inspections and consents	(12,000)	
Indexation increase in external cleaning and catering	(15,000)	
Indexation increase in countryside charges	(8,000)	
Introduction of charges for new and replacement bins	(35,000)	
Increase in bulky uplift charge to £30	(23,000)	(247,000)

**TOTAL BASE BUDGET INCREASE 2021/22****1,433,570****TOTAL BUDGET 2021/22 - BASE BUDGET****56,867,870**



**APPENDIX 5 - DETAILED ANALYSIS OF BUDGET CHANGE - SOCIAL POLICY INTEGRATION JOINT BOARD****REVENUE BUDGET 2021/22**

£ £

**BASE BUDGET 2020/21****76,588,466****BASE BUDGET MOVEMENTS 2021/22****STAFFING**

Pay	671,928	671,928
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**DEMOGRAPHICS AND DEMAND LED PRESSURES**

Learning Disabilities	1,490,187	
Physical Disabilities	272,620	
Mental Health	174,839	
Older People	1,632,147	3,569,793

**INFLATION AND INDEXATION**

Learning Disabilities	520,134	
Physical Disabilities	150,256	
Mental Health	86,231	
Older People	918,396	
Food	11,586	1,686,603

**CARE FOR ADULTS**

Review of adult day care services including efficiencies in community transport, external day care provision & the Community Inclusion Team	(248,000)	
Development of West Lothian core and cluster supported tenancies facilities and 16 new tenancies for adults with learning disabilities	(230,000)	
Assessment & eligibility for service - reduction in sleepover costs	(100,000)	(578,000)

**ADULTS AND OLDER PEOPLE ASSESSMENT**

Assessment & eligibility for service - increase eligibility criteria to critical and substantial	(761,000)	
Assessment & eligibility for service - focusing internal social work resources on the support of those most in need	(345,000)	
Assessment & eligibility for service - review short visits/increase technology enabled care (TEC) to support care at home through new contract	(548,000)	
Assessment & eligibility for service - review of high cost care packages	(225,000)	
Assessment & eligibility for service - Eligibility criteria aligned to aids and equipment	(120,000)	(1,999,000)

**INCOME AND CONTRIBUTIONS**

Housing with care 3% rent increase	(30,000)	
Contributions Policy	(70,000)	
Increase in Telecare charges and increase in uptake of service	(20,000)	
2% increase in care home accommodation recoveries based on assumed UK Government maximum	(40,000)	(160,000)

**COMMISSIONED SERVICES**

Assessment & eligibility for service - remaining former supporting people arrangements amalgamated with care at home framework	(408,000)	(408,000)
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**BUILDING BASED CARE**

Remodel housing with care provision	(392,000)	(392,000)
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**MANAGEMENT AND SUPPORT**

Review of Social Policy administrative support to deliver 25% reduction	(171,000)	
Integration of occupational therapy between the council and health	(111,000)	
Additional staffing efficiencies	(130,000)	(412,000)

**CHANNEL SHIFT AND DIGITAL TRANSFORMATION**

Introduction of self-assessment framework	(25,000)	(25,000)
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**TOTAL BASE BUDGET INCREASE 2021/22****1,954,324****TOTAL BUDGET 2021/22 - BASE BUDGET****78,542,790**

**APPENDIX 5 - DETAILED ANALYSIS OF BUDGET CHANGE - SOCIAL POLICY NON INTEGRATION JOINT BOARD****REVENUE BUDGET 2021/22**

£                      £

**BASE BUDGET 2020/21****34,195,327****BASE BUDGET MOVEMENTS 2021/22****STAFFING**

Pay	<u>443,273</u>	443,273
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**DEMOGRAPHICS AND DEMAND LED PRESSURES**

Foster and Kinship Care	<u>227,194</u>	227,194
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**INFLATION AND INDEXATION**

Foster and Kinship Care	417,169	
Food	<u>790</u>	417,959

**CARE AND EDUCATION FOR CHILDREN WITH A DISABILITY OR ADDITIONAL SUPPORT NEEDS (ASN)**

Development of a long term West Lothian based education placement and care arrangements for children with disabilities	(400,000)	
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External placements replaced with internal provision within West Lothian	<u>(200,000)</u>	(600,000)
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**CARE AND EDUCATION FOR LOOKED AFTER CHILDREN (LAC) AND CHILDREN WITH SOCIAL, EMOTIONAL AND BEHAVIOURAL NEEDS (SEBN)**

Reduce average cost of residential placements through increasing internal capacity	<u>(400,000)</u>	(400,000)
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**FAMILY AND PARENTING SUPPORT**

Review family support provision - closure of centre based facilities moving to support children in communities	(393,000)	
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Focusing the activity of early intervention and prevention in support teams	(141,000)	
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Review of criminal justice	<u>(150,000)</u>	(684,000)
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**MANAGEMENT AND SUPPORT**

Review of Social Policy administration to deliver 25% reduction	(107,000)	
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Additional staffing efficiencies	<u>(136,000)</u>	(243,000)
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**TOTAL BASE BUDGET INCREASE 2021/22****(838,574)****TOTAL BUDGET 2021/22 - BASE BUDGET****33,356,753**

## **APPENDIX 5 - DETAILED ANALYSIS OF BUDGET CHANGE - PLANNING, ECONOMIC DEVELOPMENT AND REGENERATION**

<b><u>REVENUE BUDGET 2021/22</u></b>	<b>£</b>	<b>£</b>
<b>BASE BUDGET 2020/21</b>		<b>3,814,031</b>
<b><u>BASE BUDGET MOVEMENTS 2021/22</u></b>		
<b>STAFFING</b>		
Pay	<u>116,137</u>	116,137
<b>INFLATION AND INDEXATION</b>		
Electricity - Buildings	90	
Passenger Transport Contracts	<u>380</u>	470
<b>FUNDING OF COMMUNITY GROUPS/ORGANISATIONS AND BUSINESS IMPROVEMENT DISTRICTS</b>		
Removal of pilot funding to support implementation of Community Choices	<u>(75,000)</u>	(75,000)
<b>SERVICE REDESIGN, INTEGRATION AND MODERNISATION</b>		
Environmental Health and Trading Standards efficiencies including increasing pest control income to full cost	(5,000)	
Additional staffing efficiencies	<u>(26,000)</u>	(31,000)
<b>TOTAL BASE BUDGET INCREASE 2021/22</b>		<b>10,607</b>
<b>TOTAL BUDGET 2021/22 - BASE BUDGET</b>		<b><u><u>3,824,638</u></u></b>

**APPENDIX 5 - DETAILED ANALYSIS OF BUDGET CHANGE - EDUCATION****REVENUE BUDGET 2021/22**

£ £

**BASE BUDGET 2020/21****182,840,210****BASE BUDGET MOVEMENTS 2021/22****STAFFING**

Pay - Teachers	2,364,077	
Pay - Non Teachers	<u>753,009</u>	3,117,086

**DEMOGRAPHICS AND DEMAND LED PRESSURES**

Two Year Olds	38,953	
Pre School	(93,466)	
Primary School	22,726	
Secondary School	1,183,824	
Special School	<u>177,522</u>	1,329,559

**REVENUE CONSEQUENCES OF CAPITAL PROGRAMME**

School Estate Expansion - Additional Staffing Costs	<u>313,180</u>	313,180
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**SERVICE PRESSURES AND DEVELOPMENTS**

Early Learning & Childcare - Expansion of Hours	<u>1,661,000</u>	1,661,000
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**INFLATION AND INDEXATION**

Public Private Partnership (PPP) Unitary Charge	451,388	
Nurseries Partner Provider Places	5,253	
Scottish Qualification Authority Fees	19,877	
Food	<u>1,367</u>	477,885

**RESTRUCTURE OF ADULT LEARNING AND YOUTH SERVICES**

Reduce adult learning budget by 50%	<u>(121,000)</u>	(121,000)
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**REVIEW APPROACH TO DELIVERY OF CULTURE AND SPORTS**

Reduction in net management fee for West Lothian Leisure (WLL)	<u>(250,000)</u>	(250,000)
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**REDESIGN OF SCHEME OF DEVOLVED SCHOOL MANAGEMENT (DSM)**

Review of DSM scheme	<u>(691,000)</u>	(691,000)
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**INCOME AND CONTRIBUTIONS**

Indexation increase in primary school lets	(2,000)	
Indexation increase in charges at Burgh Halls	(2,000)	
Indexation increase in instrumental music tuition fees	<u>(12,000)</u>	(16,000)

**CHANNEL SHIFT AND DIGITAL TRANSFORMATION**

Further development of parent portal to increase online transactions (e.g. data and consent forms)	<u>(13,000)</u>	(13,000)
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**TOTAL BASE BUDGET INCREASE 2021/22****5,807,710****TOTAL BUDGET 2021/22 - BASE BUDGET****188,647,920**

## **APPENDIX 5 - DETAILED ANALYSIS OF BUDGET CHANGE - CHIEF EXECUTIVE/FINANCE & PROPERTY SERVICES**

### **REVENUE BUDGET 2021/22**

£                      £

**BASE BUDGET 2020/21**

**24,358,587**

### **BASE BUDGET MOVEMENTS 2021/22**

#### **STAFFING**

Pay	<u>216,655</u>	216,655
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#### **REVENUE CONSEQUENCES OF CAPITAL PROGRAMME**

Utilities, Non Domestic Rates and Maintenance of Operational Properties	<u>517,034</u>	517,034
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#### **INFLATION AND INDEXATION**

Electricity - Buildings	278,954	
Gas	95,177	
Carbon	26,332	
Water and Sewerage	25,816	
Non Domestic Rates - Poundage	286,426	
Public Conveniences	<u>10,070</u>	722,775

#### **INTEGRATED ANTI-POVERTY SERVICE**

Anti-Poverty Service – additional staffing saving, including opportunities for integration of services	<u>(331,000)</u>	(331,000)
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#### **EFFICIENCIES FROM IMPROVED USE AND MANAGEMENT OF COUNCIL PROPERTIES**

Efficiencies in reactive and cyclical maintenance	(283,000)	
Energy efficiency and renewable energy projects	<u>(113,000)</u>	(396,000)

#### **REVISED PROPERTY REQUIREMENTS FROM SERVICE PROPOSALS**

To reduce and rationalise non-core properties to reflect changes to service delivery (Whitdale and Livingston Family Centres, Whitdale Day Care Centre and Carmondean Connected)	<u>(44,000)</u>	(44,000)
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#### **INCOME AND CONTRIBUTIONS**

Increase tenanted non residential property income	<u>(107,000)</u>	(107,000)
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**TOTAL BASE BUDGET INCREASE 2021/22**

**578,464**

**TOTAL BUDGET 2021/22 - BASE BUDGET**

**24,937,051**

**APPENDIX 5 - DETAILED ANALYSIS OF BUDGET CHANGE - NON SERVICE EXPENDITURE****REVENUE BUDGET 2021/22**

£                      £

BASE BUDGET 2020/21

44,460,207

**BASE BUDGET MOVEMENTS 2021/22****SERVICE PRESSURES AND DEVELOPMENTS**

Historical Supported Borrowing

205,000                      205,000

TOTAL BASE BUDGET INCREASE 2021/22

205,000

TOTAL BUDGET 2021/22 - BASE BUDGET

44,665,207

**APPENDIX 5 - DETAILED ANALYSIS OF BUDGET CHANGE - CORPORATE SERVICES****REVENUE BUDGET 2022/23**

£                      £

BASE BUDGET 2021/22

9,827,824

**BASE BUDGET MOVEMENTS 2022/23****STAFFING**

Pay

231,346                      231,346**SERVICE REDESIGN, INTEGRATION AND MODERNISATION**

Charge licensing staff to lifetime income

(110,000)                      (110,000)**INCOME AND CONTRIBUTIONS**

Advertising including Bulletin and the council website

(42,000)

Indexation increase in discretionary licensing charges

(8,000)                      (50,000)**TOTAL BASE BUDGET INCREASE 2022/23****71,346****TOTAL BUDGET 2022/23 - BASE BUDGET****9,899,170**



**APPENDIX 5 - DETAILED ANALYSIS OF BUDGET CHANGE - HOUSING, CUSTOMER & BUILDING SERVICES****REVENUE BUDGET 2022/23**

£                      £

**BASE BUDGET 2021/22****7,386,244****BASE BUDGET MOVEMENTS 2022/23****STAFFING**

Pay	<u>223,743</u>	223,743
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**INFLATION AND INDEXATION**

Electricity - Buildings	578	
Gas	413	
Passenger Transport Contracts	<u>7,357</u>	8,348

**SERVICE REDESIGN, INTEGRATION AND MODERNISATION**

Focusing on prevention in housing needs following delivery of Rapid Rehousing Transition Plan (RRTP)	<u>(34,000)</u>	(34,000)
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**EMPOWERING COMMUNITIES AND REDUCING THE NUMBER OF COMMUNITY FACILITIES**

Asset transfer of non-core properties staffing saving - community centres/village halls	<u>(125,000)</u>	(125,000)
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**CHANNEL SHIFT AND DIGITAL TRANSFORMATION**

Channel shift and digital transformation	(48,000)	
Automation of calls into Customer Service Centre	(50,000)	
Consolidation and reduction in council IT systems	<u>(100,000)</u>	(198,000)

**INCOME AND CONTRIBUTIONS**

Indexation increase in rent and service charges	(71,000)	
Indexation increase in Registration charges	<u>(8,000)</u>	(79,000)

**COLLABORATION, MODERNISATION AND WORKING IN PARTNERSHIP**

Localised models of partnership working	<u>(37,000)</u>	(37,000)
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**TOTAL BASE BUDGET INCREASE 2022/23****(240,909)****TOTAL BUDGET 2022/23 - BASE BUDGET****7,145,335**

**APPENDIX 5 - DETAILED ANALYSIS OF BUDGET CHANGE - OPERATIONAL SERVICES****REVENUE BUDGET 2022/23**

£ £

**BASE BUDGET 2021/22****56,867,870****BASE BUDGET MOVEMENTS 2022/23****STAFFING**

Pay	837,826	837,826
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**DEMOGRAPHICS AND DEMAND LED PRESSURES**

Roads & Footpaths	27,000	
Waste	65,675	
Additional Support Needs Transport	49,644	142,319

**REVENUE CONSEQUENCES OF CAPITAL PROGRAMME**

School Estate Expansion - Additional Staffing Costs	319,508	319,508
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**INFLATION AND INDEXATION**

Electricity - Street Lighting	106,301	
Fuel - Petrol/Diesel	56,741	
Waste Disposal Gate Fees and Landfill Tax	226,257	
Passenger Transport Contracts	212,298	
Operational Material - General	65,151	
Operational Material - Bitumen	7,374	
Food	55,221	729,343

**GREEN FLEET AND TRAVEL**

Green travel further reduction in mileage	(156,000)	(156,000)
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**SERVICE REDESIGN, INTEGRATION AND MODERNISATION**

Additional service efficiencies, including potential income generation	(742,000)	(742,000)
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**REVISED SERVICE STANDARDS AND DELIVERY MODELS - ROADS AND TRANSPORTATION**

Continue current programme to convert street lighting to LED	(126,000)	(126,000)
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**REVISED SERVICE STANDARDS AND DELIVERY MODELS - WASTE SERVICES**

Waste Services review	(973,000)	(973,000)
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**INCOME AND CONTRIBUTIONS**

Indexation increase in school meal prices	(87,000)	
Price increase for cemetery lairs and interments	(57,000)	
Indexation increase in roads inspections and consents	(12,000)	
Indexation increase in external cleaning and catering	(16,000)	
Indexation increase in countryside charges	(8,000)	
Introduction of charges for new and replacement bins	(35,000)	(215,000)

**COLLABORATION, MODERNISATION AND WORKING IN PARTNERSHIP**

Localised models of partnership working	(38,000)	(38,000)
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**TOTAL BASE BUDGET INCREASE 2022/23****(221,004)****TOTAL BUDGET 2022/23 - BASE BUDGET****56,646,866**

**APPENDIX 5 - DETAILED ANALYSIS OF BUDGET CHANGE - SOCIAL POLICY INTEGRATION JOINT BOARD****REVENUE BUDGET 2022/23**

£ £

**BASE BUDGET 2021/22****78,542,790****BASE BUDGET MOVEMENTS 2022/23****STAFFING**

Pay	666,119	666,119
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**DEMOGRAPHICS AND DEMAND LED PRESSURES**

Learning Disabilities	1,543,981	
Physical Disabilities	297,847	
Mental Health	194,303	
Older People	1,685,012	3,721,143

**INFLATION AND INDEXATION**

Learning Disabilities	580,468	
Physical Disabilities	160,277	
Mental Health	93,510	
Older People	996,624	
Food	11,586	1,842,465

**CARE FOR ADULTS**

Development of West Lothian core and cluster supported tenancies facilities and 16 new tenancies for adults with learning disabilities	(344,000)	
Assessment & eligibility for service - reduction in sleepover costs	(100,000)	(444,000)

**ADULTS AND OLDER PEOPLE ASSESSMENT**

Assessment & eligibility for service - increase eligibility criteria to critical and substantial	(470,000)	
Assessment & eligibility for service - focusing internal social work resources on the support of those most in need	(345,000)	
Assessment & eligibility for service - review short visits/increase technology enabled care (TEC) to support care at home through new contract	(547,000)	
Assessment & eligibility for service - review of high cost care packages	(80,000)	
Assessment & eligibility for service - alignment of criteria to aids and equipment	(98,000)	(1,540,000)

**INCOME AND CONTRIBUTIONS**

Housing with care 3% rent increase	(30,000)	
Contributions Policy	(299,000)	
Increase in Telecare charges and increase in uptake of service	(20,000)	
2% increase in care home accommodation recoveries based on assumed UK Government maximum	(40,000)	(389,000)

**COMMISSIONED SERVICES**

Assessment & eligibility for service - remaining former supporting people arrangements amalgamated with care at home framework	(320,000)	
Assessment & eligibility for service - review of all third party and commissioned IJB services	(295,000)	(615,000)

**BUILDING BASED CARE**

Remodel housing with care provision	(301,000)	
Development of health and social care drop in community hubs	(75,000)	(376,000)

**MANAGEMENT AND SUPPORT**

Review of Social Policy management	(140,000)	
Review of Social Policy administrative support to deliver 25% reduction	(175,000)	
Review of contract and commissioning and service development to deliver 25% reduction	(175,000)	
Integration of occupational therapy between the council and health	(108,000)	
Additional staffing efficiencies	(81,000)	
Review of operational of Community Equipment Store in partnership with health	(75,000)	(754,000)

**CHANNEL SHIFT AND DIGITAL TRANSFORMATION**

Direct access to care plans to inform care reviews	(63,000)	(63,000)
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**TOTAL BASE BUDGET INCREASE 2022/23****2,048,727****TOTAL BUDGET 2022/23 - BASE BUDGET****80,591,517**

**APPENDIX 5 - DETAILED ANALYSIS OF BUDGET CHANGE - SOCIAL POLICY NON INTEGRATION JOINT BOARD****REVENUE BUDGET 2022/23**

£                      £

**BASE BUDGET 2021/22****33,356,753****BASE BUDGET MOVEMENTS 2022/23****STAFFING**

Pay	437,946	437,946
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**DEMOGRAPHICS AND DEMAND LED PRESSURES**

Foster and Kinship Care	244,349	244,349
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**INFLATION AND INDEXATION**

Foster and Kinship Care	438,541	
Food	790	439,331

**CARE AND EDUCATION FOR CHILDREN WITH A DISABILITY OR ADDITIONAL SUPPORT NEEDS (ASN)**

Development of a long term West Lothian based education placement and care arrangements for children with disabilities	(438,000)	
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External placements replaced with internal provision within West Lothian	(45,000)	(483,000)
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**CARE AND EDUCATION FOR LOOKED AFTER CHILDREN (LAC) AND CHILDREN WITH SOCIAL, EMOTIONAL AND BEHAVIOURAL NEEDS (SEBN)**

Reduce average cost of residential placements through increasing internal capacity	(425,000)	(425,000)
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**FAMILY AND PARENTING SUPPORT**

Review family support provision - closure of centre based facilities moving to support children in communities	(300,000)	
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Focusing the activity of early intervention and prevention in support teams	(135,000)	
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Service review of Social Care Emergency Team (SCET)	(20,000)	
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Children and Families Practice Team review of skills and staffing mix	(30,000)	
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Review of criminal justice	(103,000)	
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Review of youth justice service	(70,000)	(658,000)
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**MANAGEMENT AND SUPPORT**

Review of Social Policy management	(70,000)	
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Review of Social Policy administration to deliver 25% reduction	(111,000)	
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Review of contract and commissioning and service development to deliver 25% reduction	(88,000)	
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Review of all third party and commissioned non IJB services	(50,000)	
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Additional staffing efficiencies	(40,000)	(359,000)
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**TOTAL BASE BUDGET INCREASE 2022/23****(803,374)****TOTAL BUDGET 2022/23 - BASE BUDGET****32,553,379**

## **APPENDIX 5 - DETAILED ANALYSIS OF BUDGET CHANGE - PLANNING, ECONOMIC DEVELOPMENT & REGENERATION**

### **REVENUE BUDGET 2022/23**

£                      £

BASE BUDGET 2021/22

3,824,638

### **BASE BUDGET MOVEMENTS 2022/23**

#### **STAFFING**

Pay

116,281      116,281

#### **INFLATION AND INDEXATION**

Electricity - Buildings

90

Passenger Transport Contracts

380      470

#### **SERVICE REDESIGN, INTEGRATION AND MODERNISATION**

Environmental Health and Trading Standards efficiencies including increasing pest control income to full cost

(5,000)      (5,000)

#### **COLLABORATION, MODERNISATION AND WORKING IN PARTNERSHIP**

Opportunity for shared services and collaborative working across authority boundaries

(100,000)      (100,000)

**TOTAL BASE BUDGET INCREASE 2022/23**

11,751

**TOTAL BUDGET 2022/23 - BASE BUDGET**

**3,836,389**

**APPENDIX 5 - DETAILED ANALYSIS OF BUDGET CHANGE - EDUCATION****REVENUE BUDGET 2022/23**

£ £

**BASE BUDGET 2021/22****188,647,920****BASE BUDGET MOVEMENTS 2022/23****STAFFING**

Pay - Teachers	2,310,316	
Pay - Non Teachers	<u>764,258</u>	3,074,574

**DEMOGRAPHICS AND DEMAND LED PRESSURES**

Two Year Olds	30,653	
Pre School	112,866	
Primary School	(34,961)	
Secondary School	1,281,210	
Special School	<u>135,474</u>	1,525,242

**REVENUE CONSEQUENCES OF CAPITAL PROGRAMME**

School Estate Expansion - Additional Staffing Costs	<u>565,622</u>	565,622
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**INFLATION AND INDEXATION**

Public Private Partnership (PPP) Unitary Charge	480,140	
Nurseries Partner Provider Places	5,358	
Scottish Qualification Authority Fees	20,275	
Food	<u>1,367</u>	507,140

**REVIEW APPROACH TO DELIVERY OF CULTURE AND SPORTS**

Reduction in net management fee for West Lothian Leisure (WLL)	<u>(259,000)</u>	(259,000)
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**REDESIGN OF EARLY LEARNING AND CHILDCARE**

Reduction in education officers team	<u>(145,000)</u>	(145,000)
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**REDESIGN OF SCHEME OF DEVOLVED SCHOOL MANAGEMENT (DSM)**

Review of DSM scheme	<u>(236,000)</u>	(236,000)
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**ADDITIONAL SUPPORT NEEDS/SOCIAL, EMOTIONAL AND BEHAVIOURAL NEEDS (SEBN)**

Revised staffing structure following co-location of services at new Cedarbank School	<u>(125,000)</u>	(125,000)
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**COLLABORATION, MODERNISATION AND WORKING IN PARTNERSHIP**

Localised models of partnership working	<u>(75,000)</u>	(75,000)
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**INCOME AND CONTRIBUTIONS**

Indexation increase in primary school lets	(2,000)	
Indexation increase in charges at Burgh Halls	(2,000)	
One pence increase in school milk cartons	(9,000)	
Indexation increase in instrumental music tuition fees	<u>(13,000)</u>	(26,000)

**CHANNEL SHIFT AND DIGITAL TRANSFORMATION**

Further development of parent portal to increase online transactions (e.g. data and consent forms)	<u>(50,000)</u>	(50,000)
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**TOTAL BASE BUDGET INCREASE 2022/23****4,756,578****TOTAL BUDGET 2022/23 - BASE BUDGET****193,404,498**

## **APPENDIX 5 - DETAILED ANALYSIS OF BUDGET CHANGE - CHIEF EXECUTIVE/FINANCE & PROPERTY SERVICES**

### **REVENUE BUDGET 2022/23**

£ £

#### **BASE BUDGET 2021/22**

**24,937,051**

### **BASE BUDGET MOVEMENTS 2022/23**

#### **STAFFING**

Pay	<u>217,264</u>	217,264
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#### **REVENUE CONSEQUENCES OF CAPITAL PROGRAMME**

Utilities, Non Domestic Rates and Maintenance of Operational Properties	<u>987,483</u>	987,483
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#### **SERVICE PRESSURES AND DEVELOPMENTS**

NDR - Five Yearly Revaluation	<u>150,000</u>	150,000
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#### **INFLATION AND INDEXATION**

Electricity - Buildings	295,731	
Gas	99,957	
Carbon	10,589	
Water and Sewerage	26,332	
Non Domestic Rates - Poundage	301,135	
Public Conveniences	<u>10,717</u>	744,461

#### **EFFICIENCIES FROM IMPROVED USE AND MANAGEMENT OF COUNCIL PROPERTIES**

Energy efficiency and renewable energy projects	(74,000)	
Property modernisation through reconfiguration of office floor space, closure of surplus offices and increased rental income	(45,000)	
Consolidation of management of soft facilities management (FM) activity	<u>(70,000)</u>	(189,000)

#### **EMPOWERING COMMUNITIES AND REDUCING THE NUMBER OF COMMUNITY FACILITIES**

Asset transfer of non-core properties - sports pavilions	(66,000)	
Asset transfer of non-core properties - community centres	<u>(189,000)</u>	(255,000)

#### **REVISED PROPERTY REQUIREMENTS FROM SERVICE PROPOSALS**

To reduce and rationalise non-core properties to reflect changes to service delivery (Whitdale and Livingston Family Centres, Whitdale Day Care Centre and Carmondean Connected)	<u>(66,000)</u>	(66,000)
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#### **INCOME AND CONTRIBUTIONS**

Increase tenanted non residential property income	<u>(106,000)</u>	(106,000)
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#### **COLLABORATION, MODERNISATION AND WORKING IN PARTNERSHIP**

New models of working with voluntary organisations, including co-location and effective use of assets	<u>(100,000)</u>	(100,000)
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#### **TOTAL BASE BUDGET INCREASE 2022/23**

**1,383,208**

#### **TOTAL BUDGET 2022/23 - BASE BUDGET**

**26,320,259**



## **Appendix 6 – Statement on General Fund Balance and Other Reserves**

### **1. Background**

In reporting on the annual budget, the section 95 officer is 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 overall General Fund Balance at 1 April 2019 was £17.7 million and is forecast to be £17.1 million at 1 April 2020. The balance consists of the following:

- An uncommitted General Fund Balance of £2 million.
- Approved funding for time limited investment of £1.474 million.
- A modernisation fund of £1.344 million for early retirement and voluntary severance (ERVS) and other modernisation and transformation, which is required in full to meet the cost associated with staffing and other transformational changes. The modernisation fund will be increased by £2 million during 2020/21 from resources identified from the loans fund review as agreed by Council on 24 September 2019.
- A Devolved Schools Management (DSM) scheme balance of £846,000 comprised of balances held by individual schools.
- An Energy Efficiency Fund of £313,000, which is fully committed to the Non-Domestic Energy Efficiency Framework project which will be undertaken and completed in 2019/20.
- Developer contributions of £4.983 million related to building new council houses and funded from the Housing Revenue Account.
- Other earmarked balances of £6.114 million, including committed Economic Recovery Plan funding and lifetime licensing income.

### **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, it is recommended that the uncommitted General Fund Balance is maintained at a minimum of £2 million in 2020/21, equivalent to 0.45% 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 2019 was £2.373 million as noted in the council's audited 2018/19 annual accounts. As agreed at Council Executive on 25 June 2019, the £373,000 over the minimum balance of £2 million was allocated to the extension of local bus routes and mainstream school transport. It is estimated that the uncommitted General Fund Balance will be £2 million at 31 March 2020.

The proposed 2020/21 revenue budget does not assume any use of the uncommitted General Fund Balance.

#### 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 and transforming 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 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 projected uncommitted modernisation fund balance at 1 April 2020 is £1.344 million. Council agreed in September 2019 to enhance the modernisation fund for ERVS and other transformation purposes by £2 million each year.

With further staff reductions of over 268 FTE estimated to deliver the identified savings between 2020/21 and 2022/23, and the continued requirement to modernise and transform service delivery especially in relation to digital and technology developments, it is vital that the modernisation fund is retained at the approved level to cover costs associated with implementing savings. In order to facilitate staffing changes and service modernisation and to respond to the financial challenges anticipated for the future three years 2020/21 to 2022/23, 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 for individual schools is held within the General Fund Balance but is earmarked for school spending. The schools delegated balance is available to be utilised, if required, on school expenditure in 2020/21.

#### 5. Other Reserves

The council has a capital fund and an 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 recently subject to an independent actuarial revaluation in August 2019. Based on the results of this revaluation, and on an assessment of potential future risks, it is considered essential to maintain the insurance fund at the current level to ensure all current liabilities and risks are appropriately covered. Should the value be reduced below the actuarial revaluation, action would need to be taken by the council to identify other resources to appropriately cover the council's risks and uncertainties.

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 2020 will be £57.307 million.

Based on the council's planned capital investment programme and future treasury costs, the capital fund is fully committed in future years to help finance the capital programme, and to secure best value in treasury management. The Asset Management Strategy and general services capital investment programme for 2020/21 to 2027/28 ensures 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 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 was not available 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 in the long term and continue to comply with the requirements of the Prudential Code.

The forecast movement in council reserves in 2020/21 are as follows:

	<b>Forecast Balance 1 April 2020 £000's</b>	<b>Additions/ (Withdrawals) £000's</b>	<b>Forecast Balance 31 March 2021 £000's</b>
Insurance Fund	9,000	-	9,000
Capital Fund	57,307	(19,675)	37,632

As outlined in section D.6.2 of the main report, there are one off resources available of £4.630 million. The report includes potential options for the utilisation of these resources and depending upon the decision of Council on how to apply these resources, the General Fund Balance may increase.

## 6. Conclusion

As set out above, it is recommended 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, a minimum uncommitted General Fund Balance of £2 million is believed to be an adequate contingency, albeit one of the lowest balances within Scotland. In addition the level of the other reserves is required for their stated purpose and any reduction in these reserves could impact on the council's ability to retain effective financial management and planning, taking account of the uncertain financial environment in 2020/21 and beyond.

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

## **Appendix 7 - 2020/21 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 eight 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.

	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
	<b>Estimate</b>	<b>Estimate</b>	<b>Estimate</b>	<b>Estimate</b>
General Fund	34,678	69,211	89,456	56,907
Housing	34,436	32,850	53,903	13,950
<b>Total</b>	<b>69,114</b>	<b>102,061</b>	<b>143,359</b>	<b>70,857</b>

##### **Implications**

The capital expenditure estimates are based on the updated three year housing capital investment programme for 2020/21 to 2022/23, which was approved by Council on 18 February 2020, and the updated eight year general services capital investment programme for 2020/21 to 2027/28, which is being presented to Council for approval on 28 February 2020.

#### **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.

	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
	<b>Estimate</b>	<b>Estimate</b>	<b>Estimate</b>	<b>Estimate</b>
General Fund	474,811	467,551	468,140	462,874
Housing	255,652	274,102	296,158	296,370
<b>Total</b>	<b>730,463</b>	<b>741,653</b>	<b>764,298</b>	<b>759,244</b>

##### **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 rental income.

	<b>2019/20</b> <b>£'000</b> <b>Estimate</b>	<b>2020/21</b> <b>£'000</b> <b>Estimate</b>	<b>2021/22</b> <b>£'000</b> <b>Estimate</b>	<b>2022/23</b> <b>£'000</b> <b>Estimate</b>
General Fund	6.8%	6.2%	6.2%	6.3%
Housing	27.3%	23.7%	24.9%	26.2%

#### **Implications**

The general fund ratio is forecast to remain at a lower level over the period as the council continues to borrow at a lower level to fund the updated eight 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 for 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. The drop in the ratio for both general fund and housing from 2020/21 onwards reflects the reprofiling of loans fund repayments carried out as a result of the loans fund review.

## **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.

	<b>2019/20</b> <b>£'000</b> <b>Estimate</b>	<b>2020/21</b> <b>£'000</b> <b>Estimate</b>	<b>2021/22</b> <b>£'000</b> <b>Estimate</b>	<b>2022/23</b> <b>£'000</b> <b>Estimate</b>
Capital Financing Requirement	730,463	741,653	764,298	759,244
Gross External Borrowing (including long term liabilities)	730,463	741,653	764,298	759,244
<b>Under limit by</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

#### **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.

<b>Authorised Limit for:</b>	<b>2020/21 £'000</b>	<b>2021/22 £'000</b>	<b>2022/23 £'000</b>
Gross External Borrowing	756,253	812,399	764,926
Other Long Term Liabilities	83,613	81,229	82,811
<b>External Debt</b>	<b>839,866</b>	<b>893,628</b>	<b>847,737</b>

#### **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 gross external borrowing and the capital financing requirement indicator 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.

<b>Operational Boundary for:</b>	<b>2020/21 £'000</b>	<b>2021/22 £'000</b>	<b>2022/23 £'000</b>
Gross External Borrowing	746,253	802,399	754,926
Other Long Term Liabilities	82,613	80,229	81,811
<b>External Debt</b>	<b>828,866</b>	<b>882,628</b>	<b>836,737</b>

#### **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.

	<b>31 March 2019 £'000</b>
Actual External Borrowing	620,854
Actual Other Long Term Liabilities	89,568
<b>Actual External Debt</b>	<b>710,422</b>

## 8. TREASURY MANAGEMENT INDICATORS

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 2020/21 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 2019/20 final annual treasury report will be reported in the first half of 2020/21, following conclusion of the year end process.

### 8.2 Upper limits for fixed and variable rate borrowing to 2022/23

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 2020/21

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:

	<b>Proposed Upper Limit</b>	<b>Proposed Lower Limit</b>
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 Integrated Impact Assessment**

### **1. Introduction**

Assessing impact is an important part of the public sector's decision making process. It is important in developing any proposal or policy to understand the needs of different groups and the potential barriers they may face may differ. Integrated Impact Assessment (IIA) is a mechanism which enables the council to consider the needs/barriers and identify any adverse impacts of different groups. It enables the council to:

- Develop appropriate policies and practices based on evidence
- Prevent or mitigate negative impacts
- Meet the council's legal requirements in terms of equality, Human Rights, Socioeconomic disadvantage and child poverty
- Be more transparent and accountable

Following the key principles of relevance and proportionality within the Equality Act 2010, Integrated Impact Assessments (IIA) of policies and decisions of the council is a requirement of The Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012. In addition, the Fairer Scotland Duty, part 1 of the Equality Act 2010 places a legal responsibility on the council to pay due regard to how it can reduce inequalities of outcome caused by socioeconomic disadvantage, when making strategic decisions

The council has mainstreamed integrated impact assessment into the budget setting process with assessments being conducted on the budget proposals prior to approval by the council. The 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 and not to prevent decisions being taken and implemented. This process also identifies and highlights positive impacts.

### **2. Stage 1 - Integrated Relevance Assessment of Revenue Budget 2020/21 to 2022/23**

As part of the Revenue Budget Strategy for 2020/21 to 2022/23, all budget reduction proposals have been subject to an initial screening process (Integrated Relevance Assessment) to determine whether a full IIA is required, in line with the process set out in the council's Integrated Impact Assessment toolkit. The toolkit is designed to support the council in taking account of the equality, human rights and socioeconomic implications of its work.

If during the relevance assessment it is determined that there are issues or concerns in relation to equality, human rights or socioeconomic disadvantages then a full IIA is required. In general, if there are two or more ticks in either the equality or socioeconomic disadvantage sections of the relevance assessment form, then a full assessment (stage two) will be required as it indicates that impacts and/or areas for concern have been identified and require further investigation. It is important to note that a review of the screening process can be actioned at any time, especially if new information becomes available or unforeseen consequences arise.

### **3. Stage 2 – Integrated Impact Assessment of Revenue Budget 2020/21 to 2022/23**

The full IIA involves consideration of the following:

- Purpose of the policy i.e. the main aims, objectives and intended outcomes including the context which it will operate
- Needs and/or barriers which equality groups may have
- Needs and/or barriers which vulnerable groups falling into poverty and disadvantage may have

- Any actions that are required to be undertaken to further inform the process
- Details of any consultation and engagement undertaken or planned
- Data and Information used to inform the assessment
- Mitigating actions
- Monitoring and Review
- Recommendation and Reasoning

Where a Head of Service or Depute Chief Executive signs the ERA or IIA, there is no requirement for a countersignature.

Appendix 8a provides a summary of the outcome of each of the integrated relevance assessments conducted for individual budget reduction proposals. Where it is recommended that a full IIA is conducted, a summary of the key issues and mitigating actions is also included within the summary. There are a number of measures which have been agreed and implemented in 2018/19 and 2019/20. As part of the process of agreeing these savings, full IIAs were undertaken and considered as part of the approval process. On that basis, these full IIA assessments are not included in the budget papers. The savings measures where this applies are:

- Library services efficiencies through new model of service delivery (H3b)
- Reduce the hours at Armadale, Whitburn, Blackburn and Broxburn Customer Information Service by 3.5 hours a day to 10am to 3pm (H3c)
- Review of adult day care services including efficiencies in community transport, external day care provision and the Community Inclusion Team (SJ1a)
- Assessment and eligibility for service - reduction in sleepover costs (SJ1d)
- Efficiencies in the provision of learning disability and physical disability transport (SJ1e)
- Assessment and eligibility for service – increase eligibility criteria to critical and substantial (SJ2a)
- Assessment and eligibility for service – focusing internal social work resources on the support of those most in need (SJ2d)
- Assessment and eligibility for service – align work of crisis care team with care at home services (SJ2e)
- Assessment and eligibility for service – review shorts visits/increase technology enabled care (TEC) to support care at home through new contract (SJ2f)
- Assessment and eligibility for service – Review of high cost care packages (SJ2g)
- Assessment and eligibility for service – alignment of criteria to aids and equipment (SJ2h)
- Contributions policy (SJ3b)
- Assessment and eligibility for services – remaining former supporting people arrangements amalgamated with care at home framework (SJ4c)
- Older people day care to be delivered by existing external provision (SJ5a)
- Review family support provision – closure of centre based facilities moving to supporting children in communities (S1e)
- Efficiencies in the provision of looked after children (LAC) transport (S1i)

The details of the full IIA assessments for all relevant measures not agreed or implemented in the first two years of the five year strategy are attached in Appendix 8b of the report.

Due to the medium term nature of the budget strategy and the challenge of delivering the £32.8 million of budget reductions over the next three years it is important that budget measures, particularly those 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.

A significant number of projects have a prolonged lead in time, and several measures are phased towards the end of the financial strategy. Several budget measures, as outlined in the budget report, will require further development of council policy and will therefore be subject to further scrutiny by Policy Development and Scrutiny Panels and appropriate approval by elected members.

By adopting this medium term approach, officers are able to develop and implement budget measures in a prioritised and structured way. In line with IIA guidance, this allows for further review of the impact of policy or resource decisions at further stages in the development of projects. This ensures that IIA occurs throughout the life of the medium term financial strategy, and gives officers the opportunity to gather further evidence and monitoring information in relation to equality, human rights and socioeconomic implications throughout the implementation of the budget reduction programme.

#### **4. Cumulative Impact of Revenue Budget 2020/21 to 2022/23**

As well as the individual integrated 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 for 2020/21 to 2022/23 is an estimated reduction in 268.1 FTE, over the next three years, which is equivalent to 4.0% of the council's overall workforce, in FTE terms. At the same time, it is estimated that an additional 362.4 FTE posts will be required over the three years, mainly in Education, Social Policy and Operational Services. Based on these estimates the overall increase in FTE numbers over the three year period is 94.3 FTE.

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.

##### Impact on Service Users

Some 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 three years, it is inevitable that savings have to be targeted across the full range of council services. In 2020/21, 42% of the council's overall revenue budget supports Education Services, and 25% 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 £12.8 million in Adults and Older People budgets. In addition, budget reductions totaling £5.8 million are proposed for Children's services budgets. Together, these savings represent 57% of the total identified savings for the next three years. However, due to the increasing demand for social care services, the budget proposes additional investment of £3.4 million in Children's services and £17.9 million in Adults and Older People Services over the next three years. In overall terms, the Social Care budgets for both the Integrated Joint Board (IJB) and non IJB social care services will increase by nearly £2.7 million in cash terms over the three years.

Proposed reductions to the Education Services budget totaling £4.1 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 £25.3 million in the Education budget over the next three years, including the implementation of new early learning and childcare legislation. This will mean that the Education budget will increase by £21.2 million in cash terms over the next three years.

## **5. Conclusion**

This appendix highlights the approach undertaken by the council 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 IIAs for budget proposals assessed as relevant are also published in Appendix 8b.

## **Appendix 8a – Summary of Integrated Impact Assessments for Budget Measures 2020/21 to 2022/23**

### **Corporate Services – Service Redesign, Integration and Modernisation**

Ref	Measure	IIA Relevance	Protected Characteristics	Summary of Issues	Recommendations or Proposed Mitigation
C1a	IT Services staffing efficiencies	Not Relevant	N/A	N/A	N/A
C1b	Legal Services staffing efficiencies	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 and review 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
C1h	Charge licensing staff to lifetime income	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
C1p	Additional staffing saving	Not Relevant	N/A	N/A	N/A

### **Corporate Services – Channel Shift**

Ref	Measure	IIA Relevance	Protected Characteristics	Summary of Issues	Recommendations or Proposed Mitigation
C2a	IT Services channel shift and IT infrastructure	Not Relevant	N/A	N/A	N/A
C2b	Featurenet saving through rationalisation of telephone lines	Not Relevant	N/A	N/A	N/A
C2c	Review of Scottish Wide Area Network (SWAN) arrangements	Not Relevant	N/A	N/A	N/A

### **Corporate Services – Income and Contributions**

Ref	Measure	IIA Relevance	Protected Characteristics	Summary of Issues	Recommendations or Proposed Mitigation
C3c	Advertising in Bulletin and the council website	Not Relevant	N/A	N/A	N/A
C3d	Indexation increase in discretionary licensing charges	Not Relevant	N/A	N/A	N/A

**Corporate Services – Centralisation of Learning and Development Activity**

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

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

Ref	Measure	IIA Relevance	Protected Characteristics	Summary of Issues	Recommendations or Proposed Mitigation
H1b	Review of Community Safety Service	Not Relevant	N/A	N/A	N/A
H1c	Review of Safer Neighbourhood Team aligning officers to ward structure	Not Relevant	N/A	N/A	N/A

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

Ref	Measure	IIA 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 and Community Services staffing efficiencies	Not Relevant	N/A	N/A	N/A
H2d	Additional staffing efficiencies	Not Relevant	N/A	N/A	N/A
H2e	Focusing on prevention in housing needs following delivery of Rapid Rehousing Transition Plan (RRTP)	Not Relevant	N/A	N/A	N/A

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

Ref	Measure	IIA 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	<p>Library services efficiencies through new model of service delivery</p> <p><b>(New model of library service delivery agreed by Council Executive on 17 December 2019. A full IIA was undertaken and considered as part of the decision making process)</b></p>	Relevant	Age, Disability, Gender, Race	<p>The IIA has indicated that a reduction in library opening hours may potentially restrict access to library and CIS services, and access to free PC/Internet access.</p> <p>The proposal to reduce hours is based on analysis of customer demand, footfall in libraries and CIS centres. 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 way in which these services are delivered by responding to the demand for more self-service and online facilities. The peak demand for CIS services falls between 10am and 3pm, therefore it is reasonable to align service delivery, as channel shift and increasing digital options will reduce face-to-face demand. If customers respond positively to the new service changes, no negative impact is anticipated.</p>	<p>It is anticipated that this measure will have a positive impact on equality for those who are unable to travel to libraries and 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 with service users/ customers in all locations for library and CIS hours' reduction has indicated that the options available to customers would be utilised – different locations, days and times, alternative options of contact with the council through digital solutions and telephone options.</p>



Ref	Measure	IIA Relevance	Protected Characteristics	Summary of Issues	Recommendations or Proposed Mitigation
H3c	<p>Reduce the hours at Armadale, Whitburn, Blackburn and Broxburn Customer Information Service by 3.5 hours a day to 10am to 3pm</p> <p><b>(Reduction of 3.5 hours a day in the Customer Information Service was agreed by Council Executive on 17 December 2019. A full IIA was undertaken and considered as part of the decision making process)</b></p>	Relevant	Age, Disability, Gender, Race	As per H3b.	As per H3b.
H3d	Revised opening hours at Fauldhouse swimming pool – closing at 7:30pm on a Monday and Thursday and 1pm on a Saturday	Relevant	Age	<p>This will see the service move to a reduction in available swimming pool hours at Fauldhouse. The revised hours would include the changes as follows:</p> <p><u>Saturday</u> Closed from 1:00pm to 4:30pm</p> <p><u>Monday</u> Closed from 7:30pm to 9:30pm</p> <p><u>Thursday</u> Closed from 7:30pm to 9:30pm</p> <p>Usage and demand at the hours specified is low during the periods specified above. During those periods the staffing efficiency is reduced as the number of groups utilising the pool is minimal. By reducing the opening hours of Fauldhouse Pool by 2 hours on a Monday and Thursday evening and by 3.5 hours on a Saturday afternoon the proposal will save approximately 15 leisure staff hours – this would be spread across existing staffing headcount.</p>	<p>The times selected were chosen to minimise impact on overall swimming and leisure activity across the programme. Customers who will no longer be able to swim at those days/times can utilise the pool on other days, at the same time or at other times. There is the option to use the swimming facilities at alternative locations across West Lothian</p> <p>In addition to the staffing cost reduction, there will be a small environmental benefit by reducing the utility consumption at the centre, specifically in the heating of the pool.</p>

Ref	Measure	IIA Relevance	Protected Characteristics	Summary of Issues	Recommendations or Proposed Mitigation
H3e	Review of service delivery within Customer and Community Services	Relevant	Age	The proposals for this review of service delivery are still to be developed. The relevance assessment highlights potential areas of impact. It should be noted that it is not envisaged that this would have a negative impact as the project will be developed based and focussed on community needs and demand for the service.	The relevance assessment will be updated and any IIA requirements completed on development of proposals.

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

Ref	Measure	IIA Relevance	Protected Characteristics	Summary of Issues	Recommendations or Proposed Mitigation
H4b	Asset transfer of non-core properties staffing saving – community centres/village halls	Not Relevant	N/A	N/A	N/A

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

Ref	Measure	IIA 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 and people on low incomes) are more likely to not engage with digital services. As 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 at this stage.	The Digital Transformation Strategy was approved by Council Executive on 12 June 2018. IIA's will be considered individually when developing project briefs that will contribute to the delivery of the strategy. This will involve engagement with groups that may be affected.
H5b	Automation of calls into Customer Service Centre	Not Relevant	N/A	N/A	N/A
H5c	Review and refinement of systems administration	Not Relevant	N/A	N/A	N/A
H5d	Consolidation and reduction in council IT systems	Not Relevant	N/A	N/A	N/A

**Housing, Customer and Building Services – Income and Contributions**

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

**Housing, Customer and Building Services – Collaboration, Modernisation and Working in Partnership**

Ref	Measure	IIA Relevance	Protected Characteristics	Summary of Issues	Recommendations or Proposed Mitigation
H8a	Localised models of partnership working	Relevant	Age, Disability, Gender reassignment, Pregnancy/ Maternity, Race	The proposals for this policy change are still to be developed. The relevance assessment highlights potential areas of impact. It should be noted that it is not envisaged that this would have a negative impact as the project will be developed based and focussed on community needs.	The relevance assessment will be updated and any IIA requirements completed on development of proposals.

**Operational Services – Green Fleet and Travel**

Ref	Measure	IIA Relevance	Protected Characteristics	Summary of Issues	Recommendations or Proposed Mitigation
O2a	Fleet Services saving arising from reduced number of council vehicles	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	IIA 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 service efficiencies, including potential income generation	Not Relevant	N/A	N/A	N/A
O3d	Additional staffing efficiency	Not Relevant	N/A	N/A	N/A

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

Ref	Measure	IIA Relevance	Protected Characteristics	Summary of Issues	Recommendations or Proposed Mitigation
O4a	Review of catering and kitchen service for school meals including 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 – Roads and Transportation**

Ref	Measure	IIA Relevance	Protected Characteristics	Summary of Issues	Recommendations or Proposed Mitigation
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	IIA Relevance	Protected Characteristics	Summary of Issues	Recommendations or Proposed Mitigation
O7d	Combined food and garden waste collection in brown bin	Not Relevant	N/A	N/A	N/A
O7e	Waste Services review including: <ul style="list-style-type: none"> <li>Rural road end collections</li> <li>Holiday and sickness cover</li> <li>Generic working and changes to shift patterns</li> <li>Twin stream recycling</li> </ul>	Not Relevant	N/A	N/A	N/A

**Operational Services – Income and Contributions**

Ref	Measure	IIA Relevance	Protected Characteristics	Summary of Issues	Recommendations or Proposed Mitigation
O8a	Indexation increase in school meals prices	Not Relevant	N/A	N/A	N/A
O8b	Price increase for cemetery lairs and interments	Relevant	Age	<p>The purpose of the policy is to provide income for the cemeteries service. At present there is a funding gap between the cost of service and the costs to residents of purchasing a lair and burial related services.</p> <p>The current gap between the income received and the cost of the service is about 40%. The aim of the proposal is to increase the charges related to burial services to:</p> <ul style="list-style-type: none"> <li>• Increase income levels</li> <li>• Close the subsidy gap</li> <li>• Track average, lowest and highest costs across the country</li> </ul>	<p>In terms of the policy, the proposed charges are in excess of the rate of inflation but will still maintain a substantial subsidy. The council has been active in seeking ways to mitigate poverty and this is evidenced through the development of the Respectful funeral model. Mitigation is also provided by the recent introduction of the removal of burial fees for child burials (under 18 years of age) and the introduction of the Funeral Expense Assistance Grant by the Scottish Social Security Service.</p>
O8c	Indexation increase in roads inspections and consents	Not Relevant	N/A	N/A	N/A
O8d	Indexation increase in external cleaning and catering	Not Relevant	N/A	N/A	N/A
O8e	Indexation 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
O8g	Increase in bulky uplift charge to £30	Not Relevant	N/A	N/A	N/A

**Operational Services – Collaboration, Modernisation and Working in Partnership**

Ref	Measure	IIA Relevance	Protected Characteristics	Summary of Issues	Recommendations or Proposed Mitigation
O9a	Localised models of partnership working	Relevant	Age, Disability, Gender reassignment, Pregnancy/ Maternity, Race	As per H8a.	As per H8a.

