



Corporate Policy and Resources Policy Development and Scrutiny Panel

West Lothian Civic Centre
Howden South Road
LIVINGSTON
EH54 6FF

20 January 2023

A hybrid meeting of the **Corporate Policy and Resources Policy Development and Scrutiny Panel** of West Lothian Council will be held within the **Council Chambers, West Lothian Civic Centre, Livingston** on **Thursday 26 January 2023 at 9:30am**.

For Chief Executive

BUSINESS

Public Session

1. Apologies for Absence
2. Declarations of Interest - Members must declare any interests they have in the items of business for consideration at the meeting, identifying the relevant agenda items and the nature of their interests.
3. Order of Business, including notice of urgent business and declarations of interest in any urgent business
4. Revenue Budget Strategy 2023/24 to 2027/28 - report by Lead Officer to the Panel (herewith)
5. Council Tax Scenarios - report by Head of Finance and Property Services (herewith)
6. Asset Management Strategy and Ten Year Capital Programme - report by Head of Finance and Property Services (herewith)

NOTE **For further information please contact Val Johnston, Tel No.01506 281604 or email val.johnston@westlothian.gov.uk**

DATA LABEL: Public



CODE OF CONDUCT AND DECLARATIONS OF INTEREST (2021)

This form is a reminder and an aid. It is not a substitute for understanding the Code of Conduct and guidance.

Interests must be declared at the meeting, in public.

Look at every item of business and consider if there is a connection.

If you see a connection, decide if it amounts to an interest by applying the objective test.

The objective test is whether or not a member of the public with knowledge of the relevant facts would reasonably regard your connection to a particular matter as being so significant that it would be considered as being likely to influence your discussion or decision-making.

If the connection does not amount to an interest then you have nothing to declare and no reason to withdraw.

If the connection amounts to an interest, declare it as soon as possible and leave the meeting when the agenda item comes up.

When you declare an interest, identify the agenda item and give enough information so that the public understands what it is and why you are declaring it.

Even if the connection does not amount to an interest you can make a statement about it for the purposes of transparency.

More detailed information is on the next page.

Look at each item on the agenda, consider if there is a “connection”, take advice if necessary from appropriate officers in plenty of time. A connection is any link between the item of business and:-

- you
- a person you are associated with (e.g., employer, business partner, domestic partner, family member)
- a body or organisation you are associated with (e.g., outside body, community group, charity)

Anything in your Register of Interests is a connection unless one of the following exceptions applies.

A connection does not exist where:-

- you are a council tax payer, a rate payer, or a council house tenant, including at budget-setting meetings
- services delivered to the public are being considered, including at budget-setting meetings
- councillors’ remuneration, expenses, support services or pensions are being considered
- you are on an outside body through a council appointment or nomination unless it is for regulatory business or you have a personal conflict due to your connections, actions or legal obligations
- you hold a view in advance on a policy issue, have discussed that view, have expressed that view in public, or have asked for support for it

If you see a connection then you have to decide if it is an “interest” by applying the objective test. The objective test is whether or not a member of the public with knowledge of the relevant facts would reasonably regard your connection to a particular matter as being so significant that it would be considered as being likely to influence your discussion or decision-making.

If the connection amounts to an interest then:-

- declare the interest in enough detail that members of the public will understand what it is
- leave the meeting room (physical or online) when that item is being considered
- do not contact colleagues participating in the item of business

Even if decide your connection is not an interest you can voluntarily make a statement about it for the record and for the purposes of transparency.

The relevant documents are:-

- [Councillors’ Code of Conduct, part 5](#)
- [Standards Commission Guidance, paragraphs 129-166](#)
- [Advice note for councillors on how to declare interests](#)

If you require assistance, contact:-

- James Millar, Interim Monitoring Officer and Governance Manager, 01506 281613, james.millar@westlothian.gov.uk
- Carol Johnston, Chief Solicitor and Depute Monitoring Officer, 01506 281626, carol.johnston@westlothian.gov.uk
- Committee Services Team, 01506 281604, 01506 281621
committee.services@westlothian.gov.uk

January 2022

DATA LABEL: PUBLIC



CORPORATE POLICY AND RESOURCES POLICY DEVELOPMENT AND SCRUTINY PANEL

REVENUE BUDGET STRATEGY 2023/24 TO 2027/28

REPORT BY LEAD OFFICER FOR THE PANEL

A. PURPOSE OF REPORT

This report provides the Panel with an update on the council's medium term financial plan and summarises a number of potential saving options relevant to the remit of this Panel to address the council's budget gap over the three year period 2023/24 to 2025/26, including responses from the WL2028 Your Council, Your Say Phase 2 consultation.