**Social Policy Integrated Joint Board – Care for Adults**

Ref	Measure	IIA Relevance	Protected Characteristics	Summary of Issues	Recommendations or Proposed Mitigation
SJ1a	<p>Review of adult day care services including efficiencies in community transport, external day care provision and the Community Inclusion Team</p> <p><b>(The 2020/21 saving for the review of adult day care services was agreed by Council Executive on 3 December 2019. A full IIA was undertaken and considered as part of the decision making process)</b></p>	Relevant	Disability	<p>A further consultation with the staff and service users was launched on 10 July 2019. In line with the West Lothian Community Planning Partnership Engaging Communities Toolkit we considered the following:</p> <ul style="list-style-type: none"> <li>• Involvement</li> <li>• Support</li> <li>• Planning</li> <li>• Methods</li> <li>• Working together and with others</li> <li>• Feedback and Sharing Information</li> </ul> <p>Phase 2 of the adult day care review focuses on more efficient models of delivery for the provision of transport, meals and building facilities management services. The proposals, still in development, will still meet the requirements of people who attend council run day services but may be delivered in a different way.</p> <p>For example, the proposal includes food preparation being undertaken at one of the centres with food transported to the other centres similar to the model used in Education Services for the entire school estate. People with complex conditions can have dietary and consistency requirements and these will continue to be undertaken in line with food regulation standards through a dedicated catering team.</p>	<p>Involvement of service users and their families and carers is critical to the approval of any change in service model.</p> <p>The needs of service users are identified from the assessment of need, eligibility and risk and these will remain the dominant factors in determining any changes in provision. The nature of individual circumstances may mean that changes will affect some people and not all and to varying degrees but no change will be implemented without due consideration to the impact on each individual at an appropriate level.</p>

Ref	Measure	IIA Relevance	Protected Characteristics	Summary of Issues	Recommendations or Proposed Mitigation
SJ1b	Development of West Lothian core and cluster supported tenancies facilities and 16 new tenancies 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. Individuals affected by the provision of this proposed new housing facility may have multiple protected characteristics but in the main this project will have a positive impact on people with a disability.	None identified. The project aims to have a positive impact on people, to provide a local solution which better meets their needs.
SJ1d	Assessment and eligibility for service - reduction in sleepover costs  <b>(New policy on Eligibility for Non Residential Adult Social Care agreed by Council Executive on 11 September 2018. A full IIA was undertaken and considered as part of the decision making process)</b>	Relevant	Age, Disability	As per SJ2a.	As per SJ2a.
SJ1e	Efficiencies in the provision of learning disability and physical disability transport  <b>(New policy on efficiencies in the provision of learning disability and physical disability transport agreed by Council Executive on 3 December 2019. A full IIA was undertaken and considered as part of the decision making process)</b>	Relevant	Disability	Per SJ1a.	Per SJ1a.
SJ1f	Review of historical funding arrangements for adult services non direct care budgets	Not Relevant	N/A	N/A	N/A



**Social Policy Integrated Joint Board – Adult and Older People Assessment**

Ref	Measure	IIA Relevance	Protected Characteristics	Summary of Issues	Recommendations or Proposed Mitigation
SJ2a	<p>Assessment and eligibility for service – increase eligibility criteria to critical and substantial</p> <p><b>(New policy on Eligibility for Non Residential Adult Social Care agreed by Council Executive on 11 September 2018. A full IIA was undertaken and considered as part of the decision making process)</b></p>	Relevant	Age, Disability	<p>Council Executive approved the new policy on Eligibility for Non-Residential Adult Social Care on 11 September 2018. A full Integrated Impact Assessment was undertaken for the new policy following engagement meetings with a number of representative groups. There were two issues highlighted within the IIA:</p> <ol style="list-style-type: none"> <li>1. Engagement sessions highlighted that the process for enquiring /complaining against decisions needed to be clearer.</li> <li>2. Details of information and advice for people who were no longer eligible for social care needed to be available in formats that were accessible to people with disabilities. Supported people needed to have timely information that informs them of what services are available to them in the absence of formal support.</li> </ol>	<p>The following mitigating actions were addressed in the policy:</p> <ol style="list-style-type: none"> <li>1. The policy document includes details on how individuals who are currently in receipt of social care supports will transition from existing arrangements if they are no longer eligible.</li> <li>2. Details about how individuals will be supported through the provision of information and advice.</li> <li>3. The policy gives individuals the right to escalate concerns if they feel the assessed eligibility status has been analysed incorrectly. Details of the social work complaints process has been referenced and information added to confirm that care will continue to be delivered whilst any escalation process is ongoing.</li> </ol>
SJ2d	<p>Assessment and eligibility for service – focusing internal social work resources on the support of those most in need</p> <p><b>(New policy on Eligibility for Non Residential Adult Social Care agreed by Council Executive on 11 September 2018. A full IIA was undertaken and considered as part of the decision making process)</b></p>	Relevant	Age, Disability	As per SJ2a.	As per SJ2a.

Ref	Measure	IIA Relevance	Protected Characteristics	Summary of Issues	Recommendations or Proposed Mitigation
SJ2e	<p>Assessment and eligibility for service – align work of crisis care team with care at home services</p> <p><b>(New policy on Eligibility for Non Residential Adult Social Care agreed by Council Executive on 11 September 2018. A full IIA was undertaken and considered as part of the decision making process)</b></p>	Relevant	Gender	<p>The review potentially includes changes to working arrangements that currently include an additional payment. It has the potential to impact on all employees who work overtime.</p> <p>There is evidence that the implementation of new working arrangements will impact mostly male workers. Historically male employees are the predominant employment group with additional payments arrangements. Male employees are also more likely to work full time and therefore receive enhanced overtime.</p>	Formal consultation will be undertaken with the trade unions and all employees in line with established consultation protocols.
SJ2f	<p>Assessment and eligibility for service – review shorts visits/ increase technology enabled care (TEC) to support care at home through new contract</p> <p><b>(New policy on Eligibility for Non Residential Adult Social Care agreed by Council Executive on 11 September 2018. A full IIA was undertaken and considered as part of the decision making process)</b></p>	Relevant	Age, Disability	<p>The increased use of technological solutions 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.

Ref	Measure	IIA Relevance	Protected Characteristics	Summary of Issues	Recommendations or Proposed Mitigation
SJ2g	Assessment and eligibility for service – review of high cost care packages  <b>(New policy on Eligibility for Non Residential Adult Social Care agreed by Council Executive on 11 September 2018. A full IIA was undertaken and considered as part of the decision making process)</b>	Relevant	Age, Disability	As per SJ2a.	As per SJ2a.
SJ2h	Assessment and eligibility for service – alignment of criteria to aids and equipment  <b>(New policy on Eligibility for Non Residential Adult Social Care agreed by Council Executive on 11 September 2018. A full IIA was undertaken and considered as part of the decision making process)</b>	Relevant	Age, Disability	As per SJ2a.	As per SJ2a.

#### Social Policy Integrated Joint Board – Income and Contributions

Ref	Measure	IIA 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
SJ3b	Contributions policy  <b>(New contributions policy for Non Residential Adult Social Care agreed by Council Executive on 11 September 2018. A full IIA was undertaken and considered as part of the decision making process)</b>	Relevant	Age, Disability	Council Executive approved the Contributions Policy on 11 September 2018. A full Integrated Impact Assessment was undertaken for the new policy following engagement meetings with a number of representative groups. The IIA raised concerns about charging up front for social care and charging causing financial hardship for service users.	The IIA confirmed that a number of mitigating measures to be put in place to assist with issues:  1. The adoption of personal allowance thresholds, including a 25% buffer to provide support to those on low incomes. 2. The introduction of certain types of disregarded income from the financial assessment process.

Ref	Measure	IIA Relevance	Protected Characteristics	Summary of Issues	Recommendations or Proposed Mitigation
					3. The introduction of a 65% taper to the level of contribution, supporting all individuals affected by the policy, and assisting those in financial hardship 4. The introduction of a Personal Income Check to all individuals and their carers or other household members 5. The introduction of a review process to ensure that if an individual feels their contribution may result in financial hardship, they will be able to apply to the council for their circumstances to be further considered. 6. Revised implementation of 1 April 2019 for existing users
SJ3c	Increase in Telecare charges and increase in uptake of service	Relevant	Age, Disability	The desired outcome is to continue to protect the most vulnerable in the community, to prevent deterioration and to ensure that those who need support continue to receive it. Telecare allows older and disabled people to continue to live independently and reduce demand for costlier services by facilitating discharge, reducing non-elective hospital admissions and delaying/avoiding 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	IIA Relevance	Protected Characteristics	Summary of Issues	Recommendations or Proposed Mitigation
SJ4c	Assessment and eligibility for services – remaining former supporting people arrangements amalgamated with care at home framework  <b>(New policy on Eligibility for Non Residential Adult Social Care agreed by Council Executive on 11 September 2018. A full IIA was undertaken and considered as part of the decision making process)</b>	Relevant	Age, Disability	As per SJ2a.	As per SJ2a.
SJ4d	Assessment and eligibility for services – review of all third party and commissioned IJB services	Relevant	Age, Disability	As per SJ2a.	As per SJ2a.

**Social Policy Integrated Joint Board – Building Based Care**

Ref	Measure	IIA Relevance	Protected Characteristics	Summary of Issues	Recommendations or Proposed Mitigation
SJ5a	Older people day care to be delivered by existing external provision  <b>(Full year savings from day care being delivered by external provision measure implemented in 2019/20)</b>	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.	Maximising the use of day care places with our external partners will ensure that demand continues to be met, with the opportunity to then convert space to residential beds will create further choice. The project will consider how to measure feedback from service users, families and community.
SJ5b	Remodel housing with care provision	Relevant	Age	It is envisaged the review 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 in the community. This has a positive effect on health and wellbeing.	None identified – this proposal is seen as a providing a positive outcome on equality.

Ref	Measure	IIA Relevance	Protected Characteristics	Summary of Issues	Recommendations or Proposed Mitigation
SJ5c	Development of health and social care drop in community hubs	Relevant	Age, Disability	Introduction of a new model where social care advice and assistance can be accessed from agreed locations in communities. It will see a reduction in waiting lists as people can drop in for advice rather than requesting and waiting for a formal assessment. It will allow for more effective delivery of support through using the hub as a key access point and facilitating community led conversations. It is anticipated that direct face to face access will result in fewer referrals, reducing resource requirements and providing a more responsive early intervention service.	This will have a positive impact on improving the quality of life and health priorities. Access to advice and support in community settings should aid community capacity building and foster closer relationships with other partners. It will positively support the Customer Services Strategy by designing services that meet the needs of customers and help manage relationships in a positive way.

#### **Social Policy Integrated Joint Board – Management and Support**

Ref	Measure	IIA Relevance	Protected Characteristics	Summary of Issues	Recommendations or Proposed Mitigation
SJ6a	Review of Social Policy management	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	Review of contract and commissioning and service development to deliver 25% reduction	Not Relevant	N/A	N/A	N/A
SJ6e	Integration of occupational therapy 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
SJ6g	Review of operation of Community Equipment Store in partnership with health	Not Relevant	N/A	N/A	N/A
SJ6h	Saving from non-direct care older people budget	Not Relevant	N/A	N/A	N/A

**Social Policy Integrated Joint Board – Channel Shift and Digital Transformation**

Ref	Measure	IIA Relevance	Protected Characteristics	Summary of Issues	Recommendations or Proposed Mitigation
SJ8a	Direct access to care plans to inform care reviews	Not relevant	N/A	N/A	N/A
SJ8b	Introduction of self-assessment framework	Not relevant	N/A	N/A	N/A

**Social Policy Non Integrated Joint Board – Care and Education for Children with a Disability or Additional Support Needs**

Ref	Measure	IIA Relevance	Protected Characteristics	Summary of Issues	Recommendations or Proposed Mitigation
S1a	Development of long term West Lothian based education placements and care arrangements for children with disabilities	Relevant	Age, Disability	<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.</p>	<p>There is an action plan, developed from the Joint Children's Service Inspection, which has measures of success in relation to improvement to educational attainment of looked after children and outcomes for care leavers.</p> <p>Options appraisals will continue to be progressed. Further mitigating actions will be identified as part of the staged approach to this project.</p>
S1b	External placements replaced with internal provision within West Lothian	Relevant	Potentially All	As S1a above.	As S1a above.

**Social Policy Non Integrated Joint Board – Care and Education for Looked After Children and Children with SEBN**

Ref	Measure	IIA Relevance	Protected Characteristics	Summary of Issues	Recommendations or Proposed Mitigation
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	Relevant	Potentially All	As S1a above.	As S1a above.



**Social Policy Non Integrated Joint Board – Family and Parenting Support**

Ref	Measure	IIA 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  <b>(Closure of centre based facilities moving to supporting children in communities agreed and implementation commenced in 2018/19)</b>	Relevant	Age	Children and families that receive support from the family centres and parenting teams could have any of the protected characteristics. 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.	This should have a positive impact on equality as the aim will be to focus on people's needs at the earliest possible opportunity, reducing the impact of issues experienced by families and young people.  In addition to services being delivered in a community setting, support from children and young peoples' teams based in schools will be reviewed with colleagues in education and health to focus on key areas of early intervention and prevention.
S1f	Focusing the activity of early intervention and prevention support teams	Relevant	Age	As S1e above.	As S1e above.
S1g	Service review of Social Care Emergency Team (SCET)	Not relevant	N/A	N/A	N/A
S1h	Review management of foster care placements	Not relevant	N/A	N/A	N/A
S1i	Efficiencies in the provision of looked after children (LAC) transport  <b>(Efficiencies in the provision of LAC transport agreed by Council Executive on 4 February 2020. A full IIA was undertaken and considered as part of the decision making process)</b>	Relevant	Potentially All	As S1a above.	As S1a above.

Ref	Measure	IIA Relevance	Protected Characteristics	Summary of Issues	Recommendations or Proposed Mitigation
S1j	Children and Families Practice Team review of skills and staffing mix	Not relevant	N/A	On further reflection, this measure does need not an IIA as previously stated. The potential change should mean that appropriate and relevant support is provided at an earlier stage in the process, improving the service the families receive. Support will be provided by a social worker when that is required and by a family support worker where that is appropriate.	N/A
S1k	Review of criminal justice	Not relevant	N/A	N/A	N/A
S1l	Review of youth justice service	Not relevant	N/A	N/A	N/A
S1m	Realignment of early years change fund budget to reflect activities no longer undertaken	Not relevant	N/A	N/A	N/A

#### **Social Policy Non Integrated Joint Board – Management and Support**

Ref	Measure	IIA Relevance	Protected Characteristics	Summary of Issues	Recommendations or Proposed Mitigation
S4a	Review of Social Policy management	Not relevant	N/A	N/A	N/A
S4b	Review of Social Policy administration to deliver 25% reduction	Not relevant	N/A	N/A	N/A
S4c	Review of contract and commissioning and service development to deliver 25% reduction	Not relevant	N/A	N/A	N/A
S4d	Review of all third party and commissioned non IJB services	Not relevant	N/A	N/A	N/A
S4e	Additional staffing efficiencies	Not relevant	N/A	N/A	N/A

**Planning, Economic Development and Regeneration – Funding of Community Groups/Organisations and BIDs**

Ref	Measure	IIA Relevance	Protected Characteristics	Summary of Issues	Recommendations or Proposed Mitigation
P1a	Cease core match funding arrangements for BIDs	Not Relevant	N/A	N/A	N/A
P1c	Removal of pilot funding to support implementation of Community Choices	Relevant	All	Removal of pilot funding originally provided to support the implementation of community choices for the allocation of voluntary organisations grant funding. The saving is a reduction in council resources to facilitate the funding process rather than a reduction in grants provided to voluntary organisations. Once a new community choices process and community group funding is implemented and embedded, this support will no longer be required.	The pilot funding was not intended as a package of funding that would continue over the longer term and had an intended purpose to mitigate negative impacts on community groups and their service users from changes to community group funding processes. However mitigating actions that will be undertaken will include the review of the two pilot processes in 2019/20 and 2020/21 to identify and inform the changes to the processes as well as identify groups who may require one-off additional support.

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

Ref	Measure	IIA Relevance	Protected Characteristics	Summary of Issues	Recommendations or Proposed Mitigation
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
P2d	Restructure of Community Regeneration – employability and community planning	Not Relevant	N/A	N/A	N/A
P2g	Staffing efficiencies within Economic Development and Regeneration	Not Relevant	N/A	N/A	N/A
P2h	Additional staffing efficiencies	Not Relevant	N/A	N/A	N/A

**Planning, Economic Development and Regeneration – Collaboration, Modernisation and Working in Partnership**

Ref	Measure	IIA Relevance	Protected Characteristics	Summary of Issues	Recommendations or Proposed Mitigation
P4a	Opportunity for shared services and collaborative working across authority boundaries	Not Relevant	N/A	N/A	N/A

**Planning, Economic Development and Regeneration – Income and Contributions**

Ref	Measure	IIA Relevance	Protected Characteristics	Summary of Issues	Recommendations or Proposed Mitigation
P5a	Increase in income resulting from an increase in the number of planning applications	Not Relevant	N/A	N/A	N/A
P5b	Increase in income resulting from an increase in the number of building warrants	Not Relevant	N/A	N/A	N/A

**Education – Restructure of Adult Learning and Youth Service**

Ref	Measure	IIA Relevance	Protected Characteristics	Summary of Issues	Recommendations or Proposed Mitigation
E1b	Reduce adult learning budget by 50%	Relevant	Disability, Race	Services to support adults with protected characteristics e.g. 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.

**Education – Review Approach to Delivery of Culture and Sports**

Ref	Measure	IIA Relevance	Protected Characteristics	Summary of Issues	Recommendations or Proposed Mitigation
E2c	Reduction in net management fee for West Lothian Leisure (WLL)	Not Relevant	N/A	N/A	N/A
E2d	Removal of twinning budget	Not Relevant	N/A	N/A	N/A

**Education – Redesign of Early Learning and Childcare**

Ref	Measure	IIA Relevance	Protected Characteristics	Summary of Issues	Recommendations or Proposed Mitigation
E3c	Efficient early learning and childcare placement as a result of greater flexibility in council nurseries	Not Relevant	N/A	N/A	N/A
E3g	Reduction in education officers team	Not Relevant	N/A	N/A	N/A

**Education – Redesign Scheme of Devolved School Management (DSM)**

Ref	Measure	IIA Relevance	Protected Characteristics	Summary of Issues	Recommendations or Proposed Mitigation
E4a	Review of Devolved School Management (DSM) scheme	Not Relevant	N/A	N/A	N/A

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

Ref	Measure	IIA Relevance	Protected Characteristics	Summary of Issues	Recommendations or Proposed Mitigation
E5a	Redesign of psychological service provision	Not Relevant	N/A	N/A	N/A
E5b	Revised staffing structure following co-location of services at new Cedarbank School	Not Relevant	N/A	N/A	N/A

**Education – Collaboration, Modernisation and Working in Partnership**

Ref	Measure	IIA Relevance	Protected Characteristics	Summary of Issues	Recommendations or Proposed Mitigation
E8a	Localised models of partnership working	Relevant	Age, Disability, Gender reassignment, Pregnancy/ Maternity, Race	As per H8a.	As per H8a.

**Education – Income and Contributions**

Ref	Measure	IIA Relevance	Protected Characteristics	Summary of Issues	Recommendations or Proposed Mitigation
E9a	Indexation increase in primary school lets	Not Relevant	N/A	N/A	N/A
E9b	Indexation 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	Indexation increase in instrumental music tuition fees	Not Relevant	N/A	N/A	N/A

**Education – Channel Shift and Digital Transformation**

Ref	Measure	IIA Relevance	Protected Characteristics	Summary of Issues	Recommendations or Proposed Mitigation
E10a	Further development of parent portal to increase online transactions (e.g. data and consent forms)	Relevant	Age, Gender reassignment, Race, Religion, Gender, Sexual orientation	<p>A series of actions will be agreed that will seek to widen access to council using technology as well as supporting people to utilise this technology to best effect. National research shows that certain groups of people (older people, people with disabilities and people with low incomes) are more likely to not engage with digital services. Each service area will consider the enabling role they play in providing the skills and access to technology required to facilitate this shift for those are less confident or able to move to online service provision.</p> <p>Modernisation activities include moving school trip consent forms and the pupil placement application to online forms, reducing the requirement for paper and manual processing.</p>	<p>Application forms will be available in alternative formats, including paper application forms for those who are unable to complete online.</p> <p>Liaise with and support the work to deliver the Digital Inclusion Plan.</p>

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

Ref	Measure	IIA Relevance	Protected Characteristics	Summary of Issues	Recommendations or Proposed Mitigation
F1c	Financial Management Unit – management restructure, reduction in supplies and income maximisation	Not Relevant	N/A	N/A	N/A
F1g	Construction Services – staffing restructure	Not Relevant	N/A	N/A	N/A
F1h	Property Management – reduction in supplies and services	Not Relevant	N/A	N/A	N/A
F1k	Removal of vacant posts within Revenues Unit	Not Relevant	N/A	N/A	N/A

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

Ref	Measure	IIA Relevance	Protected Characteristics	Summary of Issues	Recommendations or Proposed Mitigation
F2a	Anti-Poverty Service – additional staffing saving, including opportunities for integration of services	Relevant	Gender, Age, Disability, Pregnancy/ Maternity	<p>While a reduction in Anti-Poverty resources may negatively impact particular groups, central to this proposed change will be a comprehensive review of the advice and information provision in West Lothian.</p> <p>The new service aims to 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 have been identified as part of the new Anti-Poverty Service:</p> <ul style="list-style-type: none"> <li>Digital channels will be improved including web pages being translated into alternative languages and adapted to a dyslexia friendly format;</li> <li>Money advice and budgeting support will be delivered using a holistic approach, recognising that some need additional support</li> <li>Partnership work will be a key to ensure that appropriate links exist between services so that needs of individuals with multiple complex needs can be met</li> </ul>



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

Ref	Measure	IIA Relevance	Protected Characteristics	Summary of Issues	Recommendations or Proposed Mitigation
F3a	Efficiencies in reactive and cyclical maintenance through economies of scale in consolidating hard facilities management (FM) contracts	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
F3f	Property modernisation through reconfiguration of office floor space, closure of surplus offices and increased rental income	Not Relevant	N/A	N/A	N/A
F3g	Consolidation of management of soft facilities management (FM) activity	Not Relevant	N/A	N/A	N/A

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

Ref	Measure	IIA 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	Asset transfer of non-core properties – community centres	Not Relevant	N/A	N/A	N/A

**Chief Executive/Finance and Property Services – Revised Property Requirements from Service Proposals**

Ref	Measure	IIA Relevance	Protected Characteristics	Summary of Issues	Recommendations or Proposed Mitigation
F4c	To reduce and rationalise non-core properties to reflect changes to service delivery (Whitdale and Livingston family centres, Whitdale Day Care and Carmondean Connected)	Not Relevant	N/A	N/A	N/A

**Chief Executive/Finance and Property Services – Income and Contributions**

Ref	Measure	IIA Relevance	Protected Characteristics	Summary of Issues	Recommendations or Proposed Mitigation
F5c	Increase tenanted non residential property income	Not Relevant	N/A	N/A	N/A

**Chief Executive/Finance and Property Services – Channel Shift and Digital Transformation**

Ref	Measure	IIA Relevance	Protected Characteristics	Summary of Issues	Recommendations or Proposed Mitigation
F7a	Implementation of various digital improvements including online forms, self-help guides, upgrade systems and streamline/automate processes	Relevant	Age, Disability, Race	A series of actions will be agreed that will seek to widen access to council using technology as well as supporting people to utilise this technology to best effect. National research shows that certain groups of people (older people, people with disabilities and people with low incomes) are more likely to not engage with digital services. Each service area will consider the enabling role they play in providing the skills and access to technology required to facilitate this shift for those are less confident or able to move to online service provision.	Digital channels will be improved, as currently they are not appropriate in all circumstances and many will require information in alternative formats, for example, content on westlothian.gov.uk web pages can be translated into alternative languages and can be adapted to a dyslexia friendly format.  Liaise with and support the work to deliver the Digital Inclusion Plan. Work with identified groups to ensure digital channels meet the needs of service users.

**Chief Executive/Finance and Property Services – Collaboration, Modernisation and Working in Partnership**

Ref	Measure	IIA Relevance	Protected Characteristics	Summary of Issues	Recommendations or Proposed Mitigation
F8a	New models of working with voluntary organisations, including co-location and effective use of assets	Relevant	Age, Disability	The proposals for this policy change are still to be developed. It should be noted that it is not envisaged that this proposal would be a negative impact as the project is to be developed based and focussed on community needs.	The relevance assessment will be updated and any IIA requirements completed on development of proposals.

## **Appendix 8b – Integrated Impact Assessments**

<b>Integrated Relevance Assessment and Full Integrated Impact Assessment</b>	<b>Project References</b>
Revised opening hours at Fauldhouse swimming pool – closing at 7:30pm on a Monday and Thursday and 1pm on a Saturday	H3d
Review of service delivery within Customer and Community Services	H3e
Channel Shift and Digital Transformation	H5a, E10a, F7a
Opportunity for shared services and collaborative working across authority boundaries, localised models of partnership working and new models of working with voluntary organisations, including co-location and effective use of assets	H8a, O9a, P4a, E8a, F8a
Price increase for cemetery lairs and interments	O8b
Development of West Lothian core and cluster supported tenancies facilities and 16 new tenancies for adults with learning disabilities	SJ1b
Increase in Telecare charges and increase in uptake of service	SJ3c
Remodel housing with care provision	SJ5b
Development of health and social care drop in community hubs	SJ5c
Provision of care and education for children with a disability	S1a and S1b
Provision of care and education for looked after children and children with social, emotional and behavioural needs	S1c,S1d,S1f, S1g, S1h
Removal of pilot funding to support implementation of Community Choices	P1c
Reduce adult learning budget by 50%	E1b
Anti-Poverty Service – additional staffing saving, including opportunities for integration of services	F2a



## Integrated Relevance Assessment Form

1. Details of proposal	
<b>Policy Title</b> (include budget reference number if applicable)	Revised opening hours at Fauldhouse swimming pool – closing at 7:30pm on a Monday and Thursday and 1pm on a Saturday (H3d)
<b>Service Area</b>	Housing, Customer and Building Services
<b>Lead Officer</b>	Ann-Marie Carr
<b>Other Officers/Partners Involved</b>	None
<b>Date relevance assessed</b>	12 September 2019

2. Does the council have control over how this policy will be implemented?			
YES	X	NO	

<p><b>3. The General Duty of the Equality Act 2010 requires public authorities, in the exercise of their functions, to have due regard to the need to:</b></p> <ul style="list-style-type: none"> <li>• Eliminate unlawful discrimination, harassment and victimisation and other prohibited conduct</li> <li>• Advance equality of opportunity between those who share a protected characteristic and those who do not; and</li> <li>• Foster good relations between those who share a protected characteristic and those who do not</li> </ul> <p>NB: In this section you must also consider the Human Rights Act and the key PANEL (Participation, Accountability, Non Discrimination, Empowerment and Legality) principles of Human Rights</p> <p>Which groups of people do you think will be, or potentially could be, impacted upon by the implementation of this policy? You should consider employees, clients, customers and service users (please tick below as appropriate).</p>	
Age – older people, young people and children	X
Disability – people with disabilities/long standing conditions	
Gender reassignment – trans/transgender identity – anybody who's gender identity or gender expression is different to the sex assigned to them at birth	
Marriage or civil partnership – people who are married or in a civil partnership	
Pregnancy and maternity – woman who are pregnant and/or on maternity leave	
Race – people from black, Asian and minority ethnic communities and different racial backgrounds	
Religion or belief – people with different religions and beliefs including those with no beliefs	
Sex – Gender Identify – women and men (boys and girls) and those who self-identify their gender	
Sexual Orientation – lesbian, gay, bisexual, heterosexual/straight	

<b>4. Do you have evidence or reason to believe that this policy will or may impact on socio-economic inequalities?</b> Consideration must be given particularly to children and families	
<b>Socio-economic Disadvantage</b>	<b>Impact (Please Tick as Appropriate)</b>
Low Income/Income Poverty – cannot afford to maintain regular payments such as bills, food, clothing	
Low and/or No Wealth – enough money to meet basic living costs and pay bills but have no savings to deal with any unexpected spends and no provision for the future	
Material Deprivation – being unable to access basic goods and services i.e. financial products like life insurance, repair/replace broken electrical goods, warm home, leisure and hobbies	X
Area Deprivation – where you live (rural areas), where you work (accessibility of transport)	
Socio-economic Background – social class i.e. parents education, employment and income	

<b>5. Integrated impact assessment required?</b> (Two ticks above = full assessment necessary)			
YES	X	NO	

<b>6. Decision rationale</b> If you have ticked no above, use this section to evidence why a full IIA is not required
Based on the potential impact, a full integrated impact assessment is required.

<b>Signed by Lead Officer</b>	Ralph Bell
<b>Designation</b>	Customer and Community Services Manager
<b>Date</b>	12/09/2019
<b>Counter Signature</b> (Head of Service or Depute Chief Executive responsible for the policy)	Ann-Marie Carr
<b>Date</b>	12/09/2019



## Full Integrated Impact Assessment Form

1. Details of proposal	
<b>Policy Title</b> (include budget reference number if applicable)	Revised opening hours at Fauldhouse swimming pool – closing at 7:30pm on a Monday and Thursday and 1pm on a Saturday (H3d)
<b>Details of Others Involved</b>	Business Change Lead, Housing, Customer & Building Services Customer & Communities Manager
<b>Date Assessment Conducted</b>	10/12/2019

2. Set out a clear understanding of the purpose of the policy being developed or reviewed (what are the aims, objectives and intended outcomes including the context within which it will operate)
<p>The proposed changes form part of the transformation programme for West Lothian Council to be delivered by Housing, Customer and Building Services. The proposals associated with this project will see the service move to a reduction in available swimming pool hours. The revised hours would include the changes as follows:</p> <p>Saturday – Closed from 1:00pm – 4:30pm (Current 09:00am to 4:30pm)  Monday – Closed from 7:30pm – 9:30pm (Current 09:00am to 9:30pm)  Thursday – Closed from 7:30pm – 9:30pm (Current 09:00am to 9:30pm)</p> <p>Usage and demand at the hours specified is very low during the periods specified above.</p> <ul style="list-style-type: none"> <li>On a Saturday between 1:00pm and 4:30pm there are an average of 14 pool users</li> <li>On a Monday between 7:30pm and 9:30pm there are an average of 14 pool users</li> <li>On a Thursday between 7:30pm and 9:30 pm there are an average of 5 pool users</li> </ul> <p>During those periods the staffing efficiency is reduced as the number of groups utilising the pool is minimal. By reducing the opening hours of Fauldhouse Pool by two hours on a Monday and Thursday evening and by 3.5 hours on a Saturday afternoon the proposal will save approximately 15 leisure staff hours – this would be spread across existing staffing headcount.</p> <p>Based on a WLC21 employee, savings of circa £10,000 per annum would be achieved. There could be additional potential utilities saving for the periods covered although this has yet to be confirmed.</p>

3. Please outline any needs and/or barriers which equality groups (people with protected characteristics) may have in relation to this policy	
Age	<p><b>What effect/difference will the policy have on people?</b>  Reduced availability of the pool in the evenings would impact on the adult users who attend during these times because there is less chance of children being present. The pool would be available during the other three nights at this time and there is an adult only session available on a Wednesday &amp; Friday. Saturday is a mixture of clients, various age groups.</p> <p><b>How do you know that?</b>  Analysis of the regular attendees at the specified times</p>
Disability	<p><b>What effect/difference will the policy have on people?</b>  The measure as a whole is applicable to all equality groups irrespective of this protected characteristic.</p>

	<p><b>How do you know that?</b> No relevant evidence was found through research or consultation, that there may be hidden needs relating to this protected characteristic.</p>
Gender Reassignment – Trans/Transgender Identity	<p><b>What effect/difference will the policy have on people?</b> The measure as a whole is applicable to all equality groups irrespective of this protected characteristic.</p>
	<p><b>How do you know that?</b> There is little evidence at national or local level to indicate particular issues relating to gender identity and poverty, however reports such as Stonewall Scotland and 'Your Services, Your Say' indicate that a number of individuals who identify as trans may feel uncomfortable being open about their gender identity when accessing services so any specific issues or impact may be hidden.</p>
Marriage or Civil Partnership	<p><b>What effect/difference will the policy have on people?</b> The measure as a whole is applicable to all equality groups irrespective of this protected characteristic.</p>
	<p><b>How do you know that?</b> No relevant evidence was found through research or consultation, that there may be hidden needs relating to this protected characteristic.</p>
Pregnancy and Maternity	<p><b>What effect/difference will the policy have on people?</b> The measure as a whole is applicable to all equality groups irrespective of this protected characteristic</p>
	<p><b>How do you know that?</b> No relevant evidence was found through research or consultation, that there may be hidden needs relating to this protected characteristic.</p>
Race	<p><b>What effect/difference will the policy have on people?</b> The measure as a whole is applicable to all equality groups irrespective of this protected characteristic</p>
	<p><b>How do you know that?</b> No relevant evidence was found through research or consultation, that there may be hidden needs relating to this protected characteristic.</p>
Religion or Belief	<p><b>What effect/difference will the policy have on people?</b> The measure as a whole is applicable to all equality groups irrespective of this protected characteristic</p>
	<p><b>How do you know that?</b> No relevant evidence was found through research or consultation, that there may be hidden needs relating to this protected characteristic.</p>
Sex – Gender Identity	<p><b>What effect/difference will the policy have on people?</b> The measure as a whole is applicable to all equality groups irrespective of this protected characteristic</p>
	<p><b>How do you know that?</b> No relevant evidence was found through research or consultation, that there may be hidden needs relating to this protected characteristic.</p>
Sexual Orientation	<p><b>What effect/difference will the policy have on people?</b> The measure as a whole is applicable to all equality groups irrespective of this protected characteristic.</p>
	<p><b>How do you know that?</b> No relevant evidence was found through research or consultation, that there may be hidden needs relating to this protected characteristic however as already acknowledged in the Gender Reassignment - Trans/Transgender Identity section Stonewall Scotland and 'Your Services, Your Say' indicate that a number of individuals who identify as trans may feel uncomfortable being open about their gender identity when accessing services so any specific issues or impact may be hidden.</p>



**4. Please outline any needs and/or barriers which may affect vulnerable groups falling into poverty and disadvantage in relation to this policy.**

Vulnerable groups may include the following:

- |   |  |  |
|---|--|--|
| <ul style="list-style-type: none"> <li>• Unemployed</li> <li>• Single parents and vulnerable families</li> <li>• People on benefits</li> <li>• Those involved in the criminal justice system</li> <li>• People in the most deprived communities (bottom 20 SIMD areas)</li> <li>• People who live in rural areas</li> </ul> | <ul style="list-style-type: none"> <li>• Pensioners</li> <li>• Looked After Children</li> <li>• Carers including young carers</li> <li>• People misusing services</li> <li>• Others e.g. veterans, students</li> <li>• Single adult households</li> <li>• People who have experienced the asylum system</li> </ul> | <ul style="list-style-type: none"> <li>• Those leaving the care setting including children and young people and those with illness</li> <li>• Homeless people</li> <li>• People with low literacy/ numeracy</li> <li>• People with lower educational qualifications</li> <li>• People in low paid work</li> <li>• People with one or more protected characteristics</li> </ul> |
|---|--|--|

**What effect/difference will the policy have on people?**

At the proposal stage, the gathering of targeted research, data and consultation with stakeholders from protected characteristics was not undertaken. The project has been scoped into a project plan that the Integrated Impact Assessment will be done 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 will allow for the scoping phase to incorporate the feedback and research developed and obtained through the officer proposals, and a future consultation with service users. The results from a customer and service user consultation will be analysed prior to any implementation and any change from this consultation will be taken into account prior to progressing the proposal.

**How do you know that?**

The officer research based the proposal to reduce hours based on analysis of customer demand, user profiles including age range. The reduction in opening hours as proposed has the minimum impact on attendees based on our data. Although the attendance numbers are low for all age groups during the periods of closure proposed, there are customers within the age groupings, i.e. children and elderly as detailed below:

Average attendance on the dates/times stipulated are as follows:

Saturday 1:00pm – 4:30pm:

- Child swim **6**
- Adult swim **3**
- Monthly pass **2**
- Swim & Sauna (adult) **3**

Monday: 7:30pm-9:30pm

- Swim & Sauna 60+ group **2**
- Adult swim **1**
- Monthly pass **7**
- Swim & Sauna (adult) **4**

Thursday: 7:30pm-9:30pm

- OAP Swim **1**
- Monthly pass **4**

Average swims over a week is 400 (excluding swimming galas/events) – impacted swimmers over the period proposed is approximately 8.25%. The times have been chosen due to usage but has also taken into consideration the commercial activities taking place, minimise the impact on income generation, swimming programme – this takes place on Saturday morning and will remain untouched and organised events.

**5. Action Plan**

What action/s will be taken, by whom and what is the timescale for completion?

**Actioner Name:** Ralph Bell

**Action Date:** 01/04/2021

**What is the issue?**

The proposal is to reduce the pool hours by 15 hrs per week.

The project has been scoped into a project plan that the Integrated Impact Assessment will be done 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.

**What action will be taken?**

Customer engagement with all service users of the pool to ascertain potential impact on usage at the specified periods. This will take place from the 1st April for a period of 4 weeks. This will include engagement with all pool users during the impacted and non-impacted hours. Feedback from the consultation will be analysed and proposal will be progressed or modified dependent on the results.

**Progress against action**

Consultation period to be arranged.

**6. Details of consultation and involvement**

Who will be or has been involved in the consultation process?

- a) State which service users and groups are involved in this process and describe their involvement.
- b) Describe any planned involvement saying when this will take place and who is responsible for managing the involvement process.
- c) Describe the results of the involvement and how you have taken this into account.

All of our customer base (individual users, swimming club, schools, learn to swim, mum and toddler groups) will be consulted on:

- i. Alternative day for the activity.
- ii. Alternative location
- iii. Alternative time for carrying out the activity

This will include users who attend out with the proposed closure periods as well as those individuals who utilise the activities during the period of closure proposed.

Detail of the reduction in core hours would be communicated to the customers. All customers attending the pool and/or sauna will be encouraged to participate in the consultation. This will be via paper copies on site, staff engagement and online survey.

As noted there will be further impact assessment as the project evolves, this will form the basis of a consultation with users and will target any groups or individuals within the protected characteristics. This will help determine how the provision will look following implementation of the measures, and what this means for customers. This should allow for any negative impact to be called out and mitigating measures to be put in place if this is disproportionately affecting anyone from the protected characteristics.

## 7. Data and Information

What equality data, poverty data, research, information or other evidence has been used to inform this assessment?

- a) What information or other evidence has been used in the development of the policy?
- b) What does research, consultation and other data or information tell you about the impact of the policy? (describe the information and conclusions, and state where the information can be found)
  - i. Quantitative (numbers, percentages, statistical analysis)
  - ii. Qualitative (written/spoken words, opinions, surveys)
- c) Describe any gaps in the available information, and record within section five (Action Plan), action you are taking in relation to this (e.g. new research, further analysis) and when this is planned.
- d) Give details of any existing local or national evidence which has been used to inform the development of your policy.

The officer research based the proposal to reduce hours based on analysis of service user demand, swimming programmes and events. This was based on research of pool utilisation and the identification of low demand periods. With further engagement to be undertaken prior to implementation as per section 6.

The project has been scoped into a project plan that the Integrated Impact Assessment will be done 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 service users. The highlighted perceived issues likely to impact on certain groups or individuals from protected characteristics groups.

Where no relevant evidence has been found this will continue to be monitored and reviewed through the consultation processes outlined in section 6, as well as national research, and the monitoring process set out in section 9 as part of the development and implementation of the proposal.

## 8. Mitigating Actions

If the policy has a negative/adverse impact on a particular group/s, but is still to be implemented, please provide justification for this.

Note: If the policy is unlawfully discriminatory under the Equality Act 2010 and/or is having a negative impact on poverty and socioeconomic disadvantage under the Fairer Scotland Duty, you MUST identify, how the policy can be amended or justified so the Council acts lawfully.

- a) How could you modify the policy to eliminate discrimination or to reduce any identified negative impacts? If necessary, consider other ways in which you could meet the aims and objectives.
- b) How could you modify the policy to create or maximise the positive aspects of the proposals and to increase equality and reduce poverty and socioeconomic disadvantage.
- c) Describe any modifications which you can make without further delay (for example, easy, few resource implications).
- d) If you propose to make any of the modifications shown above, describe any potential new negative impacts on other groups in society or on the ability to achieve the aims and how you will minimise these.
- e) Please describe the resource implications of any proposed modifications taking into account financial, people and property issues.

The times selected were chosen to minimise impact on overall swimming and leisure activity across the programme. Customers who will no longer be able to swim at those days/times can utilise the pool on other days, at the same time or at other times. There is the option to use the swimming facilities at alternative locations across West Lothian. All suggestions forwarded from the consultation with service users will be considered prior to progressing the proposal.

In addition to the staffing cost reduction, there will be a small environmental benefit by reducing the utility consumption at the centre, specifically in the heating of the pool.

## 9. Monitoring and Review

- a) How will the implementation and impact of the policy be monitored, including implementation of any amendments? For example, what type of monitoring will there be? How frequent?
- b) What are the practical arrangements for monitoring? For example, who will put this in place? When will it start?
- c) How will results of monitoring be used to develop future policies?
- d) When is the policy due to be reviewed?
- e) Who is responsible for ensuring this happens? Please detail below

The planning, implementation and reviewing of this measure will be managed along best practice in project management. An agile approach to the initial stages saw the brief evolve into alternative proposals quickly. The Service Design capability within the service has been utilised to develop service user journeys and will capture the service user feedback. Stakeholder engagement and service user centred input will result in discussions with staff and incorporate the views of customers/stakeholders. In terms of project governance proposals for this measure being reported to the Housing, Customer and Building Services senior management team. Customer and Community Services will continue a programme of monitoring performance indicators for early identification of arising issues, concerns, or impact on performance.

The impact on each of the service users identified as having possible impact on equality will be mapped against the affected times as the proposals develop. This will enable further mitigation of any impact to be assessed and implemented as service user engagement and analysis of performance information becomes known.

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 that any determined impact will be mitigated as far as possible.

## 10. Recommendation and Reasoning

✓ Implement proposal taking account of mitigating actions (as outlined above)

### Reason for Recommendation

<b>Signed by Lead Officer</b>	Ralph Bell
<b>Designation</b>	Customer and Community Services Manager
<b>Date</b>	10/12/2019
<b>Counter Signature</b> (Head of Service or Depute Chief Executive responsible for the policy)	Ann-Marie Carr
<b>Date</b>	10/12/2019



## Integrated Relevance Assessment Form

<b>1. Details of proposal</b>			
<b>Policy Title</b> (include budget reference number if applicable)	Review of service delivery within Customer and Community Services (H3e)		
<b>Service Area</b>	Housing, Customer and Building Services		
<b>Lead Officer</b>	Ann-Marie Carr		
<b>Other Officers/Partners Involved</b>	None		
<b>Date relevance assessed</b>	12 September 2019		
<b>2. Does the council have control over how this policy will be implemented?</b>			
YES	X	NO	
<p><b>3. The General Duty of the Equality Act 2010 requires public authorities, in the exercise of their functions, to have due regard to the need to:</b></p> <ul style="list-style-type: none"> <li>• Eliminate unlawful discrimination, harassment and victimisation and other prohibited conduct</li> <li>• Advance equality of opportunity between those who share a protected characteristic and those who do not; and</li> <li>• Foster good relations between those who share a protected characteristic and those who do not</li> </ul> <p>NB: In this section you must also consider the Human Rights Act and the key PANEL (Participation, Accountability, Non Discrimination, Empowerment and Legality) principles of Human Rights</p> <p>Which groups of people do you think will be, or potentially could be, impacted upon by the implementation of this policy? You should consider employees, clients, customers and service users (please tick below as appropriate).</p>			
Age – older people, young people and children			X
Disability – people with disabilities/long standing conditions			
Gender reassignment – trans/transgender identity – anybody who's gender identity or gender expression is different to the sex assigned to them at birth			
Marriage or civil partnership – people who are married or in a civil partnership			
Pregnancy and maternity – woman who are pregnant and/or on maternity leave			
Race – people from black, Asian and minority ethnic communities and different racial backgrounds			
Religion or belief – people with different religions and beliefs including those with no beliefs			
Sex – Gender Identify – women and men (boys and girls) and those who self-identify their gender			
Sexual Orientation – lesbian, gay, bisexual, heterosexual/straight			

4. Do you have evidence or reason to believe that this policy will or may impact on socio-economic inequalities? Consideration must be given particularly to children and families	
Socio-economic Disadvantage	Impact (Please Tick as Appropriate)
Low Income/Income Poverty – cannot afford to maintain regular payments such as bills, food, clothing	
Low and/or No Wealth – enough money to meet basic living costs and pay bills but have no savings to deal with any unexpected spends and no provision for the future	
Material Deprivation – being unable to access basic goods and services i.e. financial products like life insurance, repair/replace broken electrical goods, warm home, leisure and hobbies	
Area Deprivation – where you live (rural areas), where you work (accessibility of transport)	X
Socio-economic Background – social class i.e. parents education, employment and income	X

5. Integrated impact assessment required? (Two ticks above = full assessment necessary)			
YES	X	NO	

6. Decision rationale If you have ticked no above, use this section to evidence why a full IIA is not required
<p>There is potential for positive impacts if revised service delivery reflects customer demands for services, however detailed proposals are being developed and therefore individual relevance assessments (and any identified IIA's) will need to be prepared following the development of proposals.</p> <p>The project is at too early a stage without detailed proposals to understand potential impacts and to gather evidence and identify potential mitigating measures. Integrated impact assessments will be developed once more detail is available.</p>

<b>Signed by Lead Officer</b>	Ralph Bell
<b>Designation</b>	Customer and Community Services Manager
<b>Date</b>	10/12/2019
<b>Counter Signature</b> (Head of Service or Depute Chief Executive responsible for the policy)	Ann-Marie Carr
<b>Date</b>	10/12/2019



## Integrated Relevance Assessment Form

1. Details of proposal			
<b>Policy Title</b> (include budget reference number if applicable)	Channel Shift and Digital Transformation (H5a)		
<b>Service Area</b>	Housing, Customer and Building Services		
<b>Lead Officer</b>	Digital Transformation Manager		
<b>Other Officers/Partners Involved</b>			
<b>Date relevance assessed</b>			

  

2. Does the council have control over how this policy will be implemented?			
YES	X	NO	

  

<p><b>3. The General Duty of the Equality Act 2010 requires public authorities, in the exercise of their functions, to have due regard to the need to:</b></p> <ul style="list-style-type: none"> <li>• Eliminate unlawful discrimination, harassment and victimisation and other prohibited conduct</li> <li>• Advance equality of opportunity between those who share a protected characteristic and those who do not; and</li> <li>• Foster good relations between those who share a protected characteristic and those who do not</li> </ul> <p>NB: In this section you must also consider the Human Rights Act and the key PANEL (Participation, Accountability, Non Discrimination, Empowerment and Legality) principles of Human Rights</p> <p>Which groups of people do you think will be, or potentially could be, impacted upon by the implementation of this policy? You should consider employees, clients, customers and service users (please tick below as appropriate).</p>	
Age – older people, young people and children	X
Disability – people with disabilities/long standing conditions	X
Gender reassignment – trans/transgender identity – anybody who's gender identity or gender expression is different to the sex assigned to them at birth	
Marriage or civil partnership – people who are married or in a civil partnership	
Pregnancy and maternity – woman who are pregnant and/or on maternity leave	
Race – people from black, Asian and minority ethnic communities and different racial backgrounds	
Religion or belief – people with different religions and beliefs including those with no beliefs	
Sex – Gender Identify – women and men (boys and girls) and those who self-identify their gender	
Sexual Orientation – lesbian, gay, bisexual, heterosexual/straight	



4. Do you have evidence or reason to believe that this policy will or may impact on socio-economic inequalities? Consideration must be given particularly to children and families	
Socio-economic Disadvantage	Impact (Please Tick as Appropriate)
Low Income/Income Poverty – cannot afford to maintain regular payments such as bills, food, clothing	X
Low and/or No Wealth – enough money to meet basic living costs and pay bills but have no savings to deal with any unexpected spends and no provision for the future	
Material Deprivation – being unable to access basic goods and services i.e. financial products like life insurance, repair/replace broken electrical goods, warm home, leisure and hobbies	
Area Deprivation – where you live (rural areas), where you work (accessibility of transport)	
Socio-economic Background – social class i.e. parents education, employment and income	

5. Integrated impact assessment required? (Two ticks above = full assessment necessary)			
YES	X	NO	

6. Decision rationale If you have ticked no above, use this section to evidence why a full IIA is not required
<p>The council has developed 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 as supporting people to utilise this technology to best effect. National research shows that certain groups of people (older people, people with disabilities and people with 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>Integrated 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 service users groups that will be directly affected. Each service will also consider the enabling role they play in providing the skills and access to technology required to facilitate this shift for those are less confident or able to move to online service provision.</p>

<b>Signed by Lead Officer</b>	Karen Cawte
<b>Designation</b>	Digital Transformation Manager
<b>Date</b>	29/01/2019
<b>Counter Signature</b> (Head of Service or Depute Chief Executive responsible for the policy)	Graeme Struthers
<b>Date</b>	29/01/2019



### Integrated Relevance Assessment Form

1. Details of proposal	
<b>Policy Title</b> (include budget reference number if applicable)	Collaboration, Modernisation and Working in Partnership  Localised Models of Partnership Working (H8a) Localised Models of Partnership Working (E8a) Opportunity for shared services and collaborative working across authority boundaries (P4a) New models of working with voluntary organisations, including co-location and effective use of assets (F8a) Localised Models of Partnership Working (O9a)
<b>Service Area</b>	Education Planning, Economic Development & Regeneration Finance & Property Services
<b>Lead Officer</b>	Elaine Cook
<b>Other Officers/Partners Involved</b>	None
<b>Date relevance assessed</b>	2 December 2019

2. Does the council have control over how this policy will be implemented?			
YES	X	NO	

<b>3. The General Duty of the Equality Act 2010 requires public authorities, in the exercise of their functions, to have due regard to the need to:</b> <ul style="list-style-type: none"> <li>• Eliminate unlawful discrimination, harassment and victimisation and other prohibited conduct</li> <li>• Advance equality of opportunity between those who share a protected characteristic and those who do not; and</li> <li>• Foster good relations between those who share a protected characteristic and those who do not</li> </ul> <p>NB: In this section you must also consider the Human Rights Act and the key PANEL (Participation, Accountability, Non Discrimination, Empowerment and Legality) principles of Human Rights</p> <p>Which groups of people do you think will be, or potentially could be, impacted upon by the implementation of this policy? You should consider employees, clients, customers and service users (please tick below as appropriate).</p>	
Age – older people, young people and children	
Disability – people with disabilities/long standing conditions	
Gender reassignment – trans/transgender identity – anybody who's gender identity or gender expression is different to the sex assigned to them at birth	
Marriage or civil partnership – people who are married or in a civil partnership	
Pregnancy and maternity – woman who are pregnant and/or on maternity leave	
Race – people from black, Asian and minority ethnic communities and different racial backgrounds	
Religion or belief – people with different religions and beliefs including those with no beliefs	
Sex – Gender Identify – women and men (boys and girls) and those who self-identify their gender	
Sexual Orientation – lesbian, gay, bisexual, heterosexual/straight	

4. Do you have evidence or reason to believe that this policy will or may impact on socio-economic inequalities? Consideration must be given particularly to children and families	
Socio-economic Disadvantage	Impact (Please Tick as Appropriate)
Low Income/Income Poverty – cannot afford to maintain regular payments such as bills, food, clothing	
Low and/or No Wealth – enough money to meet basic living costs and pay bills but have no savings to deal with any unexpected spends and no provision for the future	
Material Deprivation – being unable to access basic goods and services i.e. financial products like life insurance, repair/replace broken electrical goods, warm home, leisure and hobbies	
Area Deprivation – where you live (rural areas), where you work (accessibility of transport)	
Socio-economic Background – social class i.e. parents education, employment and income	

5. Integrated impact assessment required? (Two ticks above = full assessment necessary)			
YES		NO	X

6. Decision rationale If you have ticked no above, use this section to evidence why a full IIA is not required
<p>There is potential for positive impacts of improved partnership working, however detailed proposals are being developed and therefore individual relevance assessments (and any identified IIA's) will need to be prepared following the development of proposals.</p> <p>This will include the identification of potential impacts on the following:</p> <p>H8a - Age, Disability, Gender Reassignment, Pregnancy, Race and Low Income  E8a – Age, Disability, Gender Reassignment, Pregnancy, Race and Low Income  F8a – Age, Disability and Low Income  P4a – None identified – this would be a process delivery change  O8a - Age, Disability, Gender Reassignment, Pregnancy, Race and Low Income</p> <p>The project is at too early a stage without detailed proposals to understand potential impacts and to gather evidence and identify potential mitigating measures. Integrated impact assessments will be developed once more detail is available. The initial assessment of the potential impacts are set out above, however it is anticipated that this impact should be seen positively through improving access to services and focussing on those who require the most support, therefore improving equality.</p>

<b>Signed by Lead Officer</b>	Elaine Cook
<b>Designation</b>	Depute Chief Executive
<b>Date</b>	2 December 2019
<b>Counter Signature</b> (Head of Service or Depute Chief Executive responsible for the policy)	
<b>Date</b>	



## Integrated Relevance Assessment Form

1. Details of proposal			
<b>Policy Title</b> (include budget reference number if applicable)	Price increase for cemetery lairs and interments (O8b)		
<b>Service Area</b>	NETS, Land and Countryside		
<b>Lead Officer</b>	Andy Johnston		
<b>Other Officers/Partners Involved</b>	David Cullen – Open Space and Cemeteries Manager		
<b>Date relevance assessed</b>	15/01/2020		

  

2. Does the council have control over how this policy will be implemented?			
YES	X	NO	

  

<p><b>3. The General Duty of the Equality Act 2010 requires public authorities, in the exercise of their functions, to have due regard to the need to:</b></p> <ul style="list-style-type: none"> <li>• Eliminate unlawful discrimination, harassment and victimisation and other prohibited conduct</li> <li>• Advance equality of opportunity between those who share a protected characteristic and those who do not; and</li> <li>• Foster good relations between those who share a protected characteristic and those who do not</li> </ul> <p>NB: In this section you must also consider the Human Rights Act and the key PANEL (Participation, Accountability, Non Discrimination, Empowerment and Legality) principles of Human Rights</p> <p>Which groups of people do you think will be, or potentially could be, impacted upon by the implementation of this policy? You should consider employees, clients, customers and service users (please tick below as appropriate).</p>	
Age – older people, young people and children	X
Disability – people with disabilities/long standing conditions	
Gender reassignment – trans/transgender identity – anybody who's gender identity or gender expression is different to the sex assigned to them at birth	
Marriage or civil partnership – people who are married or in a civil partnership	
Pregnancy and maternity – woman who are pregnant and/or on maternity leave	
Race – people from black, Asian and minority ethnic communities and different racial backgrounds	
Religion or belief – people with different religions and beliefs including those with no beliefs	
Sex – Gender Identify – women and men (boys and girls) and those who self-identify their gender	
Sexual Orientation – lesbian, gay, bisexual, heterosexual/straight	

**4. Do you have evidence or reason to believe that this policy will or may impact on socio-economic inequalities?**

Consideration must be given particularly to children and families

<b>Socio-economic Disadvantage</b>	<b>Impact (Please Tick as Appropriate)</b>
Low Income/Income Poverty – cannot afford to maintain regular payments such as bills, food, clothing	X
Low and/or No Wealth – enough money to meet basic living costs and pay bills but have no savings to deal with any unexpected spends and no provision for the future	X
Material Deprivation – being unable to access basic goods and services i.e. financial products like life insurance, repair/replace broken electrical goods, warm home, leisure and hobbies	X
Area Deprivation – where you live (rural areas), where you work (accessibility of transport)	
Socio-economic Background – social class i.e. parents education, employment and income	

**5. Integrated impact assessment required?**

(Two ticks above = full assessment necessary)

YES	X	NO	
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**6. Decision rationale**

If you have ticked no above, use this section to evidence why a full IIA is not required

Based on the potential impact, a full integrated impact assessment is required.

<b>Signed by Lead Officer</b>	David Cullen
<b>Designation</b>	Open Space and Cemeteries Officer
<b>Date</b>	16/01/2019
<b>Counter Signature</b> (Head of Service or Depute Chief Executive responsible for the policy)	Jim Jack
<b>Date</b>	16/01/2019



## Full Integrated Impact Assessment Form

1. Details of proposal	
<b>Policy Title</b> (include budget reference number if applicable)	Price increase for cemetery lairs and interments (O8b)
<b>Details of Others Involved</b>	
<b>Date Assessment Conducted</b>	16/01/2020

  

2. Set out a clear understanding of the purpose of the policy being developed or reviewed (what are the aims, objectives and intended outcomes including the context within which it will operate)	
<p>The purpose of the policy is to provide income for the cemeteries service. At present there is a funding gap between the cost of service and the costs to residents of purchasing a lair and burial related services. The current gap between the income received and the cost of the service is about 40%. The aim of the proposal is to increase the charges related to burial services to:</p> <ol style="list-style-type: none"> <li>1. Increase income levels</li> <li>2. Close the subsidy gap</li> <li>3. Track average, lowest and highest costs across the country</li> </ol> <p>Current charges are dependent on the services provided, however when developing cemetery charges they are normally gauged and benchmarked against the costs of interment and the cost of purchase of a lair. West Lothian charges for 2019/20 are £1,167.42 for these services, compared to the Scottish average of £1,620.28</p> <p>The proposal is to increase charges for interments and the purchase of a lair to bring them more into line with other local authorities. The proposal would increase the cost of an adult interment from £570.12 in 2019/20 to £621.43 in 2020/21, £677.36 in 2021/22 and £738.32 in 2022/23. The proposal is to also increase the cost of a lair purchase from £597.30 in 2019/20 to £651.06 in 2020/21, £709.65 in 2021/22 and £773.52 in 2022/23.</p> <p>The combined cost of a lair and interment would therefore increase to £1,511.84 in 2022/23, which would still be £108.44 below the current Scottish average and would rank West Lothian as being 21 out of 32 Scottish local authorities in terms of charging levels – although anticipated future cemeteries increases by other Scottish councils is likely to mean that West Lothian will drop lower than 21 in future years.</p>	

  

3. Please outline any needs and/or barriers which equality groups (people with protected characteristics) may have in relation to this policy	
Age	<p><b>What effect/difference will the policy have on people?</b> Please note that the comments placed in the protected group relevant to age are generic comments that can be read/replicated across all protected groups as the proposed increase in burial charges will impact on those suffering from financial constraints rather than a protected characteristic.</p> <p>The effect of the policy will be an increased cost in burial services which may impact on people's ability to pay for burial services. This will be especially true for people in any of the protected group who do not qualify for the Funeral Expense Assistance Scheme which is a scheme launched in 2019 which provides financial assistance with the cost of paying for a funeral, based on means testing.</p> <p><b>How do you know that?</b> It is an increase in charges which is above the rate of inflation.</p>

Disability	<b>What effect/difference will the policy have on people?</b> As above.
	<b>How do you know that?</b> As above.
Gender Reassignment – Trans/Transgender Identity	<b>What effect/difference will the policy have on people?</b> As above.
	<b>How do you know that?</b> As above.
Marriage or Civil Partnership	<b>What effect/difference will the policy have on people?</b> As above.
	<b>How do you know that?</b> As above.
Pregnancy and Maternity	<b>What effect/difference will the policy have on people?</b> As above.
	<b>How do you know that?</b> As above.
Race	<b>What effect/difference will the policy have on people?</b> As above.
	<b>How do you know that?</b> As above.
Religion or Belief	<b>What effect/difference will the policy have on people?</b> As above.
	<b>How do you know that?</b> As above.
Sex – Gender Identity	<b>What effect/difference will the policy have on people?</b> As above.
	<b>How do you know that?</b> As above.
Sexual Orientation	<b>What effect/difference will the policy have on people?</b> As above.
	<b>How do you know that?</b> As above.

**4. Please outline any needs and/or barriers which may affect vulnerable groups falling into poverty and disadvantage in relation to this policy.**

Vulnerable groups may include the following:

- Unemployed
- Single parents and vulnerable families
- People on benefits
- Those involved in the criminal justice system
- People in the most deprived communities (bottom 20 SIMD areas)
- People who live in rural areas
- Pensioners
- Looked After Children
- Carers including young carers
- People misusing services
- Others e.g. veterans, students
- Single adult households
- People who have experienced the asylum system
- Those leaving the care setting including children and young people and those with illness
- Homeless people
- People with low literacy/ numeracy
- People with lower educational qualifications
- People in low paid work
- People with one or more protected characteristics

**What effect/difference will the policy have on people?**

Funeral poverty is a prevailing societal issue in the UK. Within West Lothian a number of initiatives have been developed to support families struggling with funeral expenses. This includes the Funeral Expense Assistance (FEA) scheme which is a Scottish Welfare grant. It provides financial assistance with the cost of paying for a funeral, based on means testing. For West Lothian, the scheme can provide financial assistance of up to £1,167.42 for a burial and plot, or £570.12 for a burial only to assist with funeral costs for low income families, dependant on individual circumstances.



In addition, the council has negotiated a “West Lothian Respectful Funeral” with local funeral directors. This ensures that for a cost of £1,550, all local funeral directors will undertake a specified and respectful funeral. Whilst the cost of burial has been mitigated by these initiatives, there remains a pressure on low income families, particularly families who are working and are not in receipt of access to the FEA scheme grant. Whilst the West Lothian Respectful funeral substantially reduced the cost of a burial against the average, it remains a significant burden on families.

#### **How do you know that?**

Information was compiled during the development of the Respectful Funeral model.

### **5. Action Plan**

What action/s will be taken, by whom and what is the timescale for completion?

**Actioner Name:** David Cullen

**Action Date:** Continuous

#### **What is the issue?**

Ongoing impact of funeral poverty.

#### **What action will be taken?**

Dialogue and consultation with the Anti-Poverty team in relation to funeral poverty and how to support those in need, including promotion of the Funeral Expense Assistance Scheme and the West Lothian Respectful Funeral.

#### **Progress against action**

Mitigating factors as indicated in the assessment.

### **6. Details of consultation and involvement**

Who will be or has been involved in the consultation process?

- a) State which service users and groups are involved in this process and describe their involvement.
- b) Describe any planned involvement saying when this will take place and who is responsible for managing the involvement process.
- c) Describe the results of the involvement and how you have taken this into account.

Consultation took place with a panel of service users with experience of poverty, convened by the council's Anti-Poverty team in the development of the Respectful Funeral.

Further consultation with the Anti-Poverty team is ongoing and the proposed increase in cemetery fees will be discussed. If deemed necessary this may include discussion at the service user panel.

### **7. Data and Information**

What equality data, poverty data, research, information or other evidence has been used to inform this assessment?

- a) What information or other evidence has been used in the development of the policy?
- b) What does research, consultation and other data or information tell you about the impact of the policy? (describe the information and conclusions, and state where the information can be found)
  - i. Quantitative (numbers, percentages, statistical analysis)
  - ii. Qualitative (written/spoken words, opinions, surveys)
- c) Describe any gaps in the available information, and record within section five (Action Plan), action you are taking in relation to this (e.g. new research, further analysis) and when this is planned.
- d) Give details of any existing local or national evidence which has been used to inform the development of your policy.

The council agreed in 2013 to set its charges for the cost of a burial (purchase of a coffin lair and interment) in line with the Scottish average. In subsequent years an inflationary increase has been applied. Latest benchmarking shows that the council again has one of the lowest charges for burials (sixth lowest in Scotland). It is therefore proposed to adjust charges to bring them more in line with the current Scottish average, which would increase the fees for purchasing a lair from £597 to £774 by 2022/23 and interment fees from £570 to £738 by 2022/23.

The council charges would still be ranked low by 2022/23 based on this proposal (21<sup>st</sup> based on 2019 charges) and the level of charges would still represent a subsidised service, which is appropriate given issues around funeral poverty. Additional support for low income families is provided through the Funeral Expense Assistance scheme, launched in 2019. This scheme provides financial assistance with the cost of paying for a funeral, based on means testing. For West Lothian, the scheme can provide financial assistance of up to £1,167.42 for a burial and plot, or £570.12 for a burial only to assist with funeral costs for low income families, dependant on individual circumstances.

Anti-poverty team focus group

Scottish government guidance on funeral poverty.

Uptake data on the demand/use of the Respectful funeral model from local Funeral. At this stage there is no profile available of service users accessing the service, however demand for it is low.

Cemetery service data on Social Interments. In the last 12 months the service have carried out seven social interments, three of which would be associated with lack of funds available within families to make the arrangements or families refusing to make arrangements.

The project has been scoped into and the Integrated Impact Assessment is completed 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. The highlighted perceived issues likely to impact on certain groups or individuals from protected characteristics groups.

Where no relevant evidence has been found this will continue to be monitored and reviewed through the consultation processes outlined in section 6, as well as national research, and the monitoring process set out in section 9 as part of the development and implementation of the proposal.

## 8. Mitigating Actions

If the policy has a negative/adverse impact on a particular group/s, but is still to be implemented, please provide justification for this.

Note: If the policy is unlawfully discriminatory under the Equality Act 2010 and/or is having a negative impact on poverty and socioeconomic disadvantage under the Fairer Scotland Duty, you MUST identify, how the policy can be amended or justified so the Council acts lawfully.

- a) How could you modify the policy to eliminate discrimination or to reduce any identified negative impacts? If necessary, consider other ways in which you could meet the aims and objectives.
- b) How could you modify the policy to create or maximise the positive aspects of the proposals and to increase equality and reduce poverty and socioeconomic disadvantage.
- c) Describe any modifications which you can make without further delay (for example, easy, few resource implications).
- d) If you propose to make any of the modifications shown above, describe any potential new negative impacts on other groups in society or on the ability to achieve the aims and how you will minimise these.
- e) Please describe the resource implications of any proposed modifications taking into account financial, people and property issues.

In terms of the policy, the proposed charges are in excess of the rate of inflation but this will still maintain a substantial subsidy offset by the council revenue budget within cemeteries and be significantly below the Scottish average for interment and plot charges.

It is estimated the funeral assistance scheme will apply to 40% more people than the previous DWP funeral payment scheme that it has replaced.

The council has been active in seeking ways to mitigate poverty and this is evidenced through the development of the Respectful Funeral model. Mitigation is also provided by the recent introduction of the removal of burial fees for child burials (under 18 years of age) and the introduction of the Funeral Expense Assistance Scheme Grant by the Scottish Social Security Service. The Funeral Expense Assistance Scheme is estimated to apply to 40% more people than the previous DWP scheme.

## 9. Monitoring and Review

- a) How will the implementation and impact of the policy be monitored, including implementation of any amendments? For example, what type of monitoring will there be? How frequent?
- b) What are the practical arrangements for monitoring? For example, who will put this in place? When will it start?
- c) How will results of monitoring be used to develop future policies?
- d) When is the policy due to be reviewed?
- e) Who is responsible for ensuring this happens? Please detail below

Burial fees must be reviewed annually. In order to support future decision making on the issue, there will be continued monitoring of social interments and the Respectful Funeral. In addition, there will be continued dialogue and consultation with the Anti-Poverty team to ensure that those in difficulty are offered the best advice, including promotion of the Funeral Expenses Assistance scheme. Efforts in relation to this will be led by the Cemeteries service and the Anti-Poverty team.

## 10. Recommendation and Reasoning

✓ Implement proposal taking account of mitigating actions (as outlined above)

### Reason for Recommendation

Mitigating factors will assist in supporting those residents who do find themselves in financial difficulty.

<b>Signed by Lead Officer</b>	David Cullen
<b>Designation</b>	Open Space and Cemeteries Manager
<b>Date</b>	23/01/2020
<b>Counter Signature</b> (Head of Service or Depute Chief Executive responsible for the policy)	Jim Jack
<b>Date</b>	23/01/2020



## Integrated Relevance Assessment Form

1. Details of proposal	
<b>Policy Title</b> (include budget reference number if applicable)	Development of West Lothian core and cluster supported tenancies facilities and 16 new tenancies for adults with learning disabilities (SJ1b)
<b>Service Area</b>	Social Policy IJB
<b>Lead Officer</b>	Jo MacPherson, Head of Social Policy
<b>Other Officers/Partners Involved</b>	Senior Managers Community Care Group Manager, Adults Services
<b>Date relevance assessed</b>	29 January 2019 Updated 15 December 2019

2. Does the council have control over how this policy will be implemented?			
YES	X	NO	

<p><b>3. The General Duty of the Equality Act 2010 requires public authorities, in the exercise of their functions, to have due regard to the need to:</b></p> <ul style="list-style-type: none"> <li>• Eliminate unlawful discrimination, harassment and victimisation and other prohibited conduct</li> <li>• Advance equality of opportunity between those who share a protected characteristic and those who do not; and</li> <li>• Foster good relations between those who share a protected characteristic and those who do not</li> </ul> <p>NB: In this section you must also consider the Human Rights Act and the key PANEL (Participation, Accountability, Non Discrimination, Empowerment and Legality) principles of Human Rights</p> <p>Which groups of people do you think will be, or potentially could be, impacted upon by the implementation of this policy? You should consider employees, clients, customers and service users (please tick below as appropriate).</p>	
Age – older people, young people and children	
Disability – people with disabilities/long standing conditions	X
Gender reassignment – trans/transgender identity – anybody who's gender identity or gender expression is different to the sex assigned to them at birth	
Marriage or civil partnership – people who are married or in a civil partnership	
Pregnancy and maternity – woman who are pregnant and/or on maternity leave	
Race – people from black, Asian and minority ethnic communities and different racial backgrounds	
Religion or belief – people with different religions and beliefs including those with no beliefs	
Sex – Gender Identify – women and men (boys and girls) and those who self-identify their gender	
Sexual Orientation – lesbian, gay, bisexual, heterosexual/straight	

4. Do you have evidence or reason to believe that this policy will or may impact on socio-economic inequalities? Consideration must be given particularly to children and families	
Socio-economic Disadvantage	Impact (Please Tick as Appropriate)
Low Income/Income Poverty – cannot afford to maintain regular payments such as bills, food, clothing	
Low and/or No Wealth – enough money to meet basic living costs and pay bills but have no savings to deal with any unexpected spends and no provision for the future	X
Material Deprivation – being unable to access basic goods and services i.e. financial products like life insurance, repair/replace broken electrical goods, warm home, leisure and hobbies	X
Area Deprivation – where you live (rural areas), where you work (accessibility of transport)	
Socio-economic Background – social class i.e. parents education, employment and income	

5. Integrated impact assessment required? (Two ticks above = full assessment necessary)			
YES	X	NO	

6. Decision rationale If you have ticked no above, use this section to evidence why a full IIA is not required
<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, this will support people with learning disabilities living in their communities. 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 outcomes for the project are that 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 and that young people at transition.</p>

<b>Signed by Lead Officer</b>	Jo MacPherson
<b>Designation</b>	Head of Social Policy
<b>Date</b>	15 December 2019
<b>Counter Signature</b> (Head of Service or Depute Chief Executive responsible for the policy)	
<b>Date</b>	



## Full Integrated Impact Assessment Form

1. Details of proposal	
<b>Policy Title</b> (include budget reference number if applicable)	Development of West Lothian core and cluster supported tenancies facilities and 16 new tenancies for adults with learning disabilities (SJ1b)
<b>Details of Others Involved</b>	Senior Managers Community Care Group Manager, Adults Services
<b>Date Assessment Conducted</b>	29 January 2019 Updated 15 December 2019

  

2. Set out a clear understanding of the purpose of the policy being developed or reviewed (what are the aims, objectives and intended outcomes including the context within which it will operate)
<p>The project aims to have a positive impact on people, to provide a local solution which better meets their needs. Engagement with service users is an integral part of any change in a care plan and will include discussion with families and carers as appropriate. Building on the success of the core and cluster model developed in the Blackburn area, the 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> <p>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, this will support people to live independently within local communities. 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>Currently, there is insufficient 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, therefore the project seeks to develop high quality housing with integrated support within West Lothian.</p>

  

3. Please outline any needs and/or barriers which equality groups (people with protected characteristics) may have in relation to this policy	
Age	<p><b>What effect/difference will the policy have on people?</b> None identified.</p> <p><b>How do you know that?</b> No evidence was found through research or local consultation, that there may be hidden needs relating to this protected characteristic.</p>
Disability	<p><b>What effect/difference will the policy have on people?</b> Project is to develop new West Lothian core and cluster residential facilities for adults with learning disabilities. People who will be affected by 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 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</p>



	<p>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.</p> <p>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.</p> <p><b>How do you know that?</b></p> <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.</p>
Gender Reassignment – Trans/Transgender Identity	<p><b>What effect/difference will the policy have on people?</b></p> <p>None identified.</p>
	<p><b>How do you know that?</b></p> <p>No evidence was found through research or local consultation, that there may be hidden needs relating to this protected characteristic.</p>
Marriage or Civil Partnership	<p><b>What effect/difference will the policy have on people?</b></p> <p>None identified.</p>
	<p><b>How do you know that?</b></p> <p>No evidence was found through research or local consultation, that there may be hidden needs relating to this protected characteristic.</p>
Pregnancy and Maternity	<p><b>What effect/difference will the policy have on people?</b></p> <p>None identified.</p>
	<p><b>How do you know that?</b></p> <p>No evidence was found through research or local consultation, that there may be hidden needs relating to this protected characteristic.</p>
Race	<p><b>What effect/difference will the policy have on people?</b></p> <p>None identified.</p>
	<p><b>How do you know that?</b></p> <p>No evidence was found through research or local consultation, that there may be hidden needs relating to this protected characteristic.</p>
Religion or Belief	<p><b>What effect/difference will the policy have on people?</b></p> <p>None identified.</p>
	<p><b>How do you know that?</b></p> <p>No evidence was found through research or local consultation, that there may be hidden needs relating to this protected characteristic.</p>
Sex – Gender Identity	<p><b>What effect/difference will the policy have on people?</b></p> <p>None identified.</p>
	<p><b>How do you know that?</b></p> <p>No evidence was found through research or local consultation, that there may be hidden needs relating to this protected characteristic.</p>
Sexual Orientation	<p><b>What effect/difference will the policy have on people?</b></p> <p>None identified.</p>
	<p><b>How do you know that?</b></p> <p>No evidence was found through research or local consultation, that there may be hidden needs relating to this protected characteristic.</p>



#### 4. Please outline any needs and/or barriers which may affect vulnerable groups falling into poverty and disadvantage in relation to this policy.

Vulnerable groups may include the following:

- |   |  |  |
|---|--|--|
| <ul style="list-style-type: none"> <li>• Unemployed</li> <li>• Single parents and vulnerable families</li> <li>• People on benefits</li> <li>• Those involved in the criminal justice system</li> <li>• People in the most deprived communities (bottom 20 SIMD areas)</li> <li>• People who live in rural areas</li> </ul> | <ul style="list-style-type: none"> <li>• Pensioners</li> <li>• Looked After Children</li> <li>• Carers including young carers</li> <li>• People misusing services</li> <li>• Others e.g. veterans, students</li> <li>• Single adult households</li> <li>• People who have experienced the asylum system</li> </ul> | <ul style="list-style-type: none"> <li>• Those leaving the care setting including children and young people and those with illness</li> <li>• Homeless people</li> <li>• People with low literacy/ numeracy</li> <li>• People with lower educational qualifications</li> <li>• People in low paid work</li> <li>• People with one or more protected characteristics</li> </ul> |
|---|--|--|

#### What effect/difference will the policy have on people?

The project aims to have a positive impact on people, to provide a local solution which better meets their needs.

#### How do you know that?

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 meet the demand.

#### 5. Action Plan

What action/s will be taken, by whom and what is the timescale for completion?

**Actioner Name:** Jo Macpherson

**Action Date:** Ongoing

#### What is the issue?

The project will be rolled out over a number of years with work continuing to develop appropriate accommodation for adults with Learning Disabilities. A timetable will be developed to outline the movement of service users aligned to provision of facilities and which will include time for engagement with service users and their families/carers.

#### What action will be taken?

A number of units are being developed along with the creation of a 16 unit residential facility.

#### Progress against action

The first core and cluster unit opened in Blackburn in early 2017, this provides accommodation for 3 service users. A further unit opened in Lammermuir, Livingston early in 2019 which provides accommodation for 5 service users. The council has approved capital funding to build a 16 unit residential facility for adults who require higher levels of support. This is scheduled to be completed in financial year 2020/21.

## 6. Details of consultation and involvement

Who will be or has been involved in the consultation process?

- State which service users and groups are involved in this process and describe their involvement.
- Describe any planned involvement saying when this will take place and who is responsible for managing the involvement process.
- Describe the results of the involvement and how you have taken this into account.

The following have informed 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 Integration Joint Board Strategic Plan
- West Lothian Corporate Plan 2013 – 2017 Delivering positive outcomes on health
- Social Policy Management Plan 2016/2017
- West Lothian Learning Disability Strategic Commissioning Plan
- Lothian wide LD Modernisation Programme Board
- Transforming Your Council consultation 2017

## 7. Data and Information

What equality data, poverty data, research, information or other evidence has been used to inform this assessment?

- What information or other evidence has been used in the development of the policy?
- What does research, consultation and other data or information tell you about the impact of the policy? (describe the information and conclusions, and state where the information can be found)
  - Quantitative (numbers, percentages, statistical analysis)
  - Qualitative (written/spoken words, opinions, surveys)
- Describe any gaps in the available information, and record within section five (Action Plan), action you are taking in relation to this (e.g. new research, further analysis) and when this is planned.
- Give details of any existing local or national evidence which has been used to inform the development of your policy.

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 is being developed to meet assessed eligible need.

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. 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.

### Research Base for Need

West Lothian CHCP 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 those 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
- 14 people with very high cost care packages currently receive high cost care out of area.

The project has been scoped into a project plan the Integrated Impact Assessment is 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. The highlighted perceived issues likely to impact on certain groups or individuals from protected characteristics groups.

Where no relevant evidence has been found this will continue to be monitored and reviewed through the consultation processes outlined in section 6, as well as national research, and the monitoring process set out in section 9 as part of the development and implementation of the proposal.

## 8. Mitigating Actions

If the policy has a negative/adverse impact on a particular group/s, but is still to be implemented, please provide justification for this.

Note: If the policy is unlawfully discriminatory under the Equality Act 2010 and/or is having a negative impact on poverty and socioeconomic disadvantage under the Fairer Scotland Duty, you MUST identify, how the policy can be amended or justified so the Council acts lawfully.

- a) How could you modify the policy to eliminate discrimination or to reduce any identified negative impacts? If necessary, consider other ways in which you could meet the aims and objectives.
- b) How could you modify the policy to create or maximise the positive aspects of the proposals and to increase equality and reduce poverty and socioeconomic disadvantage.
- c) Describe any modifications which you can make without further delay (for example, easy, few resource implications).
- d) If you propose to make any of the modifications shown above, describe any potential new negative impacts on other groups in society or on the ability to achieve the aims and how you will minimise these.
- e) Please describe the resource implications of any proposed modifications taking into account financial, people and property issues.

None identified. The project aims to have a positive impact on people, to provide a local solution which better meets their needs. Engagement with service users is an integral part of any change in a care plan and will include discussion with families and carers as appropriate.

## 9. Monitoring and Review

- a) How will the implementation and impact of the policy be monitored, including implementation of any amendments? For example, what type of monitoring will there be? How frequent?
- b) What are the practical arrangements for monitoring? For example, who will put this in place? When will it start?
- c) How will results of monitoring be used to develop future policies?
- d) When is the policy due to be reviewed?
- e) Who is responsible for ensuring this happens? Please detail below

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.

**10. Recommendation and Reasoning**

✓ Implement proposal taking account of mitigating actions (as outlined above)

**Reason for Recommendation**

The project aims to deliver the outcome that 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.

<b>Signed by Lead Officer</b>	Jo MacPherson
<b>Designation</b>	Head of Social Policy
<b>Date</b>	15 December 2019
<b>Counter Signature</b> (Head of Service or Depute Chief Executive responsible for the policy)	
<b>Date</b>	



## Integrated Relevance Assessment Form

1. Details of proposal			
<b>Policy Title</b> (include budget reference number if applicable)	Increase in Telecare charges and increase in uptake of service (SJ3c)		
<b>Service Area</b>	Social Policy IJB		
<b>Lead Officer</b>	Jo MacPherson, Head of Social Policy		
<b>Other Officers/Partners Involved</b>	Social Policy Senior Management Team, FMU		
<b>Date relevance assessed</b>	15 December 2019		

  

2. Does the council have control over how this policy will be implemented?			
YES	X	NO	

  

<p><b>3. The General Duty of the Equality Act 2010 requires public authorities, in the exercise of their functions, to have due regard to the need to:</b></p> <ul style="list-style-type: none"> <li>• Eliminate unlawful discrimination, harassment and victimisation and other prohibited conduct</li> <li>• Advance equality of opportunity between those who share a protected characteristic and those who do not; and</li> <li>• Foster good relations between those who share a protected characteristic and those who do not</li> </ul> <p>NB: In this section you must also consider the Human Rights Act and the key PANEL (Participation, Accountability, Non Discrimination, Empowerment and Legality) principles of Human Rights</p> <p>Which groups of people do you think will be, or potentially could be, impacted upon by the implementation of this policy? You should consider employees, clients, customers and service users (please tick below as appropriate).</p>	
Age – older people, young people and children	X
Disability – people with disabilities/long standing conditions	X
Gender reassignment – trans/transgender identity – anybody who's gender identity or gender expression is different to the sex assigned to them at birth	
Marriage or civil partnership – people who are married or in a civil partnership	
Pregnancy and maternity – woman who are pregnant and/or on maternity leave	
Race – people from black, Asian and minority ethnic communities and different racial backgrounds	
Religion or belief – people with different religions and beliefs including those with no beliefs	
Sex – Gender Identify – women and men (boys and girls) and those who self-identify their gender	
Sexual Orientation – lesbian, gay, bisexual, heterosexual/straight	

4. Do you have evidence or reason to believe that this policy will or may impact on socio-economic inequalities? Consideration must be given particularly to children and families	
Socio-economic Disadvantage	Impact (Please Tick as Appropriate)
Low Income/Income Poverty – cannot afford to maintain regular payments such as bills, food, clothing	X
Low and/or No Wealth – enough money to meet basic living costs and pay bills but have no savings to deal with any unexpected spends and no provision for the future	X
Material Deprivation – being unable to access basic goods and services i.e. financial products like life insurance, repair/replace broken electrical goods, warm home, leisure and hobbies	
Area Deprivation – where you live (rural areas), where you work (accessibility of transport)	
Socio-economic Background – social class i.e. parents education, employment and income	

5. Integrated impact assessment required? (Two ticks above = full assessment necessary)			
YES	X	NO	

6. Decision rationale If you have ticked no above, use this section to evidence why a full IIA is not required
Based on the potential impact, a full integrated impact assessment is required.

<b>Signed by Lead Officer</b>	Jo MacPherson
<b>Designation</b>	Head of Social Policy
<b>Date</b>	15 December 2019
<b>Counter Signature</b> (Head of Service or Depute Chief Executive responsible for the policy)	
<b>Date</b>	



## Full Integrated Impact Assessment Form

1. Details of proposal	
<b>Policy Title</b> (include budget reference number if applicable)	Increase in Telecare charges and increase in uptake of service (SJ3c)
<b>Details of Others Involved</b>	Social Policy Senior Management Team, FMU
<b>Date Assessment Conducted</b>	15 December 2019

  

2. Set out a clear understanding of the purpose of the policy being developed or reviewed (what are the aims, objectives and intended outcomes including the context within which it will operate)	
<p>The current Telecare charge of £3.02 per week was set from April 2018 with a commitment to maintain the charge at the same level for a period of 3 years. The proposal is for the Telecare charge to be increased by 3% per year with effect from April 2021.</p> <p>The inflationary increase would result in a new charge of £3.11 in 2021 and £3.20 in 2022.</p> <p>The current Scottish average charge is £3.49.</p>	

  

3. Please outline any needs and/or barriers which equality groups (people with protected characteristics) may have in relation to this policy	
Age	<p><b>What effect/difference will the policy have on people?</b> The Telecare service is mainly used by older adults or people with disabilities.</p> <p>The service can play an integral part in supporting health and wellbeing outcomes for people in their own home and help manage the risks associated with independent living through the provision of a 24 hour telephone link to a key holder or the emergency services.</p> <p><b>How do you know that?</b> The Telecare service is currently used by 3,500 people in West Lothian the majority of who are older people.</p>
Disability	<p><b>What effect/difference will the policy have on people?</b> The Telecare service is mainly used by older adults or people with disabilities.</p> <p>The service can play an integral part in supporting health and wellbeing outcomes for people in their own home and help manage the risks associated with independent living through the provision of a 24 hour telephone link to a key holder or the emergency services.</p> <p><b>How do you know that?</b> The Telecare service is currently used by 3,500 people in West Lothian the majority of who are older people.</p>
Gender Reassignment – Trans/Transgender Identity	<p><b>What effect/difference will the policy have on people?</b> None identified.</p> <p><b>How do you know that?</b> No evidence was found through research or local consultation, that there may be hidden needs relating to this protected characteristic.</p>



Marriage or Civil Partnership	<b>What effect/difference will the policy have on people?</b> None identified.
	<b>How do you know that?</b> No evidence was found through research or local consultation, that there may be hidden needs relating to this protected characteristic.
Pregnancy and Maternity	<b>What effect/difference will the policy have on people?</b> None identified.
	<b>How do you know that?</b> No evidence was found through research or local consultation, that there may be hidden needs relating to this protected characteristic.
Race	<b>What effect/difference will the policy have on people?</b> None identified.
	<b>How do you know that?</b> No evidence was found through research or local consultation, that there may be hidden needs relating to this protected characteristic.
Religion or Belief	<b>What effect/difference will the policy have on people?</b> None identified.
	<b>How do you know that?</b> No evidence was found through research or local consultation, that there may be hidden needs relating to this protected characteristic.
Sex – Gender Identity	<b>What effect/difference will the policy have on people?</b> None identified.
	<b>How do you know that?</b> No evidence was found through research or local consultation, that there may be hidden needs relating to this protected characteristic.
Sexual Orientation	<b>What effect/difference will the policy have on people?</b> None identified.
	<b>How do you know that?</b> No evidence was found through research or local consultation, that there may be hidden needs relating to this protected characteristic.

#### 4. Please outline any needs and/or barriers which may affect vulnerable groups falling into poverty and disadvantage in relation to this policy.

Vulnerable groups may include the following:

- Unemployed
- Single parents and vulnerable families
- People on benefits
- Those involved in the criminal justice system
- People in the most deprived communities (bottom 20 SIMD areas)
- People who live in rural areas
- Pensioners
- Looked After Children
- Carers including young carers
- People misusing services
- Others e.g. veterans, students
- Single adult households
- People who have experienced the asylum system
- Those leaving the care setting including children and young people and those with illness
- Homeless people
- People with low literacy/ numeracy
- People with lower educational qualifications
- People in low paid work
- People with one or more protected characteristics

#### **What effect/difference will the policy have on people?**

People who elect to apply for Community Alarms and Telecare or who are referred to the service could be from any of the vulnerable groups listed. It is noted that people will be required to pay an additional 9p per week for the service and although there is no initial financial assessment process attached to the provision of the Telecare service systems are in place in line with the Council's anti-poverty strategy to assist people who are unable to pay the charge. This includes referral to the advice shop for a personal income check.

#### **How do you know that?**

The process to support people with payment of the Telecare charge has been in place since the charge was introduced.

**5. Action Plan**

What action/s will be taken, by whom and what is the timescale for completion?

**Actioner Name:** Jo Macpherson

**Action Date:** June 2021

**What is the issue?**

The impact of the increase will be carefully monitored through analysis of any unpaid invoices or requests for cancellation of the service, noting that alternative options to Telecare are now readily available for families and carers and a shift to other systems like Amazon Alexa is already being experienced. In cases of non-payment, the Telecare service would only be removed after a full risk assessment. The Chief Social Work Officer has the delegated authority to waive the charge in the event of non-payment where the risk of removing the system is considered to be too high.

**What action will be taken?**

Monitoring of requests for cancellation and non payment of invoices.

**Progress against action**

TBC from 1 April 2021.

**6. Details of consultation and involvement**

Who will be or has been involved in the consultation process?

- a) State which service users and groups are involved in this process and describe their involvement.
- b) Describe any planned involvement saying when this will take place and who is responsible for managing the involvement process.
- c) Describe the results of the involvement and how you have taken this into account.

The service charge in place across other local authorities has been reviewed and the proposed increase will mean that the West Lothian Charge remains one of the lowest in Scotland. West Lothian Currently has the tenth lowest charge in Scotland and this will remain the case even after the application of the proposed increase.

**7. Data and Information**

What equality data, poverty data, research, information or other evidence has been used to inform this assessment?

- a) What information or other evidence has been used in the development of the policy?
- b) What does research, consultation and other data or information tell you about the impact of the policy? (describe the information and conclusions, and state where the information can be found)
  - i. Quantitative (numbers, percentages, statistical analysis)
  - ii. Qualitative (written/spoken words, opinions, surveys)
- c) Describe any gaps in the available information, and record within section five (Action Plan), action you are taking in relation to this (e.g. new research, further analysis) and when this is planned.
- d) Give details of any existing local or national evidence which has been used to inform the development of your policy.

The service charge in place across other local authorities has been reviewed and the proposed inflationary increase will mean that the West Lothian Charge remains one of the lowest in Scotland. West Lothian Currently has the 10<sup>th</sup> lowest charge in Scotland and this will remain the case even after the application of the proposed increase.

The 2019 Scottish average Community Alarm and Telecare charge is £3.46 per week hence the service will remain significantly below the Scottish average. The total cost to the council of providing this service, including purchase of equipment and the cost of the Careline service equates to a cost to the council of £7.60 per week per user, hence the proposed charges will continue to represent a subsidised service to all service users.

Where no relevant evidence has been found this will continue to be monitored and reviewed through the consultation processes outlined in section 6, as well as national research, and the monitoring process set out in section 9 as part of the development and implementation of the proposal.

## 8. Mitigating Actions

If the policy has a negative/adverse impact on a particular group/s, but is still to be implemented, please provide justification for this.

Note: If the policy is unlawfully discriminatory under the Equality Act 2010 and/or is having a negative impact on poverty and socioeconomic disadvantage under the Fairer Scotland Duty, you MUST identify, how the policy can be amended or justified so the Council acts lawfully.

- a) How could you modify the policy to eliminate discrimination or to reduce any identified negative impacts? If necessary, consider other ways in which you could meet the aims and objectives.
- b) How could you modify the policy to create or maximise the positive aspects of the proposals and to increase equality and reduce poverty and socioeconomic disadvantage.
- c) Describe any modifications which you can make without further delay (for example, easy, few resource implications).
- d) If you propose to make any of the modifications shown above, describe any potential new negative impacts on other groups in society or on the ability to achieve the aims and how you will minimise these.
- e) Please describe the resource implications of any proposed modifications taking into account financial, people and property issues.

Refer to action plan. The increase charge will be monitored on implementation and established processes will be used to risk assess any request for removal of equipment as a result of the increase in the charge.

## 9. Monitoring and Review

- a) How will the implementation and impact of the policy be monitored, including implementation of any amendments? For example, what type of monitoring will there be? How frequent?
- b) What are the practical arrangements for monitoring? For example, who will put this in place? When will it start?
- c) How will results of monitoring be used to develop future policies?
- d) When is the policy due to be reviewed?
- e) Who is responsible for ensuring this happens? Please detail below

Refer to action plan. The increase charge will be monitored on implementation.

## 10. Recommendation and Reasoning

✓ Implement proposal taking account of mitigating actions (as outlined above)

### Reason for Recommendation

Implement proposal with no amendments.

<b>Signed by Lead Officer</b>	Jo MacPherson
<b>Designation</b>	Head of Social Policy
<b>Date</b>	15 December 2019
<b>Counter Signature</b> (Head of Service or Depute Chief Executive responsible for the policy)	
<b>Date</b>	



## Integrated Relevance Assessment Form

1. Details of proposal	
<b>Policy Title</b> (include budget reference number if applicable)	Remodel Housing with Care provision (SJ5b)
<b>Service Area</b>	Social Policy IJB
<b>Lead Officer</b>	Jo MacPherson, Head of Social Policy
<b>Other Officers/Partners Involved</b>	Social Policy Senior Management Team, Legal Services
<b>Date relevance assessed</b>	29 January 2019 Updated 15 December 2019

2. Does the council have control over how this policy will be implemented?			
YES	X	NO	

<p><b>3. The General Duty of the Equality Act 2010 requires public authorities, in the exercise of their functions, to have due regard to the need to:</b></p> <ul style="list-style-type: none"> <li>• Eliminate unlawful discrimination, harassment and victimisation and other prohibited conduct</li> <li>• Advance equality of opportunity between those who share a protected characteristic and those who do not; and</li> <li>• Foster good relations between those who share a protected characteristic and those who do not</li> </ul> <p>NB: In this section you must also consider the Human Rights Act and the key PANEL (Participation, Accountability, Non Discrimination, Empowerment and Legality) principles of Human Rights</p> <p>Which groups of people do you think will be, or potentially could be, impacted upon by the implementation of this policy? You should consider employees, clients, customers and service users (please tick below as appropriate).</p>	
Age – older people, young people and children	X
Disability – people with disabilities/long standing conditions	X
Gender reassignment – trans/transgender identity – anybody who's gender identity or gender expression is different to the sex assigned to them at birth	
Marriage or civil partnership – people who are married or in a civil partnership	
Pregnancy and maternity – woman who are pregnant and/or on maternity leave	
Race – people from black, Asian and minority ethnic communities and different racial backgrounds	
Religion or belief – people with different religions and beliefs including those with no beliefs	
Sex – Gender Identify – women and men (boys and girls) and those who self-identify their gender	X
Sexual Orientation – lesbian, gay, bisexual, heterosexual/straight	

4. Do you have evidence or reason to believe that this policy will or may impact on socio-economic inequalities? Consideration must be given particularly to children and families	
Socio-economic Disadvantage	Impact (Please Tick as Appropriate)
Low Income/Income Poverty – cannot afford to maintain regular payments such as bills, food, clothing	
Low and/or No Wealth – enough money to meet basic living costs and pay bills but have no savings to deal with any unexpected spends and no provision for the future	X
Material Deprivation – being unable to access basic goods and services i.e. financial products like life insurance, repair/replace broken electrical goods, warm home, leisure and hobbies	
Area Deprivation – where you live (rural areas), where you work (accessibility of transport)	
Socio-economic Background – social class i.e. parents education, employment and income	

5. Integrated impact assessment required? (Two ticks above = full assessment necessary)			
YES	X	NO	

6. Decision rationale If you have ticked no above, use this section to evidence why a full IIA is not required
<p>Housing with Care (HWC) is a housing model focused on enabling older people to retain independence in their own tenancy within a shared environment that provides additional supports.</p> <p>The main objective of the remodelling of housing with care provision is to ensure that the model has an increased focus on the original concept for HWC which is to retain independence for older people.</p>

<b>Signed by Lead Officer</b>	Jo MacPherson
<b>Designation</b>	Head of Social Policy
<b>Date</b>	29 January 2019 Updated 15 December 2019
<b>Counter Signature</b> (Head of Service or Depute Chief Executive responsible for the policy)	
<b>Date</b>	



## Full Integrated Impact Assessment Form

1. Details of proposal	
<b>Policy Title</b> (include budget reference number if applicable)	Remodel Housing with Care provision (SJ5b)
<b>Details of Others Involved</b>	Social Policy Senior Management Team
<b>Date Assessment Conducted</b>	29 January 2019 Updated 15 December 2019

2. Set out a clear understanding of the purpose of the policy being developed or reviewed (what are the aims, objectives and intended outcomes including the context within which it will operate)
<p>The proposal is to revise the Housing with Care model placing a greater focus on assisting independence. It is envisaged that the new delivery 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.</p> <p>The new model will place a greater focus on assisting independence, a key priority outcome. The overarching aim of the proposed Housing with Care 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.</p>

3. Please outline any needs and/or barriers which equality groups (people with protected characteristics) may have in relation to this policy	
Age	<p><b>What effect/difference will the policy have on people?</b> It is envisaged the revised Housing with Care 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 are known to have a positive effect on health and wellbeing.</p> <p>The new model will place a greater focus on assisting independence, a key priority outcome. The project will ensure that the HWC model retains provision for older people through efficiencies and new ways of working.</p> <p><b>How do you know that?</b> Many other local authorities and RSL's have already moved to models which are less dependency based.</p>
Disability	<p><b>What effect/difference will the policy have on people?</b> None identified.</p> <p><b>How do you know that?</b> No evidence was found through research or local consultation, that there may be hidden needs relating to this protected characteristic.</p>
Gender Reassignment – Trans/Transgender Identity	<p><b>What effect/difference will the policy have on people?</b> None identified.</p> <p><b>How do you know that?</b> No evidence was found through research or local consultation, that there may be hidden needs relating to this protected characteristic.</p>



Marriage or Civil Partnership	<b>What effect/difference will the policy have on people?</b> None identified.
	<b>How do you know that?</b> No evidence was found through research or local consultation, that there may be hidden needs relating to this protected characteristic.
Pregnancy and Maternity	<b>What effect/difference will the policy have on people?</b> None identified.
	<b>How do you know that?</b> No evidence was found through research or local consultation, that there may be hidden needs relating to this protected characteristic.
Race	<b>What effect/difference will the policy have on people?</b> None identified.
	<b>How do you know that?</b> No evidence was found through research or local consultation, that there may be hidden needs relating to this protected characteristic.
Religion or Belief	<b>What effect/difference will the policy have on people?</b> None identified.
	<b>How do you know that?</b> No evidence was found through research or local consultation, that there may be hidden needs relating to this protected characteristic.
Sex – Gender Identity	<b>What effect/difference will the policy have on people?</b> None identified.
	<b>How do you know that?</b> No evidence was found through research or local consultation, that there may be hidden needs relating to this protected characteristic.
Sexual Orientation	<b>What effect/difference will the policy have on people?</b> None identified.
	<b>How do you know that?</b> No evidence was found through research or local consultation, that there may be hidden needs relating to this protected characteristic.

#### 4. Please outline any needs and/or barriers which may affect vulnerable groups falling into poverty and disadvantage in relation to this policy.

Vulnerable groups may include the following:

- Unemployed
- Single parents and vulnerable families
- People on benefits
- Those involved in the criminal justice system
- People in the most deprived communities (bottom 20 SIMD areas)
- People who live in rural areas
- Pensioners
- Looked After Children
- Carers including young carers
- People misusing services
- Others e.g. veterans, students
- Single adult households
- People who have experienced the asylum system
- Those leaving the care setting including children and young people and those with illness
- Homeless people
- People with low literacy/ numeracy
- People with lower educational qualifications
- People in low paid work
- People with one or more protected characteristics

#### **What effect/difference will the policy have on people?**

The overarching aim of the proposed Housing with Care model is to continue 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.

This greater integration with communities allows for improving better relations between those with the protected characteristic of old age with those who do not.



**How do you know that?**

The revised HWC model will place a greater focus on assisting independence, and will retain an in-house HWC service which meets the needs of older people in West Lothian. Savings will be delivered through efficiencies and new ways of working.

**5. Action Plan**

What action/s will be taken, by whom and what is the timescale for completion?

**Actioner Name:** Jo Macpherson

**Action Date:** 2020/21

**What is the issue?**

Implementation of the new model is scheduled for 2021/22.

**What action will be taken?**

An implementation plan will be developed once engagement has taken place with staff groups and Registered Social Landlords. The IIA will be kept under review as work develops..

**Progress against action**

Ongoing

**6. Details of consultation and involvement**

Who will be or has been involved in the consultation process?

- State which service users and groups are involved in this process and describe their involvement.
- Describe any planned involvement saying when this will take place and who is responsible for managing the involvement process.
- Describe the results of the involvement and how you have taken this into account.

The number of responses received by the close of the council's Transforming Your Council 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.

Engagement will also take place with staff groups and Registered Social Landlords.

**7. Data and Information**

What equality data, poverty data, research, information or other evidence has been used to inform this assessment?

- What information or other evidence has been used in the development of the policy?
- What does research, consultation and other data or information tell you about the impact of the policy? (describe the information and conclusions, and state where the information can be found)
  - Quantitative (numbers, percentages, statistical analysis)
  - Qualitative (written/spoken words, opinions, surveys)
- Describe any gaps in the available information, and record within section five (Action Plan), action you are taking in relation to this (e.g. new research, further analysis) and when this is planned.
- Give details of any existing local or national evidence which has been used to inform the development of your policy.

The following research and evidence have been used to inform the project:

- 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)

The project has been scoped and the Integrated Impact Assessment is 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. The highlighted perceived issues likely to impact on certain groups or individuals from protected characteristics groups.

Where no relevant evidence has been found this will continue to be monitored and reviewed through the consultation processes outlined in section 6, as well as national research, and the monitoring process set out in section 9 as part of the development and implementation of the proposal.

## 8. Mitigating Actions

If the policy has a negative/adverse impact on a particular group/s, but is still to be implemented, please provide justification for this.

Note: If the policy is unlawfully discriminatory under the Equality Act 2010 and/or is having a negative impact on poverty and socioeconomic disadvantage under the Fairer Scotland Duty, you MUST identify, how the policy can be amended or justified so the Council acts lawfully.

- How could you modify the policy to eliminate discrimination or to reduce any identified negative impacts? If necessary, consider other ways in which you could meet the aims and objectives.
- How could you modify the policy to create or maximise the positive aspects of the proposals and to increase equality and reduce poverty and socioeconomic disadvantage.
- Describe any modifications which you can make without further delay (for example, easy, few resource implications).
- If you propose to make any of the modifications shown above, describe any potential new negative impacts on other groups in society or on the ability to achieve the aims and how you will minimise these.
- Please describe the resource implications of any proposed modifications taking into account financial, people and property issues.

None identified at this stage. The IIA will be kept under review as the engagement with RSLs, staff and tenants progresses.

## 9. Monitoring and Review

- How will the implementation and impact of the policy be monitored, including implementation of any amendments? For example, what type of monitoring will there be? How frequent?
- What are the practical arrangements for monitoring? For example, who will put this in place? When will it start?
- How will results of monitoring be used to develop future policies?
- When is the policy due to be reviewed?
- Who is responsible for ensuring this happens? Please detail below

Impact will be assessed against individual outcome goals identified within care and support plans and the impact on staff once the proposal has been progressed.

## 10. Recommendation and Reasoning

✓ Implement proposal taking account of mitigating actions (as outlined above)

### Reason for Recommendation

Implement proposal with no amendments.

<b>Signed by Lead Officer</b>	Jo MacPherson
<b>Designation</b>	Head of Social Policy
<b>Date</b>	29 January 2019 Updated 15 December 2019
<b>Counter Signature</b> (Head of Service or Depute Chief Executive responsible for the policy)	
<b>Date</b>	



## Integrated Relevance Assessment Form

1. Details of proposal			
<b>Policy Title</b> (include budget reference number if applicable)	Development of Health and Social Care drop in community hubs (SJ5c)		
<b>Service Area</b>	Social Policy (IJB)		
<b>Lead Officer</b>	Jo MacPherson, Head of Social Policy		
<b>Other Officers/Partners Involved</b>	Community Care Group and Senior Managers		
<b>Date relevance assessed</b>	15 December 2019		

  

2. Does the council have control over how this policy will be implemented?			
YES	X	NO	

  

<p><b>3. The General Duty of the Equality Act 2010 requires public authorities, in the exercise of their functions, to have due regard to the need to:</b></p> <ul style="list-style-type: none"> <li>• Eliminate unlawful discrimination, harassment and victimisation and other prohibited conduct</li> <li>• Advance equality of opportunity between those who share a protected characteristic and those who do not; and</li> <li>• Foster good relations between those who share a protected characteristic and those who do not</li> </ul> <p>NB: In this section you must also consider the Human Rights Act and the key PANEL (Participation, Accountability, Non Discrimination, Empowerment and Legality) principles of Human Rights</p> <p>Which groups of people do you think will be, or potentially could be, impacted upon by the implementation of this policy? You should consider employees, clients, customers and service users (please tick below as appropriate).</p>	
Age – older people, young people and children	X
Disability – people with disabilities/long standing conditions	X
Gender reassignment – trans/transgender identity – anybody who's gender identity or gender expression is different to the sex assigned to them at birth	
Marriage or civil partnership – people who are married or in a civil partnership	
Pregnancy and maternity – woman who are pregnant and/or on maternity leave	
Race – people from black, Asian and minority ethnic communities and different racial backgrounds	
Religion or belief – people with different religions and beliefs including those with no beliefs	
Sex – Gender Identify – women and men (boys and girls) and those who self-identify their gender	
Sexual Orientation – lesbian, gay, bisexual, heterosexual/straight	

4. Do you have evidence or reason to believe that this policy will or may impact on socio-economic inequalities? Consideration must be given particularly to children and families	
Socio-economic Disadvantage	Impact (Please Tick as Appropriate)
Low Income/Income Poverty – cannot afford to maintain regular payments such as bills, food, clothing	
Low and/or No Wealth – enough money to meet basic living costs and pay bills but have no savings to deal with any unexpected spends and no provision for the future	
Material Deprivation – being unable to access basic goods and services i.e. financial products like life insurance, repair/replace broken electrical goods, warm home, leisure and hobbies	
Area Deprivation – where you live (rural areas), where you work (accessibility of transport)	X
Socio-economic Background – social class i.e. parents education, employment and income	

5. Integrated impact assessment required? (Two ticks above = full assessment necessary)			
YES	X	NO	

6. Decision rationale If you have ticked no above, use this section to evidence why a full IIA is not required
Based on the potential impact, a full integrated impact assessment is required.