B. RECOMMENDATION

It is recommended that the Panel:

1. Notes the outcome of the WL2028 Your Council, Your Say Phase 2 consultation and comments, as set out in Appendices 1 and 2;
2. Notes the updated revenue budget gap of £47.6 million, demonstrating the hugely challenging financial position facing the council over the next five years;
3. Notes work undertaken to date by officers in developing the five year revenue financial plan for the period 2023/24 to 2027/28;
4. Notes officer saving options, relevant to the remit of the Panel, as set out in Appendix 4 of the report;
5. Notes the Integrated Relevance Assessments for all proposed savings options and Integrated Impact Assessments (IIA) where the options are assessed as having a potential impact on a protected group or characteristic, as set out in Appendix 5;
6. Notes that following conclusion of the PDSPs to consider potential saving options, the Head of Finance and Property Services will present a report to full Council on 21 February 2023 containing a five year revenue financial plan and a three year detailed revenue budget for 2023/24 to 2025/26.

C. SUMMARY OF IMPLICATIONS

I Council Values	Being honest, open and accountable, making the best use of resources, focusing on our customers' needs and working in partnership.
II Policy and Legal (including Strategic Environmental Assessment, Equality Issues, Health or Risk Assessment)	The council is required to approve a balanced revenue budget for each financial year. Accounts Commission, Audit Scotland and Chartered Institute of Public Finance and Accountancy (CIPFA) best practice guidance recommends medium term financial plans are prepared for at least five years in duration, with detailed budgets prepared for at least three years. This best practice is a requirement of the CIPFA Financial Management Code of Practice, which the council has complied with from 1 April 2021.
III Implications for Scheme of Delegations to Officers	No implications at this stage.

IV	Impact on performance and performance Indicators	Ongoing restraint in relation to government grant funding inevitably has implications for the council's budget and performance.
V	Relevance to Single Outcome Agreement	The revenue budget provides resources necessary to help deliver the Local Outcome Improvement Plans (LOIP), Corporate Plan and council activities. Effective prioritisation of resources is essential to achieving key outcomes.
VI	Resources - (Financial, Staffing and Property)	<p>Scottish Government grant funding has not been sufficient since 2007/08 to meet the increasing costs and demands for services.</p> <p>Based on current central planning scenarios, it is forecast that West Lothian Council may have a budget gap of £47.6 million over the five year period 2023/24 to 2027/28 and £35.8 million over the three year period 2023/24 to 2025/26.</p>
VII	Consideration at PDSP	This report forms part of the ongoing process of briefing elected members on the council's financial position and budget strategy.
VIII	Other consultations	The council received 7,605 responses and over 36,000 comments from the first two phases of the Your Council, Your Say 2028 consultation. The Corporate Management Team has been consulted on this report.

D. TERMS OF REPORT

D.1 Background

Since 2007/08 the council has had to deliver considerable savings to balance the budget whilst funding has been constrained. It is within this context of delivering over £150 million of savings from 2007/08 to 2022/23 that the council looks ahead to another financially challenging five year period.

The following financial planning principles were agreed by Council Executive in June 2018. In addition it was agreed that PDSPs should be scheduled, in advance of the revenue plan for future years being reported to full Council, to consider the substance of budget saving options.

- The council should continue to have a five year financial plan, aligned with political administrations, and three year detailed revenue budgets.
- Estimated budget gaps for at least three years should be reported to elected members before local elections.
- The Corporate Plan and revenue, capital and treasury plans should continue to be considered and agreed at the same Council meeting.
- Future five year financial plans should be subject to public consultation.
- Public consultations on the five year plan should cover priorities, taxation and saving options.

In October 2021, Partnership and Resources PDSP and Council Executive considered an initial update on the revenue financial plan 2023/24 to 2027/28. This included an initial estimate of budget scenarios and budget gaps. Council Executive agreed that officers should continue to implement the process to develop a new five year financial plan.

Council in February 2022 and Council Executive in June 2022 considered updated budget scenarios following the publication of the 2022 Scottish Spending Review. On 6 December 2022, Council Executive noted a revised central scenario gap of £57.7 million for 2023/24 to 2027/28 with considerable risks around the high level assumptions used to calculate the gap. It was agreed that officers should continue to implement the process to develop a revenue financial plan for 2023/24 to 2027/28.

D.2 WL2028 Your Council, Your Say Consultation

On 24 June 2022, the Council Executive approved a three stage West Lothian (WL) 2028 Your Council, Your Say public consultation approach. Phase 1 of the consultation commenced on 24 June 2022 and closed on 31 July 2022 and Phase 2 commenced on 7 October 2022 and closed on 20 November 2022.