<b>Signed by Lead Officer</b>	Jo MacPherson
<b>Designation</b>	Head of Social Policy
<b>Date</b>	15 December 2019
<b>Counter Signature</b> (Head of Service or Depute Chief Executive responsible for the policy)	
<b>Date</b>	



## Full Integrated Impact Assessment Form

1. Details of proposal	
<b>Policy Title</b> (include budget reference number if applicable)	Development of Health and Social Care drop in community hubs (SJ5c)
<b>Details of Others Involved</b>	Community Care Group and Senior Managers
<b>Date Assessment Conducted</b>	15 December 2019

  

2. Set out a clear understanding of the purpose of the policy being developed or reviewed (what are the aims, objectives and intended outcomes including the context within which it will operate)	
<p>Introduction of a new model where social care advice and assistance can be accessed from agreed locations in communities. It will see a reduction in waiting lists as people can drop in for advice in their local community rather than requesting and waiting for a formal assessment. It will allow for more effective delivery of support through using the hub as a key access point and facilitating community led conversations. It is anticipated that direct face to face access to social care staff will result in fewer referrals, reducing resource requirements and providing a more responsive early intervention service.</p>	

  

3. Please outline any needs and/or barriers which equality groups (people with protected characteristics) may have in relation to this policy	
Age	<p><b>What effect/difference will the policy have on people?</b> The measure as a whole is applicable to all equality groups irrespective of this protected characteristic. Access to health and social care advice in a regular drop in setting will help people of all ages including people of working age who might find it helpful to have alternative access to the phone and older adults who do not want to travel to Livingston or Bathgate to a social work office.</p> <p><b>How do you know that?</b> Waiting lists for adult services continue to grow and this additional access to advice and support will provide people of all ages with an alternative access to professional advice.</p>
Disability	<p><b>What effect/difference will the policy have on people?</b> The measure as a whole is applicable to all equality groups irrespective of this protected characteristic. Access to health and social care advice in a regular local setting will reduce the need for people to travel to Livingston or Bathgate.</p> <p><b>How do you know that?</b> Waiting lists for adult services continue to grow and this additional access to advice and support will provide people of all ages and conditions with an alternative access to professional advice.</p>
Gender Reassignment – Trans/Transgender Identity	<p><b>What effect/difference will the policy have on people?</b> The measure as a whole is applicable to all equality groups irrespective of this protected characteristic.</p> <p><b>How do you know that?</b> There is little evidence at national or local level to indicate particular issues relating to gender identity and poverty, however reports such as Stonewall Scotland and 'Your Services, Your Say' indicate that a number of individuals who identify as trans may feel uncomfortable being open about their gender identity when accessing services so any specific issues or impact may be hidden.</p>

Marriage or Civil Partnership	<b>What effect/difference will the policy have on people?</b> The measure as a whole is applicable to all equality groups irrespective of this protected characteristic.
	<b>How do you know that?</b> No relevant evidence was found through research or consultation, that there may be hidden needs relating to this protected characteristic.
Pregnancy and Maternity	<b>What effect/difference will the policy have on people?</b> The measure as a whole is applicable to all equality groups irrespective of this protected characteristic.
	<b>How do you know that?</b> No relevant evidence was found through research or consultation, that there may be hidden needs relating to this protected characteristic.
Race	<b>What effect/difference will the policy have on people?</b> The measure as a whole is applicable to all equality groups irrespective of this protected characteristic.
	<b>How do you know that?</b> No relevant evidence was found through research or consultation, that there may be hidden needs relating to this protected characteristic.
Religion or Belief	<b>What effect/difference will the policy have on people?</b> The measure as a whole is applicable to all equality groups irrespective of this protected characteristic.
	<b>How do you know that?</b> No relevant evidence was found through research or consultation, that there may be hidden needs relating to this protected characteristic.
Sex – Gender Identity	<b>What effect/difference will the policy have on people?</b> The measure as a whole is applicable to all equality groups irrespective of this protected characteristic.
	<b>How do you know that?</b> No relevant evidence was found through research or consultation, that there may be hidden needs relating to this protected characteristic.
Sexual Orientation	<b>What effect/difference will the policy have on people?</b> The measure as a whole is applicable to all equality groups irrespective of this protected characteristic.
	<b>How do you know that?</b> No relevant evidence was found through research or consultation, that there may be hidden needs relating to this protected characteristic however as already acknowledged in the Gender Reassignment - Trans/Transgender Identity section Stonewall Scotland and 'Your Services, Your Say' indicate that a number of individuals who identify as trans may feel uncomfortable being open about their gender identity when accessing services so any impact may be hidden.

**4. Please outline any needs and/or barriers which may affect vulnerable groups falling into poverty and disadvantage in relation to this policy.**

Vulnerable groups may include the following:

- Unemployed
- Single parents and vulnerable families
- People on benefits
- Those involved in the criminal justice system
- People in the most deprived communities (bottom 20 SIMD areas)
- People who live in rural areas
- Pensioners
- Looked After Children
- Carers including young carers
- People misusing services
- Others e.g. veterans, students
- Single adult households
- People who have experienced the asylum system
- Those leaving the care setting including children and young people and those with illness
- Homeless people
- People with low literacy/ numeracy
- People with lower educational qualifications
- People in low paid work
- People with one or more protected characteristics



**What effect/difference will the policy have on people?**

The plan aims to ensure that citizens, communities and staff have a greater say in planning & delivering health and social care services. The development of community hubs starts with a conversation at a local community level to identify what the community wants from its hub and critically, where they want the hub to be located.

This West Lothian IJB Strategic Plan sets out how it intends to deliver its vision “to increase wellbeing and reduce health inequalities across all communities in West Lothian” and to deliver the nine national health and wellbeing outcomes through our strategic priorities and transformational change programmes against a background of demographic and financial challenges.

The IJB is committed to working with our partners, service users, their families and the wider community to find effective and sustainable solutions and achieve the best outcomes for the people of West Lothian. The opportunity for communities to drop in and chat with health and social care professionals (and third sector organisations) will provide an additional opportunity for people to access advice and support without the need to travel to a social work centre for appointments or discuss their concerns on the phone.

**How do you know that?**

95% of respondents on the development of the IJB Strategic Plan agreed with the aim to “ensure seamless accessible services which are person centred, caring, safe and respectful, with focus on quality and accountability that are empowering, supportive and inclusive and involve individuals and communities”.

**5. Action Plan**

What action/s will be taken, by whom and what is the timescale for completion?

**Actioner Name:** Jo Macpherson

**Action Date:** Summer 2020

**What is the issue?**

Engagement with Communities to get a better understanding of people’s experience of contact and access to social care services. This will lead to more detailed consideration of the frequency and location for the community hubs.

**What action will be taken?**

Working with community planning partners, hold meetings in local areas to identify a location and some early programme themes which will also be localised.

**Progress against action**

N/A at this stage.

**6. Details of consultation and involvement**

Who will be or has been involved in the consultation process?

- a) State which service users and groups are involved in this process and describe their involvement.
- b) Describe any planned involvement saying when this will take place and who is responsible for managing the involvement process.
- c) Describe the results of the involvement and how you have taken this into account.

N/A to date. Communities and IJB Locality Planning Groups will be consulted as the proposal develops.

## 7. Data and Information

What equality data, poverty data, research, information or other evidence has been used to inform this assessment?

- a) What information or other evidence has been used in the development of the policy?
- b) What does research, consultation and other data or information tell you about the impact of the policy? (describe the information and conclusions, and state where the information can be found)
  - i. Quantitative (numbers, percentages, statistical analysis)
  - ii. Qualitative (written/spoken words, opinions, surveys)
- c) Describe any gaps in the available information, and record within section five (Action Plan), action you are taking in relation to this (e.g. new research, further analysis) and when this is planned.
- d) Give details of any existing local or national evidence which has been used to inform the development of your policy.

The West Lothian IJB Strategic Plan contains a wealth of data and information in relation to the aims and objectives of the IJB in relation to delivering services at a local level.

<http://www.westlothianhcp.org.uk/IJB-strategic-plan>

The community hub model for health and social care has been rolled out by other local authorities and officers have been liaising with colleagues in those authorities to research the implementation and positive impacts observed by the local authorities from the proposal.

The project has been scoped and the Integrated Impact Assessment is 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. The highlighted perceived issues likely to impact on certain groups or individuals from protected characteristics groups.

Information gathered to date has come from the model implemented in the Scottish Borders called 'What Matters'. Adoption of the model in the Scottish Borders has resulted in a 25% reduction in waiting lists and an average 38% reduction in waiting times to see a community care OT or Social Worker. Staff satisfaction improvement of 22% with staff stating that they were able to do their job to a standard that they were pleased with. A similar model being branded as 'The Well' is currently being developed in Fife and a further model 'Wellwynd' is now underway in East Lothian.

Where no relevant evidence has been found this will continue to be monitored and reviewed through the consultation processes outlined in section 6, as well as national research, and the monitoring process set out in section 9 as part of the development and implementation of the proposal.

## 8. Mitigating Actions

If the policy has a negative/adverse impact on a particular group/s, but is still to be implemented, please provide justification for this.

Note: If the policy is unlawfully discriminatory under the Equality Act 2010 and/or is having a negative impact on poverty and socioeconomic disadvantage under the Fairer Scotland Duty, you MUST identify, how the policy can be amended or justified so the Council acts lawfully.

- a) How could you modify the policy to eliminate discrimination or to reduce any identified negative impacts? If necessary, consider other ways in which you could meet the aims and objectives.
- b) How could you modify the policy to create or maximise the positive aspects of the proposals and to increase equality and reduce poverty and socioeconomic disadvantage.
- c) Describe any modifications which you can make without further delay (for example, easy, few resource implications).

- d) If you propose to make any of the modifications shown above, describe any potential new negative impacts on other groups in society or on the ability to achieve the aims and how you will minimise these.
- e) Please describe the resource implications of any proposed modifications taking into account financial, people and property issues.

This will have a positive impact on improving the quality of life and health priorities. Access to advice and support in community settings should aid community capacity building and foster closer relationships with other partners. It will positively support the Customer Services Strategy by designing services that meet the needs of customers and help manage relationships in a positive way.

It is anticipated that this measure will have a positive impact on equality for those who are unable to travel to social work centres due to disability, illness or age.

This additional way of accessing social care services will improve the waiting list time and provide an alternative option for people to receive advice and assistance. By being more proactive, and visible in the community, it should help prevent cases reaching a crisis point. The full level of staffing savings would not be achieved until the new model is embedded.

## 9. Monitoring and Review

- a) How will the implementation and impact of the policy be monitored, including implementation of any amendments? For example, what type of monitoring will there be? How frequent?
- b) What are the practical arrangements for monitoring? For example, who will put this in place? When will it start?
- c) How will results of monitoring be used to develop future policies?
- d) When is the policy due to be reviewed?
- e) Who is responsible for ensuring this happens? Please detail below

Project has not started and IIA will be kept under review.

## 10. Recommendation and Reasoning

✓ Implement proposal taking account of mitigating actions (as outlined above)

### Reason for Recommendation

The development of drop in hubs will be undertaken in collaboration with local communities. Progress will be measured through the number of people using the service and the impact the additional access route has had on waiting lists and through customer feedback.

<b>Signed by Lead Officer</b>	Jo MacPherson
<b>Designation</b>	Head of Social Policy
<b>Date</b>	15 December 2019
<b>Counter Signature</b> (Head of Service or Depute Chief Executive responsible for the policy)	
<b>Date</b>	



## Integrated Relevance Assessment Form

1. Details of proposal	
<b>Policy Title</b> (include budget reference number if applicable)	Provision of care and education for Children with a Disability (S1a,S1b)
<b>Service Area</b>	Social Policy Non IJB
<b>Lead Officer</b>	Jo MacPherson, Interim Head of Service
<b>Other Officers/Partners Involved</b>	Senior Managers, Group Managers, Education Psychology, Partner Agencies.
<b>Date relevance assessed</b>	29 January 2019

2. Does the council have control over how this policy will be implemented?			
YES	X	NO	

<p><b>3. The General Duty of the Equality Act 2010 requires public authorities, in the exercise of their functions, to have due regard to the need to:</b></p> <ul style="list-style-type: none"> <li>• Eliminate unlawful discrimination, harassment and victimisation and other prohibited conduct</li> <li>• Advance equality of opportunity between those who share a protected characteristic and those who do not; and</li> <li>• Foster good relations between those who share a protected characteristic and those who do not</li> </ul> <p>NB: In this section you must also consider the Human Rights Act and the key PANEL (Participation, Accountability, Non Discrimination, Empowerment and Legality) principles of Human Rights</p> <p>Which groups of people do you think will be, or potentially could be, impacted upon by the implementation of this policy? You should consider employees, clients, customers and service users (please tick below as appropriate).</p>	
Age – older people, young people and children	X
Disability – people with disabilities/long standing conditions	X
Gender reassignment – trans/transgender identity – anybody who's gender identity or gender expression is different to the sex assigned to them at birth	
Marriage or civil partnership – people who are married or in a civil partnership	
Pregnancy and maternity – woman who are pregnant and/or on maternity leave	
Race – people from black, Asian and minority ethnic communities and different racial backgrounds	
Religion or belief – people with different religions and beliefs including those with no beliefs	
Sex – Gender Identify – women and men (boys and girls) and those who self-identify their gender	
Sexual Orientation – lesbian, gay, bisexual, heterosexual/straight	

<b>4. Do you have evidence or reason to believe that this policy will or may impact on socio-economic inequalities?</b> Consideration must be given particularly to children and families	
<b>Socio-economic Disadvantage</b>	<b>Impact (Please Tick as Appropriate)</b>
Low Income/Income Poverty – cannot afford to maintain regular payments such as bills, food, clothing	
Low and/or No Wealth – enough money to meet basic living costs and pay bills but have no savings to deal with any unexpected spends and no provision for the future	
Material Deprivation – being unable to access basic goods and services i.e. financial products like life insurance, repair/replace broken electrical goods, warm home, leisure and hobbies	
Area Deprivation – where you live (rural areas), where you work (accessibility of transport)	
Socio-economic Background – social class i.e. parents education, employment and income	X

<b>5. Integrated impact assessment required?</b> (Two ticks above = full assessment necessary)			
YES	X	NO	

<b>6. Decision rationale</b> If you have ticked no above, use this section to evidence why a full IIA is not required
Based on the potential impact, a full integrated impact assessment is required.

<b>Signed by Lead Officer</b>	Jo MacPherson
<b>Designation</b>	Head of Social Policy
<b>Date</b>	29 January 2019 Updated 16 December 2019
<b>Counter Signature</b> (Head of Service or Depute Chief Executive responsible for the policy)	
<b>Date</b>	



## Full Integrated Impact Assessment Form

1. Details of proposal	
<b>Policy Title</b> (include budget reference number if applicable)	Provision of care and education for Children with a Disability (S1a,S1b)
<b>Details of Others Involved</b>	Project board February 2018 Updated Project Board December 2019
<b>Date Assessment Conducted</b>	February 2018 Updated 16 December 2019

  

2. Set out a clear understanding of the purpose of the policy being developed or reviewed (what are the aims, objectives and intended outcomes including the context within which it will operate)
<p>The proposal aims to support children with disabilities and their families and aims to enable more children and young people to remain within West Lothian in a community family setting. The proposal aims is to:</p> <ul style="list-style-type: none"> <li>• Review the design of services for children with a disability within the local authority using a 'whole systems' approach across Social Policy, Education and Health services.</li> <li>• Ensure that the corporate parenting agenda is central to the approach taken within all working practices.</li> <li>• Consider Looked after children with a disability through to young adulthood in adults' services.</li> <li>• Review and consider the educational requirements of children with a disability and their additional support needs.</li> <li>• Ensure robust review and planning processes are in place.</li> <li>• Analyse and plan services using the information collected regarding the profile ensuring that capacity for future service needs are taken into consideration.</li> </ul> <p>These objectives are designed to increase equality, opportunity and to provide better outcomes for this group of children and young people.</p> <p>This project will also be aligned to the following initiatives:</p> <ul style="list-style-type: none"> <li>• Social Policy SOBC for the creation of a new facility for adults with learning disability, building capacity for young people.</li> <li>• Education capital projects for improved capacity in ASN schools for disabled children.</li> </ul>

<b>3. Please outline any needs and/or barriers which equality groups (people with protected characteristics) may have in relation to this policy</b>	
Age	<p><b>What effect/difference will the policy have on people?</b>  The proposal aims to support children with disabilities and their families and aims to enable more children and young people to remain within West Lothian in a community family setting through delivery of the objectives set out above. These objectives are designed to increase equality, opportunity and to provide better outcomes for this group of children and young people.  As at 16 December 2019, the Child Disability Service had 167 allocated families and an additional 67 children open to the team, so are therefore currently working with 234 families. All are receiving a care package to varying degrees. This highlights an increase of 23% over the last few years from 180 in 2015-16. The service has completed an initial review and redesign is seen as necessary and appropriate in order to ensure improved outcomes.</p> <p><b>How do you know that?</b>  Initial consultation took place in Spring 2017 with partners and stakeholders during the planning process for the development of the West Lothian Corporate Parenting Plan 2017-2018 as directed under Section 59 of the Children and Young People (Scotland) Act 2014. This plan sets out how corporate parent propose to fulfil its corporate parenting responsibilities under section 58 of The Act.</p> <p>The new draft corporate parenting plan for 2019-2023 is currently progressing through the council and partners governance structure for approval. The plan has been developed in consultation with the Corporate Parenting Strategic Group and the Participation and Engagement Workstream chaired by a third Sector Representative.</p> <p>Consultation and engagement with Looked After Children and Young People via existing structures and the Champions Board are currently ongoing. This engagement will be taken into consideration when finalising the plan.</p>
Disability	<p><b>What effect/difference will the policy have on people?</b>  The redesigned service aims to provide an affordable model of care that will provide support and education for children and young people with additional support needs or a disability (birth -26 years) which will enable them to remain with their families in West Lothian for as long as possible.</p> <p><b>How do you know that?</b>  These are key objectives of the project</p>
Gender Reassignment – Trans/Transgender Identity	<p><b>What effect/difference will the policy have on people?</b>  The policy as a whole is applicable to children and young people who have been assessed as having care and support needs and is therefore based on an individual's personal needs, irrespective of this protected characteristic.</p> <p><b>How do you know that?</b>  No relevant evidence has been found through research that there may be hidden needs relating to this protected characteristic but this will remain under review as part of the staged approach to developing this project.</p>
Marriage or Civil Partnership	<p><b>What effect/difference will the policy have on people?</b>  The policy as a whole is applicable to children and young people who have been assessed as having care and support needs and is therefore based on an individual's personal needs, irrespective of this protected characteristic.</p> <p><b>How do you know that?</b>  No relevant evidence has been found through research that there may be hidden needs relating to this protected characteristic but this will remain under review as part of the staged approach to developing this project.</p>



Pregnancy and Maternity	<b>What effect/difference will the policy have on people?</b> The policy as a whole is applicable to children and young people who have been assessed as having care and support needs and is therefore based on an individual's personal needs, irrespective of this protected characteristic.
	<b>How do you know that?</b> No relevant evidence has been found through research that there may be hidden needs relating to this protected characteristic but this will remain under review as part of the staged approach to developing this project.
Race	<b>What effect/difference will the policy have on people?</b> The policy as a whole is applicable to children and young people who have been assessed as having care and support needs and is therefore based on an individual's personal needs, irrespective of this protected characteristic.
	<b>How do you know that?</b> No relevant evidence has been found through research that there may be hidden needs relating to this protected characteristic but this will remain under review as part of the staged approach to developing this project.
Religion or Belief	<b>What effect/difference will the policy have on people?</b> The policy as a whole is applicable to children and young people who have been assessed as having care and support needs and is therefore based on an individual's personal needs, irrespective of this protected characteristic.
	<b>How do you know that?</b> No relevant evidence has been found through research that there may be hidden needs relating to this protected characteristic but this will remain under review as part of the staged approach to developing this project.
Sex – Gender Identity	<b>What effect/difference will the policy have on people?</b> The policy as a whole is applicable to children and young people who have been assessed as having care and support needs and is therefore based on an individual's personal needs, irrespective of this protected characteristic.
	<b>How do you know that?</b> No relevant evidence has been found through research that there may be hidden needs relating to this protected characteristic but this will remain under review as part of the staged approach to developing this project.
Sexual Orientation	<b>What effect/difference will the policy have on people?</b> The policy as a whole is applicable to children and young people who have been assessed as having care and support needs and is therefore based on an individual's personal needs, irrespective of this protected characteristic.
	<b>How do you know that?</b> No relevant evidence has been found through research that there may be hidden needs relating to this protected characteristic but this will remain under review as part of the staged approach to developing this project.

**4. Please outline any needs and/or barriers which may affect vulnerable groups falling into poverty and disadvantage in relation to this policy.**

Vulnerable groups may include the following:

- Unemployed
- Single parents and vulnerable families
- People on benefits
- Those involved in the criminal justice system
- People in the most deprived communities (bottom 20 SIMD areas)
- People who live in rural areas
- Pensioners
- Looked After Children
- Carers including young carers
- People misusing services
- Others e.g. veterans, students
- Single adult households
- People who have experienced the asylum system
- Those leaving the care setting including children and young people and those with illness
- Homeless people
- People with low literacy/ numeracy
- People with lower educational qualifications
- People in low paid work
- People with one or more protected characteristics

**What effect/difference will the policy have on people?**

The aim of the provision of care and education for Children with a Disability project is to support more children and young people with disabilities to remain within West Lothian in a community family setting, delivering a beneficial impact on children's lives and increase equality of opportunity and outcomes for children. This should in turn reduce the likelihood of discrimination.

**How do you know that?**

This forms part of the key objectives of the project.

**5. Action Plan**

What action/s will be taken, by whom and what is the timescale for completion?

**Actioner Name:** Head of Social Policy

**Action Date:** April 2020

**What is the issue?**

Options Appraisals and Recommendations for redesigned services required to be submitted to the Strategic Programme Board for consideration and review in February 2020 with plan to submit final worked up proposals by April 2020. This project will be implemented over a number of years with elements of the work continuing to develop in conjunction with adult services to ensure successful transition from children services to adult services. It is intended that during this period there will be engagement with service users regarding any redesign of service that may directly impact them.

**What action will be taken?**

The project team is currently refining proposed options for reporting to the project board in February 2020.

**Progress against action**

Ongoing

**6. Details of consultation and involvement**

Who will be or has been involved in the consultation process?

- State which service users and groups are involved in this process and describe their involvement.
- Describe any planned involvement saying when this will take place and who is responsible for managing the involvement process.
- Describe the results of the involvement and how you have taken this into account.

A total of 904 comments were received in the council's TYC consultation for the measure relating to children's services with the majority (80%) being positive recognizing the benefits of providing support to families at a local level wherever possible.

**7. Data and Information**

What equality data, poverty data, research, information or other evidence has been used to inform this assessment?

- What information or other evidence has been used in the development of the policy?
- What does research, consultation and other data or information tell you about the impact of the policy? (describe the information and conclusions, and state where the information can be found)
  - Quantitative (numbers, percentages, statistical analysis)
  - Qualitative (written/spoken words, opinions, surveys)
- Describe any gaps in the available information, and record within section five (Action Plan), action you are taking in relation to this (e.g. new research, further analysis) and when this is planned.
- Give details of any existing local or national evidence which has been used to inform the development of your policy.

Sources of information included:

- West Lothian Joint Children's Services Inspection 2017
- Children's Services Plan 2017-20

- Changing Lives: Report on the 21<sup>st</sup> Century Social Work Review
- GIRFEC : Proposals for Action
- Self-directed Support legislation

Proposals are informed by analysis of a range of performance data and research reports in relation to the following groups:

- Looked After Children and Young People
- Children and Young People with Additional Support needs
- Children and Young People with chronic health needs
- Children and Young People perceived to be at the edge of care
- Children and Young People experiencing adverse childhood experiences (ACEs)

The project has been scoped and the Integrated Impact Assessment is 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. The highlighted perceived issues likely to impact on certain groups or individuals from protected characteristics groups.

Where no relevant evidence has been found this will continue to be monitored and reviewed through the consultation processes outlined in section 6, as well as national research, and the monitoring process set out in section 9 as part of the development and implementation of the proposal.

## 8. Mitigating Actions

If the policy has a negative/adverse impact on a particular group/s, but is still to be implemented, please provide justification for this.

Note: If the policy is unlawfully discriminatory under the Equality Act 2010 and/or is having a negative impact on poverty and socioeconomic disadvantage under the Fairer Scotland Duty, you MUST identify, how the policy can be amended or justified so the Council acts lawfully.

- a) How could you modify the policy to eliminate discrimination or to reduce any identified negative impacts? If necessary, consider other ways in which you could meet the aims and objectives.
- b) How could you modify the policy to create or maximise the positive aspects of the proposals and to increase equality and reduce poverty and socioeconomic disadvantage.
- c) Describe any modifications which you can make without further delay (for example, easy, few resource implications).
- d) If you propose to make any of the modifications shown above, describe any potential new negative impacts on other groups in society or on the ability to achieve the aims and how you will minimise these.
- e) Please describe the resource implications of any proposed modifications taking into account financial, people and property issues.

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 or carers where possible. The aim of the project is to have a beneficial impact on children's lives and increase quality of opportunity for children, which should in turn reduce the likelihood of discrimination.

Further mitigating actions will be identified as options appraisals are developed for the redesigned services.

**9. Monitoring and Review**

- a) How will the implementation and impact of the policy be monitored, including implementation of any amendments? For example, what type of monitoring will there be? How frequent?
- b) What are the practical arrangements for monitoring? For example, who will put this in place? When will it start?
- c) How will results of monitoring be used to develop future policies?
- d) When is the policy due to be reviewed?
- e) Who is responsible for ensuring this happens? Please detail below

The new service models will require a review of the existing performance indicators and the development of new performance indicators if required, 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 IIA during the lifetime of the project.

**10. Recommendation and Reasoning**

Implement proposal taking account of mitigating actions (as outlined above)

**Reason for Recommendation**

Further consideration of mitigating measures will be undertaken as part of the development of the options appraisal currently being undertaken.

This IIA is part of a staged approach to the development of the project.

<b>Signed by Lead Officer</b>	Jo MacPherson
<b>Designation</b>	Head of Social Policy
<b>Date</b>	29 January 2019
<b>Counter Signature</b> (Head of Service or Depute Chief Executive responsible for the policy)	
<b>Date</b>	



## Integrated Relevance Assessment Form

1. Details of proposal	
<b>Policy Title</b> (include budget reference number if applicable)	Provision of care and education for Looked After Children and Children with Social, Emotional and Behavioral Needs (S1c,S1d,S1f, S1g, S1h)
<b>Service Area</b>	Social Policy Non IJB
<b>Lead Officer</b>	Jo MacPherson, Interim Head of Service
<b>Other Officers/Partners Involved</b>	Senior Manager, Group Managers
<b>Date relevance assessed</b>	29 January 2019

2. Does the council have control over how this policy will be implemented?			
YES	X	NO	

<p><b>3. The General Duty of the Equality Act 2010 requires public authorities, in the exercise of their functions, to have due regard to the need to:</b></p> <ul style="list-style-type: none"> <li>• Eliminate unlawful discrimination, harassment and victimisation and other prohibited conduct</li> <li>• Advance equality of opportunity between those who share a protected characteristic and those who do not; and</li> <li>• Foster good relations between those who share a protected characteristic and those who do not</li> </ul> <p>NB: In this section you must also consider the Human Rights Act and the key PANEL (Participation, Accountability, Non Discrimination, Empowerment and Legality) principles of Human Rights</p> <p>Which groups of people do you think will be, or potentially could be, impacted upon by the implementation of this policy? You should consider employees, clients, customers and service users (please tick below as appropriate).</p>	
Age – older people, young people and children	X
Disability – people with disabilities/long standing conditions	
Gender reassignment – trans/transgender identity – anybody who's gender identity or gender expression is different to the sex assigned to them at birth	
Marriage or civil partnership – people who are married or in a civil partnership	
Pregnancy and maternity – woman who are pregnant and/or on maternity leave	
Race – people from black, Asian and minority ethnic communities and different racial backgrounds	
Religion or belief – people with different religions and beliefs including those with no beliefs	
Sex – Gender Identify – women and men (boys and girls) and those who self-identify their gender	
Sexual Orientation – lesbian, gay, bisexual, heterosexual/straight	

<b>4. Do you have evidence or reason to believe that this policy will or may impact on socio-economic inequalities?</b> Consideration must be given particularly to children and families	
<b>Socio-economic Disadvantage</b>	<b>Impact (Please Tick as Appropriate)</b>
Low Income/Income Poverty – cannot afford to maintain regular payments such as bills, food, clothing	
Low and/or No Wealth – enough money to meet basic living costs and pay bills but have no savings to deal with any unexpected spends and no provision for the future	
Material Deprivation – being unable to access basic goods and services i.e. financial products like life insurance, repair/replace broken electrical goods, warm home, leisure and hobbies	
Area Deprivation – where you live (rural areas), where you work (accessibility of transport)	
Socio-economic Background – social class i.e. parents education, employment and income	X

<b>5. Integrated impact assessment required?</b> (Two ticks above = full assessment necessary)			
YES	X	NO	

<b>6. Decision rationale</b> If you have ticked no above, use this section to evidence why a full IIA is not required
Based on the potential impact, a full integrated impact assessment is required.

<b>Signed by Lead Officer</b>	Jo MacPherson
<b>Designation</b>	Head of Social Policy
<b>Date</b>	29 January 2019
<b>Counter Signature</b> (Head of Service or Depute Chief Executive responsible for the policy)	
<b>Date</b>	



## Full Integrated Impact Assessment Form

1. Details of proposal	
<b>Policy Title</b> (include budget reference number if applicable)	Provision of care and education for Looked After Children and Children with Social, Emotional and Behavioral Needs (S1c,S1d,S1f, S1g, S1h)
<b>Details of Others Involved</b>	Social Policy Senior Managers and Group Managers, Education Managers, Education Psychology, Partner Agencies
<b>Date Assessment Conducted</b>	29 January 2019 Updated 16 December 2019

  

2. Set out a clear understanding of the purpose of the policy being developed or reviewed (what are the aims, objectives and intended outcomes including the context within which it will operate)
<p>The aim is to :</p> <ul style="list-style-type: none"> <li>• Reduce the number of Looked After Children and Young People</li> <li>• For those Children and Young People who need to be looked after, reduce the number placed in residential care.</li> <li>• Support Children and Young People who are looked after to remain in care placements in West Lothian.</li> <li>• Support Children and Young People to receive education support within West Lothian and overall reduce the number of Children and Young People who are placed away from their home community.</li> </ul>

  

3. Please outline any needs and/or barriers which equality groups (people with protected characteristics) may have in relation to this policy	
Age	<p><b>What effect/difference will the policy have on people?</b></p> <p>The proposal aims to support Looked After Children and Children with Social Emotional and Behavioral needs and aims to enable more children and young people to remain within West Lothian in a community family setting through delivery of the objectives set out above.</p> <p>Improving placement stability continues to be a key objective contributing to safeguarding and promoting the child's welfare and development. Stein and others have identified that young people who experience stable placements providing good quality care are more likely to succeed educationally, be in work, settle in and manage their accommodation after leaving care, feel better about themselves, and achieve satisfactory social integration in adulthood than young people who have experienced further movement and disruption during their time in care.</p> <p>Nationally and locally there has been a significant shift in the balance of care with an increasing trend in children being looked after away from home in a family based setting, in particular with foster carers. Community family based placements provide the setting for delivering the most positive outcomes for looked after children and young people and work is ongoing to increase the number of foster carer households in West Lothian.</p> <p>These objectives are designed to increase equality, opportunity and to provide better outcomes for this group of children and young people.</p>



	<p><b>How do you know that?</b></p> <p>Initial consultation took place in Spring 2017 with partners and stakeholders during the planning process for the development of the West Lothian Corporate Parenting Plan 2017-2018 as directed under Section 59 of the Children and Young People (Scotland) Act 2014. This plan sets out how corporate parent propose to fulfil its corporate parenting responsibilities under section 58 of The Act.</p> <p>The new draft corporate parenting plan for 2019-2023 is currently progressing through the council and partners governance structure for approval. The plan has been developed in consultation with the Corporate Parenting Strategic Group and the Participation and Engagement Workstream chaired by a third Sector Representative.</p> <p>Consultation and engagement with Looked After Children and Young People through existing structures and the Champions Board currently ongoing. This engagement will be taken into consideration when finalising the plan.</p>
Disability	<p><b>What effect/difference will the policy have on people?</b></p> <p>The policy as a whole is applicable to children and young people who have been assessed as having care and support needs and is therefore based on an individual's personal needs, irrespective of this protected characteristic.</p> <p><b>How do you know that?</b></p> <p>No relevant evidence has been found through research that there may be hidden needs relating to this protected characteristic but this will remain under review as part of the staged approach to developing this project.</p>
Gender Reassignment – Trans/Transgender Identity	<p><b>What effect/difference will the policy have on people?</b></p> <p>The policy as a whole is applicable to children and young people who have been assessed as having care and support needs and is therefore based on an individual's personal needs, irrespective of this protected characteristic.</p> <p><b>How do you know that?</b></p> <p>No relevant evidence has been found through research that there may be hidden needs relating to this protected characteristic but this will remain under review as part of the staged approach to developing this project.</p>
Marriage or Civil Partnership	<p><b>What effect/difference will the policy have on people?</b></p> <p>The policy as a whole is applicable to children and young people who have been assessed as having care and support needs and is therefore based on an individual's personal needs, irrespective of this protected characteristic.</p> <p><b>How do you know that?</b></p> <p>No relevant evidence has been found through research that there may be hidden needs relating to this protected characteristic but this will remain under review as part of the staged approach to developing this project.</p>
Pregnancy and Maternity	<p><b>What effect/difference will the policy have on people?</b></p> <p>The policy as a whole is applicable to children and young people who have been assessed as having care and support needs and is therefore based on an individual's personal needs, irrespective of this protected characteristic.</p> <p><b>How do you know that?</b></p> <p>No relevant evidence has been found through research that there may be hidden needs relating to this protected characteristic but this will remain under review as part of the staged approach to developing this project.</p>
Race	<p><b>What effect/difference will the policy have on people?</b></p> <p>The policy as a whole is applicable to children and young people who have been assessed as having care and support needs and is therefore based on an individual's personal needs, irrespective of this protected characteristic.</p> <p><b>How do you know that?</b></p> <p>No relevant evidence has been found through research that there may be hidden needs relating to this protected characteristic but this will remain under review as part of the staged approach to developing this project.</p>

Religion or Belief	<b>What effect/difference will the policy have on people?</b> The policy as a whole is applicable to children and young people who have been assessed as having care and support needs and is therefore based on an individual's personal needs, irrespective of this protected characteristic.
	<b>How do you know that?</b> No relevant evidence has been found through research that there may be hidden needs relating to this protected characteristic but this will remain under review as part of the staged approach to developing this project.
Sex – Gender Identity	<b>What effect/difference will the policy have on people?</b> The policy as a whole is applicable to children and young people who have been assessed as having care and support needs and is therefore based on an individual's personal needs, irrespective of this protected characteristic.
	<b>How do you know that?</b> No relevant evidence has been found through research that there may be hidden needs relating to this protected characteristic but this will remain under review as part of the staged approach to developing this project.
Sexual Orientation	<b>What effect/difference will the policy have on people?</b> The policy as a whole is applicable to children and young people who have been assessed as having care and support needs and is therefore based on an individual's personal needs, irrespective of this protected characteristic.
	<b>How do you know that?</b> No relevant evidence has been found through research that there may be hidden needs relating to this protected characteristic but this will remain under review as part of the staged approach to developing this project.

**4. Please outline any needs and/or barriers which may affect vulnerable groups falling into poverty and disadvantage in relation to this policy.**

Vulnerable groups may include the following:

- Unemployed
- Single parents and vulnerable families
- People on benefits
- Those involved in the criminal justice system
- People in the most deprived communities (bottom 20 SIMD areas)
- People who live in rural areas
- Pensioners
- Looked After Children
- Carers including young carers
- People misusing services
- Others e.g. veterans, students
- Single adult households
- People who have experienced the asylum system
- Those leaving the care setting including children and young people and those with illness
- Homeless people
- People with low literacy/ numeracy
- People with lower educational qualifications
- People in low paid work
- People with one or more protected characteristics

**What effect/difference will the policy have on people?**

The aim of the project is to deliver a beneficial impact on children's lives and increase equality of opportunity and outcomes for children. This should in turn reduce the likelihood of discrimination.

**How do you know that?**

Nationally and locally there has been a significant shift in the balance of care with an increasing trend in children being looked after away from home in a family based setting, in particular with foster carers. Community family based placements provide the setting for delivering the most positive outcomes for looked after children and young people and work is ongoing to increase the number of foster carer households in West Lothian.

Studies have recorded that improving placement stability continues to be a key objective contributing to safeguarding and promoting the child's welfare and development. Stein and others have identified that young people who experience stable placements providing good quality care are more likely to succeed educationally, be in work, settle in and manage their accommodation after leaving care, feel better about themselves, and achieve satisfactory social integration in adulthood than those who have experienced further movement and disruption. This links directly to the key objectives of the project.

**5. Action Plan**

What action/s will be taken, by whom and what is the timescale for completion?

**Actioner Name:** Head of Social Policy

**Action Date:** Ongoing

**What is the issue?**

This project will be delivered over a number of years with work continuing across the work streams to develop identify and detail appropriate options and recommendations for redesigned services. To ensure the correct level of governance is used, all options and recommendations will be taken to the appropriate project and programme boards for consideration and approval, prior to implementation. The IIA will be kept under review and updated as the project develops. Due to the complex nature of the project, part of the review will be to assess if a separate IIA is required for individual work streams.

**What action will be taken?**

An implementation plan for each work stream will be developed. Communication strategy will be developed to manage any organisational change elements of the project. The project teams will continue to develop options appraisals for reporting to the appropriate project boards at key decision points throughout 2020.

**Progress against action**

Ongoing

**6. Details of consultation and involvement**

Who will be or has been involved in the consultation process?

- a) State which service users and groups are involved in this process and describe their involvement.
- b) Describe any planned involvement saying when this will take place and who is responsible for managing the involvement process.
- c) Describe the results of the involvement and how you have taken this into account.

A total of 904 comments were received in the council's TYC consultation for the measure relating to children's services with the majority (80%) being positive recognizing the benefits of providing support for families at a local level wherever possible.

Engagement with a range of senior staff involved in pupil support within all secondary schools and a sample of primary schools involved in the education of Looked After Children and children with Social Emotional and Behavioral needs was undertaken. The feedback from this engagement will be used to inform and develop options for service re-design.

The young people consulted highlighted the importance of consistent relationships, both in relation to their family circumstances and their engagement with education. They also stated that they preferred packages of education that were not based on classroom learning and were built around flexible educational opportunities. The young people when asked expressed that a key part of the service would be the availability of staff out of hours to support them when a crisis occurred.

**7. Data and Information**

What equality data, poverty data, research, information or other evidence has been used to inform this assessment?

- a) What information or other evidence has been used in the development of the policy?
- b) What does research, consultation and other data or information tell you about the impact of the policy? (describe the information and conclusions, and state where the information can be found)
  - i. Quantitative (numbers, percentages, statistical analysis)
  - ii. Qualitative (written/spoken words, opinions, surveys)
- c) Describe any gaps in the available information, and record within section five (Action Plan), action you are taking in relation to this (e.g. new research, further analysis) and when this is planned.
- d) Give details of any existing local or national evidence which has been used to inform the development of your policy.

Other sources of information included:

- 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
- Benchmarking of the existing service users completed.
- Research/site visits to other local authorities' completed
- Consultation with service users.
- Utilisation of the annual Looked After Children benchmarking statistics provided by Centre for Excellence for Looked After Children in Scotland (CELCIS).

The project has been scoped and the Integrated Impact Assessment is 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. The highlighted perceived issues likely to impact on certain groups or individuals from protected characteristics groups.

Where no relevant evidence has been found this will continue to be monitored and reviewed through the consultation processes outlined in section 6, as well as national research, and the monitoring process set out in section 9 as part of the development and implementation of the proposal.

## 8. Mitigating Actions

If the policy has a negative/adverse impact on a particular group/s, but is still to be implemented, please provide justification for this.

Note: If the policy is unlawfully discriminatory under the Equality Act 2010 and/or is having a negative impact on poverty and socioeconomic disadvantage under the Fairer Scotland Duty, you MUST identify, how the policy can be amended or justified so the Council acts lawfully.

- a) How could you modify the policy to eliminate discrimination or to reduce any identified negative impacts? If necessary, consider other ways in which you could meet the aims and objectives.
- b) How could you modify the policy to create or maximise the positive aspects of the proposals and to increase equality and reduce poverty and socioeconomic disadvantage.
- c) Describe any modifications which you can make without further delay (for example, easy, few resource implications).
- d) If you propose to make any of the modifications shown above, describe any potential new negative impacts on other groups in society or on the ability to achieve the aims and how you will minimise these.
- e) Please describe the resource implications of any proposed modifications taking into account financial, people and property issues.

The development of long term transition plans and placements will have a positive impact on Children and 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 or carers.

The aim of the project is to have a beneficial impact on children's lives and increase the quality of opportunity and outcomes for children, which should in turn reduce the likelihood of discrimination. Further mitigating actions will be identified as options appraisals are developed for the redesigned services.

**9. Monitoring and Review**

- a) How will the implementation and impact of the policy be monitored, including implementation of any amendments? For example, what type of monitoring will there be? How frequent?
- b) What are the practical arrangements for monitoring? For example, who will put this in place? When will it start?
- c) How will results of monitoring be used to develop future policies?
- d) When is the policy due to be reviewed?
- e) Who is responsible for ensuring this happens? Please detail below

The new service models will require a review of the existing performance indicators and the development of new performance indicators if required, 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 IIA during the lifetime of the project.

**10. Recommendation and Reasoning**

Implement proposal taking account of mitigating actions (as outlined above).

**Reason for Recommendation**

Further consideration of mitigating measures will be undertaken as part of the development of the options currently being developed within each agreed work stream.

This IIA is part of a staged approach to the development of the project.

<b>Signed by Lead Officer</b>	Jo MacPherson
<b>Designation</b>	Head of Social Policy
<b>Date</b>	29 January 2019 Updated 16 December 2019
<b>Counter Signature</b> (Head of Service or Depute Chief Executive responsible for the policy)	
<b>Date</b>	



## Integrated Relevance Assessment Form

1. Details of proposal	
<b>Policy Title</b> (include budget reference number if applicable)	Removal of pilot funding to support implementation of Community Choices (P1c)
<b>Service Area</b>	Planning, Economic Development and Regeneration
<b>Lead Officer</b>	Craig McCorriston
<b>Other Officers/Partners Involved</b>	None
<b>Date relevance assessed</b>	12 September 2019

2. Does the council have control over how this policy will be implemented?			
YES	X	NO	

<p><b>3. The General Duty of the Equality Act 2010 requires public authorities, in the exercise of their functions, to have due regard to the need to:</b></p> <ul style="list-style-type: none"> <li>• Eliminate unlawful discrimination, harassment and victimisation and other prohibited conduct</li> <li>• Advance equality of opportunity between those who share a protected characteristic and those who do not; and</li> <li>• Foster good relations between those who share a protected characteristic and those who do not</li> </ul> <p>NB: In this section you must also consider the Human Rights Act and the key PANEL (Participation, Accountability, Non Discrimination, Empowerment and Legality) principles of Human Rights</p> <p>Which groups of people do you think will be, or potentially could be, impacted upon by the implementation of this policy? You should consider employees, clients, customers and service users (please tick below as appropriate).</p>	
Age – older people, young people and children	X
Disability – people with disabilities/long standing conditions	X
Gender reassignment – trans/transgender identity – anybody who's gender identity or gender expression is different to the sex assigned to them at birth	X
Marriage or civil partnership – people who are married or in a civil partnership	X
Pregnancy and maternity – woman who are pregnant and/or on maternity leave	X
Race – people from black, Asian and minority ethnic communities and different racial backgrounds	X
Religion or belief – people with different religions and beliefs including those with no beliefs	X
Sex – Gender Identify – women and men (boys and girls) and those who self-identify their gender	X
Sexual Orientation – lesbian, gay, bisexual, heterosexual/straight	X



**4. Do you have evidence or reason to believe that this policy will or may impact on socio-economic inequalities?**

Consideration must be given particularly to children and families

<b>Socio-economic Disadvantage</b>	<b>Impact (Please Tick as Appropriate)</b>
Low Income/Income Poverty – cannot afford to maintain regular payments such as bills, food, clothing	X
Low and/or No Wealth – enough money to meet basic living costs and pay bills but have no savings to deal with any unexpected spends and no provision for the future	X
Material Deprivation – being unable to access basic goods and services i.e. financial products like life insurance, repair/replace broken electrical goods, warm home, leisure and hobbies	X
Area Deprivation – where you live (rural areas), where you work (accessibility of transport)	X
Socio-economic Background – social class i.e. parents education, employment and income	X

**5. Integrated impact assessment required?**

(Two ticks above = full assessment necessary)

YES	X	NO	
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**6. Decision rationale**

If you have ticked no above, use this section to evidence why a full IIA is not required

No rationale required – full integrated impact assessment will be undertaken.

<b>Signed by Lead Officer</b>	Craig McCorriston
<b>Designation</b>	Head of Planning, Economic Development and Regeneration
<b>Date</b>	12 September 2019
<b>Counter Signature</b> (Head of Service or Depute Chief Executive responsible for the policy)	
<b>Date</b>	





## Full Integrated Impact Assessment Form

1. Details of proposal	
<b>Policy Title</b> (include budget reference number if applicable)	Removal of pilot funding to support implementation of Community Choices (P1c)
<b>Details of Others Involved</b>	None
<b>Date Assessment Conducted</b>	2 December 2019

  

2. Set out a clear understanding of the purpose of the policy being developed or reviewed (what are the aims, objectives and intended outcomes including the context within which it will operate)
<p>The proposal is to remove the pilot funding to support the implementation of community choices, this will be undertaken following pilots being undertaken during 2019/20 and 2020/21 as agreed at Council Executive in November 2019.</p> <p>The pilot funding was originally provided to support the implementation of community choices for the allocation of voluntary organisations grant funding. The saving is a reduction in council resources to facilitate the funding process rather than a reduction in grants provided to voluntary organisations. Once a new community choices process and community group funding is implemented and embedded, this support will no longer be required.</p> <p>This saving is linked to the implementation of saving P1b – which was to reduce funding to community groups through prioritisation of resources based on community need and community involvement in the allocation of resources.</p>

  

3. Please outline any needs and/or barriers which equality groups (people with protected characteristics) may have in relation to this policy	
Age	<p><b>What effect/difference will the policy have on people?</b></p> <p>The pilot funding is intended to smooth the implementation of community choices and changes to the allocation of community grant funding, therefore it should not impact on users. Effective implementation of the new approach and supporting groups to embed the new processes will help minimise any potential adverse impact. However, removal of the funding potentially could reduce community groups ability to remain up to date with technology and new approaches to securing grant funding, which could impact on the service users of those community groups.</p> <p><b>How do you know that?</b></p> <p>The pilot funding has an intended purpose and the removal of the funding is not envisaged to have a negative impact as community groups should have used the pilot funding to build capacity. However it is acknowledged that not all groups will be as capable to adapt to change quickly.</p>
Disability	<p><b>What effect/difference will the policy have on people?</b></p> <p>The pilot funding is intended to smooth the implementation of community choices and changes to the allocation of community grant funding, therefore it should not impact on users. Effective implementation of the new approach and supporting groups to embed the new processes will help minimise any potential adverse impact. However, removal of the funding potentially could reduce community groups ability to remain up to date with technology and new approaches to securing grant funding, which could impact on the service users of those community groups.</p>

	<p><b>How do you know that?</b></p> <p>The pilot funding has an intended purpose and the removal of the funding is not envisaged to have a negative impact as community groups should have used the pilot funding to build capacity. However it is acknowledged that not all groups will be as capable to adapt to change quickly.</p>
Gender Reassignment – Trans/Transgender Identity	<p><b>What effect/difference will the policy have on people?</b></p> <p>The pilot funding is intended to smooth the implementation of community choices and changes to the allocation of community grant funding, therefore it should not impact on users. Effective implementation of the new approach and supporting groups to embed the new processes will help minimise any potential adverse impact. However, removal of the funding potentially could reduce community groups ability to remain up to date with technology and new approaches to securing grant funding, which could impact on the service users of those community groups.</p> <p><b>How do you know that?</b></p> <p>The pilot funding has an intended purpose and the removal of the funding is not envisaged to have a negative impact as community groups should have used the pilot funding to build capacity. However it is acknowledged that not all groups will be as capable to adapt to change quickly.</p>
Marriage or Civil Partnership	<p><b>What effect/difference will the policy have on people?</b></p> <p>The pilot funding is intended to smooth the implementation of community choices and changes to the allocation of community grant funding, therefore it should not impact on users. Effective implementation of the new approach and supporting groups to embed the new processes will help minimise any potential adverse impact. However, removal of the funding potentially could reduce community groups ability to remain up to date with technology and new approaches to securing grant funding, which could impact on the service users of those community groups.</p> <p><b>How do you know that?</b></p> <p>The pilot funding has an intended purpose and the removal of the funding is not envisaged to have a negative impact as community groups should have used the pilot funding to build capacity. However it is acknowledged that not all groups will be as capable to adapt to change quickly.</p>
Pregnancy and Maternity	<p><b>What effect/difference will the policy have on people?</b></p> <p>The pilot funding is intended to smooth the implementation of community choices and changes to the allocation of community grant funding, therefore it should not impact on users. Effective implementation of the new approach and supporting groups to embed the new processes will help minimise any potential adverse impact. However, removal of the funding potentially could reduce community groups ability to remain up to date with technology and new approaches to securing grant funding, which could impact on the service users of those community groups.</p> <p><b>How do you know that?</b></p> <p>The pilot funding has an intended purpose and the removal of the funding is not envisaged to have a negative impact as community groups should have used the pilot funding to build capacity. However it is acknowledged that not all groups will be as capable to adapt to change quickly.</p>
Race	<p><b>What effect/difference will the policy have on people?</b></p> <p>The pilot funding is intended to smooth the implementation of community choices and changes to the allocation of community grant funding, therefore it should not impact on users. Effective implementation of the new approach and supporting groups to embed the new processes will help minimise any potential adverse impact. However, removal of the funding potentially could reduce community groups ability to remain up to date with technology and new approaches to securing grant funding, which could impact on the service users of those community groups.</p>

	<p><b>How do you know that?</b></p> <p>The pilot funding has an intended purpose and the removal of the funding is not envisaged to have a negative impact as community groups should have used the pilot funding to build capacity. However it is acknowledged that not all groups will be as capable to adapt to change quickly.</p>
Religion or Belief	<p><b>What effect/difference will the policy have on people?</b></p> <p>The pilot funding is intended to smooth the implementation of community choices and changes to the allocation of community grant funding, therefore it should not impact on users. Effective implementation of the new approach and supporting groups to embed the new processes will help minimise any potential adverse impact. However, removal of the funding potentially could reduce community groups ability to remain up to date with technology and new approaches to securing grant funding, which could impact on the service users of those community groups.</p> <p><b>How do you know that?</b></p> <p>The pilot funding has an intended purpose and the removal of the funding is not envisaged to have a negative impact as community groups should have used the pilot funding to build capacity. However it is acknowledged that not all groups will be as capable to adapt to change quickly.</p>
Sex – Gender Identity	<p><b>What effect/difference will the policy have on people?</b></p> <p>The pilot funding is intended to smooth the implementation of community choices and changes to the allocation of community grant funding, therefore it should not impact on users. Effective implementation of the new approach and supporting groups to embed the new processes will help minimise any potential adverse impact. However, removal of the funding potentially could reduce community groups ability to remain up to date with technology and new approaches to securing grant funding, which could impact on the service users of those community groups.</p> <p><b>How do you know that?</b></p> <p>The pilot funding has an intended purpose and the removal of the funding is not envisaged to have a negative impact as community groups should have used the pilot funding to build capacity. However it is acknowledged that not all groups will be as capable to adapt to change quickly.</p>
Sexual Orientation	<p><b>What effect/difference will the policy have on people?</b></p> <p>The pilot funding is intended to smooth the implementation of community choices and changes to the allocation of community grant funding, therefore it should not impact on users. Effective implementation of the new approach and supporting groups to embed the new processes will help minimise any potential adverse impact. However, removal of the funding potentially could reduce community groups ability to remain up to date with technology and new approaches to securing grant funding, which could impact on the service users of those community groups.</p> <p><b>How do you know that?</b></p> <p>The pilot funding has an intended purpose and the removal of the funding is not envisaged to have a negative impact as community groups should have used the pilot funding to build capacity. However it is acknowledged that not all groups will be as capable to adapt to change quickly.</p>

**4. Please outline any needs and/or barriers which may affect vulnerable groups falling into poverty and disadvantage in relation to this policy.**

Vulnerable groups may include the following:

- Unemployed
- Single parents and vulnerable families
- People on benefits
- Those involved in the criminal justice system
- Pensioners
- Looked After Children
- Carers including young carers
- People misusing services
- Others e.g. veterans,
- Those leaving the care setting including children and young people and those with illness
- Homeless people
- People with low literacy/ numeracy

<ul style="list-style-type: none"> <li>• People in the most deprived communities (bottom 20 SIMD areas)</li> <li>• People who live in rural areas</li> </ul>	<ul style="list-style-type: none"> <li>• students</li> <li>• Single adult households</li> <li>• People who have experienced the asylum system</li> </ul>	<ul style="list-style-type: none"> <li>• People with lower educational qualifications</li> <li>• People in low paid work</li> <li>• People with one or more protected characteristics</li> </ul>
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#### **What effect/difference will the policy have on people?**

The pilot funding has an intended purpose and the removal of the funding is not envisaged to have a negative impact as community groups will have used the pilot funding to build capacity and will have been supported through the change process. However it is acknowledged that not all groups will be as capable to adapt to change and the service users of those groups may be disadvantaged as the community group may not be successful at securing funding.

#### **How do you know that?**

Removal of pilot funding which was provided to support the implementation of community choices for the allocation of voluntary organisations grants funding. The saving is a reduction in council resources provided to voluntary organisations to learn from new funding processes and to help increase capacity rather than a reduction in grants provided to voluntary organisations. However it is acknowledged that not all community groups may be as well placed to build capacity and will still require support to access funding.

### **5. Action Plan**

What action/s will be taken, by whom and what is the timescale for completion?

#### **Actioner Name:**

Craig McCorriston

#### **Action Date:**

Planned Implementation – During 2019/20 and 2020/21

#### **What is the issue?**

Removal of capacity building Community Choices pilot funding.

#### **What action will be taken?**

Community Choices pilot funding will be utilised in 2019/20 and 2020/21 for two rounds of Community Choices to undertake a detailed review to understand the best approaches to Community Choices to the main community grants budget. The learning from the pilots will inform the future approach to community funding and Community Choices.

#### **Progress against action**

Work is ongoing with the project team to develop plans.

### **6. Details of consultation and involvement**

Who will be or has been involved in the consultation process?

- a) State which service users and groups are involved in this process and describe their involvement.
- b) Describe any planned involvement saying when this will take place and who is responsible for managing the involvement process.
- c) Describe the results of the involvement and how you have taken this into account.

The voluntary sector, including the Voluntary Sector Gateway, is involved in the development of the 2019/20 Community Choices pilot and it is intended that they will remain involved for the 2020/21 pilot. Meaning that the learning and capacity building from the pilots will inform the approach to community group funding and the feedback from the pilot processes will be in partnership with the third sector.

### **7. Data and Information**

What equality data, poverty data, research, information or other evidence has been used to inform this assessment?

- a) What information or other evidence has been used in the development of the policy?
- b) What does research, consultation and other data or information tell you about the impact of the policy? (describe the information and conclusions, and state where the information can be found)

- i. Quantitative (numbers, percentages, statistical analysis)
- ii. Qualitative (written/spoken words, opinions, surveys)
- c) Describe any gaps in the available information, and record within section five (Action Plan), action you are taking in relation to this (e.g. new research, further analysis) and when this is planned.
- d) Give details of any existing local or national evidence which has been used to inform the development of your policy.

Following the Community Choices pilots in 2019/20 and 2020/21 detailed evidence will be reviewed on the processes followed as well as the impact from the processes. This will inform the identification of any potential community groups who require additional support to access community group funding.

The project has been scoped and the Integrated Impact Assessment is 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. The highlighted perceived issues likely to impact on certain groups or individuals from protected characteristics groups.

Where no relevant evidence has been found this will continue to be monitored and reviewed through the consultation processes outlined in section 6, as well as national research, and the monitoring process set out in section 9 as part of the development and implementation of the proposal.

## 8. Mitigating Actions

If the policy has a negative/adverse impact on a particular group/s, but is still to be implemented, please provide justification for this.

Note: If the policy is unlawfully discriminatory under the Equality Act 2010 and/or is having a negative impact on poverty and socioeconomic disadvantage under the Fairer Scotland Duty, you MUST identify, how the policy can be amended or justified so the Council acts lawfully.

- a) How could you modify the policy to eliminate discrimination or to reduce any identified negative impacts? If necessary, consider other ways in which you could meet the aims and objectives.
- b) How could you modify the policy to create or maximise the positive aspects of the proposals and to increase equality and reduce poverty and socioeconomic disadvantage.
- c) Describe any modifications which you can make without further delay (for example, easy, few resource implications).
- d) If you propose to make any of the modifications shown above, describe any potential new negative impacts on other groups in society or on the ability to achieve the aims and how you will minimise these.
- e) Please describe the resource implications of any proposed modifications taking into account financial, people and property issues.

The pilot funding was not intended as a package of funding that would continue over the longer term and had an intended purpose to mitigate negative impacts on community groups and their service users from changes to community group funding processes. However mitigating actions that will be undertaken will include the review of the two pilot processes in 2019/20 and 2020/21 to identify and inform the changes to the processes as well as identify groups who may require one-off additional support.

**9. Monitoring and Review**

- a) How will the implementation and impact of the policy be monitored, including implementation of any amendments? For example, what type of monitoring will there be? How frequent?
- b) What are the practical arrangements for monitoring? For example, who will put this in place? When will it start?
- c) How will results of monitoring be used to develop future policies?
- d) When is the policy due to be reviewed?
- e) Who is responsible for ensuring this happens? Please detail below

The planning, implementation and reviewing of this measure will be to ensure that following implementation of any changes, there remains a transparent community group funding process with groups who have capacity to access and use the new routes and processes to funding. This will also include feedback from the voluntary sector.

**10. Recommendation and Reasoning**

✓ Implement proposal taking account of mitigating actions (as outlined above)

**Reason for Recommendation**

Further consideration of equality impacts will be undertaken as part of the staged approach to implementing this proposal.

<b>Signed by Lead Officer</b>	Craig McCorriston
<b>Designation</b>	Head of Planning, Economic Development and Regeneration
<b>Date</b>	2 December 2019
<b>Counter Signature</b> (Head of Service or Depute Chief Executive responsible for the policy)	
<b>Date</b>	





## Integrated Relevance Assessment Form

1. Details of proposal			
<b>Policy Title</b> (include budget reference number if applicable)	Reduce adult learning budget by 50% (E1b)		
<b>Service Area</b>	Education Services		
<b>Lead Officer</b>	Jim Cameron		
<b>Other Officers/Partners Involved</b>	Laura Wilson		
<b>Date relevance assessed</b>	2 December 2019		

  

2. Does the council have control over how this policy will be implemented?			
YES	X	NO	

  

<p><b>3. The General Duty of the Equality Act 2010 requires public authorities, in the exercise of their functions, to have due regard to the need to:</b></p> <ul style="list-style-type: none"> <li>• Eliminate unlawful discrimination, harassment and victimisation and other prohibited conduct</li> <li>• Advance equality of opportunity between those who share a protected characteristic and those who do not; and</li> <li>• Foster good relations between those who share a protected characteristic and those who do not</li> </ul> <p>NB: In this section you must also consider the Human Rights Act and the key PANEL (Participation, Accountability, Non Discrimination, Empowerment and Legality) principles of Human Rights</p> <p>Which groups of people do you think will be, or potentially could be, impacted upon by the implementation of this policy? You should consider employees, clients, customers and service users (please tick below as appropriate).</p>	
Age – older people, young people and children	X
Disability – people with disabilities/long standing conditions	X
Gender reassignment – trans/transgender identity – anybody who's gender identity or gender expression is different to the sex assigned to them at birth	
Marriage or civil partnership – people who are married or in a civil partnership	
Pregnancy and maternity – woman who are pregnant and/or on maternity leave	
Race – people from black, Asian and minority ethnic communities and different racial backgrounds	
Religion or belief – people with different religions and beliefs including those with no beliefs	
Sex – Gender Identify – women and men (boys and girls) and those who self-identify their gender	
Sexual Orientation – lesbian, gay, bisexual, heterosexual/straight	X



4. Do you have evidence or reason to believe that this policy will or may impact on socio-economic inequalities? Consideration must be given particularly to children and families	
Socio-economic Disadvantage	Impact (Please Tick as Appropriate)
Low Income/Income Poverty – cannot afford to maintain regular payments such as bills, food, clothing	X
Low and/or No Wealth – enough money to meet basic living costs and pay bills but have no savings to deal with any unexpected spends and no provision for the future	
Material Deprivation – being unable to access basic goods and services i.e. financial products like life insurance, repair/replace broken electrical goods, warm home, leisure and hobbies	
Area Deprivation – where you live (rural areas), where you work (accessibility of transport)	X
Socio-economic Background – social class i.e. parents education, employment and income	X

5. Integrated impact assessment required? (Two ticks above = full assessment necessary)			
YES	X	NO	

6. Decision rationale If you have ticked no above, use this section to evidence why a full IIA is not required
No rationale required – full integrated impact assessment will be undertaken.

<b>Signed by Lead Officer</b>	James Cameron
<b>Designation</b>	Head of Education
<b>Date</b>	2 December 2019
<b>Counter Signature</b> (Head of Service or Depute Chief Executive responsible for the policy)	
<b>Date</b>	



## Full Integrated Impact Assessment Form

1. Details of proposal	
<b>Policy Title</b> (include budget reference number if applicable)	Reduce adult learning budget by 50% (E1b)
<b>Details of Others Involved</b>	Business Transformation Lead.
<b>Date Assessment Conducted</b>	28 November 2017 – Refreshed 2 December 2019

2. Set out a clear understanding of the purpose of the policy being developed or reviewed (what are the aims, objectives and intended outcomes including the context within which it will operate)
<p>The proposal is to reduce the Adult Learning Budget by 50% in 2021/22. 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. Provision in terms of literacy, numeracy and digital skills will continue with a slight reduction in the number of classes available per week.</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. The Service Plan will monitor the Aims of Service and the actual service provided on an annual basis, PIs are updated on an annual basis, scope and scale of Adult Learning will continue to be monitored and comments from service users/ wider citizens will continue to be monitored.</p>

3. Please outline any needs and/or barriers which equality groups (people with protected characteristics) may have in relation to this policy	
Age	<p><b>What effect/difference will the policy have on people?</b> None identified at this stage.</p> <p><b>How do you know that?</b> The service provision is a universal provision and is not targeted to protected characteristics; therefore no effect has yet been identified.</p>
Disability	<p><b>What effect/difference will the policy have on people?</b> The Adult Learning service already engages with a wide variety of the public with the large majority of the services provided by Adult Learning being universal and not targeted at young people or adults with protected characteristics. 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>

	<b>How do you know that?</b> Equality data, research or other evidence used to inform this assessment: <ul style="list-style-type: none"> <li>• Aims of Service – Service Plan and details of actual Service Provision.</li> <li>• Public consultation ('Transforming Your Council')</li> <li>• Comments from Service Users</li> </ul>
Gender Reassignment – Trans/Transgender Identity	<b>What effect/difference will the policy have on people?</b> None identified at this stage.
	<b>How do you know that?</b> The service provision is a universal provision and is not targeted to protected characteristics; therefore no effect has yet been identified.
Marriage or Civil Partnership	<b>What effect/difference will the policy have on people?</b> None identified at this stage.
	<b>How do you know that?</b> The service provision is a universal provision and is not targeted to protected characteristics; therefore no effect has yet been identified.
Pregnancy and Maternity	<b>What effect/difference will the policy have on people?</b> None identified at this stage.
	<b>How do you know that?</b> The service provision is a universal provision and is not targeted to protected characteristics; therefore no effect has yet been identified.
Race	<b>What effect/difference will the policy have on people?</b> 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.
	<b>How do you know that?</b> Equality data, research or other evidence used to inform this assessment: <ul style="list-style-type: none"> <li>• Aims of Service – Service Plan and details of actual Service Provision.</li> <li>• Public consultation ('Transforming Your Council')</li> <li>• Comments from Service Users</li> </ul>
Religion or Belief	<b>What effect/difference will the policy have on people?</b> None identified at this stage.
	<b>How do you know that?</b> The service provision is a universal provision and is not targeted to protected characteristics; therefore no effect has yet been identified.
Sex – Gender Identity	<b>What effect/difference will the policy have on people?</b> None identified at this stage.
	<b>How do you know that?</b> The service provision is a universal provision and is not targeted to protected characteristics; therefore no effect has yet been identified.
Sexual Orientation	<b>What effect/difference will the policy have on people?</b> None identified at this stage.
	<b>How do you know that?</b> The service provision is a universal provision and is not targeted to protected characteristics; therefore no effect has yet been identified.

**4. Please outline any needs and/or barriers which may affect vulnerable groups falling into poverty and disadvantage in relation to this policy.**

Vulnerable groups may include the following:

- |  |                                 |  |
|--|---------------------------------|--|
| • Unemployed                             | • Pensioners                    | • Those leaving the care setting                           |
| • Single parents and vulnerable families | • Looked After Children         | including children and young people and those with illness |
| • People on benefits                     | • Carers including young carers | • Homeless people  |

<ul style="list-style-type: none"> <li>• Those involved in the criminal justice system</li> <li>• People in the most deprived communities (bottom 20 SIMD areas)</li> <li>• People who live in rural areas</li> </ul>	<ul style="list-style-type: none"> <li>• People misusing services</li> <li>• Others e.g. veterans, students</li> <li>• Single adult households</li> <li>• People who have experienced the asylum system</li> </ul>	<ul style="list-style-type: none"> <li>• People with low literacy/ numeracy</li> <li>• People with lower educational qualifications</li> <li>• People in low paid work</li> <li>• People with one or more protected characteristics</li> </ul>
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#### **What effect/difference will the policy have on people?**

The Adult Learning service already engages with a wide variety of the public with the large majority of the services provided by Adult Learning being universal and not targeted at young people or adults with protected characteristics. However, most services are targeted at people with no or few educational qualifications and people with a low level of literacy/numeracy. The services are also targeted at the bottom 20% areas of deprivation.

A small reduction in weekly literacy and digital classes will be necessary but this will be mitigated to some degree by increasing class sizes. We will continue to deliver day and evening classes, in facilities across the county, to ensure classes are accessible to all who need them.

As previously stated, those services which specifically support people with protected characteristics (lip-reading, dyslexia support, ESOL) will be priorities for continued provision and will be kept under review during the implementation of the proposals. 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.

#### **How do you know that?**

Equality data, research or other evidence used to inform this assessment:

- Aims of Service – Service Plan and details of actual Service Provision.
- Public consultation ('Transforming Your Council')
- Comments from Service Users

### **5. Action Plan**

What action/s will be taken, by whom and what is the timescale for completion?

**Actioner Name:** James Cameron

**Action Date:** Plan to implemented in April 2021

#### **What is the issue?**

Officers have been cognisant 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. There will be a slight reduction in the number of weekly literacy and digital classes delivered.

#### **What action will be taken?**

There is no evidence or reason to believe that service to lip-reading, dyslexia or ESOL groups mentioned above 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 reduction in literacy and digital classes will be mitigated by increasing class sizes. Classes will still be delivered daytime and evening and in a range of facilities across West Lothian.

#### **Progress against action**

The project working group will develop plans for how adult learning will be supported from 2021/22, this will include feedback from service users.

## 6. Details of consultation and involvement

Who will be or has been involved in the consultation process?

- a) State which service users and groups are involved in this process and describe their involvement.
- b) Describe any planned involvement saying when this will take place and who is responsible for managing the involvement process.
- c) Describe the results of the involvement and how you have taken this into account.

The following have informed the project:

- 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.

Equality data, research or other evidence used to inform this assessment:

- Aims of Service – Service Plan and details of actual Service Provision
- Public consultation ('Transforming Your Council')
- Comments from Service Users

## 7. Data and Information

What equality data, poverty data, research, information or other evidence has been used to inform this assessment?

- a) What information or other evidence has been used in the development of the policy?
- b) What does research, consultation and other data or information tell you about the impact of the policy? (describe the information and conclusions, and state where the information can be found)
  - i. Quantitative (numbers, percentages, statistical analysis)
  - ii. Qualitative (written/spoken words, opinions, surveys)
- c) Describe any gaps in the available information, and record within section five (Action Plan), action you are taking in relation to this (e.g. new research, further analysis) and when this is planned.
- d) Give details of any existing local or national evidence which has been used to inform the development of your policy.

The following will be used to inform the project:

- Aims of Service – Service Plan and details of actual Service Provision
- Public consultation ('Transforming Your Council')
- Comments from Service Users

The project has been scoped and the Integrated Impact Assessment is 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. The highlighted perceived issues likely to impact on certain groups or individuals from protected characteristics groups.

Where no relevant evidence has been found this will continue to be monitored and reviewed through the consultation processes outlined in section 6, as well as national research, and the monitoring process set out in section 9 as part of the development and implementation of the proposal.

## 8. Mitigating Actions

If the policy has a negative/adverse impact on a particular group/s, but is still to be implemented, please provide justification for this.

Note: If the policy is unlawfully discriminatory under the Equality Act 2010 and/or is having a negative impact on poverty and socioeconomic disadvantage under the Fairer Scotland Duty, you MUST identify, how the policy can be amended or justified so the Council acts lawfully.

- a) How could you modify the policy to eliminate discrimination or to reduce any identified negative impacts? If necessary, consider other ways in which you could meet the aims and objectives.
- b) How could you modify the policy to create or maximise the positive aspects of the proposals and to increase equality and reduce poverty and socioeconomic disadvantage.
- c) Describe any modifications which you can make without further delay (for example, easy, few resource implications).
- d) If you propose to make any of the modifications shown above, describe any potential new negative impacts on other groups in society or on the ability to achieve the aims and how you will minimise these.
- e) Please describe the resource implications of any proposed modifications taking into account financial, people and property issues.

Officers have been cognisant 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. The reduction in literacy and digital classes will be mitigated by increasing class sizes. 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.

## 9. Monitoring and Review

- a) How will the implementation and impact of the policy be monitored, including implementation of any amendments? For example, what type of monitoring will there be? How frequent?
- b) What are the practical arrangements for monitoring? For example, who will put this in place? When will it start?
- c) How will results of monitoring be used to develop future policies?
- d) When is the policy due to be reviewed?
- e) Who is responsible for ensuring this happens? Please detail below

- The Service Plan will monitor the Aims of Service and the actual service provided on an annual basis.
- PIs are updated on an 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.

## 10. Recommendation and Reasoning

✓ Implement proposal taking account of mitigating actions (as outlined above)

### Reason for Recommendation

The large majority of the services provided by Adult Learning are universal and not targeted at young people or adults with protected characteristics. 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. Provision in terms of literacy, numeracy and digital skills will continue with a slight reduction in the number of classes available per week.

<b>Signed by Lead Officer</b>	James Cameron
<b>Designation</b>	Head of Service
<b>Date</b>	29 January 2019
<b>Counter Signature</b> (Head of Service or Depute Chief Executive responsible for the policy)	
<b>Date</b>	





## Integrated Relevance Assessment Form

1. Details of proposal			
<b>Policy Title</b> (include budget reference number if applicable)	Further development of parent portal to increase online transactions (e.g. data and consent forms) (E10a)		
<b>Service Area</b>	Education		
<b>Lead Officer</b>	James Cameron		
<b>Other Officers/Partners Involved</b>	Digital Transformation Manager		
<b>Date relevance assessed</b>	2 December 2019		

  

2. Does the council have control over how this policy will be implemented?			
YES	X	NO	

  

<p><b>3. The General Duty of the Equality Act 2010 requires public authorities, in the exercise of their functions, to have due regard to the need to:</b></p> <ul style="list-style-type: none"> <li>• Eliminate unlawful discrimination, harassment and victimisation and other prohibited conduct</li> <li>• Advance equality of opportunity between those who share a protected characteristic and those who do not; and</li> <li>• Foster good relations between those who share a protected characteristic and those who do not</li> </ul> <p>NB: In this section you must also consider the Human Rights Act and the key PANEL (Participation, Accountability, Non Discrimination, Empowerment and Legality) principles of Human Rights</p> <p>Which groups of people do you think will be, or potentially could be, impacted upon by the implementation of this policy? You should consider employees, clients, customers and service users (please tick below as appropriate).</p>	
Age – older people, young people and children	
Disability – people with disabilities/long standing conditions	X
Gender reassignment – trans/transgender identity – anybody who's gender identity or gender expression is different to the sex assigned to them at birth	
Marriage or civil partnership – people who are married or in a civil partnership	
Pregnancy and maternity – woman who are pregnant and/or on maternity leave	
Race – people from black, Asian and minority ethnic communities and different racial backgrounds	X
Religion or belief – people with different religions and beliefs including those with no beliefs	
Sex – Gender Identify – women and men (boys and girls) and those who self-identify their gender	
Sexual Orientation – lesbian, gay, bisexual, heterosexual/straight	

**4. Do you have evidence or reason to believe that this policy will or may impact on socio-economic inequalities?**

Consideration must be given particularly to children and families

<b>Socio-economic Disadvantage</b>	<b>Impact (Please Tick as Appropriate)</b>
Low Income/Income Poverty – cannot afford to maintain regular payments such as bills, food, clothing	X
Low and/or No Wealth – enough money to meet basic living costs and pay bills but have no savings to deal with any unexpected spends and no provision for the future	
Material Deprivation – being unable to access basic goods and services i.e. financial products like life insurance, repair/replace broken electrical goods, warm home, leisure and hobbies	X
Area Deprivation – where you live (rural areas), where you work (accessibility of transport)	
Socio-economic Background – social class i.e. parents education, employment and income	

**5. Integrated impact assessment required?**

(Two ticks above = full assessment necessary)

YES	X	NO	
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**6. Decision rationale**

If you have ticked no above, use this section to evidence why a full IIA is not required

Based on the potential impact, a full integrated impact assessment is required.

<b>Signed by Lead Officer</b>	James Cameron
<b>Designation</b>	Head of Education Services
<b>Date</b>	2 December 2019
<b>Counter Signature</b> (Head of Service or Depute Chief Executive responsible for the policy)	
<b>Date</b>	



## Full Integrated Impact Assessment Form

1. Details of proposal	
<b>Policy Title</b> (include budget reference number if applicable)	Further development of parent portal to increase online transactions (e.g. data and consent forms) (E10a)
<b>Details of Others Involved</b>	None
<b>Date Assessment Conducted</b>	2 December 2019

  

2. Set out a clear understanding of the purpose of the policy being developed or reviewed (what are the aims, objectives and intended outcomes including the context within which it will operate)
<p>The council has already successfully introduced the parent portal with school lunches etc. being on prepaid cards in secondary schools which are updated via the online portal, with parents /carers also able to pay for school trips, school uniforms etc. The proposal assumes an increased up-take in the portal will result in administration savings. The portal will be expanded to include school trip consent forms as well as a review of the pupil placement process.</p> <p>The council has developed 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 as supporting people to utilise this technology to best effect. National research shows that certain groups of people (older people, people with disabilities and people with low incomes) are more likely to not engage with digital services. Each service area will consider the enabling role they 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> <p>Modernisation activities within Education include moving school trip consent forms and the pupil placement application to online forms, reducing the requirement for paper and manual processing. Schools are already making good progress in moving towards a more digital environment with school lunches etc. being on prepaid cards in secondary school which are updated via an online facility via the Parent Portal. Online payments are available in primary schools. Parents /carers can also pay for school trips, school uniforms etc. online via Ipayimpact.</p> <p>The transition to including school trip consent forms as part of the online offering is a progression from existing practices. The pupil placement application process has previously involved a lot of physical paperwork as well as manual effort to update the system with the information from the completed application forms. By moving to an online form the need for manual intervention is greatly reduced and allows parents and carers to update the form at anytime and anywhere that is suitable for them. However progress towards achieving this is based on the reliability and ability of the West Lothian community being able to provide information in a digital format, increasing awareness of digital forms etc. and this will be considered as part of this integrated impact assessment.</p>

  

3. Please outline any needs and/or barriers which equality groups (people with protected characteristics) may have in relation to this policy	
Age	<p><b>What effect/difference will the policy have on people?</b> None identified at this stage.</p> <p><b>How do you know that?</b> No relevant evidence has been found at this stage.</p>

Disability	<b>What effect/difference will the policy have on people?</b> National research shows that people with disabilities are less likely to engage with digital services, therefore consideration needs to be given to disabled parents of pupils to ensure that they remain comfortable and confident accessing the services online.
	<b>How do you know that?</b> National research shows that people with disabilities are less likely to engage with digital services.
Gender Reassignment – Trans/Transgender Identity	<b>What effect/difference will the policy have on people?</b> None identified at this stage.
	<b>How do you know that?</b> No relevant evidence has been found at this stage.
Marriage or Civil Partnership	<b>What effect/difference will the policy have on people?</b> None identified at this stage.
	<b>How do you know that?</b> No relevant evidence has been found at this stage.
Pregnancy and Maternity	<b>What effect/difference will the policy have on people?</b> None identified at this stage.
	<b>How do you know that?</b> No relevant evidence has been found at this stage.
Race	<b>What effect/difference will the policy have on people?</b> Communities where English as a second language and therefore there is a need to ensure that the forms are easy to understand and that forms are easily translatable and the site can have translation services applied. For example google translate.
	<b>How do you know that?</b> No relevant evidence has been found at this stage.
Religion or Belief	<b>What effect/difference will the policy have on people?</b> None identified at this stage.
	<b>How do you know that?</b> No relevant evidence has been found at this stage.
Sex – Gender Identity	<b>What effect/difference will the policy have on people?</b> None identified at this stage.
	<b>How do you know that?</b> No relevant evidence has been found at this stage.
Sexual Orientation	<b>What effect/difference will the policy have on people?</b> None identified at this stage.
	<b>How do you know that?</b> No relevant evidence has been found at this stage.

**4. Please outline any needs and/or barriers which may affect vulnerable groups falling into poverty and disadvantage in relation to this policy.**

Vulnerable groups may include the following:

- Unemployed
- Single parents and vulnerable families
- People on benefits
- Those involved in the criminal justice system
- People in the most deprived communities (bottom 20 SIMD areas)
- People who live in rural areas
- Pensioners
- Looked After Children
- Carers including young carers
- People misusing services
- Others e.g. veterans, students
- Single adult households
- People who have experienced the asylum system
- Those leaving the care setting including children and young people and those with illness
- Homeless people
- People with low literacy/ numeracy
- People with lower educational qualifications
- People in low paid work
- People with one or more protected characteristics

**What effect/difference will the policy have on people?**

The proposals set out in section 2 aims to speed up processes and remove the need for manual intervention, remove the requirement for the use of as much paper while also improving the customer experience by providing a service and platform that meets the user needs while moving towards a digital society. The proposals are being developed in a customer focussed way and link in with the Digital Inclusion Plan to increase digital skills while also delivering service changes.

It is acknowledged that not all households, especially households who are socio-economically disadvantaged, will have access to the internet, computers and smartphones and therefore the move towards online forms will have an impact on those groups and households, however alternative arrangements will remain in place.

National research shows that certain groups of people (older people, people with disabilities and people with low incomes) are more likely to not engage with digital services due to barriers in being able to access digital services, understand the content or language barriers. However the proposals will be developed and delivered in a customer focused way while linking in with the Digital Inclusion Plan to ensure a positive experience for service users.

**How do you know that?**

National evidence shows that people with low incomes and deprivation are less able or likely to have access to the internet due to the costs of utilising the service.

**5. Action Plan**

What action/s will be taken, by whom and what is the timescale for completion?

**Actioner Name:** James Cameron

**Action Date:** Planned Implementation 2020/21

**What is the issue?**

Development of online forms with consultation and feedback from service users with particular regard for groups identified as facing barriers to accessing digital services.

**What action will be taken?**

The Pupil Placement Team and central resources to support schools will actively engage service users in schools and those who use the application forms to receive feedback on the forms ensuring the changes are customer focussed and meet the service user needs and are as accessible as possible.

**Progress against action**

Work is ongoing with the project team to develop plans to engage with service users.

**Actioner Name:** James Cameron

**Action Date:** Ongoing

**What is the issue?**

Online forms will need to be reviewed and updated for relevance and accuracy, as well as ensuring they are effective and having a positive impact.

**What action will be taken?**

Monitor usage statistics once proposals have been implemented, seek feedback from service users and other groups on content of information and self-help.

**Progress against action****6. Details of consultation and involvement**

Who will be or has been involved in the consultation process?

- State which service users and groups are involved in this process and describe their involvement.
- Describe any planned involvement saying when this will take place and who is responsible for managing the involvement process.
- Describe the results of the involvement and how you have taken this into account.

As proposals are developed to change and improve digital channels, the proposals will be consulted with parent groups and schools as well as linking with the Anti-Poverty Strategy and Digital Transformation Strategy to ensure that the proposals are developed to be customer focussed and promote inclusion.

## 7. Data and Information

What equality data, poverty data, research, information or other evidence has been used to inform this assessment?

- a) What information or other evidence has been used in the development of the policy?
- b) What does research, consultation and other data or information tell you about the impact of the policy? (describe the information and conclusions, and state where the information can be found)
  - i. Quantitative (numbers, percentages, statistical analysis)
  - ii. Qualitative (written/spoken words, opinions, surveys)
- c) Describe any gaps in the available information, and record within section five (Action Plan), action you are taking in relation to this (e.g. new research, further analysis) and when this is planned.
- d) Give details of any existing local or national evidence which has been used to inform the development of your policy.

West Lothian Digital Transformation Strategy 2018/19 – 2022/23. During November 2016 the Council and Community Planning partners conducted the fifth Citizens Panel survey. Results show:

- almost all respondents (96%) stated that they have internet access (up from 94% in 2010):
- 93% access at home via Broadband (up from 89% in 2013)
- 38% access via a mobile device (down from 48%)
- 21% access at work (down from 31%).

The project has been scoped and the Integrated Impact Assessment is 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. The highlighted perceived issues likely to impact on certain groups or individuals from protected characteristics groups.

Where no relevant evidence has been found this will continue to be monitored and reviewed through the consultation processes outlined in section 6, as well as national research, and the monitoring process set out in section 9 as part of the development and implementation of the proposal.

## 8. Mitigating Actions

If the policy has a negative/adverse impact on a particular group/s, but is still to be implemented, please provide justification for this.

Note: If the policy is unlawfully discriminatory under the Equality Act 2010 and/or is having a negative impact on poverty and socioeconomic disadvantage under the Fairer Scotland Duty, you MUST identify, how the policy can be amended or justified so the Council acts lawfully.

- a) How could you modify the policy to eliminate discrimination or to reduce any identified negative impacts? If necessary, consider other ways in which you could meet the aims and objectives.
- b) How could you modify the policy to create or maximise the positive aspects of the proposals and to increase equality and reduce poverty and socioeconomic disadvantage.
- c) Describe any modifications which you can make without further delay (for example, easy, few resource implications).
- d) If you propose to make any of the modifications shown above, describe any potential new negative impacts on other groups in society or on the ability to achieve the aims and how you will minimise these.
- e) Please describe the resource implications of any proposed modifications taking into account financial, people and property issues.

Application forms will be available in alternative formats, including paper application forms for those who are unable to complete online. Options will be investigated to help support people who want to complete the form online, but do not have access or need additional support. This will be done in liaison with and support the work to deliver the Digital Inclusion Plan.



**9. Monitoring and Review**

- a) How will the implementation and impact of the policy be monitored, including implementation of any amendments? For example, what type of monitoring will there be? How frequent?
- b) What are the practical arrangements for monitoring? For example, who will put this in place? When will it start?
- c) How will results of monitoring be used to develop future policies?
- d) When is the policy due to be reviewed?
- e) Who is responsible for ensuring this happens? Please detail below

Following implementation of the proposals, usage and customer feedback information will be used to monitor the impact. This will be undertaken on a six month basis by the relevant unit manager as part of performance monitoring to ensure that the digital channels and services are having a positive impact and that there are no unforeseen equality/inclusion issues arising.

**10. Recommendation and Reasoning**

✓ Implement proposal taking account of mitigating actions (as outlined above)

**Reason for Recommendation**

Consultation with stakeholders will be undertaken as the proposals are developed in a staged process to ensure mitigating actions are completed where issues are identified.

<b>Signed by Lead Officer</b>	James Cameron
<b>Designation</b>	Head of Education Services
<b>Date</b>	2 December 2019
<b>Counter Signature</b> (Head of Service or Depute Chief Executive responsible for the policy)	
<b>Date</b>	





## Integrated Relevance Assessment Form

1. Details of proposal	
<b>Policy Title</b> (include budget reference number if applicable)	Anti-Poverty Service – additional staffing saving, including opportunities for integration of services (F2a)
<b>Service Area</b>	Finance and Property Services along with other areas of financial welfare and support across the council potentially including: Housing, Customer and Building Services
<b>Lead Officer</b>	Donald Forrest
<b>Other Officers/Partners Involved</b>	Elaine Nisbet – Anti-Poverty Manager
<b>Date relevance assessed</b>	2 December 2019

2. Does the council have control over how this policy will be implemented?			
YES	X	NO	

<p><b>3. The General Duty of the Equality Act 2010 requires public authorities, in the exercise of their functions, to have due regard to the need to:</b></p> <ul style="list-style-type: none"> <li>• Eliminate unlawful discrimination, harassment and victimisation and other prohibited conduct</li> <li>• Advance equality of opportunity between those who share a protected characteristic and those who do not; and</li> <li>• Foster good relations between those who share a protected characteristic and those who do not</li> </ul> <p>NB: In this section you must also consider the Human Rights Act and the key PANEL (Participation, Accountability, Non Discrimination, Empowerment and Legality) principles of Human Rights</p> <p>Which groups of people do you think will be, or potentially could be, impacted upon by the implementation of this policy? You should consider employees, clients, customers and service users (please tick below as appropriate).</p>	
Age – older people, young people and children	X
Disability – people with disabilities/long standing conditions	X
Gender reassignment – trans/transgender identity – anybody who's gender identity or gender expression is different to the sex assigned to them at birth	X
Marriage or civil partnership – people who are married or in a civil partnership	X
Pregnancy and maternity – woman who are pregnant and/or on maternity leave	X
Race – people from black, Asian and minority ethnic communities and different racial backgrounds	X
Religion or belief – people with different religions and beliefs including those with no beliefs	X
Sex – Gender Identify – women and men (boys and girls) and those who self-identify their gender	X
Sexual Orientation – lesbian, gay, bisexual, heterosexual/straight	X

**4. Do you have evidence or reason to believe that this policy will or may impact on socio-economic inequalities?**

Consideration must be given particularly to children and families

<b>Socio-economic Disadvantage</b>	<b>Impact (Please Tick as Appropriate)</b>
Low Income/Income Poverty – cannot afford to maintain regular payments such as bills, food, clothing	X
Low and/or No Wealth – enough money to meet basic living costs and pay bills but have no savings to deal with any unexpected spends and no provision for the future	X
Material Deprivation – being unable to access basic goods and services i.e. financial products like life insurance, repair/replace broken electrical goods, warm home, leisure and hobbies	X
Area Deprivation – where you live (rural areas), where you work (accessibility of transport)	X
Socio-economic Background – social class i.e. parents education, employment and income	X

**5. Integrated impact assessment required?**

(Two ticks above = full assessment necessary)

YES	X	NO	
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**6. Decision rationale**

If you have ticked no above, use this section to evidence why a full IIA is not required

No rationale required – full integrated impact assessment will be undertaken.

<b>Signed by Lead Officer</b>	Donald Forrest
<b>Designation</b>	Head of Finance and Property Savings
<b>Date</b>	2 December 2019
<b>Counter Signature</b> (Head of Service or Depute Chief Executive responsible for the policy)	
<b>Date</b>	



## Full Integrated Impact Assessment Form

1. Details of proposal	
<b>Policy Title</b> (include budget reference number if applicable)	Anti-Poverty Service – additional staffing saving, including opportunities for integration of services (F2a)
<b>Details of Others Involved</b>	None
<b>Date Assessment Conducted</b>	2 December 2019

  

2. Set out a clear understanding of the purpose of the policy being developed or reviewed (what are the aims, objectives and intended outcomes including the context within which it will operate)
<p>The first stage of the project has resulted in the council creating a new Anti-Poverty Service which has incorporated financial and welfare advice and benefit and other payments from what was the Benefits Unit, Advice Shop and functions from Corporate Services, Education Services and Social Policy. The Anti-Poverty Service functions include financial assessment, advice, support and advocacy, the processing of housing benefit, council tax reduction, Scottish Welfare Fund and Discretionary Housing Payment as well as school clothing grants and blue badge awards.</p> <p>The second stage of the project is to further consolidate welfare and benefit advice from other areas of the council as well as modernising the processes of the service. The services within scope of the second stage of the project are Finance and Property Services units - Anti-Poverty Service and Revenues Unit as well as the Customer Information Service within Housing, Customer and Building Services.</p> <p>The consolidation and modernisation of processes will realise budget savings in 2021/22. The focus on the new service will be to work together to support those experiencing poverty, or requiring financial assistance or support by sharing resources and identifying more effective methods of delivering services that address all of our customers' needs. Activities will be targeted to meet the needs of the most vulnerable and disadvantaged in our communities, those with an insufficient income to live a socially acceptable lifestyle, those most at risk of financial disadvantage. Campaigns will target those most likely to experience poverty i.e. one parent families, those with a disability. IT systems will be improved so that households only need to tell us information once which will automatically support payment of entitlement.</p> <p>The service aligns with both national and local plans including the Scottish Government's Fairer Scotland Action Plan, West Lothian's Local Outcomes Improvement Plan 2017/23 and West Lothian Council's Corporate Plan priorities, in particular the aim to 'minimise poverty, the cycle of deprivation and promote inequality'.</p>

  

3. Please outline any needs and/or barriers which equality groups (people with protected characteristics) may have in relation to this policy	
Age	<p><b>What effect/difference will the policy have on people?</b>          Aligned to the 'The Better Off: West Lothian Anti-Poverty Strategy - 2018/2023', campaigns and projects will be developed to ensure that low income families are aware of financial support available have access to advice and assistance to help make claims.</p> <p><b>How do you know that?</b>          As part of the 'The Better Off: West Lothian Anti-Poverty Strategy - 2018/2023' consultation process, feedback from focus groups told us that better access to advice at important life stages could help to make sure people do not fall into a cycle of poverty as a result of life changes. The project will seek to improve online access to information and advice in an easy to understand approach.</p>

Disability	<p><b>What effect/difference will the policy have on people?</b> In order to address the disproportionate impact of welfare reform on disabled people in West Lothian, partners are committed to improving access to advice in a number of ways, including improving information available through digital channels for those who are able. This will allow people to access advice and support who may otherwise be excluded, including those with mobility difficulties and those with mental health issues who may find face to face contact difficult. Actions are contained in the Digital Inclusion Plan regarding increasing digital skills for those who have a disability.</p> <p><b>How do you know that?</b> Responses to the local consultation carried out as part of the 'The Better Off: West Lothian Anti-Poverty Strategy - 2018/2023' survey mirror national reports which indicate that people with a disability are substantially more likely to experience poverty. Improved access to advice for disabled people and carers was highlighted as a key concern through group discussions with relevant community groups. The review will focus on prioritising services for people with disabilities.</p>
Gender Reassignment – Trans/Transgender Identity	<p><b>What effect/difference will the policy have on people?</b> The service aims to have a positive impact on those most likely to experience poverty and deprivation. Development of the digital content may help those who are reluctant to engage face to face or disclose particular issues relating to gender identity and poverty to access relevant information and support.</p> <p><b>How do you know that?</b> There is little evidence either at national or local level to indicate particular issues relating to gender identity and poverty, however reports such as Stonewall Scotland and 'Your Services, Your Say' indicate that a number of individuals who identify as trans may feel uncomfortable being open about their gender identity when accessing services so any specific issues or impact may be hidden.</p>
Marriage or Civil Partnership	<p><b>What effect/difference will the policy have on people?</b> No evidence was found either through national research/reports or local consultation to suggest any issues particular to this group; in fact evidence suggests that single adult households and lone parents are more likely to be impacted by poverty related issues such as welfare reform.</p> <p><b>How do you know that?</b> No evidence was found either through national research/reports or local consultation to suggest any issues particular to this group</p>
Pregnancy and Maternity	<p><b>What effect/difference will the policy have on people?</b> The service will aim to provide financial advice to at key life stages, including during pregnancy and after a birth.</p> <p><b>How do you know that?</b> As part of the 'The Better Off: West Lothian Anti-Poverty Strategy - 2018/2023' consultation, responses indicated that advice at key life stages including pregnancy and maternity should be a high priority.</p>
Race	<p><b>What effect/difference will the policy have on people?</b> The service will utilise the development of more online resources in translatable formats which may help break down barriers by providing information in easy to understand language that can be translated as well as used to support those who have reading difficulties.</p> <p><b>How do you know that?</b> Evidence at a national level shows that black and minority ethnic people are more likely to experience poverty. The main issue identified locally is access to information and advice, particularly where a language barrier exists.</p>
Religion or Belief	<p><b>What effect/difference will the policy have on people?</b> The service aims to ensure that advice is provided to all religious beliefs and takes those beliefs into consideration.</p>

	<p><b>How do you know that?</b></p> <p>As part of 'The Better Off: West Lothian Anti-Poverty Strategy - 2018/2023' actions were developed which were informed by national statistics, research and reports as well as extensive consultation to establish local need. Poverty Profile of West Lothian analyses a range of data to help target resources on specific groups and communities most likely to be affected by poverty. This research closely links to the consolidation and modernisation of the Anti-Poverty Service and its activities and functions.</p>
Sex – Gender Identity	<p><b>What effect/difference will the policy have on people?</b></p> <p>The service aims to ensure that advice is provided and is targeted to those most in need.</p>
	<p><b>How do you know that?</b></p> <p>As part of the action plan for 'The Better Off: West Lothian Anti-Poverty Strategy - 2018/2023' actions comprises of a number of activities specifically designed and targeted to meet the needs of women. Research shows that women are at a higher risk than men of being disproportionately impact by poverty.</p>
Sexual Orientation	<p><b>What effect/difference will the policy have on people?</b></p> <p>There was little direct evidence regarding sexual orientation and the impact of poverty on this group may be hidden.</p>
	<p><b>How do you know that?</b></p> <p>No direct evidence available on any potential impact.</p>

**4. Please outline any needs and/or barriers which may affect vulnerable groups falling into poverty and disadvantage in relation to this policy.**

Vulnerable groups may include the following:

- Unemployed
- Single parents and vulnerable families
- People on benefits
- Those involved in the criminal justice system
- People in the most deprived communities (bottom 20 SIMD areas)
- People who live in rural areas
- Pensioners
- Looked After Children
- Carers including young carers
- People misusing services
- Others e.g. veterans, students
- Single adult households
- People who have experienced the asylum system
- Those leaving the care setting including children and young people and those with illness
- Homeless people
- People with low literacy/ numeracy
- People with lower educational qualifications
- People in low paid work
- People with one or more protected characteristics

**What effect/difference will the policy have on people?**

The Anti-Poverty Service aims to undertake work which will be of a customer focussed, corporate and statutory nature, with the service being crucial to the delivery of the Anti-Poverty Strategy.

The consolidated and integrated Anti-Poverty service includes the development of digital content, co-location of services and automated claim processes for financial support. Allowing people to access services and entitlements through a range of channels, with digital access being the first point of contact allowing for other channels such as pop-up locations, telephone and face-to-face being prioritised for those customers who are most vulnerable and need the most support. This approach is designed to allow those who can, or wish to access information and support in a different way while focussing resources on those who need the greatest support.

This approach is supported by projects and campaigns highlighted as part of The Better Off: West Lothian Anti-Poverty Strategy - 2018/2023' actions, aim to combat inequality and exclusion and help potentially marginalised or excluded individuals to access quality advice and support taking account of particular barriers these groups may face. For example, by offering home visits services, a named case worker or by identifying other services to refer customers on to, work in partnership with to meet their specific needs, and by providing a BSL interpreter for those who are deaf or a language interpreter for those whose first language is not English.

**How do you know that?**

This targeted approach to addressing poverty and inequality is informed by evidence from national research and reports which tell us about groups likely to experience poverty and inequality. For example:

- Research by the Children's Society shows that care leavers are three times more likely to have their benefits sanctioned
- Scottish Government statistics show that older people and those with disabilities are more likely to experience fuel poverty
- A report by Gingerbread shows that children in lone parent families are more likely to experience poverty and lone parents are more likely to be insecure employment such as zero hour contracts
- Research by the Red Cross showed an increase in the number of people coming through the asylum system facing destitution and seeking support from foodbanks.

Previous group discussions with community groups and organisations serving vulnerable groups were held, with feedback from these discussions centred around lack of awareness of support and how to improve access for people facing barriers such as travel and transport difficulties, language barriers and childcare or other caring commitments. To fill this gap more online self-help guides will be developed as well as working with colleagues in other service areas regarding focussed pop-up sessions in identified areas.

**5. Action Plan**

What action/s will be taken, by whom and what is the timescale for completion?

**Actioner Name:**

Anti-Poverty Project Team/Anti-Poverty Manager

**Action Date:**

Ongoing

**What is the issue?**

Little evidence is available regarding specific poverty related issues or inequalities faced by certain equalities groups; marriage/civil partnership; gender reassignment, religion or belief and sexual orientation.

**What action will be taken?**

Monitor poverty statistics and reports with particular consideration of any issues that may have a disproportionate impact on equalities groups. The Poverty Profile will be updated annually taking into account the data being gathered and disseminated at a national level by the Scottish Government and the newly formed Scottish Poverty & Inequality Research Unit.

**Progress against action****Actioner Name:**

Anti-Poverty Manager

**Action Date:**

Planned Implementation April 2021

**What is the issue?**

Integrated Anti-Poverty Service - Project Two – Further consolidation welfare and benefit advice and functions, including review of Staffing Structure.

**What action will be taken?**

It is considered that project will further consolidate welfare and benefit functions in the Customer Information Service and carry out a staffing restructure to ensure that resources are realigned to meet demand. This will include linking closely with the Digital Transformation Programme to ensure that digital channels are improved with information provided in alternative formats which take into account the protected characteristics of the people of West Lothian.

**Progress against action**



## 6. Details of consultation and involvement

Who will be or has been involved in the consultation process?

- a) State which service users and groups are involved in this process and describe their involvement.
- b) Describe any planned involvement saying when this will take place and who is responsible for managing the involvement process.
- c) Describe the results of the involvement and how you have taken this into account.

As part of 'The Better Off: West Lothian Anti-Poverty Strategy - 2018/2023' consultation was carried out with a range of key stakeholders; council services including housing and social policy as well as third sector partners including Citizens Advice Bureau, local credit unions and charities. Focus groups were held with local support organisations and community groups with a particular focus on groups representative of those at higher risk of financial exclusion, these include:

- Scottish Youth Parliament West Lothian members
- Senior People's Forum
- Ability Centre group
- MOOD Project service users
- Carers West Lothian service users group
- West Lothian Milan Group
- West Lothian Race Forum
- West Lothian Inter-Faith Group
- Homestart West Lothian

Additionally, an online consultation was carried out with invitations to participate distributed to current anti-poverty networks and interest groups (the stakeholders listed above and groups such as the Health Improvement and Health Inequalities Alliance, West Lothian Advice Network and the Energy Advice Forum), as well as equality forums. This open consultation was also promoted using social media and partners such as the Advice Shop and Citizens Advice Bureau provided assisted to service users to respond to the survey. In total 464 responses were received and this information was analysed to identify key issues. Analysis of responses indicated that, as is the overall position in Scotland, individuals with protected characteristics report a higher prevalence of poverty, particularly those who consider themselves to have a disability, those belonging to minority ethnic groups and women.

As proposals are developed they will be consulted on.

## 7. Data and Information

What equality data, poverty data, research, information or other evidence has been used to inform this assessment?

- a) What information or other evidence has been used in the development of the policy?
- b) What does research, consultation and other data or information tell you about the impact of the policy? (describe the information and conclusions, and state where the information can be found)
  - i. Quantitative (numbers, percentages, statistical analysis)
  - ii. Qualitative (written/spoken words, opinions, surveys)
- c) Describe any gaps in the available information, and record within section five (Action Plan), action you are taking in relation to this (e.g. new research, further analysis) and when this is planned.
- d) Give details of any existing local or national evidence which has been used to inform the development of your policy.

Council and partners have considered evidence from a range of reports:

- Poverty and Income Inequality in Scotland 2014-2017 (Scottish Government)
- Children in Families with Limited Resources Across Scotland 2014-2016 (Scottish Government)
- The Impact Across Scotland of the new Welfare Reforms 2016 (Sheffield Hallam University)
- Disability and Poverty (New Policy institute and Joseph Rowntree Foundation)
- Every Child, Every Change (Scottish Government)



Within the 'COSLA National Strategy & Guidance - Charges Applying to Non-residential Social Care Services 2018/19' it is noted in respect of Income Maximisation and Benefit Take Up that it is recommended that: *All Local Authorities be proactive in promoting benefit take up for people who use services. Where possible Local Authorities should ensure that there are dedicated staff to promote and assist in Income Maximisation processes for people who use services. Benefit entitlements should be reviewed on a regular basis.*

A number of local authorities have negotiated arrangements to share information with the local benefits agency, particularly on the notifications of decisions. It is recommended that all local authorities which do not have such arrangements in place should take steps to implement them.

Together with data gathered from sources including Scottish Government, National Records Scotland, NOMIS (official UK labour market statistics), Campaign to End Child Poverty and Joseph Rowantree Foundation, this has been analysed to establish how poverty affects different people.

Scotland wide evidence shows that overall rates are slowly rising and income inequality is rising again following a decrease after the recessions and further analysis against protected characteristics shows:

- Child poverty is rising with 66% of children in poverty in Scotland living in a household where at least one person is in paid employment
- Poverty rates are higher for women than for men both for working age and pension age women
- Poverty is more prevalent amongst minority ethnic groups
- Poverty rates are higher for households where a family member has a disability
- Families with three or more children, children under the age of one and those with a disability are particularly at risk of poverty.

In West Lothian, a poverty profile has been developed to analyse the local impact of poverty and deprivation. Locally:

- 22% of children are living in poverty
- 28% of households experience fuel poverty, predominately older people
- 19% of West Lothian residents earn below the Living Wage and 20% of jobs located in West Lothian pay hourly rates below the Living Wage
- 17% of households in West Lothian receive Working Tax Credit to top up low income
- West Lothian has a higher proportion of households in receipt of Housing Benefit than Scotland overall with 58% of social tenants and 27% of private tenants getting help with housing costs, ensuring everyone who is entitled to benefits is getting their entitlement is part of the action plan.

The project has been scoped and the Integrated Impact Assessment is 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.

Where no relevant evidence has been found this will continue to be monitored and reviewed through the consultation processes outlined in section 6, as well as national research, and the monitoring process set out in section 9 as part of the development and implementation of the proposal.

## 8. Mitigating Actions

If the policy has a negative/adverse impact on a particular group/s, but is still to be implemented, please provide justification for this.

Note: If the policy is unlawfully discriminatory under the Equality Act 2010 and/or is having a negative impact on poverty and socioeconomic disadvantage under the Fairer Scotland Duty, you MUST identify, how the policy can be amended or justified so the Council acts lawfully.

- a) How could you modify the policy to eliminate discrimination or to reduce any identified negative impacts? If necessary, consider other ways in which you could meet the aims and objectives.
- b) How could you modify the policy to create or maximise the positive aspects of the proposals and to increase equality and reduce poverty and socioeconomic disadvantage.
- c) Describe any modifications which you can make without further delay (for example, easy, few resource implications).
- d) If you propose to make any of the modifications shown above, describe any potential new negative impacts on other groups in society or on the ability to achieve the aims and how you will minimise these.
- e) Please describe the resource implications of any proposed modifications taking into account financial, people and property issues.

Mitigating actions have been identified as part of the development and proposed creation of the new Anti-Poverty Service:

- Digital channels will be improved, as currently they are not appropriate in all circumstances and many will require information in alternative formats, for example, content on [westlothian.gov.uk](http://westlothian.gov.uk) web pages can be translated into alternative languages and can be adapted to a dyslexia friendly format.
- Money advice and budgeting support will be delivered using a holistic approach, recognising that some individuals may need additional support. Where individuals have more complex needs, appropriate referrals and opportunities for partnership work are identified and customers supported to engage effectively within services. The Anti-Poverty Practitioners Network and the West Lothian Advice Network will meet regularly to work collaboratively, share data and knowledge and consider how to best support identified groups within the resources available.
- In some cases, individuals will have issues associated with multiple protected characteristics. Partnership work will be a key tenet of the new service to ensure that appropriate links exist between services so that the needs of individuals with multiple, complex needs can be met. To ensure a seamless partnership arrangement a new online tracking and referral system has been procured and is now being implemented to help support partners to work better together.
- It is recognised that customer confidentiality is paramount and appropriate procedures are in place to ensure the security of personal data.
- Services will be prioritised and targeted to those most in need.

## 9. Monitoring and Review

- a) How will the implementation and impact of the policy be monitored, including implementation of any amendments? For example, what type of monitoring will there be? How frequent?
- b) What are the practical arrangements for monitoring? For example, who will put this in place? When will it start?
- c) How will results of monitoring be used to develop future policies?
- d) When is the policy due to be reviewed?
- e) Who is responsible for ensuring this happens? Please detail below

As part of the new Anti-Poverty Strategy a Task Force is in place to monitor the implementation of the strategy. It has the responsibility for monitoring the progress of the strategy and reports on an annual basis to the Community Planning Partnership. The Task Force meets monthly and monitors local statistics and trends to produce a poverty profile of West Lothian twice annually. This statistical information will be used to inform the direction of the Anti-Poverty Service and to mitigate the impact of poverty and address inequality. A panel of individuals with experience of poverty and low income scrutinises and provides feedback. This panel is coordinated by the Anti-Poverty Service and outcomes reports to the Task Force.

**10. Recommendation and Reasoning**

✓ Implement proposal taking account of mitigating actions (as outlined above)

**Reason for Recommendation**

Further consideration of equality impacts will be undertaken as more detailed proposals for the delivery of the 2021/22 saving are developed, consultation with staff and stakeholders will be undertaken as the proposals are developed to ensure mitigating actions are completed where issues are identified.

<b>Signed by Lead Officer</b>	Donald Forrest
<b>Designation</b>	Head of Finance & Property Services
<b>Date</b>	2 December 2019
<b>Counter Signature</b> (Head of Service or Depute Chief Executive responsible for the policy)	
<b>Date</b>	



## Integrated Relevance Assessment Form

1. Details of proposal	
<b>Policy Title</b> (include budget reference number if applicable)	Implementation of various digital improvements across the service including online forms, self-help guide, upgrade systems and online streamline/automate processes (F7a)
<b>Service Area</b>	Finance & Property Services
<b>Lead Officer</b>	Donald Forrest
<b>Other Officers/Partners Involved</b>	Digital Transformation Manager and Unit Managers
<b>Date relevance assessed</b>	2 December 2019

2. Does the council have control over how this policy will be implemented?			
YES	X	NO	

<p><b>3. The General Duty of the Equality Act 2010 requires public authorities, in the exercise of their functions, to have due regard to the need to:</b></p> <ul style="list-style-type: none"> <li>• Eliminate unlawful discrimination, harassment and victimisation and other prohibited conduct</li> <li>• Advance equality of opportunity between those who share a protected characteristic and those who do not; and</li> <li>• Foster good relations between those who share a protected characteristic and those who do not</li> </ul> <p>NB: In this section you must also consider the Human Rights Act and the key PANEL (Participation, Accountability, Non Discrimination, Empowerment and Legality) principles of Human Rights</p> <p>Which groups of people do you think will be, or potentially could be, impacted upon by the implementation of this policy? You should consider employees, clients, customers and service users (please tick below as appropriate).</p>	
Age – older people, young people and children	X
Disability – people with disabilities/long standing conditions	X
Gender reassignment – trans/transgender identity – anybody who's gender identity or gender expression is different to the sex assigned to them at birth	
Marriage or civil partnership – people who are married or in a civil partnership	
Pregnancy and maternity – woman who are pregnant and/or on maternity leave	
Race – people from black, Asian and minority ethnic communities and different racial backgrounds	X
Religion or belief – people with different religions and beliefs including those with no beliefs	
Sex – Gender Identify – women and men (boys and girls) and those who self-identify their gender	
Sexual Orientation – lesbian, gay, bisexual, heterosexual/straight	

4. Do you have evidence or reason to believe that this policy will or may impact on socio-economic inequalities? Consideration must be given particularly to children and families	
Socio-economic Disadvantage	Impact (Please Tick as Appropriate)
Low Income/Income Poverty – cannot afford to maintain regular payments such as bills, food, clothing	X
Low and/or No Wealth – enough money to meet basic living costs and pay bills but have no savings to deal with any unexpected spends and no provision for the future	X
Material Deprivation – being unable to access basic goods and services i.e. financial products like life insurance, repair/replace broken electrical goods, warm home, leisure and hobbies	
Area Deprivation – where you live (rural areas), where you work (accessibility of transport)	
Socio-economic Background – social class i.e. parents education, employment and income	

5. Integrated impact assessment required? (Two ticks above = full assessment necessary)			
YES	X	NO	

6. Decision rationale If you have ticked no above, use this section to evidence why a full IIA is not required
Based on the potential impact, a full integrated impact assessment is required.

<b>Signed by Lead Officer</b>	Donald Forrest
<b>Designation</b>	Head of Finance & Property Services
<b>Date</b>	2 December 2019
<b>Counter Signature</b> (Head of Service or Depute Chief Executive responsible for the policy)	
<b>Date</b>	



## Full Integrated Impact Assessment Form

1. Details of proposal	
<b>Policy Title</b> (include budget reference number if applicable)	Implementation of various digital improvements across the service including online forms, self-help guide, upgrade systems and online streamline/automate processes (F7a)
<b>Details of Others Involved</b>	None
<b>Date Assessment Conducted</b>	2 December 2019

2. Set out a clear understanding of the purpose of the policy being developed or reviewed (what are the aims, objectives and intended outcomes including the context within which it will operate)
<p>The council has developed 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 as supporting people to utilise this technology to best effect. National research shows that certain groups of people (older people, people with disabilities and people with low incomes) are more likely to not engage with digital services. Each service area will consider the enabling role they play in providing the skills and access to technology required to facilitate this shift for those are less confident or able to move to online service provision.</p> <p>Modernisation activities are being undertaken across Finance and Property Services, however the saving can mainly be attributed the WLAM areas and activities outlined below:</p> <p>Anti-Poverty Service – Self-help guides, online help and referral routes, development of online forms and to reduce the number of applications customers have to complete to gather information from one source application form. This links with the integrated impact assessment for saving F2a where changes to the way customers interact with the service are considered and mitigating actions identified. A high level overview of the impact assessment is contained in this document.</p> <p>Financial Management Unit – Automate processes - investigating objective workflow, implement changes following review of budget monitoring processes, online forms and training for requests for support and training, investigate opportunity for creating a supplier portal for payment enquires, implement digital signatures where required. The proposed changes to the way of working are not considered relevant for a full integrated assessment, however some of the mitigating actions identified in this document will be applied to this proposal.</p> <p>Property Management &amp; Development – Upgrade current commercial property tenant system to allow tenants to more freely access lease information, online forms, streamline processes – investigating objective workflow, more property information to be made available online. . The proposed changes to the way of working are not considered relevant for a full integrated assessment; however some of the mitigating actions identified in this document will be applied to this proposal, for example consideration of digital skills when accessing online forms.</p> <p>Revenues Unit – Further promotion of customer portal, develop online training for system users, further integration of online forms with back-office functions to reduce manual entry. This saving is linked to saving F1f where a number of internal processes will be modernised and are therefore not relevant for an assessment. However this is based on the reliability and ability of the West Lothian community being able to provide information in a digital format, increasing awareness of digital forms etc and this will be considered as part of this integrated impact assessment.</p>



<b>3. Please outline any needs and/or barriers which equality groups (people with protected characteristics) may have in relation to this policy</b>	
Age	<p><b>What effect/difference will the policy have on people?</b>          Aligned to the 'The Better Off: West Lothian Anti-Poverty Strategy - 2018/2023', the development of online forms and self-help guides and referrals will be developed to ensure that low income families are aware of financial support available have access to advice and assistance to help make claims. It is acknowledged that certain groups, including older people, people with disabilities and those where English is a second language are less likely to engage in digital services. Therefore consideration will be given to additional support requirements of the identified groups.</p> <p><b>How do you know that?</b>          As part of the 'The Better Off: West Lothian Anti-Poverty Strategy - 2018/2023' consultation process, feedback from focus groups told us that better access to advice at important life stages could help to make sure people do not fall into a cycle of poverty as a result of life changes. The project will seek to improve online access to information and advice in an easy to understand approach. Iterative information also suggests that some customers are moving towards increased communication via digital channels and current approaches will be adjusted to reflect this.</p>
Disability	<p><b>What effect/difference will the policy have on people?</b>          It is acknowledged that certain groups, including older people, people with disabilities and those where English is a second language are less likely to engage in digital services. Therefore consideration will be given to additional support requirements of the identified groups.</p> <p>In order to address the disproportionate impact of welfare reform on disabled people in West Lothian, West Lothian Council and partners are committed to improving access to advice in a number of ways, including:          Improving information available through digital channels for those who are able as well as the processing of information and claims through digital channels to speed-up processes. This will allow people to access advice and support who may otherwise be excluded, including those with mobility difficulties and those with mental health issues who may find face to face contact difficult. Actions are contained in the Digital Inclusion Plan regarding increasing digital skills for those who have a disability.</p> <p><b>How do you know that?</b>          Responses to the local consultation carried out as part of the 'The Better Off: West Lothian Anti-Poverty Strategy - 2018/2023' survey mirror national reports which indicate that people with a disability are substantially more likely to experience poverty and therefore proposals are being developed to improve access to advice and financial support.</p>
Gender Reassignment – Trans/Transgender Identity	<p><b>What effect/difference will the policy have on people?</b>          None identified at this stage.</p> <p><b>How do you know that?</b>          No relevant evidence has been found at this stage.</p>
Marriage or Civil Partnership	<p><b>What effect/difference will the policy have on people?</b>          None identified at this stage.</p> <p><b>How do you know that?</b>          No relevant evidence has been found at this stage.</p>
Pregnancy and Maternity	<p><b>What effect/difference will the policy have on people?</b>          None identified at this stage.</p> <p><b>How do you know that?</b>          No relevant evidence has been found at this stage.</p>



Race	<b>What effect/difference will the policy have on people?</b> It is acknowledged that certain groups, including older people, people with disabilities and those where English is a second language are less likely to engage in digital services. Therefore consideration will be given to additional support requirements of the identified groups.
	<b>How do you know that?</b> No relevant evidence has been found at this stage; however there may be hidden needs relating to this protected characteristic.
Religion or Belief	<b>What effect/difference will the policy have on people?</b> None identified at this stage.
	<b>How do you know that?</b> No relevant evidence has been found at this stage.
Sex – Gender Identity	<b>What effect/difference will the policy have on people?</b> None identified at this stage.
	<b>How do you know that?</b> No relevant evidence has been found at this stage.
Sexual Orientation	<b>What effect/difference will the policy have on people?</b> None identified at this stage.
	<b>How do you know that?</b> No relevant evidence has been found at this stage.

**4. Please outline any needs and/or barriers which may affect vulnerable groups falling into poverty and disadvantage in relation to this policy.**

Vulnerable groups may include the following:

- Unemployed
- Single parents and vulnerable families
- People on benefits
- Those involved in the criminal justice system
- People in the most deprived communities (bottom 20 SIMD areas)
- People who live in rural areas
- Pensioners
- Looked After Children
- Carers including young carers
- People misusing services
- Others e.g. veterans, students
- Single adult households
- People who have experienced the asylum system
- Those leaving the care setting including children and young people and those with illness
- Homeless people
- People with low literacy/ numeracy
- People with lower educational qualifications
- People in low paid work
- People with one or more protected characteristics

**What effect/difference will the policy have on people?**

National research shows that certain groups of people (older people, people with disabilities and people with low incomes) are more likely to not engage with digital services due to barriers in being able to access digital services, understand the content or language barriers. However the proposals will be developed and delivered in a customer focused way while linking in with the Digital Inclusion Plan to ensure a positive experience for service users.

The proposals set out in section 2 aims to improve access to advice and financial support, speed-up processes and provide more timely information. The proposals are being developed in a customer focussed way to support the most vulnerable groups, to increase digital skills while also delivering service changes.

The proposals will allow those who wish to and who can access information and support in a different way and allowing resources to be refocussed on those who are in the greatest need of help. As set out in section 2 the channel shift and digital transformation proposals are linked and aligned to other savings proposals, and through the development of digital communication and information gathering will allow the relationship with customers to be modernised into the future digital society, while enabling other savings to be delivered through improved processing times.

**How do you know that?**

This targeted approach to addressing poverty and inequality is informed by evidence from national research and reports. For example:

- Research by the Children's Society shows that care leavers are three times more likely to have their benefits sanctioned
- Scottish Government statistics show that older people and those with disabilities are more likely to experience fuel poverty
- A report by Gingerbread shows that children in lone parent families are more likely to experience poverty and lone parents are more likely to be insecure employment such as zero hour contracts
- Research by the Red Cross showed an increase in the number of people coming through the asylum system facing destitution and seeking support from foodbanks.

Previous group discussions with community groups and organisations serving vulnerable groups were held, with feedback from these discussions centred on lack of awareness of support and how to improve access for people facing barriers such as travel and transport difficulties, language barriers and childcare or other caring commitments. To fill this gap more online self-help guides, self-referrals and online forms will be developed as a way to remove some of the barriers as well as speed-up access to support. These will be developed in-line with the Digital Inclusion Plan.

**5. Action Plan**

What action/s will be taken, by whom and what is the timescale for completion?

**Actioner Name:** Donald Forrest

**Action Date:** Planned Implementation during 2021/22

**What is the issue?**

Development of online forms, self-help guides and information needs to have direct input from service users with particular regard for groups identified as facing barriers to accessing digital services.

**What action will be taken?**

A working group will be created with members of the community and community groups to provide feedback on proposals as part of the development process ensuring the changes are customer focussed and based on community need.

**Progress against action**

Work is ongoing with the project team to develop plans and share with the working group.

**Actioner Name:** Donald Forrest

**Action Date:** Ongoing

**What is the issue?**

Online forms, self-help guides and information need to be reviewed and updated for relevance and accuracy, as well as ensuring they are effective and having a positive impact.

**What action will be taken?**

Monitor usage statistics once proposals have been implemented, seek feedback from service users and in particular the impacted groups identified as part of the IIA on content of information and self-help.

**Progress against action****6. Details of consultation and involvement**

Who will be or has been involved in the consultation process?

- a) State which service users and groups are involved in this process and describe their involvement.
- b) Describe any planned involvement saying when this will take place and who is responsible for managing the involvement process.
- c) Describe the results of the involvement and how you have taken this into account.

As part of 'The Better Off: West Lothian Anti-Poverty Strategy - 2018/2023' consultation was carried out with a range of key stakeholders; council services including housing and social policy as well as third sector partners including Citizens Advice Bureau, local credit unions and charities. Focus groups were held with local support organisations and community groups with a particular focus on groups representative of those at higher risk of financial exclusion, these include:

- Scottish Youth Parliament West Lothian members
- Senior People's Forum
- Ability Centre group
- MOOD Project service users
- Carers West Lothian service users group
- West Lothian Milan Group
- West Lothian Race Forum
- West Lothian Inter-Faith Group
- Homestart West Lothian

As proposals are developed to change and improve digital channels of advice, financial support access as well as other online forms to update information. The proposals will be consulted on with groups as part of the Anti-Poverty Strategy steering group as well as other service users and equality groups to ensure that the proposals are developed to be customer focussed and promote inclusion.

## 7. Data and Information

What equality data, poverty data, research, information or other evidence has been used to inform this assessment?

- What information or other evidence has been used in the development of the policy?
- What does research, consultation and other data or information tell you about the impact of the policy? (describe the information and conclusions, and state where the information can be found)
  - Quantitative (numbers, percentages, statistical analysis)
  - Qualitative (written/spoken words, opinions, surveys)
- Describe any gaps in the available information, and record within section five (Action Plan), action you are taking in relation to this (e.g. new research, further analysis) and when this is planned.
- Give details of any existing local or national evidence which has been used to inform the development of your policy.

West Lothian Digital Transformation Strategy 2018/19 – 2022/23. During November 2016 the Council and Community Planning partners conducted the fifth Citizens Panel survey. Results show Almost all respondents (96%) stated that they have internet access (up from 94% in 2010): • 93% access at home via Broadband (up from 89% in 2013) • 38% access via a mobile device (down from 48%) • 21% access at work (down from 31%).

A number of local authorities have negotiated arrangements to share information with the local benefits agency, particularly on the notifications of decisions. It is recommended that all local authorities which do not have such arrangements in place should take steps to implement them.

In West Lothian, a poverty profile has been developed to analyse the local impact of poverty and deprivation. Locally:

- 22% of children are living in poverty
- 28% of households experience fuel poverty, predominately older people
- 19% of West Lothian residents earn below the Living Wage and 20% of jobs located in West Lothian pay hourly rates below the Living Wage
- 17% of households in West Lothian receive Working Tax Credit to top up low income

West Lothian has a higher proportion of households in receipt of Housing Benefit than Scotland as a whole with 58% of social tenants and 27% of private tenants getting help with housing costs, ensuring everyone who is entitled to receive benefits is getting their entitlement is part of the action plan.

The project has been scoped and the Integrated Impact Assessment is 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. The highlighted perceived issues likely to impact on certain groups or individuals from protected characteristics groups.

Where no relevant evidence has been found this will continue to be monitored and reviewed through the consultation processes outlined in section 6, as well as national research, and the monitoring process set out in section 9 as part of the development and implementation of the proposal.

## 8. Mitigating Actions

If the policy has a negative/adverse impact on a particular group/s, but is still to be implemented, please provide justification for this.

Note: If the policy is unlawfully discriminatory under the Equality Act 2010 and/or is having a negative impact on poverty and socioeconomic disadvantage under the Fairer Scotland Duty, you MUST identify, how the policy can be amended or justified so the Council acts lawfully.

- a) How could you modify the policy to eliminate discrimination or to reduce any identified negative impacts? If necessary, consider other ways in which you could meet the aims and objectives.
- b) How could you modify the policy to create or maximise the positive aspects of the proposals and to increase equality and reduce poverty and socioeconomic disadvantage.
- c) Describe any modifications which you can make without further delay (for example, easy, few resource implications).
- d) If you propose to make any of the modifications shown above, describe any potential new negative impacts on other groups in society or on the ability to achieve the aims and how you will minimise these.
- e) Please describe the resource implications of any proposed modifications taking into account financial, people and property issues.

Digital channels will be improved, as currently they are not appropriate in all circumstances and many will require information in alternative formats, for example, content on westlothian.gov.uk web pages can be translated into alternative languages and can be adapted to a dyslexia friendly format.

Liaise with and support the work to deliver the Digital Inclusion Plan.

Work with identified groups to ensure digital channels meet the needs of service users as well as identify any mitigating actions that can be undertaken to support the identified groups.

## 9. Monitoring and Review

- a) How will the implementation and impact of the policy be monitored, including implementation of any amendments? For example, what type of monitoring will there be? How frequent?
- b) What are the practical arrangements for monitoring? For example, who will put this in place? When will it start?
- c) How will results of monitoring be used to develop future policies?
- d) When is the policy due to be reviewed?
- e) Who is responsible for ensuring this happens? Please detail below

Following implementation of the proposals, usage and customer feedback information will be used to monitor the impact. This will be undertaken on a six month basis by the relevant unit managers as part of performance monitoring to ensure that the digital channels and services are having a positive impact and that there are no unforeseen equality/inclusion issues arising.

**10. Recommendation and Reasoning**

✓ Implement proposal taking account of mitigating actions (as outlined above)

**Reason for Recommendation**

Further consideration of equality impacts will be undertaken as more detailed proposals for the delivery of the 2022/23 saving are developed, consultation stakeholders will be undertaken as the proposals are developed in a staged process to ensure mitigating actions are completed where issues are identified.

<b>Signed by Lead Officer</b>	Donald Forrest
<b>Designation</b>	Head of Finance and Property Services
<b>Date</b>	2 December 2019
<b>Counter Signature</b> (Head of Service or Depute Chief Executive responsible for the policy)	
<b>Date</b>	



**WEST LOTHIAN COUNCIL**

**ASSET MANAGEMENT STRATEGY AND GENERAL SERVICES CAPITAL PROGRAMME 2020/21 TO 2027/28**

**REPORT BY HEAD OF FINANCE AND PROPERTY SERVICES**

**A. PURPOSE OF REPORT**

The purpose of this report is to enable the council to agree an updated General Services Capital programme for 2020/21 to 2027/28.

**B. RECOMMENDATIONS**

It is recommended that the Council:

1. Notes the progress achieved during the second year of the ten year capital programme;
2. Approves the updated General Services Capital programme for 2020/21 to 2027/28, as set out in Appendix 1;
3. Approves the updated capital funding for 2020/21 to 2027/28, as set out in section D.4 of the report;
4. Notes the outcome of the Integrated Relevance Assessment as set out in Appendix 2;
5. Notes that an annual review of the capital strategy approved by council in March 2019 will be undertaken and reported to Council Executive as part of the budget roll forward process in June 2020;
6. Notes that agreed reporting and monitoring will continue, including quarterly monitoring reports to Council Executive.

**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 and the provisions of Sections 78, 79 and 236 of the Local Government (Scotland) Act 1973.

Risks in relation to the capital programme will be identified and managed in accordance with the council's corporate approach to risk.

The equality impact of the budget has been assessed in compliance with public sector duty requirements, as set out in the Equality Act 2010, the Equality Act 2010 (Specific Duties) (Scotland)

		Regulations 2012 and Fairer Scotland Duty, Part 1 of the Equality Act 2010.
		An Integrated Relevance Assessment has been undertaken and is provided in Appendix 2.
		Strategic Environmental Assessments will be carried out for individual projects as required.
<b>III.</b>	<b>Implications for Scheme of Delegations to Officers</b>	None.
<b>IV.</b>	<b>Impact on performance and performance indicators</b>	Effective capital implementation and asset management is vital to supporting corporate and service performance.
<b>V.</b>	<b>Relevance to Single Outcome Agreement</b>	Effective prioritisation of resources will be essential to achieve key outcomes over the next eight years.
<b>VI.</b>	<b>Resources (Financial, Staffing and Property)</b>	An assessment of potential resources indicates that a prudent, affordable and sustainable capital investment programme for 2020/21 to 2027/28 is estimated to be £340.308 million.
<b>VII.</b>	<b>Consideration at PDSP</b>	Asset Lead Officers provide annual asset performance reports to relevant Policy Development and Scrutiny Panels (PDSPs).
<b>VIII.</b>	<b>Other consultations</b>	Preparation of the 2020/21 to 2027/28 capital investment programme has involved consultation with Depute Chief Executives, Heads of Service, asset lead officers and capital project managers.
<b>D.</b>	<b>TERMS OF REPORT</b>	
<b>D.1</b>	<b>Background</b>	
		The Council, on 19 February 2019 approved the Corporate Asset Management Strategy and General Services Capital investment programme for the nine year period 2019/20 to 2027/28. The General Services Capital Programme was then subsequently updated in June 2019 to take account of the 2018/19 capital outturn.
		This report details the progress achieved in the second year of the ten year capital programme and outlines the proposed budgets for 2020/21 to 2027/28.
<b>D.2</b>	<b>2019/20 General Services Capital Programme</b>	
		The period 9 monitoring exercise indicates that the projected outturn for the 2019/20 General Services Capital Programme is £34.678 million, assuming there is slippage of £4 million between now and the year end. This represents accelerated spend of £627,000 compared to budget.
		A summary of the committed and projected asset expenditure at month 9 is shown in table 1.



Table 1: Period 9 Committed & Projected Asset Expenditure

<b>Asset Type</b>	<b>2019/20 Approved Budget £'000</b>	<b>Committed Expenditure at Month 9 £'000</b>	<b>2019/20 Projected Outturn £'000</b>	<b>2019/20 Projected Variance £'000</b>
Property	18,392	17,044	20,356	1,964
Roads & Related Assets	11,828	8,532	11,554	(274)
Open Space	3,480	1,896	2,793	(687)
ICT	4,351	3,319	3,975	(376)
	38,051	30,791	38,678	627
Remaining Overprogramming	(4,000)	N/A	(4,000)	0
<b>TOTAL</b>	<b>34,051</b>	<b>30,791</b>	<b>34,678</b>	<b>627</b>

A summary of the key works for each asset category that have been undertaken this year is as follows:

### **Property**

Accelerated expenditure of £1 million is forecast for school planned improvements as a result of the progress being made within the programme in 2019/20. Works that are currently in progress or have been completed include roof works at St Kentigern's Academy, electrical and science lab works at Linlithgow Academy, roofing works at Inveralmond High School and toilet refurbishments at St Ninian's, Stoneyburn and Springfield Primary schools. Phase one of the new roof at St Ninian's has been completed with the second phase due to be undertaken in summer 2020.

The first phase of works in the reconfiguration and extension of Ogilvie Additional Support Needs School have been completed. Further phases, including the extension, are now being progressed and will commence onsite during summer 2020.

Significant progress has been made on the delivery of Early Learning and Childcare (ELC) projects with the extension to Polkemmet Primary School and a wide range of kitchen improvements completed. Extensive minor works and equipment installations have been undertaken and will continue to be progressed through to Summer 2020 in advance of the expansion of ELC to deliver 1,140 hours.

Works being carried out to improve energy efficiency as part of the Non-Domestic Energy Efficiency Framework programme (NDEEF) are progressing well, and include boiler replacements and extensive lighting, together with insulation improvement works.

The second phase of planned improvement works to Watson Park Armadale Bowling club has commenced and is due to be completed prior to the start of the bowling season in Spring 2020.

Works have also commenced on the redevelopment of the Ability Centre to create the Livingston North Partnership Centre which is due for completion in Summer 2020.

All diversion work at the new Whitburn Partnership centre has been completed and works are progressing on site.

### **Roads**

The LED street lighting replacement programme is progressing well. Approximately 50% of the programme had been completed at month 9 and the project is forecasting to spend the full budget allocation for this year.

The 2019/20 programme of C Class Roads is complete.

With regards to the Almond Barriers project, a report on the completed consultation on the Mid Calder Weir will be presented to Environment PDSP on 31 March 2020 and then to Council Executive on 21 April 2020 where approval for the preferred option will be requested. Tender documents are currently in the process of being prepared for Limefield Weir.

Good progress has been made during the year with the Bathgate Branch railway bridge and Skolieburn Bridge works. Accelerated spend of £400,000 and £310,000 is forecast respectively for these two projects.

Cycling, Walking and Safer Streets projects are forecasting slippage this year due to Places for everyone, Sustrans, funding for the construction of the B8084 Whitburn to Armadale Railway Station Cycle path and the A706/B7066 Whitdale Roundabout Connection being initially delayed from its original summer start date. Following presentations to the Places for Everyone Infrastructure Steering Group, confirmation of match funding was provided in October 2019. Contract documents are now being prepared with the intention to commence works in March 2020.

Following the Local Area Committee meetings and Council Executive in October 2019, a total of 109 town centre projects were awarded funding from the 2019/20 town centre fund. All applicants received an award letter and were requested to sign a conditions of grant to confirm they were able to proceed with the relevant projects. Applicants will either receive the funding directly, or the council will retain the budgets if delivering the project on behalf of the applicants. Officers are actively managing the programme recognising the timescales for delivery and an update report was presented to Council Executive on 25 February 2020.

### **Open Space**

Open space projects are progressing well with 20 planned improvement projects and 13 play park projects either completed or scheduled for completion in the current financial year. Some of the highlights include, park refurbishments at Holmes Park, Broxburn; Millbank Parks East, Uphall; Howden Park North, Livingston; Marrfield Park, Uphall Station; Eastfield Park, Fauldhouse and Longridge Park, Longridge. In terms of play parks, some of the highlights in this year's programme include Kingfisher Brae, Livingston; Burnlea Drive Play Area, Bents; Glebe Park Play Area, West Calder; Murrayfield Park Play Area, Blackburn and Burnside Play Area, Polbeth. The only planned deviations from the programme this year are the slippage of the 3G pitch projects at East Calder and Watson Park. The 3G pitch project at East Calder has been granted planning permission, and the project is on track to be delivered to initially agreed timescales. Ground investigation works are in progress at the proposed site of the 3G pitch project at Watson Park to establish requirements for ground consolidation in advance of the tender document preparation and issue.

The original project for planned improvements at Balbardie Park was scheduled for completion in 2017/18 with an approved capital budget of £112,000. However, following the completion of a community consultation exercise, and the development of a masterplan for the park, it was agreed that the project would be delivered over two phases to maximise potential income opportunities from grant funders. Phase one of the project is now complete with the council successfully securing £85,000 of additional grant funding to improve the footpath and drainage infrastructure within the park. With regards to phase two, the remaining £60,000 of the capital budget will be carried forward to next financial year to secure a minimum of a further £60,000 of grant funding. The additional funding will be used for the design and construction of a pump track. When complete, the council will have successfully secured £145,000 of grant funding, bringing the total project value to £257,000.

Play park projects for 2019/20 are essentially complete. The shift in emphasis from the previous complete refurbishment of play park facilities to maintaining them in a fit for purpose condition going forward is providing benefits in terms of the quantity of projects being completed.

Sports Scotland and Scottish Cycling met with representatives from the council and the Linlithgow Development Trust in October 2019 and agreed a business case to deliver the proposed cycling facility at Kettilstoun Mains. Partners are currently considering additional funding options for the inclusion of a pump track at the facility and a further business case for the pump track will be considered later in the year. The council's budget contribution of £307,000 will be rolled forward to 2020/21 to maximise potential income opportunities and to allow sufficient time to consider the proposal for the pump track. This will be taken into consideration in the budget roll forward exercise in June 2020, when budgets will be updated to take into account the 2019/20 capital outturn.

## **ICT**

The second year of the ten year capital programme has seen good progress in the ICT asset category and is currently on track to deliver the programme that was carefully devised as part of the budget setting process undertaken in June 2019.

Work on the Windows 10 rollout project is complete and the Antivirus/Malware project has been completed ahead of schedule.

The Desktop Refresh project within the corporate estate is nearing completion and is progressing in line with the schedule from previous years with regards to education.

Work is continuing to progress with Internet Protocol Telephony (IPT) migration and the HR and Payroll replacement system. The Microsoft Office Refresh project, including work on the upgrade of the email system remains on target to deliver the forecast outturn for this year.

Issues with Scotland Excel and the Care at Home contract have resulted in delayed progression with replacement systems, this will result in key social policy systems now progressing in financial year 2020/21.

## **D.3 Proposed Capital Programme – 2020/21 to 2027/28**

The capital programme is updated each year to take account of latest circumstances, including available funding. Taking various changes into account, as well as the latest estimated phasing for approved projects, the proposed updated investment by asset category for 2020/21 to 2027/28 is as follows:

*Table 2: Proposed Capital Programme 2020/21 to 2027/28*

<b>Asset Category</b>	<b>2020/21 Proposed Programme £'000</b>	<b>2021/22 Proposed Programme £'000</b>	<b>2022/23 Proposed Programme £'000</b>	<b>2023/24 to 2027/28 Proposed Programme £'000</b>	<b>Total Proposed Programme £'000</b>
Property Assets	50,541	74,297	42,670	69,292	236,800
Roads and Related Assets	11,557	9,799	8,170	30,511	60,037
Open Space Assets	2,518	1,690	1,585	9,314	15,107
ICT Assets	4,595	3,670	4,482	15,617	28,364
<b>Total</b>	<b>69,211</b>	<b>89,456</b>	<b>56,907</b>	<b>124,734</b>	<b>340,308</b>

An analysis of the proposed capital programme for 2020/21 to 2027/28 is provided in Appendix 1, with more information provided below.

## **Property**

### **School General Projects**

A number of key projects to modernise service delivery in the Additional Support Needs (ASN) estate were agreed. These include a new Beattie Campus School, a new and relocated Cedarbank School and a re-configured and extended Pinewood School. The outcome of the Education Consultation on Cedarbank School was reported to the Education

Executive on 21 January 2020 and the proposal for the new Cedarbank has been revised to reflect the outcomes of the statutory consultation. The main outcome of the consultation is a requirement to provide a new dedicated access road serving the school which will prevent additional traffic on Quentin Rise. The estimated total construction cost of the project has therefore increased from £6.2 million to £7 million as a consequence of the new access road and the requirement for additional specialist teaching accommodation. The project is forecast for completion in November 2021.

The original proposal for Pinewood ASN school in Blackburn was the construction of a new hall, a two classroom extension and internal improvements. Following consultations with staff and parents, together with a review of future capacity and suitability requirements for the school, it is now proposed to demolish and rebuild the majority of the older part of the school. This will enable the school to fully overcome existing operational issues with the older part of the school and provide in effect a new purpose built facility. As a consequence the estimated construction costs have increased from approximately £4.1 million to £5 million. Completion is forecast for November 2021.

The council was successful in its application for inclusion of a new Beattie Campus within the Scottish Government's Learning Estate Investment Programme pilot projects phase. Initial consultations with staff, user groups and partner agencies have been undertaken to enable the development of an outline design and cost schedule. On the basis of delivering the new school and increased nursery capacity by August 2022, the project is currently estimated to have a basic construction cost of £10.1 million. Officers are also appraising the whole life cost benefits of increasing the specifications for the school for energy, efficiency and sustainability. Officers will be reporting separately on the project as it progresses and will undertake any required statutory education consultation to be reported to Education Executive.

The council previously delivered the new West Calder High School and Uphall Station and Pumpherston Primary Schools, as well as improvements to Toronto Primary School, under the Schools for the Future Programme. The Scottish Government announced in summer 2019 a new Learning Estate Investment Programme and, as noted above, the council was successful in its application for a new Beattie Campus School which is now included within the pilot phase of the programme.

It has been advised that a further phase is likely to be announced in Autumn 2020. In advance of this, officers will progress the development of business cases for schools which should be considered for replacement. Within the existing programme budgets were agreed for East Calder, Eastertoun, Deans and St Joseph's Primary Schools to enable officers to prepare business cases to bid for funding support. The Scottish Government announced in late 2019 the priorities of its Learning Estate Investment programme and, when further details of the programme are confirmed, officers will report on the position.

The council is committed to ensuring its learning estate is well maintained and suitable for the delivery of the curriculum both now and in the future. As part of the development of the Learning Estate Strategy and Management Plans, officers will be undertaking a full review of proposed investments and in particular, those that are related to capacity and developer funded. Any proposed changes required to the Capital Programme will be considered following consideration of the Learning Estate Investment Strategy and Plans in the current financial year.

As previously reported, immediate repair works to Riverside Primary School were undertaken during 2019/20 to stabilise the roof of one of the wings. The work is complete and provides a solution for an interim period. Further consideration is required around the longer term condition and suitability of the school.

### Early Learning & Childcare

Early Learning and Childcare projects to increase provision from 600 hours to 1,140 are progressing well. The council is undertaking an extensive number of projects and planned improvements which, given the deadline, is challenging. Officers can confirm that the council will meet the requirement to increase nursery and childcare provision to 1,140 hours by August 2020. The investment will see increased capacity across the learning estate through alterations to existing accommodation, extensions and new build provision with a total programme of £12.2 million.

As reported to Council Executive in February 2020, the Blackridge Primary School project continues to be progressed to deliver a new sixty four place capacity nursery, new play facilities, including a new multi-use games area (MUGA), and improved drop off and access arrangements.

The project at St Mary's, Bathgate is programmed to be complete by August 2020. As a consequence of additional drainage attenuation, revised access and construction requirement costs have increased from approximately £1.1 million to £1.3 million.

Reconfiguration works will be carried out at Kirkhill Primary School in Broxburn to enable the existing nursery to be relocated. The estimated costs of these works amount to £525,000.

The existing school nursery at Parkhead Primary School in West Calder will be extended at a cost of approximately £700,000. Works to improve windows and other planned improvements will be undertaken at the same time to avoid disruption to the school.

The extension at Stoneyburn Primary School for the increased nursery provision will be delivered by August 2020 at a cost in the region of £400,000.

Specialist nursery provision at Beatlie Campus School will form part of the new campus proposal and allocated funding for this will be included within the wider project. Increased capacity at the school will be provided by August 2020 through minor works and the use of accommodation within the existing school campus.

### General Statutory Compliance

Over £15 million will be invested in statutory compliance works, which will help to ensure that property assets are safe, secure and accessible for customers, visitors and members of staff. Works include those relating to accessibility, the management of asbestos, legionella, fire detection systems, gas and electrical safety, and ongoing property compliance checks and subsequent work relating to the building fabric such as door hinges, cubicles and windows.

### Operational Buildings Projects

The council's existing ICT data back up and continuity facility is located in South Lanarkshire. Notice has been received that the facility will be closing at the end of March 2021. In response to this, an opportunity has been identified in Whitehill Service Centre, improving accessibility over existing arrangements and reducing the costs associated with emergency data recovery arrangements. In order to enable Whitehill Service Centre to be utilised, works on the provision of an uninterruptable power supply, the installation of a backup generator and some minor internal alterations, will be required. Upon completion, these works will enable the council to have greater capacity for business continuity in the event of an emergency.

Works have commenced on the redevelopment of the former Ability Centre at Carmondean in Livingston to create a new partnership centre in North Livingston. The project was originally projected to cost £1 million, however, in order to avoid future disruption to users of the Ability Centre and Library who will be based in the redeveloped building, building works to over clad the roof are now proposed to be undertaken during the main works. These accelerated works mean that the total estimated project costs have increased to £1.25 million.

The Single Persons Homelessness Facility was approved by Council Executive on 17 December 2019, with a completion date of August 2021.

#### Developer Funded Projects

Significant progress has been made on a number of developer funded projects that will be delivered to support residential development.

The Winchburgh Core Development Area represents the largest single education expansion investment undertaken by the council. Proposals include the delivery of two new secondary schools, each with an initial capacity of 660 for both denominational and non-denominational pupils, together with a new Holy Family Primary School which is currently co-located with Winchburgh Primary School. Land engineering and site preparation works have commenced on site and mobilisation for building construction is due to commence in spring 2020. The total investment is estimated at £62 million and will be predominantly funded by developer contributions.

In addition to the investment in the schools, which will be available for community use out with school hours, the masterplan continues to reserve a site in the village centre, which would be suitable for a health centre, and makes provision for a range of community facilities including a new district park. A new community building, to be used as a café which is likely to be community managed, will be located in the park and will operate in addition to the existing community centre. The developer will also make a financial contribution towards library provision.

The delivery of the new two stream Calderwood Primary School and nursery in East Calder to support the East Calder core development area is progressing well with the total costs estimated at £14.3 million.

The redevelopment of the former Bangour hospital site is now commencing and developers will engage with council officers on the requirement for a new primary school with any proposals subject to statutory consultation.

#### Self-Funded Investment Projects

Phase two of the Non-Domestic Energy Efficiency Framework programme (NDEEF) will see the progression of a wider range of energy efficiency works that will reduce energy consumption and therefore deliver both financial and carbon emission reductions.

In support of the council's climate change declaration and sustainability priorities, funding has been identified to progress the installation of solar photovoltaic canopies over existing staff parking areas and the expansion of electric vehicle (EV) charging infrastructure at West Lothian Civic Centre. The project is part funded with a grant of £350,000 already secured to support the development and implementation of the work required. It is anticipated that over 90% of the electricity generated will be used on site, providing clean renewable energy and reducing our reliance on power imported from the grid.

In addition to the solar PV, the EV charging element will result in an increase in the provision of electric fleet vehicles on site, as this is currently restricted by the limited number of available charge points. Projects of this nature are becoming more relevant as the council strives to achieve net-zero carbon. Reducing emissions from buildings and transport will play a critical part in achieving those aims and it is hoped that this project could be used as a model for other buildings.

Investment in operational property loft insulation works will involve the council undertaking an accelerated programme of roof and loft insulation works to support wider energy efficiency improvements to property assets, such as those identified as part of non-domestic energy efficiency and the wider planned improvements programme. This will include works to schools and other operational property assets.

Budget provision has been included in the programme for 2020/21 for the proposed purchase of an existing social care facility that is currently leased. The property is required for long term service delivery, and the purchase would enable the council to have greater influence on its management and deliver savings through no longer paying rent. It should be noted that negotiations are at an early stage and, should the acquisition be agreed in principle, a report will be presented to Council Executive to consider the purchase terms.

## **Roads**

The roads programme is continually reviewed taking account of asset management principles. The phasing of projects within the A, B, C and U class roads has been updated to reflect the project priority rating identified through the scheme assessment process and to take account of availability of resources within the design team.

An initial assessment of the B792 Addiewell to Tenants March in West Calder has identified that more works are required than originally anticipated. The budget has therefore been increased from £57,000 to £120,000.

The block budgets in the Roads Lighting programme are allocated to specific projects as asset information is collated and are set out in table 3 below. A number of existing budgets, Bishops park in Mid Calder and Staunton Rise and Tallisman Rise/Templar Rise in Dedridge, Livingston have been reviewed to incorporate the increased cost of works. Specific projects are as follows:

*Table 3: Proposed specific projects for roads lighting, as block budgets are disaggregated:*

<b>Project</b>	<b>Budget £'000</b>
Braehead/Stewart Avenue Area, Linlithgow	480
Brucefield Industrial Estate, Brucefield, Livingston	480
Carnegie Road, Deans, Livingston	240
East Bankton Place, Bankton, Livingston	100
Easton Road, Bathgate	55
Ecclesmachan Road, Uphall	65
Kilpunt Roundabout to Boundary	140
Main Street/Kirk Lane/Charlesfield Lane, Livingston Village	180
Westcraigs Road, Blackridge	35

Budgets for the Roads Casualty Reduction Scheme have been rephased to better reflect feasible timescales.

The Bathgate Watercourse Restoration project is complex due to the nature of the site. There has been significant work undertaken to finalise design options that meet the aims of the project, which are to improve the natural environment by enhancing the quality of the watercourses and improving the management of flood water. The option appraisal is complete and the detailed design can now be taken forward.

An annual budget of £67,000 for the principal inspections of bridges has been allocated from the block bridges maintenance budget. There are 60 principal inspections carried out on bridges each year. These are detailed inspections that require the use of specialist equipment and traffic management to enable them to be carried out. These inspections assess the condition of bridges and inform the capital programme. It is therefore proposed that these costs are funded as part of the capital programme. Principal inspections have identified three new projects that are proposed to be added to the capital programme, masonry parapet replacements at Cultrig Burn Bridge, Whitburn; Williamston Bridge, Livingston and Limefield Bridge, Polbeth.

Works at Craigs Conduit were originally programmed to be undertaken in 2020/21. Due to access issues, with vegetation surrounding the inlet and outlet of the conduit, a full



assessment was not able to be safely carried out. After the clearance of vegetation, an assessment was undertaken. This assessment determined that no works were necessary.

A benchmarking exercise has been undertaken comparing the council's approach to providing accessible services for people with disabilities at operational facilities, with those of other local authorities. Some improvements have now been recommended following this benchmarking exercise. Council Executive on 22 October 2019 approved three additional criteria to measure accessibility. As a result, an annual budget of £25,000 has been allocated to the roads capital programme from the corporate accessibility works budget within property for undertaking the access audit recommendations in relation to roads, car parks, paths and external steps.

In January 2018, consultants produced a guidance note for the Scottish Road Research Board on dealing with Coal Tar which has subsequently been published by Transport Scotland. Coal tar based materials were used in carriageway construction until the mid-1980s. Coal tar contains hydrocarbons, some of which are hazardous to health and can be highly toxic to aquatic life. The guidance states that coal tar must be assumed to be present within the carriageway construction until proven otherwise and should be treated as a hazardous waste.

It is anticipated that in projects where coal tar is identified, it could increase costs of the projects in terms of laboratory testing and waste disposal costs. A policy is currently being developed to address the possible presence of coal tar in road construction for the varying works carried out by Roads and Transportation. It is the intention that this policy will be reported to the Environment PDSP before being submitted to Council Executive.

Town Centre Fund budgets for 2020/21 relate to the 2019/20 Town Centre Fund. The conditions of the grant funding stated that money had to be spent or committed by the end of March 2020, however, to ensure the impact of the fund is maximised and no opportunities missed, the expenditure deadline has just recently been extended by the Scottish Government to 31 March 2021.

## **Open Space**

Within the Open Space category, minor adjustments have been proposed to approved projects to rephase budgets to better reflect achievable timescales. These projects include; Watson Park Ball Court and park improvements which will be undertaken in 2021/22 as they are reliant on the completion of the 3G pitch. Whitburn/Blaeberry Community Centre Ball Court works will be undertaken in 2020/21 instead of 2022/23. Additional budget of £45,000 has been allocated from the block MUGAs, Kick Pitches and Skate Parks maintenance budget to increase the total project budget to £80,000 to enable works to redevelop the Multi-Use Games Area to be carried out.

The results of condition surveys that have been carried out on play area projects have confirmed that there is no immediate requirement for works to be undertaken at certain play areas to maintain them in a fit for purpose condition. Consequently, it is proposed that these budgets are rephased to later years of the programme, and additional play area projects where works are immediately required are included in the programme for 2020/21. The newly identified projects for 2020/21 are; Beecraigs Country Park play area, Letham Park play area, Craigshill, Livingston; Polkemmet Country Park play area; Maryfield play area, Mid Calder; Strathlogie play area, Westfield; Almondell Road play area, Broxburn; Balbardie Park play area, Bathgate; Harrysmuir play area, Polbeth and Burnside play area, Fauldhouse.

The council has completed a comprehensive safety inspection of all of its 203 play parks and this has identified a requirement for works to be undertaken on the wooden boundary retaining features and the larger pieces of wooden equipment. It is proposed to accelerate capital funding to 2020/21 to rectify the issues identified from the safety inspection. The implementation of this proposal will ensure that West Lothian's play parks remain in a fit for purpose condition, are safe and continue to be maintained to the current high standards.

Council Executive on 4 February 2020 approved the Almondell Historic Wall project, which aims to restore the old historical “C” listed stone and mortar wall that borders two sides of the “Walled Garden” area next to the visitor centre in the Almondell and Calderwood Country Park.

The Adapting for Climate Change budget enables NETs, Land and Countryside services adapt in a planned and prioritised way to the effects of a changing climate, keeping open spaces navigable during and in the aftermath of rainfall, reducing the impacts of runoff on the public road network, and allowing the renewal of those land drainage systems in the poorest condition.

As approved by Council Executive in November 2019 West Lothian Community Choices will apply to play areas, public art and planned improvements budgets. The place making tool is already used to engage and consult with communities on these areas of the Open Space capital programme.

## **ICT**

At the budget roll forward in June 2019 a review was undertaken of the phasing of the ICT capital programme. The agreed phasing of the ICT capital budgets at this point is still considered an accurate representation of when projects are required to be delivered. As a result, the asset lead officer did not consider it necessary to make amendments to the detailed phasing of ICT capital budgets for the next three years. This will continue to be reviewed and if any amendments do require to be made these will be reported in the budget roll forward report in June 2020 following the year end.

Digital Transformation will also have a significant role to play during the life of the capital programme with service areas starting to explore the use of technology to enable progression in a digital world. Sensors, the internet of things, robotics and artificial intelligence are just some of the areas being explored.

## **D.4 Capital Funding**

Projected capital resources 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 council's 2020/21 general capital grant allocation from the Scottish Government, as outlined in finance circular 1/2020, was £3.956 million less than assumed in the nine year capital investment strategy approved on 19 February 2019. The shortfall in 2020/21 will be accommodated within overall resources in the short term by utilising the capital fund, meaning no reduction has been made to the programme for 2020/21 to reflect the reduced level of funding.

The UK government budget to be announced on 11 March 2020 may set out further capital resources to be made available through infrastructure funding and any consequences for the Scottish Budget and Local Government will be kept under review. As the capital programme was already at the maximum level of affordability, if additional resources are not made available, in 2020/21 or in the next Local Government Finance Settlement expected in December 2020, work will have to be undertaken to review the approved programme to identify options to address the significant reduction in resources. This is likely to result in the rephasing of capital expenditure and amendment to the capital programme. At this stage, capital grant assumptions for 2021/22 have not been released but this now represents a major risk to the programme.

The revised capital resources to fund the capital investment programme to 2027/28 are summarised as follows. Resources have been phased to reflect expenditure commitments

but also to ensure that capital funding, and the impact on the council's treasury management position, represent best value. Other funding includes grants from bodies other than the Scottish Government, capital funded from current revenue (CFCR) and developer contributions.

*Table 4: Proposed Capital Resources 2020/21 to 2027/28*

	<b>20/21 £'000</b>	<b>21/22 £'000</b>	<b>22/23 £'000</b>	<b>23/24 to 27/28 £'000</b>	<b>Total £'000</b>
Scottish Government Grants	15,596	17,512	15,766	85,565	<b>134,439</b>
Capital Receipts	7,363	6,750	2,030	7,539	<b>23,682</b>
Capital Fund	17,270	21,510	21,674	(11,523)	<b>48,931</b>
Borrowing	3,031	10,221	1,121	1,601	<b>15,974</b>
Other Funding	25,951	33,463	16,316	41,552	<b>117,282</b>
<b>Total Resources</b>	<b>69,211</b>	<b>89,456</b>	<b>56,907</b>	<b>124,734</b>	<b>340,308</b>

In addition to the assumed increases in Scottish Government grant funding not materialising, there are additional other risks to the affordability of the programme that will require careful management, as follows:

- Substantial delays in the receipt of developer contributions creating cash flow implications for the council or developers seeking to change the level of contributions through a Section 75A application.
- Interest rates for borrowing are greater than forecast meaning that the proposed borrowing becomes unaffordable within the revenue budget.
- 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.

Subject to the review of the programme in light of the reduced grant funding for 2020/21, the level of borrowing is assessed as prudent, affordable and sustainable within the parameters of the council's treasury management plans and the Prudential Code for Capital Finance. The updated resources position has been incorporated into treasury management assumptions which indicate that the level of borrowing is at the maximum that is affordable based on current resources. The treasury forecasts are at the absolute maximum levels of affordability, and as outlined above, it is likely that additional revenue resources will potentially be required in the latter years of the programme to ensure ongoing affordability. On this basis material changes to the programme are unable to be accommodated through additional borrowing.

## **D.5 Integrated Impact Assessment (IIA)**

Assessing impact is an important part of the public sector's decision making process. It is important in developing any proposal or policy to understand how the needs of different groups and the potential barriers they may face may differ. Integrated Impact Assessment (IIA) is a mechanism which enables the council to consider the needs/barriers and identify any adverse impacts of different groups. Consultation with relevant individuals and groups/representatives is required and it enables us to:

- Develop appropriate policies and practices based on evidence.
- Prevent or mitigate negative impacts.
- Be more transparent and accountable.
- Meet the council's legal requirements in terms of equality, Human Rights, Socio-economic disadvantage and child poverty.

Following the key principles of relevance and proportionality within the Equality Act 2010, Integrated Impact Assessments (IIA) of policies and decisions of the council is a requirement of the Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012. In addition, the Fairer Scotland Duty, part 1 of the Equality Act 2010 places a legal responsibility on the council to

pay due regard to how it can reduce inequalities of outcome caused by socio-economic disadvantage, when making strategic decisions.

The council has mainstreamed integrated impact assessment into the budget setting process. The 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 and not to prevent decisions being taken and implemented. This process also gives us the opportunity to identify and highlight positive impacts.

If during the relevance assessment it is determined that there are issues or concerns in relation to equality, human rights or socio-economic disadvantages then a full Integrated Impact Assessment will be required. In general, if there are two or more ticks in either the equality or socio-economic disadvantage sections of the relevance assessment form, then a full assessment (stage two) will be required as it indicates that impacts and/or areas for concern have been identified and require further investigation. It is important to note that a review of the screening process can be actioned at any time, especially if new information becomes available or unforeseen consequences arise and will be kept under review during the development of projects.

Appendix 2 provides a summary of the integrated relevance assessments that were identified as required when the Corporate asset management strategy and the general services capital investment strategy 2018/19 to 2027/28 was approved by full council on 13 February 2018, and subsequently when the updated 2019/20 to 2027/28 capital investment programme was approved on 19 February 2019.

## **D.6 The Prudential 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.

CIPFA issued a revised Treasury Management Code of Practice and a revised Prudential Code in December 2017. Under the revised codes, all local authorities are required to prepare a Capital Strategy report from 2019/20.

The Capital Strategy for West Lothian Council for 2019/20 to 2027/28 was approved at a meeting of full Council on 19 March 2019. The strategy set out the outcomes and activities to be undertaken to implement the strategy as well as the performance indicators that would be used to monitor delivery. An annual review will be undertaken of the outcomes and these will be reported to the Capital and Asset Management Board, the Corporate Management Team and the Partnership and Resources Policy Development and Scrutiny Panel in advance of being reported to Council Executive in June 2020 as part of the budget roll forward.

## **D.7 Other Factors**

The updated Prudential Code, mentioned above, requires the council to take into account a number of factors when agreeing capital expenditure plans.

### Affordability, Prudence and Sustainability

In overall terms, the updated capital programme for 2020/21 to 2027/28 is assessed as 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. As noted, if Scottish Government grant funding continues to decrease from 2021/22 there will be a requirement to review the capital programme.

### 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 capital programme 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.8 Governance of the Corporate Asset Management Strategy and Capital Investment Strategy**

The corporate asset management strategy and capital investment strategy provides a strategic framework for securing best value in the use of the council's capital resources and asset infrastructure. Council, in February 2019 approved the following governance arrangements to ensure that the strategy was translated into ongoing delivery at operational level:

- Officers would complete a monthly risk based exercise to monitor progress on asset management and the capital programme.
- Quarterly monitoring reports would be presented to the Council Executive outlining progress on the asset strategy and capital programme.
- Officers would report to Local Area Committees annually on progress on capital investment in each ward.
- Officers would report to the relevant PDSP on asset management plans for each of the six asset categories annually.
- Reports of asset performance would be presented to the appropriate PDSP on an annual basis.

Quarterly monitoring reports and monthly risk schedules are completed as part of the approved capital monitoring process. As agreed, annual capital investment reports for each ward were reported to the Local Area Committees during meetings held in August, September and October 2019.

## **E. CONCLUSION**

This report sets out the main achievements to date in the second year of the ten year capital programme and seeks Council approval for the proposed revisions to the General Services Capital programme for 2020/21 to 2027/28.

## **F. BACKGROUND REFERENCES**

Asset Management Strategy and General Services Capital Investment Programme 2019/20 to 2027/28 – Report by Head of Finance and Property Services to Council 19 February 2019

General Services Capital Investment Strategy 2019/20 to 2027/28 - Update – Report by Head of Finance and Property Services to Council Executive 25 June 2019

Appendices/Attachments:      Appendix 1 – General Services Capital Programme 2020/21 to 2027/28  
Appendix 2 – Integrated Relevance Assessment Form

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**Donald Forrest**  
**Head of Finance and Property Services**  
**28 February 2020**

**GENERAL SERVICES CAPITAL PROGRAMME - 2020/21 TO 2027/28**

<b>Asset Type</b>	<b>Budget 2020/21 £'000</b>	<b>Budget 2021/22 £'000</b>	<b>Budget 2022/23 £'000</b>	<b>Budget 2023/24 £'000</b>	<b>Budget 2024/25 £'000</b>	<b>Budget 2025/26 £'000</b>	<b>Budget 2026/27 £'000</b>	<b>Budget 2027/28 £'000</b>	<b>Total Budget £'000</b>
<b><u>Property Assets</u></b>									
Planned Improvements and Statutory Compliance	8,555	8,800	6,411	3,001	3,631	4,414	4,364	4,430	43,606
Property Projects	41,986	65,497	36,259	21,079	9,024	3,484	1,204	14,661	193,194
<b>Property Assets - Total</b>	<b>50,541</b>	<b>74,297</b>	<b>42,670</b>	<b>24,080</b>	<b>12,655</b>	<b>7,898</b>	<b>5,568</b>	<b>19,091</b>	<b>236,800</b>
<b><u>Roads and Related Assets</u></b>									
Roads and Footways	3,006	3,030	3,054	3,707	2,575	2,551	2,551	2,552	23,026
Flood Prevention and Drainage	1,189	2,574	1,910	0	0	0	0	0	5,673
Road Lighting	2,891	2,693	1,734	2,423	2,287	2,287	2,286	2,287	18,888
Structures and Town Centres and Villages	4,471	1,502	1,472	572	1,309	1,041	1,041	1,042	12,450
<b>Roads and Related Assets - Total</b>	<b>11,557</b>	<b>9,799</b>	<b>8,170</b>	<b>6,702</b>	<b>6,171</b>	<b>5,879</b>	<b>5,878</b>	<b>5,881</b>	<b>60,037</b>
<b><u>Open Space Assets</u></b>									
Open Space and Sports Facility Projects	972	728	752	1,039	908	908	908	916	7,131
Open Space and Sports Facility Planned Improvements	493	569	437	404	484	484	485	485	3,841
Children's Play Areas	390	325	325	0	227	289	289	288	2,133
Synthetic Turf Pitches	524	0	0	157	157	157	157	157	1,309
Cemeteries	65	68	71	83	83	83	83	83	619
Land Decontamination	74	0	0	0	0	0	0	0	74
<b>Open Space Assets - Total</b>	<b>2,518</b>	<b>1,690</b>	<b>1,585</b>	<b>1,683</b>	<b>1,859</b>	<b>1,921</b>	<b>1,922</b>	<b>1,929</b>	<b>15,107</b>
<b><u>ICT Assets</u></b>									
Corporate and Modernisation	3,578	2,326	2,343	3,869	1,717	1,066	737	1,608	17,244
Schools Investment	1,017	1,344	2,139	1,396	797	2,144	1,516	767	11,120
<b>ICT Assets - Total</b>	<b>4,595</b>	<b>3,670</b>	<b>4,482</b>	<b>5,265</b>	<b>2,514</b>	<b>3,210</b>	<b>2,253</b>	<b>2,375</b>	<b>28,364</b>
<b><u>CAPITAL INVESTMENT STRATEGY - TOTAL</u></b>	<b>69,211</b>	<b>89,456</b>	<b>56,907</b>	<b>37,730</b>	<b>23,199</b>	<b>18,908</b>	<b>15,621</b>	<b>29,276</b>	<b>340,308</b>



**PROPERTY ASSETS - 2020/21 TO 2027/28**

	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
<b><u>Planned Improvements and Statutory Compliance</u></b>									
<b><u>Schools Planned Improvements</u></b>									
<b>Nursery Schools</b>									
Inveralmond Early Years Centre - rewire	15	0	0	0	0	0	0	0	15
Ladywell Nursery - electrical upgrade	30	0	0	0	0	0	0	0	30
Woodlands Nursery - rewire	0	0	30	0	0	0	0	0	30
Nursery Schools - mechanical & electrical	0	55	30	30	30	30	30	30	235
<b>Nursery Schools - Total</b>	<b>45</b>	<b>55</b>	<b>60</b>	<b>30</b>	<b>30</b>	<b>30</b>	<b>30</b>	<b>30</b>	<b>310</b>
<b>Primary Schools</b>									
Balbardie PS, Bathgate - heating pipework upgrade	25	0	0	0	0	0	0	0	25
Croftmalloch PS, Whitburn - pipework upgrade	40	0	0	0	0	0	0	0	40
East Calder PS - mechanical & electrical upgrade	0	0	400	0	0	0	0	0	400
Harrysmuir PS, Livingston - heating upgrade	0	100	60	0	0	0	0	0	160
Kirkhill PS, Broxburn - electrical, lift upgrade, toilets, windows, ceilings & roofs	0	325	300	0	0	0	0	0	625
Our Lady of Lourdes PS, Blackburn - electrical upgrade & ceilings	299	208	0	0	0	0	0	0	507
Parkhead PS, West Calder - electrical upgrade	0	85	0	0	0	0	0	0	85
Parkhead PS, West Calder - heating pipework	150	150	0	0	0	0	0	0	300
Peel PS, Livingston - electrical upgrade, drainage, windows & roof	0	0	220	0	0	0	0	0	220
Riverside PS, Livingston - roof, mechanical & electrical upgrade	0	250	0	0	0	0	0	0	250
St Mary's PS, Bathgate - electrical upgrade	0	0	45	0	0	0	0	0	45
St Mary's PS, Polbeth - electrical upgrade	0	0	35	0	0	0	0	0	35
Uphall PS - electrical upgrade	0	0	80	0	0	0	0	0	80
Williamston PS, Livingston - electrical upgrade	0	0	75	0	0	0	0	0	75
Cold Water Storage Tanks - access upgrades	20	20	20	0	0	0	0	0	60
Heating Pump Replacement Programme	20	20	20	0	0	0	0	0	60
Hot Water Services Upgrades - calorifiers/gas fire heaters	0	30	30	0	0	0	0	0	60
IT Server Room Upgrades	25	25	0	0	0	0	0	0	50
Primary Schools - mechanical & electrical	0	109	15	215	470	500	500	400	2,209
Zoning Controls Upgrades	20	0	0	0	0	0	0	0	20
<b>Primary Schools - Total</b>	<b>599</b>	<b>1,322</b>	<b>1,300</b>	<b>215</b>	<b>470</b>	<b>500</b>	<b>500</b>	<b>400</b>	<b>5,306</b>

**PROPERTY ASSETS - 2020/21 TO 2027/28**

	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
<b>Secondary Schools</b>									
Linlithgow Academy - electrical upgrade	100	155	145	0	0	0	0	0	400
Linlithgow Academy - heating upgrade	8	90	0	0	0	0	0	0	98
Linlithgow Academy - science labs upgrade	100	150	0	0	0	0	0	0	250
St Margaret's Academy, Livingston - pool seals	30	0	0	0	0	0	0	0	30
Air Conditioning (A/C) Upgrade & Replacement Programme	80	80	30	0	0	0	0	0	190
Controls Upgrade Programme	15	0	0	0	0	0	0	0	15
Distribution Board Upgrade Programme	0	75	75	0	0	0	0	0	150
External Lighting/High Level Lighting/Timeclock Replacement Programme	25	25	25	0	0	0	0	0	75
Heating Pump Replacement Programme	20	30	30	0	0	0	0	0	80
Hot Water Services Upgrades - calorifiers/gas fire heaters	0	30	30	0	0	0	0	0	60
Lift Phone Line Replacement & Upgrades	0	0	10	0	0	0	0	0	10
Pool Cover Replacement Programme	0	5	0	0	0	0	0	0	5
Pool Planned Shutdown Maintenance	50	50	50	0	0	0	0	0	150
Secondary Schools - mechanical & electrical	0	0	0	130	300	300	300	350	1,380
<b>Secondary Schools - Total</b>	<b>428</b>	<b>690</b>	<b>395</b>	<b>130</b>	<b>300</b>	<b>300</b>	<b>300</b>	<b>350</b>	<b>2,893</b>
<b>Special Schools</b>									
Special Schools - mechanical & electrical	10	10	10	20	20	20	20	20	130
<b>Special Schools - Total</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>130</b>
<b>School General Planned Improvements</b>									
Drainage Improvements	25	25	50	50	0	0	0	0	150
Gutter & Gullies Cyclical Works Programme	50	50	50	0	0	0	0	0	150
Heavy Catering Equipment Replacements	75	75	25	0	0	0	0	0	175
Hobart Mixer Upgrades	0	20	0	0	0	0	0	0	20
Kitchen Upgrades	0	0	0	100	100	50	50	50	350
Kitchen Upgrades - Inveralmond Community High School, Livingston	0	145	0	0	0	0	0	0	145
Kitchen Upgrades - Uphall PS	25	25	0	0	0	0	0	0	50
Rainwater Goods Replacement & Upgrade Programme	50	50	50	50	50	100	100	100	550
School Toilet Improvements	0	0	0	0	0	200	200	250	650
School Toilet Improvements - Balbardie PS, Bathgate (Infant)	200	0	0	0	0	0	0	0	200
School Toilet Improvements - Broxburn PS	5	45	0	0	0	0	0	0	50
School Toilet Improvements - Inveralmond High School, Livingston	45	0	0	0	0	0	0	0	45
School Toilet Improvements - Kirkhill PS, Broxburn	0	100	100	0	0	0	0	0	200

**PROPERTY ASSETS - 2020/21 TO 2027/28**

	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 - Letham PS, Livingston	0	0	50	0	0	0	0	0	50
School Toilet Improvements - Mid Calder PS	0	30	0	0	0	0	0	0	30
School Toilet Improvements - Polkemmet PS, Whitburn	0	50	0	0	0	0	0	0	50
School Toilet Improvements - Riverside PS, Livingston	0	0	50	0	0	0	0	0	50
School Toilet Improvements - Springfield PS, Linlithgow	80	0	0	0	0	0	0	0	80
School Toilet Improvements - St Joseph's PS, Linlithgow	0	0	70	0	0	0	0	0	70
School Toilet Improvements - St Margaret's Academy, Livingston	20	0	0	0	0	0	0	0	20
School Toilet Improvements - St Ninian's PS, Livingston	145	0	0	0	0	0	0	0	145
School Toilet Improvements - St John Ogilvie PS	50	0	0	0	0	0	0	0	50
School Toilet improvements - Williamston PS, Livingston	150	0	0	0	0	0	0	0	150
School Toilet Improvements - Westfield PS	70	0	0	0	0	0	0	0	70
School Window Maintenance & Replacement	80	80	0	90	90	100	150	150	740
Window Replacement	50	50	50	0	0	0	0	0	150
Window Replacement - Bankton PS, Livingston	5	145	0	0	0	0	0	0	150
Window Replacement - Bonnytoun Nursery, Linlithgow	0	10	0	0	0	0	0	0	10
Window Replacement - Croftmalloch PS, Whitburn	5	220	0	0	0	0	0	0	225
Window Replacement - Dedridge PS, Livingston	0	0	100	0	0	0	0	0	100
Window Replacement - Our Lady's PS, Stoneyburn	100	0	0	0	0	0	0	0	100
Window Replacement - St Anthony's PS, Armadale	100	0	0	0	0	0	0	0	100
Window Replacement - St Mary's PS, Polbeth	0	0	100	0	0	0	0	0	100
Window Replacement - St Ninian's PS, Livingston	0	0	100	0	0	0	0	0	100
Window Screen & Door - Uphall PS	0	10	0	0	0	0	0	0	10
<b>School General Planned Improvements - Total</b>	<b>1,330</b>	<b>1,130</b>	<b>795</b>	<b>290</b>	<b>240</b>	<b>450</b>	<b>500</b>	<b>550</b>	<b>5,285</b>
<b>School Estate Wide Planned Improvements</b>									
Ceiling Replacement	0	0	0	176	106	106	106	106	600
Ceiling Replacement - Howden St Andrew's PS, Livingston	75	75	0	0	0	0	0	0	150
Ceiling Replacement - Toronto PS, Livingston	75	0	0	0	0	0	0	0	75
Cladding Replacement - Inveralmond Community High School, Livingston	200	0	0	0	0	0	0	0	200
Communal & Education Areas - decoration, fixtures & fittings	50	75	75	150	0	0	0	0	350
Door Access Upgrades Schools	30	30	30	10	10	10	10	10	140
Doors, Roller Shutters & Moveable Partitions - repair & replacement	80	80	80	70	70	70	70	70	590
External Painting Programme	60	60	60	50	50	50	0	0	330
External Render Programme	50	50	50	50	50	50	0	0	300
Render and Roof Replacement - Greenrigg PS	160	0	0	0	0	0	0	0	160
Roof Replacement & Repair	0	0	0	0	24	542	542	642	1,750
Roof Replacement & Repair - Addiewell PS	10	290	0	0	0	0	0	0	300

**PROPERTY ASSETS - 2020/21 TO 2027/28**

	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
Roof Replacement & Repair - Armadale PS	0	0	60	0	0	0	0	0	60
Roof Replacement & Repair - Balbardie PS, Bathgate	0	0	140	0	0	0	0	0	140
Roof Replacement & Repair - Dedridge PS, Livingston	0	0	150	0	0	0	0	0	150
Roof Replacement & Repair - Fallahill PS, Fauldhouse	5	95	0	0	0	0	0	0	100
Roof Replacement & Repair - Inveralmond High School, Livingston	0	250	250	0	0	0	0	0	500
Roof Replacement & Repair - Murrayfield PS, Blackburn	30	0	0	0	0	0	0	0	30
Roof Replacement & Repair - St John the Baptist PS, Fauldhouse	200	0	0	0	0	0	0	0	200
Roof Replacement & Repair - St Kentigern's Academy, Blackburn	150	0	0	0	0	0	0	0	150
Roof Replacement & Repair - St Mary's Primary, Polbeth	5	95	0	0	0	0	0	0	100
Roof Replacement & Repair - St Ninian's PS, Livingston	300	0	0	0	0	0	0	0	300
Roof Replacement & Repair - Toronto PS, Livingston	150	200	0	0	0	0	0	0	350
Roof Replacement & Repair - Uphall PS	5	70	0	0	0	0	0	0	75
Roof Replacement & Repair - Westfield PS	0	90	0	0	0	0	0	0	90
Roof Replacement & Repair - Whitdale PS, Whitburn	5	195	0	0	0	0	0	0	200
Roof Replacement & Repair - James Young High School	200	0	0	0	0	0	0	0	200
Secondary School Changing Rooms	25	25	25	25	25	0	0	0	125
<b>School Estate Wide Planned Improvements - Total</b>	<b>1,865</b>	<b>1,680</b>	<b>920</b>	<b>531</b>	<b>335</b>	<b>828</b>	<b>728</b>	<b>828</b>	<b>7,715</b>
<b>Schools Planned Improvements - Total</b>	<b>4,277</b>	<b>4,887</b>	<b>3,480</b>	<b>1,216</b>	<b>1,395</b>	<b>2,128</b>	<b>2,078</b>	<b>2,178</b>	<b>21,639</b>

**Operational Buildings Planned Improvements****Partnership Centres**

Administrative & Partnership Centres - controls upgrade	15	0	0	0	0	0	0	0	15
Administrative & Partnership Centres - distribution boards	20	0	0	0	0	0	0	0	20
Administrative & Partnership Centres - external lighting programme	10	10	5	0	0	0	0	0	25
Administrative & Partnership Centres - hot water services upgrades	0	20	20	0	0	0	0	0	40
Administrative & Partnership Centres - internal improvements & minor works	10	25	50	25	0	0	0	0	110
Administrative & Partnership Centres - mechanical & electrical	20	20	20	100	0	0	0	0	160
Administrative & Partnership Centres - planned improvements	20	50	50	110	210	210	210	160	1,020
Administrative & Partnership Centres - pump replacement programme	10	10	10	0	0	0	0	0	30
Administrative & Partnership Centres - reconfiguration & optimisation works	30	0	30	0	0	0	0	0	60
Bathgate Partnership Centre - minor works	10	0	0	0	0	0	0	0	10
Civic Centre - planned improvements	20	40	20	0	0	0	0	0	80
Civic Centre Courthouse - roof works	80	0	0	0	0	0	0	0	80
Fauldhouse Partnership Centre - roof & external surface works	178	0	0	0	0	0	0	0	178
Kirkton Service Centre - lifecycle planned improvements	10	20	10	0	0	0	0	0	40
Pool Plant Maintenance - Fauldhouse	0	50	0	0	0	0	0	0	50
St David House, Bathgate - window replacement	0	0	150	0	0	0	0	0	150
<b>Partnership Centres - Total</b>	<b>433</b>	<b>245</b>	<b>365</b>	<b>235</b>	<b>210</b>	<b>210</b>	<b>210</b>	<b>160</b>	<b>2,068</b>

**PROPERTY ASSETS - 2020/21 TO 2027/28**

	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
<b>Social Policy</b>									
Craigmail, Livingston - internal minor works	0	10	10	0	0	0	0	0	20
Deans House, Livingston - internal minor works	5	5	5	0	0	0	0	0	15
Limecroft Care Home, Livingston - internal minor works	10	10	10	0	0	0	0	0	30
Strathbrock Family Centre, Broxburn - internal minor works	5	5	5	0	0	0	0	0	15
Whitdale Care Home - minor works, staff accommodation & toilets	69	100	0	0	0	0	0	0	169
Generator Upgrade Programme	40	25	0	0	0	0	0	0	65
Social Policy Kitchen & Bathroom Upgrades	150	229	86	0	0	0	0	0	465
Social Policy Residential - internal minor works	50	50	50	60	60	60	60	60	450
Heat Pump Replacement Programme	10	10	10	0	0	0	0	0	30
External Lighting Programme	20	0	0	0	0	0	0	0	20
Hot Water Upgrade Programme	10	10	10	0	0	0	0	0	30
Door Access Upgrade	15	0	0	0	0	0	0	0	15
Distribution Boards	0	10	10	0	0	0	0	0	20
Young Person Centres - internal minor works	10	10	10	10	10	10	10	10	80
<b>Social Policy - Total</b>	<b>394</b>	<b>474</b>	<b>206</b>	<b>70</b>	<b>70</b>	<b>70</b>	<b>70</b>	<b>70</b>	<b>1,424</b>
<b>Operational Buildings Planned Improvements - Total</b>	<b>827</b>	<b>719</b>	<b>571</b>	<b>305</b>	<b>280</b>	<b>280</b>	<b>280</b>	<b>230</b>	<b>3,492</b>
<b>Tenanted Non Residential Properties (TNRP) Planned Maintenance</b>									
Commercial Property - external works programme	10	0	0	0	0	0	0	0	10
Commercial Property - internal works programme	20	10	10	0	0	0	0	0	40
Commercial Property - mechanical & electrical	50	35	0	0	0	0	0	0	85
Commercial Property - minor works programme	10	5	0	0	0	0	0	0	15
Commercial Property - roof planned improvements & replacement	30	40	20	0	0	0	0	0	90
Commercial Property - window & doors improvement & replacement	30	44	20	0	0	0	0	0	94
TNRP - demolitions & compliance	50	250	250	205	170	170	170	185	1,450
TNRP - minor works programme	18	10	10	0	0	0	0	0	38
TNRP - planned improvements	0	200	200	123	194	194	194	195	1,300
<b>Tenanted Non Residential Properties (TNRP) Planned Maintenance - Total</b>	<b>218</b>	<b>594</b>	<b>510</b>	<b>328</b>	<b>364</b>	<b>364</b>	<b>364</b>	<b>380</b>	<b>3,122</b>
<b>Planned Improvements Total</b>	<b>5,322</b>	<b>6,200</b>	<b>4,561</b>	<b>1,849</b>	<b>2,039</b>	<b>2,772</b>	<b>2,722</b>	<b>2,788</b>	<b>28,253</b>

**PROPERTY ASSETS - 2020/21 TO 2027/28**

	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
<b>General Statutory Compliance &amp; Miscellaneous Planned Improvements</b>									
Accessibility Works	225	225	225	75	200	250	250	250	1,700
Air Quality	100	100	100	100	100	100	100	100	800
Almond Valley Heritage Trust	20	20	20	20	20	20	20	20	160
Asbestos Management	250	200	100	130	130	130	130	130	1,200
Boundary Walls & Fences Compliance	40	40	40	20	20	20	20	20	220
Chimney & Lighting Conductors	25	25	25	20	20	20	20	20	175
Community Centre Decoration & Floorcovering Programme	10	10	10	25	0	0	0	0	55
Community Centre Internal Improvements & Minor Works	10	10	10	25	0	0	0	0	55
Control of Legionella	200	200	200	60	210	210	210	210	1,500
Electricity at Work	100	100	100	100	100	100	100	100	800
Emergency Lighting	150	150	150	100	150	150	150	150	1,150
Energy Legislation Compliance & Energy Management System	30	20	30	54	24	24	24	24	230
Fire Alarm Upgrades	100	100	100	90	90	90	90	90	750
Fire Safety Risk Assessment Programme & Precautions	400	350	350	149	338	338	338	337	2,600
Gas Pipelines Safety – WLC responsibility	15	15	15	14	14	14	14	14	115
Hazardous Substances Detection	10	10	10	12	12	12	12	12	90
Intruder Alarm Upgrades	50	50	50	40	40	40	40	40	350
Lath & Plaster Ceiling Replacement Programme	50	50	50	25	25	25	25	25	275
Lift Upgrade Programme	20	20	20	20	20	20	20	20	160
Non-Domestic Energy Efficiency Framework (NDEEF) - boiler programme	33	0	0	0	0	0	0	0	33
Non-Domestic Energy Efficiency Framework (NDEEF) - LED lighting	250	150	0	0	0	0	0	0	400
Non-Domestic Energy Efficiency Framework (NDEEF) - minor projects phase 1	100	50	0	0	0	0	0	0	150
Non-Domestic Energy Efficiency Framework (NDEEF) - Phase 2	640	160	0	0	0	0	0	0	800
Operational Property Loft Insulation Programme	200	300	0	0	0	0	0	0	500
Operational Property Minor Works	15	15	15	0	0	0	0	0	45
Pressure Vessels	50	40	40	20	20	20	20	20	230
Regal Theatre, Bathgate	0	50	0	0	0	0	0	0	50
Roof Void Access – statutory compliance	10	10	10	10	10	10	10	10	80
Secondary CDT, Science, PE & Home Economics Departments	10	10	10	3	9	9	9	10	70
Surplus Property Demolitions	100	100	150	20	20	20	20	20	450
Water Quality & Hydrants	20	20	20	20	20	20	20	20	160
<b>General Statutory Compliance &amp; Miscellaneous Planned Improvements - Total</b>	<b>3,233</b>	<b>2,600</b>	<b>1,850</b>	<b>1,152</b>	<b>1,592</b>	<b>1,642</b>	<b>1,642</b>	<b>1,642</b>	<b>15,353</b>
<b>Planned Improvements &amp; Statutory Compliance Total</b>	<b>8,555</b>	<b>8,800</b>	<b>6,411</b>	<b>3,001</b>	<b>3,631</b>	<b>4,414</b>	<b>4,364</b>	<b>4,430</b>	<b>43,606</b>

**PROPERTY ASSETS - 2020/21 TO 2027/28**

	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
<b><u>Property Projects</u></b>									
<b><u>Schools</u></b>									
<b>Schools General Projects</b>									
<b><u>Additional Support Needs (ASN)</u></b>									
ASN Strategy - Beattie Campus, Livingston	150	2,250	2,600	0	0	0	0	0	5,000
ASN Strategy - New Cedarbank School, Livingston	2,000	4,000	1,000	0	0	0	0	0	7,000
ASN Strategy - Ogilvie Campus, Livingston (3 phase extension & planned improvements)	750	1,100	0	0	0	0	0	0	1,850
ASN Strategy - Pinewood School, Blackburn (extension & reconfiguration)	1,000	2,500	1,500	0	0	0	0	0	5,000
ASN Strategy - Skills Centre (Burnhouse Campus, Whitburn)	0	0	95	375	500	0	0	0	970
<b><u>Early Learning and Childcare (ELC)</u></b>									
ELC - Blackburn PS - new build	949	0	0	0	0	0	0	0	949
ELC - Blackridge PS - new build	1,050	0	0	0	0	0	0	0	1,050
ELC - Early Years ICT	50	0	0	0	0	0	0	0	50
ELC - Early Years Play Equipment/Furniture	50	0	0	0	0	0	0	0	50
ELC - Eastertoun PS, Armadale - kitchen	330	0	0	0	0	0	0	0	330
ELC - Fallahill PS, Fauldhouse - refurbishment	100	0	0	0	0	0	0	0	100
ELC - Greenrigg PS - extension	275	0	0	0	0	0	0	0	275
ELC - Howden St Andrews PS, Livingston - extension	505	0	0	0	0	0	0	0	505
ELC - Howden St Andrews PS, Livingston - production kitchen upgrade	100	0	0	0	0	0	0	0	100
ELC - Kirkhill PS, Broxburn - extension & refurbishment	515	0	0	0	0	0	0	0	515
ELC - Letham/Riverside PS, Livingston - extension	90	0	0	0	0	0	0	0	90
ELC - Minor Works	393	0	0	0	0	0	0	0	393
ELC - Murrayfield PS, Blackburn - kitchen upgrade	95	0	0	0	0	0	0	0	95
ELC - Parkhead PS, West Calder - extension	700	0	0	0	0	0	0	0	700
ELC - St John the Baptist PS - Production Kitchen	345	0	0	0	0	0	0	0	345
ELC - St Marys PS, Bathgate - new build	546	0	0	0	0	0	0	0	546
ELC - St Mary's PS, Bathgate - production kitchen upgrade	60	0	0	0	0	0	0	0	60
ELC - St Paul's PS, East Calder - extension	0	750	0	0	0	0	0	0	750
ELC - Stoneyburn PS - new production kitchen	325	0	0	0	0	0	0	0	325
ELC - Stoneyburn PS - extension	360	0	0	0	0	0	0	0	360
ELC - Windyknowe PS, Bathgate - new production kitchen	5	95	0	0	0	0	0	0	100
ELC - Woodlands Nursery, Livingston - refurbishment	150	0	0	0	0	0	0	0	150
<b><u>Other School Projects</u></b>									
Blackridge PS - sports pitch & access	100	250	0	0	0	0	0	0	350
Installation of LED Lighting in Primary Schools (non NDEEF)	50	45	0	54	54	54	54	54	365
New Non-Denom Secondary in Winchburgh (WLC Contribution)	250	2,000	1,450	0	0	0	0	0	3,700
Potential Learning Estate Programme – Deans PS, Livingston	25	50	2,500	925	0	0	0	0	3,500
Potential Learning Estate Programme – East Calder PS	150	900	2,400	0	0	0	0	0	3,450



**PROPERTY ASSETS - 2020/21 TO 2027/28**

	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
Potential Learning Estate Programme – Eastertoun PS, Armadale	450	1,000	0	0	0	0	0	0	1,450
Potential Learning Estate Programme – St Joseph's PS, Whitburn	25	50	2,500	925	0	0	0	0	3,500
Riverside PS Wing Demolition	150	50	0	0	0	0	0	0	200
Renewables	90	0	0	0	0	0	0	0	90
School Condition Surveys, Assessments & Layout Plans	50	50	50	0	0	0	0	0	150
School Estate Management Plan (SEMP) Feasibility Studies	10	10	10	5	5	5	5	5	55
Schools Boiler Replacement Programme	130	130	130	20	20	20	20	20	490
<b>Schools General Projects - Total</b>	<b>12,373</b>	<b>15,230</b>	<b>14,235</b>	<b>2,304</b>	<b>579</b>	<b>79</b>	<b>79</b>	<b>79</b>	<b>44,958</b>
<b>Schools Projects - Developer Funded</b>									
East Calder PS - capacity	0	0	250	0	0	0	0	0	250
Eastertoun PS, Armadale - refurbishment, extension & access	0	1,250	1,250	0	0	0	0	0	2,500
Education Estate Suitability & Feasibility - general	40	40	100	145	145	145	145	145	905
Holy Family PS, Winchburgh - new school	2,300	5,400	1,700	0	0	0	0	0	9,400
Howden St Andrew's PS, Livingston - extension to increase capacity	0	0	0	0	2,280	0	0	0	2,280
Livingston Village PS - extension	350	350	0	0	0	0	0	0	700
New Non-Denom PS (Single Stream/Pre-School) - Bangour	50	250	1,000	5,000	1,200	0	0	0	7,500
New Non-Denom PS (Single Stream/Pre-School) - Broxburn	0	0	0	0	0	0	0	7,500	7,500
New Non-Denom PS (Single Stream/Pre-School) - Calderwood	8,000	5,200	571	0	0	0	0	0	13,771
New Non-Denom PS (Single Stream/Pre-School) - Gavieside	0	50	250	5,000	2,200	0	0	0	7,500
New Secondary in Winchburgh - denominational	4,000	15,000	6,394	0	0	0	0	0	25,394
New Secondary in Winchburgh - non-denominational	5,500	12,500	3,191	0	0	0	0	0	21,191
Parkhead PS, West Calder - capacity	0	0	0	0	0	0	0	787	787
Pumpherstoun & Uphall Station PS - extensions phases 1 & 2	0	50	3,000	2,500	0	0	0	0	5,550
Southdale PS, Armadale - phase 2 extension	0	0	0	2,995	0	0	0	0	2,995
St Anthony's PS, Armadale - phase 3 extension to increase capacity	0	0	45	2,000	1,500	0	0	0	3,545
St John the Baptist PS, Fauldhouse - extension	0	0	0	0	0	0	0	340	340
St Joseph's PS, Whitburn - extension to increase capacity	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	4,080	4,080
St Paul's PS, East Calder - extension to increase capacity	100	3,600	1,479	0	0	0	0	0	5,179
Whitburn Academy - additional capacity	0	0	0	0	0	0	0	750	750
<b>Schools Projects - Developer Funded - Total</b>	<b>20,340</b>	<b>43,690</b>	<b>19,230</b>	<b>17,640</b>	<b>7,325</b>	<b>2,425</b>	<b>145</b>	<b>13,602</b>	<b>124,397</b>
<b>Schools Total</b>	<b>32,713</b>	<b>58,920</b>	<b>33,465</b>	<b>19,944</b>	<b>7,904</b>	<b>2,504</b>	<b>224</b>	<b>13,681</b>	<b>169,355</b>

**PROPERTY ASSETS - 2020/21 TO 2027/28**

	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
<b>Operational Buildings &amp; Depot Modernisation</b>									
Ability Centre – Partnership Centre, Livingston	850	50	0	0	0	0	0	0	900
Blackburn - demolition of former community centre	200	0	0	0	0	0	0	0	200
Children & Families Support Unit	250	250	500	0	0	0	0	0	1,000
Community Property - modernisation, integration & asset transfer	100	200	250	250	140	0	0	0	940
Complex Care Housing Development	1,450	1,600	0	0	0	0	0	0	3,050
Corporate Property Modernisation Strategy	100	300	275	100	200	200	200	200	1,575
Emergency Planning & Business Continuity	120	0	0	0	0	0	0	0	120
Energy Saving Investment (including renewables)	100	0	0	0	0	0	0	0	100
General Operational Buildings Feasibilities	5	5	5	5	0	0	0	0	20
Maintenance for Buildings operated by West Lothian Leisure	220	220	220	180	180	180	180	180	1,560
Proposed purchase of Social Care facility	450	0	0	0	0	0	0	0	450
Single Person Homeless Accommodation & Assessment Centre	559	2,400	900	0	0	0	0	0	3,859
Watson Park, Armadale - Pavilion	360	0	0	0	0	0	0	0	360
Whitburn Partnership Centre	3,000	48	0	0	0	0	0	0	3,048
Whitdale Older People Residential Care, Whitburn	175	300	0	0	0	0	0	0	475
<b>Operational Buildings Projects - Total</b>	<b>7,939</b>	<b>5,373</b>	<b>2,150</b>	<b>535</b>	<b>520</b>	<b>380</b>	<b>380</b>	<b>380</b>	<b>17,657</b>
<b>Miscellaneous Projects</b>									
Essential Professional Support	644	644	644	600	600	600	600	600	4,932
Solar PV canopies and Electric Vehicles Charging	300	450	0	0	0	0	0	0	750
TNRP - dilapidations	390	110	0	0	0	0	0	0	500
<b>Miscellaneous Projects - Total</b>	<b>1,334</b>	<b>1,204</b>	<b>644</b>	<b>600</b>	<b>600</b>	<b>600</b>	<b>600</b>	<b>600</b>	<b>6,182</b>
<b>Property Projects - Total</b>	<b>41,986</b>	<b>65,497</b>	<b>36,259</b>	<b>21,079</b>	<b>9,024</b>	<b>3,484</b>	<b>1,204</b>	<b>14,661</b>	<b>193,194</b>
<b>TOTAL PROPERTY ALLOCATION</b>	<b>50,541</b>	<b>74,297</b>	<b>42,670</b>	<b>24,080</b>	<b>12,655</b>	<b>7,898</b>	<b>5,568</b>	<b>19,091</b>	<b>236,800</b>

**ROADS AND RELATED ASSETS - 2020/21 TO 2027/28****Roads and Footways****A Class Roads - Backlog and Lifecycle Investment**

	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
Maintenance of A Class Roads	0	0	0	407	407	407	407	407	2,035
A70 - Between Auchinoon & Halfway House	0	0	258	0	0	0	0	0	258
A706 - Longridge Road, Whitburn (Dixon Terrace to Croftmalloch Road)	0	24	0	0	0	0	0	0	24
A706 - Whitdale Roundabout	85	0	0	0	0	0	0	0	85
A71 - From Lizzie Brice Roundabout to Oakbank Roundabout	0	0	181	0	0	0	0	0	181
A71 - Newpark Roundabout	0	0	0	66	0	0	0	0	66
A71 - West End, Main Street, East End, West Calder	0	465	0	0	0	0	0	0	465
A801 - Heatherfield to Westfield Roundabout	0	0	58	0	0	0	0	0	58
A803 - Springfield to Boundary	26	0	0	0	0	0	0	0	26
A89 - Between Dechmont & Kilpnt Roundabout	213	0	0	0	0	0	0	0	213
A89 - Mossbank to Dechmont	0	0	0	95	0	0	0	0	95
<b>A Class Roads - Backlog and Lifecycle Investment - Total</b>	<b>324</b>	<b>489</b>	<b>497</b>	<b>568</b>	<b>407</b>	<b>407</b>	<b>407</b>	<b>407</b>	<b>3,506</b>

**B Class Roads - Backlog and Lifecycle Investment**

Maintenance of B Class Roads	0	0	0	172	235	235	235	235	1,112
B7008 - A71 to C24	0	0	138	0	0	0	0	0	138
B7015 - Fauldhouse to A706 Junction	10	37	0	0	0	0	0	0	47
B708 - Lower Bathville	178	0	0	0	0	0	0	0	178
B792 - Addiewell to Tenants March, West Calder	120	0	0	0	0	0	0	0	120
B792 - Ballencrief Toll to Torphichen	20	76	0	0	0	0	0	0	96
B9080 - Winchburgh (at developments)	0	103	0	0	0	0	0	0	103
<b>B Class Roads - Backlog and Lifecycle Investment - Total</b>	<b>328</b>	<b>216</b>	<b>138</b>	<b>172</b>	<b>235</b>	<b>235</b>	<b>235</b>	<b>235</b>	<b>1,794</b>

**C Class Roads - Backlog and Lifecycle Investment**

Maintenance of C Class Roads	0	0	0	174	198	274	274	274	1,194
C10 - Bridgehouse to Armadale	30	54	0	0	0	0	0	0	84
C12 - Knock to Byres	0	0	48	0	0	0	0	0	48
C18 - Cathlaw to Longmuir	119	0	0	0	0	0	0	0	119
C19 - Ochiltree	10	27	0	0	0	0	0	0	37
C25 - Overshiel to B7015 (both sections)	0	10	25	0	0	0	0	0	35
C4 - Lookaboote to Railway	0	34	0	0	0	0	0	0	34
C5 - A904 Past Pardovan	0	10	22	0	0	0	0	0	32
C5 - Philpstoun to B8090	0	0	42	0	0	0	0	0	42
C9 - Glenmavis to Cathlaw	20	47	0	0	0	0	0	0	67
<b>C Class Roads - Backlog and Lifecycle Investment - Total</b>	<b>179</b>	<b>182</b>	<b>137</b>	<b>174</b>	<b>198</b>	<b>274</b>	<b>274</b>	<b>274</b>	<b>1,692</b>

**ROADS AND RELATED ASSETS - 2020/21 TO 2027/28**

	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
<b>U Class Roads - Backlog and Lifecycle Investment</b>									
Maintenance of U Class Roads	0	0	0	925	911	911	911	911	4,569
Aitken Orr Drive, Broxburn	0	0	0	100	0	0	0	0	100
Alderstone Road, Livingston - Eliburn North to Newyearfield Roundabouts	0	0	0	143	0	0	0	0	143
Aller Place, Eliburn, Livingston	0	34	0	0	0	0	0	0	34
Almond Road, Livingston - Howden East Road to Tay Walk	106	0	0	0	0	0	0	0	106
Almondvale South Road	0	97	0	0	0	0	0	0	97
Badallan Place, Fauldhouse	0	0	0	14	0	0	0	0	14
Balbardie Avenue, Bathgate (79 - 95)	27	0	0	0	0	0	0	0	27
Blaeberryhill Road, Whitburn	300	0	0	0	0	0	0	0	300
Boghall Drive, Boghall	94	0	0	0	0	0	0	0	94
Burnside Terrace, Fauldhouse	0	37	0	0	0	0	0	0	37
Church Street, Broxburn	0	0	0	50	0	0	0	0	50
Craigshill Road, Craigshill, Livingston	160	0	0	0	0	0	0	0	160
Dell Avenue, Armadale	0	0	0	34	0	0	0	0	34
Edinburgh Road, Bathgate - Station to Guildiehaugh	211	0	0	0	0	0	0	0	211
Eldrick Avenue, Fauldhouse	0	0	0	14	0	0	0	0	14
Eldrick Crescent, Fauldhouse	0	0	71	0	0	0	0	0	71
Elizabeth Gardens, Stoneyburn	0	38	0	0	0	0	0	0	38
Forth View, Kirknewton	0	0	55	0	0	0	0	0	55
Gleneagles Court, Whitburn	0	0	62	0	0	0	0	0	62
Golf Course Road, Knightsridge - resurfacing/patching scheme	0	0	55	0	0	0	0	0	55
Harburn Road	44	0	0	0	0	0	0	0	44
Hillhouse Avenue, Bathgate	0	0	0	37	0	0	0	0	37
Hillside Place, Longridge	0	0	41	0	0	0	0	0	41
Huron Avenue, Livingston	0	0	117	0	0	0	0	0	117
Knightsridge Road, Dechmont	0	0	5	0	0	0	0	0	5
Ladywell East Road, Livingston	0	90	0	0	0	0	0	0	90
Ladywell West Road, Livingston	0	0	0	59	0	0	0	0	59
Linlithgow High Street	0	173	0	0	0	0	0	0	173
Longridge Road, Whitburn	0	0	94	0	0	0	0	0	94
Mayfield Drive, Armadale	0	249	0	0	0	0	0	0	249
Polkemmet Road, Greenrigg	0	0	50	0	0	0	0	0	50
Primrose Place, Eliburn, Livingston	0	0	79	0	0	0	0	0	79
Thymebank, Ladywell	0	0	0	78	0	0	0	0	78
U11 - Torphichen	0	0	20	34	0	0	0	0	54
U14 - Beecraigs	0	0	0	83	0	0	0	0	83
U16 - 2 Sections Whole Length Patching	0	0	50	0	0	0	0	0	50
U16 - Longmuir to Kingscaval	0	0	38	44	0	0	0	0	82
U17 - Ecclesmachan to West Binny	0	0	20	65	0	0	0	0	85

**ROADS AND RELATED ASSETS - 2020/21 TO 2027/28**

	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
U18 - Between Railway & B9080	0	225	0	0	0	0	0	0	225
U23 - Standhill Road, Bathgate	0	0	202	0	0	0	0	0	202
U26 - South of Broxburn (Between A89 Newhouses, Kilpunt, Birdsmill)	0	0	50	50	0	0	0	0	100
U40 - West Torphin to Pearielaw	0	0	62	0	0	0	0	0	62
<b>U Class Roads - Backlog and Lifecycle Investment - Total</b>	<b>942</b>	<b>943</b>	<b>1,071</b>	<b>1,730</b>	<b>911</b>	<b>911</b>	<b>911</b>	<b>911</b>	<b>8,330</b>
<b>Non Adopted Roads and Footways</b>									
Maintenance of Non-Adopted Footways & Footpaths	0	40	40	40	40	40	40	40	280
Maintenance of Non-Adopted Roads	0	0	0	40	40	40	40	40	200
Crofthead Centre, Livingston - repairs to paths & steps	20	0	0	0	0	0	0	0	20
Fallas Place, Fauldhouse - parking bays	0	0	25	0	0	0	0	0	25
Faraday Place, Addiewell	0	25	0	0	0	0	0	0	25
Polbeth Community Centre	50	0	0	0	0	0	0	0	50
School Playgrounds - Connolly School Campus, Blackburn	20	0	0	0	0	0	0	0	20
Uphall PS - car park	0	0	25	0	0	0	0	0	25
Woodcockdale Canalside Car Park	0	25	0	0	0	0	0	0	25
<b>Non Adopted Roads and Footways - Total</b>	<b>90</b>	<b>90</b>	<b>90</b>	<b>80</b>	<b>80</b>	<b>80</b>	<b>80</b>	<b>80</b>	<b>670</b>
<b>Adopted Footways - Backlog and Lifecycle Investment</b>									
Maintenance of Footways, Footpaths & Cycleways	0	140	140	145	145	145	145	145	1,005
A705 - Seafield to Toll Roundabout	60	0	0	0	0	0	0	0	60
A706 - Bonnytounside, Linlithgow	7	0	0	0	0	0	0	0	7
Balmuir Road, Bathgate	7	0	0	0	0	0	0	0	7
Elmwood Park to Netherwood Park	10	0	0	0	0	0	0	0	10
Footpath Alderstone Path Rear	70	0	0	0	0	0	0	0	70
Harrysmuir North/South/Terrace	8	0	0	0	0	0	0	0	8
Path to South of Harrysmuir PS	30	0	0	0	0	0	0	0	30
<b>Adopted Footways - Backlog and Lifecycle Investment - Total</b>	<b>192</b>	<b>140</b>	<b>140</b>	<b>145</b>	<b>145</b>	<b>145</b>	<b>145</b>	<b>145</b>	<b>1,197</b>
<b>Roads Projects</b>									
Accessibility Works at Operational Facilities	25	25	25	25	100	0	0	0	200
Bus Passenger Infrastructure	23	24	25	34	34	34	34	35	243
Conversion of Part Time 20mph Signs to Full Time 20mph Zones	30	30	0	0	0	0	0	0	60
Cycling, Walking & Safer Streets/Active Sustainable Travel	595	541	581	559	245	245	245	245	3,256
Disabled Person's Parking	20	20	20	20	20	20	20	20	160
Fauldhouse Road Bond	68	0	0	0	0	0	0	0	68
Rashiehill, Breich - widen road	40	0	0	0	0	0	0	0	40
Road Casualty Reduction Scheme	150	330	330	200	200	200	200	200	1,810
<b>Roads Projects - Total</b>	<b>951</b>	<b>970</b>	<b>981</b>	<b>838</b>	<b>599</b>	<b>499</b>	<b>499</b>	<b>500</b>	<b>5,837</b>
<b>Roads and Footways Total - Total</b>	<b>3,006</b>	<b>3,030</b>	<b>3,054</b>	<b>3,707</b>	<b>2,575</b>	<b>2,551</b>	<b>2,551</b>	<b>2,552</b>	<b>23,026</b>

**ROADS AND RELATED ASSETS - 2020/21 TO 2027/28**

	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
<b>Flood Prevention and Drainage</b>									
Almond Barriers	677	23	0	0	0	0	0	0	700
Bathgate Watercourse Restoration	180	1,690	200	0	0	0	0	0	2,070
Riverlife HLF	132	0	0	0	0	0	0	0	132
Broxburn Flood Prevention Scheme	200	861	1,710	0	0	0	0	0	2,771
<b>Flood Prevention and Drainage - Total</b>	<b>1,189</b>	<b>2,574</b>	<b>1,910</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5,673</b>
<b>Road Lighting</b>									
Energy Efficiency & Behaviour Change – LED replacement	1,408	1,429	230	320	320	320	320	321	4,668
Minor Works	38	39	39	30	0	0	0	0	146
Road Traffic Signs – lit & unlit	31	90	90	100	100	100	100	100	711
Roads Lighting	0	0	0	1,673	1,567	1,567	1,566	1,566	7,939
Traffic Signal Improvements – junctions	180	180	180	200	200	200	200	200	1,540
Traffic Signal Upgrade – pedestrian/cycle crossings	100	100	100	100	100	100	100	100	800
A89 Dechmont	90	0	0	0	0	0	0	0	90
Bishops Park, Mid Calder	84	0	0	0	0	0	0	0	84
Braehead/Stewart Avenue Area, Linlithgow	0	480	0	0	0	0	0	0	480
Brown Street/Hailstones Crescent, Armadale	115	0	0	0	0	0	0	0	115
Brucefield Industrial Estate, Brucefield, Livingston	0	0	480	0	0	0	0	0	480
Carnegie Road, Deans, Livingston	0	0	240	0	0	0	0	0	240
Chapelton Area, Polbeth	60	0	0	0	0	0	0	0	60
Dedridge North Road, Dedridge, Livingston	75	0	0	0	0	0	0	0	75
East Bankton Place, Bankton, Livingston	0	100	0	0	0	0	0	0	100
Easton Road, Bathgate	0	0	55	0	0	0	0	0	55
Ecclesmachan Road, Uphall	0	65	0	0	0	0	0	0	65
Kilpunt Roundabout to Boundary	0	0	140	0	0	0	0	0	140
Main Street, Mid Calder	80	0	0	0	0	0	0	0	80
Main Street/Kirk Lane/Charlesfield Lane, Livingston Village	0	0	180	0	0	0	0	0	180
Palmer Rise, Dedridge, Livingston	0	175	0	0	0	0	0	0	175
Staunton Rise, Dedridge, Livingston	211	0	0	0	0	0	0	0	211
Talisman Rise/Templar Rise, Dedridge, Livingston	289	0	0	0	0	0	0	0	289
Westcraigs Road, Blackridge	0	35	0	0	0	0	0	0	35
Whitburn Road, Bathgate	130	0	0	0	0	0	0	0	130
<b>Road Lighting - Total</b>	<b>2,891</b>	<b>2,693</b>	<b>1,734</b>	<b>2,423</b>	<b>2,287</b>	<b>2,287</b>	<b>2,286</b>	<b>2,287</b>	<b>18,888</b>

**ROADS AND RELATED ASSETS - 2020/21 TO 2027/28**

	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
<b>Bridges</b>									
Bridge Deck Surfacing Repairs	50	50	0	0	0	0	0	0	100
Bridges Maintenance	0	0	0	435	1,041	1,041	1,041	1,042	4,600
Principal Inspections	67	67	67	67	268	0	0	0	536
Underpass Refurbishments	220	220	0	0	0	0	0	0	440
Underpass Revetment Repairs	100	0	85	0	0	0	0	0	185
Almond East Bridge	70	70	0	0	0	0	0	0	140
Almond Valley Bridge - painting & moisture control	100	0	0	0	0	0	0	0	100
Anderson Culvert	20	0	0	0	0	0	0	0	20
Annetcross Bridge	25	0	0	0	0	0	0	0	25
Bathgate Branch Railway Bridge	450	0	0	0	0	0	0	0	450
Castle Culvert	0	80	0	0	0	0	0	0	80
Cauld Burn Bridge	0	80	0	0	0	0	0	0	80
Cousland Interchange - pier/joint repairs	0	0	250	0	0	0	0	0	250
Craigs Lodge Culvert	0	0	30	0	0	0	0	0	30
Cross Bridge	0	0	80	0	0	0	0	0	80
Cultrig Bridge - Parapet Replacement	0	20	0	0	0	0	0	0	20
Darmeid Linn Bridge	25	0	0	0	0	0	0	0	25
Easter Foulshiels Bridge	0	0	80	0	0	0	0	0	80
Easter Inch Bridge Parapets	130	0	0	0	0	0	0	0	130
Guildiehaugh Railway Bridge, Bathgate	129	0	0	0	0	0	0	0	129
Guildiehaugh Railway Bridge, Bathgate - waterproofing	150	0	0	0	0	0	0	0	150
Haugh Burn Bridge	0	20	0	0	0	0	0	0	20
Hospital Interchange - parapets replacement	0	0	100	0	0	0	0	0	100
Houston Interchange - painting	0	0	150	0	0	0	0	0	150
Houston Interchange - parapets replacement	0	0	150	0	0	0	0	0	150
Howden House Underpass - parapets	0	150	0	0	0	0	0	0	150
Kinnenhill Bridge	0	234	0	0	0	0	0	0	234
Limefield Bridge - Polbeth	0	0	0	70	0	0	0	0	70
Lochmill Bridge	10	0	0	0	0	0	0	0	10
Lodge Bridge	10	0	0	0	0	0	0	0	10
Mains Burn Bridge	0	35	0	0	0	0	0	0	35
Mansewood Crescent Culvert - invert lining	56	0	0	0	0	0	0	0	56
Minor Bridge at Limefield House	0	100	0	0	0	0	0	0	100
Moss Interchange - parapets replacement	0	0	200	0	0	0	0	0	200
Murieston Ford Footbridge	40	0	0	0	0	0	0	0	40
Murray's Pool Bridge	40	0	0	0	0	0	0	0	40



**ROADS AND RELATED ASSETS - 2020/21 TO 2027/28**

	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
New Howden Footbridge	0	0	55	0	0	0	0	0	55
North Bridge Mid Calder	0	0	100	0	0	0	0	0	100
Old Limefield House Bridge	0	150	0	0	0	0	0	0	150
Polkemmet Almond Road Bridge - masonry repairs	0	35	0	0	0	0	0	0	35
Pond Brae Culvert	10	0	0	0	0	0	0	0	10
Seafeld Tip Bridge	20	0	0	0	0	0	0	0	20
Skollieburn Bridge	510	0	0	0	0	0	0	0	510
Slackend Armco Culvert	40	0	0	0	0	0	0	0	40
Stepend Bridge	40	0	0	0	0	0	0	0	40
Williamston Bridge - parapet replacement	0	50	0	0	0	0	0	0	50
<b>Bridges - Total</b>	<b>2,312</b>	<b>1,361</b>	<b>1,347</b>	<b>572</b>	<b>1,309</b>	<b>1,041</b>	<b>1,041</b>	<b>1,042</b>	<b>10,025</b>
<b>Town Centres and Villages</b>									
Business Improvement District Incentive Fund	44	16	0	0	0	0	0	0	60
Town Centre Fund - Addiebrownhill	37	0	0	0	0	0	0	0	37
Town Centre Fund - Armadale	76	0	0	0	0	0	0	0	76
Town Centre Fund - Bathgate	122	0	0	0	0	0	0	0	122
Town Centre Fund - Bellsquarry/Adamrae	11	0	0	0	0	0	0	0	11
Town Centre Fund - Blackburn	52	0	0	0	0	0	0	0	52
Town Centre Fund - Blackridge	38	0	0	0	0	0	0	0	38
Town Centre Fund - Broxburn	73	0	0	0	0	0	0	0	73
Town Centre Fund - Carmondean	22	0	0	0	0	0	0	0	22
Town Centre Fund - Craigshill	32	0	0	0	0	0	0	0	32
Town Centre Fund - Deans	19	0	0	0	0	0	0	0	19
Town Centre Fund - Dedridge	30	0	0	0	0	0	0	0	30
Town Centre Fund - East Calder	53	0	0	0	0	0	0	0	53
Town Centre Fund - East Whitburn	35	0	0	0	0	0	0	0	35
Town Centre Fund - Eliburn	36	0	0	0	0	0	0	0	36
Town Centre Fund - Fauldhouse	49	0	0	0	0	0	0	0	49
Town Centre Fund - Greenrigg	34	0	0	0	0	0	0	0	34
Town Centre Fund - Howden	16	0	0	0	0	0	0	0	16
Town Centre Fund - Kirknewton	40	0	0	0	0	0	0	0	40
Town Centre Fund - Knightsridge	17	0	0	0	0	0	0	0	17
Town Centre Fund - Ladywell	22	0	0	0	0	0	0	0	22
Town Centre Fund - Linlithgow	84	0	0	0	0	0	0	0	84
Town Centre Fund - Livingston Village/Kirkton (Ward 3)	9	0	0	0	0	0	0	0	9
Town Centre Fund - Livingston Village/Kirkton (Ward 4)	4	0	0	0	0	0	0	0	4

**ROADS AND RELATED ASSETS - 2020/21 TO 2027/28**

	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
Town Centre Fund - Mid Calder	43	0	0	0	0	0	0	0	43
Town Centre Fund - Murieston/Bankton	23	0	0	0	0	0	0	0	23
Town Centre Fund - Polbeth	39	0	0	0	0	0	0	0	39
Town Centre Fund - Pumpherston	37	0	0	0	0	0	0	0	37
Town Centre Fund - Seafield	35	0	0	0	0	0	0	0	35
Town Centre Fund - Stoneyburn	37	0	0	0	0	0	0	0	37
Town Centre Fund - Uphall	48	0	0	0	0	0	0	0	48
Town Centre Fund - Uphall Station	34	0	0	0	0	0	0	0	34
Town Centre Fund - West Calder	42	0	0	0	0	0	0	0	42
Town Centre Fund - Whitburn	76	0	0	0	0	0	0	0	76
Town Centre Fund - Winchburgh	45	0	0	0	0	0	0	0	45
Villages Improvement Fund	288	0	0	0	0	0	0	0	288
Armada Town Centre	89	25	25	0	0	0	0	0	139
Bathgate Town Centre	73	25	25	0	0	0	0	0	123
Broxburn/Uphall Town Centre	143	25	25	0	0	0	0	0	193
Linlithgow Town Centre	73	25	25	0	0	0	0	0	123
Whitburn Town Centre	79	25	25	0	0	0	0	0	129
<b>Town Centres and Villages - Total</b>	<b>2,159</b>	<b>141</b>	<b>125</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,425</b>
<b>TOTAL ROADS AND RELATED ASSETS ALLOCATION</b>	<b>11,557</b>	<b>9,799</b>	<b>8,170</b>	<b>6,702</b>	<b>6,171</b>	<b>5,879</b>	<b>5,878</b>	<b>5,881</b>	<b>60,037</b>

**OPEN SPACE ASSETS - 2020/21 TO 2027/28**

	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
<b>Open Space and Sports Facility Projects</b>									
Adapting to Climate Change	46	49	51	59	59	59	59	60	442
Addiewell PS - ball court	0	0	35	0	0	0	0	0	35
Air Quality Monitoring	47	0	0	0	0	0	0	0	47
Almondell Historic Wall	121	0	0	0	0	0	0	0	121
Country Parks Internal Pathways/Roadways	17	10	5	5	5	5	5	10	62
Craigton, Winchburgh - ball court	20	0	0	0	0	0	0	0	20
Glebe, Uphall - striker goal	0	5	0	0	0	0	0	0	5
KGV, Whitburn - ball court	40	0	0	0	0	0	0	0	40
Kirkhill PS, Broxburn - kick pitch	0	0	34	0	0	0	0	0	34
Letham Park, Livingston - fitness equipment	0	0	35	0	0	0	0	0	35
Management & Regeneration of Woodlands	82	87	104	128	141	141	141	142	966
Mosswood, Livingston - Multi Use Games Area (MUGA)	0	42	0	0	0	0	0	0	42
MUGAs, Kick Pitches & Skate Parks Maintenance	0	0	0	345	201	201	200	200	1,147
Non Adopted Hard Landscaping Areas	17	18	22	26	26	26	26	27	188
Open Space General Feasibilities	50	0	0	0	0	0	0	0	50
Polbeth Community Centre - ball court	0	42	0	0	0	0	0	0	42
Public Art Programme	49	73	77	48	48	48	48	47	438
Raeburn Rigg, Livingston - kick pitch	0	42	0	0	0	0	0	0	42
Rural Paths	31	34	37	46	46	46	47	47	334
St John the Baptist PS & Nursery, Fauldhouse	40	0	0	0	0	0	0	0	40
Sutherland Way, Livingston - ball court	0	0	35	0	0	0	0	0	35
Tree Management & Safety	20	17	30	35	35	35	35	36	243
Waste Containers - cyclical replacement	252	269	287	347	347	347	347	347	2,543
Watson Park, Armadale - ball court	0	40	0	0	0	0	0	0	40
West Calder - skatepark	60	0	0	0	0	0	0	0	60
Whitburn/Blaeberry Community Centre - ball court	80	0	0	0	0	0	0	0	80
<b>Open Space and Sports Facility Projects - Total</b>	<b>972</b>	<b>728</b>	<b>752</b>	<b>1,039</b>	<b>908</b>	<b>908</b>	<b>908</b>	<b>916</b>	<b>7,131</b>
<b>Open Space and Sports Facility Planned Improvements</b>									
Open Space Planned Improvements	0	359	417	404	484	484	485	485	3,118
Balbardie Park of Peace, Bathgate	50	0	0	0	0	0	0	0	50
Beechwood Playing Field, Linlithgow	14	0	0	0	0	0	0	0	14
Birmiehill Crescent Grass, Bathgate	0	35	0	0	0	0	0	0	35
Cunnigar Park, Mid Calder	39	0	0	0	0	0	0	0	39
East Calder Park	79	0	0	0	0	0	0	0	79
Ladywell Park, Livingston	40	0	0	0	0	0	0	0	40
Langton Park, East Calder	0	39	0	0	0	0	0	0	39
Linlithgow Loch Park	71	0	0	0	0	0	0	0	71
Livingston Blue/Green Network	25	25	0	0	0	0	0	0	50

**OPEN SPACE ASSETS - 2020/21 TO 2027/28**

	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
Livingston Village Park, Livingston	36	0	0	0	0	0	0	0	36
Longridge Neighbourhood Park, Longridge	39	0	0	0	0	0	0	0	39
Park Furniture	20	20	20	0	0	0	0	0	60
Peel Park, Livingston	40	0	0	0	0	0	0	0	40
Watson Park, Armadale	0	91	0	0	0	0	0	0	91
Kirknewton Park	40	0	0	0	0	0	0	0	40
<b>Open Space and Sports Facility Planned Improvements - Total</b>	<b>493</b>	<b>569</b>	<b>437</b>	<b>404</b>	<b>484</b>	<b>484</b>	<b>485</b>	<b>485</b>	<b>3,841</b>
<b>Children's Play Areas</b>									
Children's Play Areas	0	225	225	0	227	289	289	162	1,417
Almondell Country Park, East Calder	25	0	0	0	0	0	0	0	25
Almondell Road Play Area, Broxburn	5	0	0	0	0	0	0	0	5
Balbardie Park Play Area, Bathgate	15	0	0	0	0	0	0	0	15
Beecraigs Country Park Play Area	44	0	0	0	0	0	0	0	44
Blackburn Road Play Park, Bathgate	25	0	0	0	0	0	0	0	25
Burnside Play Area, Fauldhouse	20	0	0	0	0	0	0	0	20
Granby Avenue Play Area, Howden	0	0	0	0	0	0	0	25	25
Harrysmuir Play Area, Pumpherston	5	0	0	0	0	0	0	0	5
Kirkfield West Play Area, Livingston Village	0	0	0	0	0	0	0	26	26
Larchbank Play Area, Ladywell	0	0	0	0	0	0	0	25	25
Letham Park Play Area, Craigshill Livingston	26	0	0	0	0	0	0	0	26
Maryfield Play Area, Mid Calder	25	0	0	0	0	0	0	0	25
McLardy Court Play Area, Uphall	0	0	0	0	0	0	0	25	25
Play Safety	100	100	100	0	0	0	0	0	300
Polkemmet Country Park Play Area	50	0	0	0	0	0	0	0	50
Rosebery Place Play Area, Deans	0	0	0	0	0	0	0	25	25
Strathlogie Play Area, Westfield	25	0	0	0	0	0	0	0	25
Sutherland Way Play Area, Knightridge	25	0	0	0	0	0	0	0	25
<b>Children's Play Areas - Total</b>	<b>390</b>	<b>325</b>	<b>325</b>	<b>0</b>	<b>227</b>	<b>289</b>	<b>289</b>	<b>288</b>	<b>2,133</b>
<b>Synthetic Turf Pitches</b>									
Synthetic Turf Pitches	0	0	0	157	157	157	157	157	785
James Young High School	174	0	0	0	0	0	0	0	174
Watson Park 3G Pitch	350	0	0	0	0	0	0	0	350
<b>Synthetic Turf Pitches - Total</b>	<b>524</b>	<b>0</b>	<b>0</b>	<b>157</b>	<b>157</b>	<b>157</b>	<b>157</b>	<b>157</b>	<b>1,309</b>
<b>Cemeteries</b>									
Cemeteries	65	68	71	83	83	83	83	83	619
<b>Cemeteries - Total</b>	<b>65</b>	<b>68</b>	<b>71</b>	<b>83</b>	<b>83</b>	<b>83</b>	<b>83</b>	<b>83</b>	<b>619</b>

**OPEN SPACE ASSETS - 2020/21 TO 2027/28**

	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
<b>Land Decontamination</b>									
Boghall Quarry - land decontamination	21	0	0	0	0	0	0	0	21
Land Decontamination - various works	53	0	0	0	0	0	0	0	53
<b>Land Decontamination - Total</b>	<b>74</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>74</b>
<b>TOTAL OPEN SPACE ALLOCATION</b>	<b>2,518</b>	<b>1,690</b>	<b>1,585</b>	<b>1,683</b>	<b>1,859</b>	<b>1,921</b>	<b>1,922</b>	<b>1,929</b>	<b>15,107</b>

**ICT ASSETS - 2020/21 TO 2027/28**

	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
<b>Corporate and Modernisation</b>									
Antivirus/Malware	0	0	0	0	214	0	0	0	214
Asset Management Software	236	0	0	0	0	0	0	0	236
Central Firewall Refresh	131	0	0	0	139	0	0	0	270
Central Server Refresh	300	78	452	0	128	590	128	88	1,764
Central Storage Refresh	0	0	218	725	0	0	0	0	943
Customer Relationship Management System	0	132	133	0	0	0	0	0	265
Desktop Refresh	170	248	587	120	269	77	27	128	1,626
Digital Transformation	190	215	215	60	60	60	60	60	920
Electronic Document Records Management (EDRM) - refresh	20	20	50	590	105	23	31	31	870
Electronic Document Records Management (EDRM) - system	0	0	202	0	0	0	0	0	202
Email Filtering/Encryption	463	32	0	443	32	0	0	32	1,002
Email System Upgrade	0	0	0	0	0	0	0	250	250
General Provision - IT future technology developments	139	0	0	0	0	0	0	0	139
HR & Payroll Replacement - system	10	10	10	500	10	10	10	10	570
Internet Protocol Telephony Refresh	140	0	0	475	0	0	0	0	615
Looked After Children (LAC) Device Replacement	0	0	70	0	0	0	0	0	70
Library Books (including eBooks & reader development)	95	95	95	95	95	95	95	95	760
Local Area Network Refresh	412	211	211	381	211	211	211	211	2,059
MFD Software	0	130	0	0	0	0	0	0	130
MS Office Refresh	0	0	0	0	0	0	0	475	475
Office Modernisation ICT	0	0	0	55	0	0	0	0	55
Remote Access/Swivel	0	47	0	0	76	0	0	0	123
Scottish Wide Area Network	0	175	0	0	0	0	175	0	350
Social Care Administration (SWIFT) Replacement	900	604	0	0	150	0	0	0	1,654
Technology Enabled Care Programme - internal infrastructure	95	100	100	425	0	0	0	0	720
Upgrade from Windows 7	0	229	0	0	228	0	0	228	685
Vehicle Fleet Workshop & Stores Management Software	214	0	0	0	0	0	0	0	214
Workplace Manager Replacement - feasibility	63	0	0	0	0	0	0	0	63
<b>Corporate and Modernisation - Total</b>	<b>3,578</b>	<b>2,326</b>	<b>2,343</b>	<b>3,869</b>	<b>1,717</b>	<b>1,066</b>	<b>737</b>	<b>1,608</b>	<b>17,244</b>

**ICT ASSETS - 2020/21 TO 2027/28**

	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
<b>Schools</b>									
Antivirus/Malware	0	0	0	0	214	0	0	0	214
Central Firewall Refresh	0	74	0	0	78	0	0	0	152
Central Server Refresh	142	20	25	9	30	77	13	24	340
Desktop Refresh	500	500	500	500	450	450	450	450	3,800
Education Wireless Local Area Network Refresh	300	300	552	653	0	536	653	268	3,262
Internet Protocol Telephony Refresh	50	50	44	209	0	0	0	0	353
School Telephone Replacement System	25	25	25	25	25	25	25	25	200
Scottish Wide Area Network Bandwidth Upgrade	0	375	0	0	0	0	375	0	750
Wireless Refresh	0	0	993	0	0	1,056	0	0	2,049
<b>Schools - Total</b>	<b>1,017</b>	<b>1,344</b>	<b>2,139</b>	<b>1,396</b>	<b>797</b>	<b>2,144</b>	<b>1,516</b>	<b>767</b>	<b>11,120</b>
<b>TOTAL ICT ALLOCATION</b>	<b>4,595</b>	<b>3,670</b>	<b>4,482</b>	<b>5,265</b>	<b>2,514</b>	<b>3,210</b>	<b>2,253</b>	<b>2,375</b>	<b>28,364</b>



**Integrated Relevance Assessment Form**

1. Details of proposal																						
<b>Policy Title</b> (include budget reference number if applicable)		General Services Capital Investment Programme 2020/21 to 2027/28																				
<b>Service Area</b> (detail which service area and section this relates to)		Finance & Property Services																				
<b>Lead Officer</b> (Name and job title)		Paul Kettrick, Estates Manager																				
<b>Other Officers/Partners involved</b> (list names, job titles and organisations if applicable)		Graeme Malcolm, Roads and Transportation Manager Andy Johnston, Open Space Manager Ian Forrest IT Services Manager																				
<b>Date relevance assessed</b>		February 2020																				
2. Does the council have control over how this policy will be implemented?																						
YES	X	NO																				
<p>3. The General Duty of the Equality Act 2010 requires public authorities, in the exercise of their functions, to have due regard to the need to:</p> <ul style="list-style-type: none"> <li>• Eliminate unlawful discrimination, harassment and victimisation and other prohibited conduct</li> <li>• Advance equality of opportunity between those who share a protected characteristic and those who do not; and</li> <li>• Foster good relations between those who share a protected characteristic and those who do not</li> </ul> <p>NB: In this section you must also consider the Human Rights Act and the key PANEL (Participation, Accountability, Non-Discrimination, Empowerment and Legality) principles of Human Rights – (further detail on what these are, are provided in the guidance document)</p> <p>Which groups of people do you think will be, or potentially could be, impacted upon by the implementation of this policy? You should consider employees, clients, customers and service users (Please tick below as appropriate)</p> <table border="1"> <tr> <td>Age - Older people, young people and children</td> <td></td> </tr> <tr> <td>Disability - people with disabilities/long standing conditions</td> <td></td> </tr> <tr> <td>Gender reassignment - Trans/Transgender Identity – anybody who's gender identity or gender expression is different to the sex assigned to them at birth</td> <td></td> </tr> <tr> <td>Marriage or Civil Partnership – people who are married or in a civil partnership</td> <td></td> </tr> <tr> <td>Pregnancy and Maternity – woman who are pregnant and/or on maternity leave</td> <td></td> </tr> <tr> <td>Race - people from black, Asian and minority ethnic communities and different racial backgrounds</td> <td></td> </tr> <tr> <td>Religion or Belief – people with different religions and beliefs including those with no beliefs</td> <td></td> </tr> <tr> <td>Sex - Gender Identity - women and men (girls and boys) and those who self-identify their gender</td> <td></td> </tr> <tr> <td>Sexual Orientation – lesbian, gay, bisexual, heterosexual/straight</td> <td></td> </tr> </table>					Age - Older people, young people and children		Disability - people with disabilities/long standing conditions		Gender reassignment - Trans/Transgender Identity – anybody who's gender identity or gender expression is different to the sex assigned to them at birth		Marriage or Civil Partnership – people who are married or in a civil partnership		Pregnancy and Maternity – woman who are pregnant and/or on maternity leave		Race - people from black, Asian and minority ethnic communities and different racial backgrounds		Religion or Belief – people with different religions and beliefs including those with no beliefs		Sex - Gender Identity - women and men (girls and boys) and those who self-identify their gender		Sexual Orientation – lesbian, gay, bisexual, heterosexual/straight	
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4. Do you have evidence or reason to believe that this policy will or may impact on socio-economic inequalities? Consideration must be given particularly to children and families			
Socio-economic Disadvantage			Impact – please tick below as appropriate)
Low Income/Income Poverty – cannot afford to maintain regular payments such as bills, food, clothing			
Low and/or no wealth – enough money to meet basic living costs and pay bills but have no savings to deal with any unexpected spends and no provision for the future			
Material Deprivation – being unable to access basic goods and services i.e. financial products like life insurance, repair/replace broken electrical goods, warm home, leisure and hobbies			
Area Deprivation – where you live (rural areas), where you work (accessibility of transport)			
Socioeconomic Background – social class i.e. parents education, employment and income			
5. Integrated impact assessment required? (Two <b>ticks (✓)</b> above = full assessment necessary)			
YES		NO	X
6. Decision rationale – if you have ticked no above, use this section to evidence why a full IIA is not required			
<p>The purpose of integrated impact assessments (IIA) 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. The proposals within the general services capital investment strategy approved by full council on 13 February 2018 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 that was applicable at the time concluded that an EQIA was not required.</p> <p>A number of projects were identified through the equality relevance screening process as requiring a full EQIA. These projects were:</p> <p>Property Investment</p> <ul style="list-style-type: none"> <li>• Children and Families Support Unit</li> <li>• Learning Disability Housing with Integrated Support</li> <li>• Whitdale House – Older People Residential Care</li> </ul> <p>Roads Investment</p> <ul style="list-style-type: none"> <li>• Disabled Person's Parking</li> </ul> <p>ICT Investment</p> <ul style="list-style-type: none"> <li>• Technology Enabled Care Programme – Internal Infrastructure</li> <li>• Technology Enabled Care Programme – Telehealth &amp; Teleconsultation</li> <li>• Library Book Fund</li> <li>• Digital Transformation</li> </ul> <p>The EQIA for these projects were presented to Council Executive on 26 June 2018 as part of the General Services Capital Strategy update report for 2018/19 to 2027/28 and the projects were subsequently approved.</p>			

A number of other projects were also identified through the equality relevance screening process as requiring a full EQIA. These projects are as follows

- Additional Support Needs – Beattie Campus
- Additional Support Needs – Skills Centre Burnhouse Campus
- Additional Support Needs – Pinewood School
- Additional Support Needs – Ogilvie School
- Additional Support Needs – New Cedarbank School
- Reconfiguration of Ability Centre
- Single Person Homeless Accommodation

An Integrated Relevance assessment has subsequently been carried out for Beattie, Burnhouse, Pinewood, Cedarbank, Ogilvie and the reconfiguration of the Ability Centre which has determined that a full IIA is not required to be undertaken for these projects.

An IIA was undertaken as part of the consideration of the West Lothian Rapid Rehousing Transition Plan, which satisfies the requirement for one to be carried out for the Single Person Homeless Accommodation.

During the initial equality relevance screening process potential positive outcomes as a result of the capital investment were 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.

The General Services Capital Programme update report for 2020/21 to 2027/28 is a refresh of the capital programme approved in February 2018 and subsequently updated in February 2019 with the only substantial amendments being the identification of specific planned improvements previously contained in approved block budgets for which IIA are not required, and specific projects that are to be carried out under the Early learning and childcare budget approved last year.

With regards to the projects for which EQIA were carried out in 2018, the following projects have not changed and therefore do not require a further IIA to be undertaken:

#### Roads Investment

- Disabled Person's Parking

#### ICT Investment

- Technology Enabled Care Programme – Internal Infrastructure
- Library Books
- Digital Transformation

The development of the Children and Families support unit is underway and a review may require a revised IIA to be undertaken which will be reported on as appropriate.

Older people residential care at Whitdale House will have an IIA review as part of finalisation, when seeking approval to move on to the planning stage.

As more detail on the delivery of projects is established the asset lead officers will continue to ensure there is no disproportional impact on any group or individual covered by the protected characteristics of the Equality Act 2010.

Any further IIA that are required will be considered by officers as well as a general overview of the programme to ensure compliance with the duties of the Equality Act 2010.

The outcome of the IIA process will be reported to Council Executive for consideration, prior to implementation of the project.

<b>Signed by Lead Officer</b>	Paul Kettrick
<b>Designation</b>	Estates Manager
<b>Date</b>	February 2020
<b>Counter Signature</b> (Head of Service or Depute Chief Executive responsible for the policy)	Donald Forrest, Head of Finance & Property Services
<b>Date</b>	February 2020





**WEST LOTHIAN COUNCIL**

**TREASURY MANAGEMENT PLAN FOR 2020/21**

**REPORT BY HEAD OF FINANCE AND PROPERTY SERVICES**

**A. PURPOSE OF REPORT**

To seek approval for the Treasury Management Plan for 2020/21.

**B. RECOMMENDATION**

It is recommended that Council approves the 2020/21 Treasury Management Plan.

**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 2020/21.

#### **E. CONCLUSION**

The attached plan for 2020/21 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 2020/21.

#### **F. BACKGROUND REFERENCES**

CIPFA Treasury Management in Public Services Code of Practice and Guidance

West Lothian Council Treasury Policy Statement and Treasury Management Practices

CIPFA Prudential Code for Capital Finance in Local Authorities

Local Government Investment (Scotland) Regulations 2010

The Local Authority (Capital Finance and Accounting) (Scotland) Regulations 2016

Update on Review of the Loans Fund, Insurance Fund and Modernisation Fund – Report by Head of Finance and Property Services to West Lothian Council on 24 September 2019

Housing Capital Investment Programme 2020/21 to 2022/23 – Report by Depute Chief Executive to West Lothian Council on 18 February 2020

Asset Management Strategy and General Services Capital Programme 2020/21 to 2027/28 – Report by Head of Finance and Property Services to West Lothian Council on 28 February 2020

Revenue Budget 2020/21 to 2022/23 – Report by Head of Finance and Property Services to West Lothian Council on 28 February 2020

Contact Person: Pamela Bell, Senior Service Accountant  
[pamela.bell@westlothian.gov.uk](mailto:pamela.bell@westlothian.gov.uk)  
Tel No: 01506 281282

**Donald Forrest**  
**Head of Finance and Property Services**  
28 February 2020



# **WEST LoTHIAN COUNCIL**

## **Treasury Management Plan for 2020/21**

**February 2020**

## **Treasury Management Plan 2020/21 Index**

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### **Appendices**

Appendix 1 – Prudential Indicators 2020/21

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 that the revenue plan, capital plan and treasury management plan were to be considered at the same Council meeting on an ongoing basis.

The updated 2020/21 to 2022/23 Revenue Budget Report, including prudential indicators, is also presented to Council on 28 February 2020 for approval (Agenda Item 1).

The borrowing and investment plans outlined in this report are based on the updated General Services Capital Investment Programme for 2020/21 to 2027/28 (Agenda Item 2), and the updated Housing Capital Investment Programme for 2020/21 to 2022/23, which was approved by Council on 18 February 2020.

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.

Under the revised codes, all local authorities were required to prepare an additional report from 2019/20, a capital strategy report, 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 capital strategy report ensures that elected members on the full council fully understand the overall capital strategy, governance procedures and risk appetite entailed by this strategy, and includes capital expenditure, investments and liabilities and treasury management in sufficient detail to allow members to understand how stewardship, value for money, prudence, sustainability and affordability will be secured.

In compliance with the revised codes, a report setting out the capital strategy was approved by Council on 19 March 2019.

### 3.0 LOANS FUND REVIEW

The Local Authority (Capital Finance and Accounting) (Scotland) Regulations 2016 (the 2016 Regulations) came into force on 1 April 2016. These Regulations replaced the statutory provisions for local authority borrowing, lending and Loans Fund as set out in Schedule 3 of the Local Authority (Scotland) Act 1975. The 2016 Regulations stipulate that local authorities must operate a loans fund, which is a way for the council to recognise the amount of capital expenditure that is being financed by borrowing each year and also the amount of this borrowing that is being repaid each year and charged to the revenue account. All borrowing undertaken to fund the capital programme must be repaid through the loans fund on a prudent basis. The Regulations require the statutory Loans Fund to be administered in accordance with the Regulations, proper accounting practice and prudent financial management.

Following the introduction of the new regulations, a review of both the General Fund and Housing Revenue Account (HRA) loans fund advance repayments was carried out, and advice was sought and discussions held with the council's treasury advisors, Link Asset Services (LAS). The review was undertaken in order to ensure that the council continues to make a prudent provision each year for the repayment of loans fund advances. A prudent repayment of a loans fund advance is one which is reasonably commensurate with the period and pattern of benefits provided to the community from the capital expenditure funded by the borrowing. In determining what is prudent for an authority, it may be that providing for debt repayment over too short a period is just as imprudent as providing over too long a period.

After reviewing and considering the options and recommendations resulting from the Loans Fund Review, officers proposed a number of changes to the way that the statutory loans fund was operated, which were approved by Council on 19 February 2019 as part of the Annual Treasury Management Plan for 2019/20.

The approved changes to the way that interest is apportioned between general fund and the HRA to take account of internal borrowing, and the adoption of the asset life (annuity) method as the most appropriate option for calculating repayment of debt through the loans fund from 1 April 2018, with a repayment period of 35 years at an interest rate of 5.5%, have been implemented and adopted for all loans fund advances from 1 April 2018.

Following the clarification of the position regarding repayment of loans fund advances made prior to 1 April 2016, further changes to the way the loans fund is operated were approved by Council on 24 September 2019.

Historic debt repayments were reviewed to assess whether the repayment methodology applied to historic loans fund advances was still the most prudent option. As a result of this review, it was determined that the historic loans fund advances should also be repaid over a longer period of time, to ensure that the payments can be assessed as prudent and to ensure that the repayments reasonably reflect the period over which the community receives the economic benefit of assets that are now lasting longer than originally assumed. This would mean that loans fund repayments had effectively been over provided for in prior years and therefore an under provision could be made in future repayments to offset the previous over provision.

In line with the changes approved by Council in February 2019, it was agreed that the annuity method of calculating loans fund repayments over 35 years at a rate of 5.5%, which has been applied to all new loans fund advances from 1 April 2018, should also be applied to prior year advances. This ensures consistency of approach in that all loans fund advances, both historic and future advances, will now be repaid over the same period and at the same rate.

The revised profile is more consistent with expected asset life and is prudent in terms of annual provision, and it should be noted that the same amount of loans fund advance is repaid overall. For both general fund and HRA, the revised profile of repayments means shorter term, cash flow benefits, as the revised annuity method applied results in a greater proportion of the capital being repaid in the latter years of the repayment period, although the principal amount to be repaid remains the same.

On 24 September 2019, Council approved recommendations for the one off HRA resource for 2018/19 to 2022/23 resulting from the review of loans fund operations. It was agreed that options as to how to utilise the benefits from the reprofiling of the loans fund repayments were to be considered in the context of the current four year HRA rent strategy and four year capital programme, that proposals were to be progressed through the normal HRA governance route and that the Depute Chief Executive should report options to the Services for the Community PDSP. Options for use of the £13.740 million one off HRA loans fund resource for 2018/19 to 2022/23 were presented to the Services for the Community PDSP on 4 February 2020 and were subsequently approved by Council on 18 February 2020, as part of the updated Housing Capital Investment Programme for 2020/21 to 2022/23.

Options for the utilisation of the one off general fund loans fund resources are set out in the Revenue Budget Report for 2020/21 to 2022/23, being presented to Council for approval on 28 February 2020.

The use of these cash flow benefits and the increase in repayments in future years will require to be factored into both current and future budget strategy considerations for general fund and HRA to ensure that the reprofiling adjustments remain prudent, affordable and sustainable over the longer period.

These considerations will form a key part of the budget strategy and planning process for these years and, given that the increased payments in future years will result in higher than currently forecast budget pressures in these years, it would be prudent to consider mitigating actions that could help to offset the pressures. These actions could include options such as spend to save schemes and transformation programmes, which would help to deliver recurring revenue savings and ensure that funding is available to meet the increased future cost pressures.

#### 4.0 CURRENT PORTFOLIO POSITION

The council's current debt and investment position at 31 January 2020 is as follows:

		£m	£m	Average Interest Rate
Fixed Rate Funding	Public Works Loan Board (PWLB)		548.6	
	Market		60.6	
			<u>609.2</u>	3.9%
Variable Rate Funding	Public Works Loan Board (PWLB)	-		
	Municipal Bank	<u>-</u>	-	
Temporary Funding	Market		5.0	0.9%
<b>Total Debt</b>			<u><b>614.2</b></u>	<b>3.9%</b>
<b>Total Investments</b>			<u><b>122.2</b></u>	<b>1.1%</b>

## 5.0 FORECASTS

The basis of the Treasury Management Plan lies with determining appropriate borrowing and investment decisions in the light of the anticipated movement in both long and short-term interest rates. The plan for 2020/21 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%. There was a 0.25% increase in the Bank Rate in November 2017, and then a further increase to 0.75% on 2 August 2018. At their meeting on 30 January 2020, the MPC held the bank rate at 0.75%, mainly due to the ongoing uncertainty over a trade deal with the EU and the continuing possibility that there will not be a deal agreed by the end of the transition period in December 2020. It is unlikely that any further changes in the bank rate will be agreed until after this transition period.

Current interest rate forecasts are based on an assumption of an agreement being reached between the UK and the EU. On this basis, while GDP growth is likely to be subdued in 2020 due to uncertainty depressing consumer and business confidence, an agreement on the detailed terms of a trade deal could lead to a boost to the rate of growth in subsequent years. This could, in turn, increase inflationary pressures in the economy and cause the Bank of England to resume a series of gradual increases in Bank Rate. The forecasts in this report assume a modest recovery in the rate and timing of stronger growth, and in the corresponding response by the Bank in raising rates. In the event of an orderly non-agreement exit in December 2020, it is likely that the Bank of England would take action to cut the Bank Rate from 0.75% in order to help economic growth deal with the adverse effects of this situation. This is also likely to cause short to medium term gilt yields to fall. If there was a disorderly process, then any cut in Bank Rate would be likely to last for a longer period and also depress short and medium gilt yields correspondingly. Quantitative easing could also be restarted by the Bank of England, and it is also possible that the government could act to protect economic growth by implementing fiscal stimulus.

The Consumer Price Index (CPI) measure of inflation has been maintained at around the Bank of England's target of 2% during most of 2019, but fell in both October and November to a three-year low of 1.5%, and then further to 1.3% in December 2019. It is likely to remain close to or under 2% over the next two years, and therefore does not pose any immediate concern to the MPC at the current time. However, if there was no trade deal with the EU, inflation could rise towards 4%, primarily because of imported inflation as a result of a weakening pound.

GDP growth was adversely impacted by both political and Brexit uncertainty during 2019. Quarter three of 2019 was positive, however the peak of Brexit uncertainty during the final quarter appears to have suppressed quarterly growth to around zero. Forward looking surveys in January 2020 have indicated that there could be a significant recovery of growth now that some of the uncertainty has gone. Nevertheless, economic growth may only come in at about 1% in 2020, pending the outcome of negotiations on a trade deal. Provided there is a satisfactory resolution of those negotiations, then growth should strengthen further in 2021.

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 2020/21 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 has 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, causing 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 next increase is forecast to be in mid-2021, reaching 1.25% by mid-2022.

#### **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 2.3% in quarter 1 (Q1) 2020 to 2.5% in Q1 2021, with twenty five year PWLB rates forecast to increase from 3.0% in Q1 2020 to 3.3% in Q1 2021. Appendix 2 draws together City forecasts of the bank rate and PWLB fixed interest rates.

## **6.0 CAPITAL FINANCE PLAN**

### **6.1 Borrowing Requirement**

The council's estimated total borrowing requirement for each of the next three years is shown below:

	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>
New Borrowing	23.4	34.7	4.3
Replacement Borrowing	6.4	0.0	0.0
<b>Total Borrowing Requirement</b>	<b>29.8</b>	<b>34.7</b>	<b>4.3</b>

### **6.2 Borrowing Plans**

The borrowing requirement in 2020/21 of £29.8 million is based on the General Services capital budget presented to West Lothian Council on 28 February 2020, and on the Housing capital budget approved by Council on 18 February 2020. 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 2020 and 2021, with the short to medium term rates forecast to be cheaper than long term rates.

In the six months to 30 September 2019, PWLB rates continued to fall, reaching unprecedented historic low levels. Without any prior warning, on 9 October 2019, HM Treasury wrote to all Chief Financial Officers in local authorities to inform them that the margins that would be applied to all borrowing from the PWLB would be immediately increased by 1%, to restore rates to the levels that were available in 2018, after a period of record low levels of borrowing rates during late 2018 and into 2019.

The council continually monitors interest rates and consults with treasury advisors to determine the most opportune time to borrow throughout the year. A substantial proportion of the borrowing requirement for 2018/19 and 2019/20 was secured at the record low borrowing rates, which will help to assure the long term affordability and sustainability of the council's capital programmes.

The increase in PWLB rates and the effect this will have on borrowing decisions will continue to be assessed, with the council committed to considering all funding options that provide best value, including continuing to monitor PWLB rates to take advantage of any opportunities to borrow that may arise, borrowing from other sources (within the parameters set out in the treasury plan) and the use of internal borrowing.

These forecasts show that various options are available for borrowing in 2020/21. 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 forward dated to reduce the cost of carry. The council will continue to liaise with Link Asset Services to identify opportunities to secure 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.

### 6.3 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. As detailed in section 3.0 above, the Council is recommended to approve the following position on the repayment of loans fund advances:-

- For all loans fund advances, the position for the repayment of advances will be the Asset Life Method (option 3), with repayments being made on an annuity basis, using a repayment period of 35 years and an annuity interest rate of 5.5%.

Using the approach outlined above, the expected transactions through the loans fund account for 2019/20 and 2020/21 are as follows:

<b>Loans Fund Account Balances</b>	<b>2019/20 Estimate £m</b>	<b>2020/21 Estimate £m</b>
Balance as at 1 April	633.3	644.2
Advance for the financial year	23.4	23.4
Repayments made for the year	(12.5)	(8.6)
<b>Balance as at 31 March</b>	<b>644.2</b>	<b>659.0</b>

The profile of future loan repayments is as follows:

<b>Loans Fund Account Repayments 2020/21</b>	<b>General Fund £m</b>	<b>HRA £m</b>	<b>Total £m</b>
Year 1	7.2	2.4	9.6
Years 2-5	35.5	18.7	54.2
Years 6-10	74.0	34.4	108.4
Years 11-15	98.5	45.7	144.2
Years 16-20	81.8	49.8	131.6
Years 21-25	60.6	57.4	118.0
Years 26-30	23.2	44.9	68.1
Years 31-35	4.1	20.8	24.9
<b>Total</b>	<b>384.9</b>	<b>274.1</b>	<b>659.0</b>

### 6.4 External v Internal Borrowing

Given the uncertain outlook for economic growth, the low bank rate is expected to continue until mid-2021, 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. Reducing investments would limit exposure to counterparty risk but could increase liquidity risks where the council's reserves and balances are not cash backed.

While interest rates are low, internal borrowing is an effective use of working capital and balances in the short term, however the council's treasury advisor believes that the longer run trend is for PWLB rates to gradually rise. It is therefore considered best value for the council to have a mix of external and internal borrowing. This will enable internal borrowing to be utilised to reduce the cost of carry and overall financing costs in the short term, but opportunities for external borrowing can still be secured at the most opportune moments while rates are still at reasonable levels. This allows the council to secure good rates to ensure that the capital plans to 2027/28 are not compromised due to increased borrowing rates in the future.

## **7.0 ANNUAL INVESTMENT PLAN**

### **7.1 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.

### **7.2 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 & Poor's. 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 part-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.

Recent changes to UK legislation have meant that the largest UK banks were required to separate their core retail banking services from their investment and international banking activities by 1 January 2019, known as 'ring-fencing'. Ring-fencing is a regulatory initiative created in response to the global financial crisis in order to improve the resilience and resolvability of banks by changing their structure. In general, activities offered from within a ring fenced bank will be focused on lower risk, day to day, core activities, while more complex and 'riskier' activities are required to be housed in a separate entity, a non ring-fenced bank. This is intended to ensure that an entity's core activities are not adversely affected by the acts or omissions of other members of its group.

While the structure of the banks included in the process may have changed, the fundamentals of credit assessment have not. The council will continue to assess the creditworthiness of the newly formed entities as outlined above, and those with sufficiently high ratings will be considered for investment purposes.

### 7.3 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 2020/21 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.

### 7.4 Investment Plans

In 2020/21, 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 2020/21 is forecast to be £112 million compared to £130 million at the end of 2019/20. 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:

	2020/21 £m	2021/22 £m	2022/23 £m
<b>Cash Balances Managed by the Authority</b>			
1 April	130.5	111.6	90.4
31 March	111.6	90.4	69.7
Change in year	(18.9)	(21.2)	(20.7)

Current investment rates vary from below 0.75% for short periods to just above 1.1% for investments of a year. Although rates improved from 2018/19 they are still at a low level in 2019/20, with the most attractive rates in the market currently achieving 1.05%.

The forecasts for base rate increases continue to be open to considerable uncertainty, depending on the pace of UK and European economic recovery and assumptions around a trade deal being agreed during the Brexit transition period to December 2020. This is recognised in the forecast increase of the bank rate in mid-2021. 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.

## 7.5 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.

Following approval of the permitted investments for 2019/20 on 19 February 2019, an amendment was agreed by Council on 19 November 2019 to facilitate the liquidation of West Lothian Recycling Limited. The company's board of directors agreed during 2018 to close the joint venture as a result of reducing income and increasing costs due to changes in the external market, changes in legislative requirements resulting in increased costs and anticipated changes to sales as a result of the council changing the method of brown bin collection and disposal. The company has continued to operate as a legal entity while the remaining materials were fully composted and recycled, the land remediated in line with the lease and the necessary approvals were sought from the Scottish Environmental Protection Agency in regard to the land remediation.

The process of winding up the joint venture is now complete, however the company still exists as a legal entity. As reported to Council Executive on 9 October 2018, as a result of breaking up the joint venture, additional one off costs were to be split between both joint venture partners. The legal mechanism to provide one off expenditure to the joint venture was the purchase of additional shares to allow the liquidation of the company and it was agreed that, following liquidation, neither of the joint venture partners would have any investment in the company. The council's permitted investment in West Lothian Recycling Limited was amended to £69,754 in November 2019 to allow this one off purchase of additional shares for this amount to enable the full closure and liquidation of the company. This is the final payment in relation to the liquidation and fulfils the legal requirements of the council. The special resolution to wind up the joint venture was finalised in December 2019 and, as such, the permitted investment in West Lothian Recycling Limited is now revised to zero.

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 2020/21, 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.



- **Interest Rate Risk** – this is the risk that fluctuations in the levels of interest rates create an unexpected or unbudgeted burden on the organisation's finances. The council has set limits for its fixed and variable rate exposure in its Treasury Indicators and manages this risk by having a view of the future course of interest rates and having a treasury management strategy which aims to maximise investment earnings consistent with control of risk and seeks to minimise expenditure on interest costs on borrowing.
- **Legal and regulatory risk** – this is the risk that the organisation itself, or an organisation with which it is dealing in its treasury management activities, fails to act in accordance with its legal powers or regulatory requirements, and that the organisation suffers losses accordingly. The council will not undertake any form of investing until it has ensured that it has all necessary powers and also complied with all regulations.

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.
- 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.

## **7.6 Investment Counterparties**

Appendix 4 details current authorised institutions, their investment limits and investments made at 31 January 2020. Although the range of counterparties has reduced 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 Link Asset Services to ensure the security of the council's funds.

## **8.0 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 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 2020/21.

## **9.0 CONCLUSION**

The Treasury Management Plan for 2020/21 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 2020/21.

**Donald Forrest**  
**Head of Finance and Property Services**  
**28 February 2020**



## **PRUDENTIAL INDICATORS 2020/21**

The following treasury indicators were presented to Council today as part of the 2020/21 to 2022/23 Revenue Budget.

The key objectives of the Prudential Code are to ensure that capital investment plans are affordable, prudent and sustainable. The Code sets eight 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.

	<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
	<b>Actual</b>	<b>Estimate</b>	<b>Estimate</b>	<b>Estimate</b>	<b>Estimate</b>
General Fund	486,509	474,811	467,551	468,140	462,874
Housing	236,203	255,652	274,102	296,158	296,370
<b>Total</b>	<b>722,712</b>	<b>730,463</b>	<b>741,653</b>	<b>764,298</b>	<b>759,244</b>

#### **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.

<b>Authorised Limit for:</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
Gross External Borrowing	756,253	812,399	764,926
Other Long Term Liabilities	83,613	81,229	82,811
<b>External Debt</b>	<b>839,866</b>	<b>893,628</b>	<b>847,737</b>

#### **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.

<b>Operational Boundary for:</b>	<b>2020/21 £'000</b>	<b>2021/22 £'000</b>	<b>2022/23 £'000</b>
Gross External Borrowing	746,253	802,399	754,926
Other Long Term Liabilities	82,613	80,229	81,811
<b>External Debt</b>	<b>828,866</b>	<b>882,628</b>	<b>836,737</b>

### **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.

	<b>31 March 2019 £'000</b>
Actual External Borrowing	620,854
Actual Other Long Term Liabilities	89,568
<b>Actual External Debt</b>	<b>710,422</b>

## **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 2020/21 is reported to the full Council for approval. The annual report on 2019/20 treasury activities will be presented to the Council in the first half of 2020/21.

### **2. Upper limits for fixed and variable rate borrowing to 2022/23**

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 2020/21

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:

	<b>Proposed Upper Limit</b>	<b>Proposed Lower Limit</b>
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 364 days

The Local Government Investment (Scotland) Regulations 2010 allows 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 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 – January 2020

(%)	<b>Q1 2020</b>	<b>Q2 2020</b>	<b>Q3 2020</b>	<b>Q4 2020</b>	<b>Q1 2021</b>	<b>Q2 2021</b>	<b>Q3 2021</b>	<b>Q4 2021</b>
Bank Rate	0.75%	0.75%	0.75%	0.75%	0.75%	1.00%	1.00%	1.00%
5yr PWLB	2.30%	2.30%	2.40%	2.40%	2.50%	2.60%	2.70%	2.80%
10yr PWLB	2.50%	2.50%	2.60%	2.60%	2.70%	2.80%	2.90%	3.00%
25yr PWLB	3.00%	3.00%	3.10%	3.20%	3.30%	3.40%	3.50%	3.60%
50yr PWLB	2.90%	2.90%	3.00%	3.10%	3.20%	3.30%	3.40%	3.50%

**Capital Economics** interest rate forecast – January 2020

(%)	<b>Q1 2020</b>	<b>Q2 2020</b>	<b>Q3 2020</b>	<b>Q4 2020</b>	<b>Q1 2021</b>	<b>Q2 2021</b>	<b>Q3 2021</b>	<b>Q4 2021</b>
Bank Rate	0.75%	0.75%	0.75%	0.75%	0.75%	1.00%	1.00%	1.00%
5yr PWLB	2.40%	2.50%	2.50%	2.60%	2.60%	2.80%	2.80%	2.90%
10yr PWLB	2.70%	2.70%	2.80%	2.80%	2.90%	3.00%	3.00%	3.10%
25yr PWLB	3.10%	3.10%	3.20%	3.20%	3.20%	3.30%	3.30%	3.40%
50yr PWLB	3.10%	3.10%	3.20%	3.20%	3.30%	3.40%	3.40%	3.50%

## WEST LOTHIAN COUNCIL PERMITTED INVESTMENTS

Permitted Investment Instrument	Minimum credit rating	Maximum Percentage of Total Investments	Treasury Risks	Mitigating Controls
<b>Cash Investments up to one year</b>				
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 or low volatility 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
<b>Cash Investments up to one year</b>				
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.
<b>Cash Investments between one year and up to two years</b>				
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.
<b>Non Treasury Investments</b>				
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
<b>Non Treasury Investments</b>				
Loans to Third Parties – Small Business Loans	Small amounts not subject to credit ratings	At 31 March 2018, there were no outstanding loans.	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 from Scottish Government	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 2020 £
<b><u>Council Bankers</u></b>		
Lloyds Banking Group (inc Bank of Scotland)	70,000,000	70,000,000
<b><u>WLC Rating Category 1*</u></b>	22,000,000	
No institutions in this category		0
<b><u>WLC Rating Category 2*</u></b>	19,500,000	
No institutions in this category		0
<b><u>WLC Rating Category 3*</u></b>	17,000,000	
HSBC Bank plc		0
<b><u>WLC Rating Category 4*</u></b>	14,500,000	
No institutions in this category		0
<b><u>WLC Rating Category 5*</u></b>	10,000,000	
No institutions in this category		0
<b><u>WLC Rating Category 6*</u></b>	7,000,000	
Barclays		0
Goldman Sachs		7,000,000
Nationwide Building Society		7,000,000
Santander UK plc		7,000,000
Standard Chartered		0
Sumitomo Mitsui Banking Corporation		7,000,000
<b><u>Local Authorities, Public Bodies &amp; Debt Management Office**</u></b>		
<i>Maximum of 20% of total investments</i>	24,433,685	
All UK Local Authorities		10,000,000
UK Public Bodies		0
Debt Management Office – Deposit Account		0
Treasury Bills		0
<b><u>UK Part Nationalised Banks</u></b>	35,000,000	
Royal Bank of Scotland		0
National Westminster		5,000,000
<b><u>Money Market Funds – AAA rated***</u></b>		
<i>Maximum of 35% of total investments</i>	42,758,949	
Aberdeen Liquidity Money Market Fund		8,870,000
<b><u>Other Permitted Investments</u></b>		
West Calder High School DBFMCo Ltd	350,000	298,427
	<b>TOTAL</b>	<b>122,168,427</b>

\* 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 £122.168 million, the limit would be £24.4 million.

\*\*\* This limit fluctuates according to total investments. Based on current investments of £122.168 million, the limit would be £42.8 million.