The council received 2,560 responses to Phase 2 from a wide range of stakeholders, with the majority of responses being received via the online survey. From those responses over 22,000 individual comments were received. A summary of the results from Phase 1 was presented to Council Executive 4 October 2022, with an overall summary from Phase 2 considered by Council Executive on 20 December 2022.

Of the 22,000 comments received, 10,601 comments (48.88% of all comments) across 11 measures, including council tax questions, have been allocated to service areas which report to this PDSP. The allocation of the comments and measures is set out below in table 1.

Table 1: Phase 2 Consultation Comments Relevant to PDSP Remit

Phase 2 Ref	Phase 2 Proposal	Number of Comments	% of Comments
1A	Service redesign, integration & modernisation	1,336	5.84%
1B	Review of management arrangements/ management efficiencies	1,003	4.39%
1C	Digital transformation	1,208	5.28%
1E	Realignment of free provision in schools to match Scottish Government commitments & funding, & maintain school clothing grants at current levels	1,352	5.91%
1J	Technical financial savings	578	2.53%
1L	General balance of savings to be identified	1,118	4.89%
3A	Empowering communities & reducing the number of council facilities	738	3.23%
4F	Efficiencies from improved use & management of council properties	470	2.06%
4G	Reducing carbon emissions & improving efficiency	568	2.48%
5	Reviewing income, concessions & other contributions	1,055	4.61%
	Sub Total	9,426	41.23%
6	Council tax	1,175	5.14%
	Total	10,601	46.37%

A summarised version of the comments received in relation to the saving options being considered by this Panel is provided in Appendix 1 for consideration.

Officers have reviewed all of the individual comments, considering the merits of the measure and suggested a response from the following options:

1. The respondent advised that they agree with the proposal.
2. The respondent advised that they either did not agree or did not believe the council should consider the proposal.

3. The respondent advised that they had no comment to make, or posed a question of the measure.
4. The council is already doing this.
- 5a. It is proposed that this suggestion is not taken forward because the council is required by law to deliver this work.
- 5b. It is proposed that this suggestion is not taken forward because it is likely that the costs of this proposal would outweigh the benefit, or requires additional expenditure.
- 5c. It is proposed that this suggestion is not taken forward because it is not consistent with the council's values and priorities.
- 5d. It is proposed that this suggestion is not taken forward because it has been previously considered and will not be progressed.
6. The respondent suggested an improvement. Officers will consider how this could be developed.
7. The respondent's comment was either not relevant to the question, inappropriate and/or contained personal and sensitive information.
8. This suggestion is out with the responsibility of West Lothian Council. Where relevant, we will forward these comments to our partner organisations.
9. The respondent made a comment on the survey question.

A summary of the categorised responses is set out below in table 2.

Table 2: Phase 2 Comment Categorisation

Comment Category	Number of Comments	% of Total Comments
1. The respondent advised that they agree with the proposal.	4,505	19.70%
2. The respondent advised that they either did not agree or did not believe the council should consider the proposal.	2,103	9.20%
3. The respondent advised that they had no comment to make, or posed a question of the measure.	1,271	5.56%
4. The council is already doing this.	902	3.95%
5a. It is proposed that this suggestion is not taken forward because the council is required by law to deliver this work.	171	0.75%
5b. It is proposed that this suggestion is not taken forward because it is likely that the costs of this proposal would outweigh the benefit, or requires additional expenditure.	87	0.38%
5c. It is proposed that this suggestion is not taken forward because it is not consistent with the council's values and priorities.	78	0.34%
5d. It is proposed that this suggestion is not taken forward because it has been previously considered and will not be progressed.	13	0.06%
6. The respondent suggested an improvement. Officers will consider how this could be developed.	472	2.06%
7. The respondent's comment was either not relevant to the question, inappropriate and/or contained personal and sensitive information.	204	0.89%
8. This suggestion is out with the responsibility of West Lothian Council. Where relevant, we will forward these comments to our partner organisations.	295	1.29%
9. The respondent made a comment on the survey question.	500	2.19%
Total	10,601	46.37%

An analysis of all of the comments allocated to the Corporate Policy and Resources PDSP is set out in Appendix 2. The Phase 2 consultation document is provided in Appendix 3 for reference. Full details of the officer response to each comment is available to view online on the council's website at www.westlothian.gov.uk/wl2028.

D.3 Updated Revenue Budget Position 2023/24 to 2027/28

Following the report to Council Executive on 6 December 2022, which highlighted the adverse movements in the projected budget position since the commencement of phase 2 of the public consultation and agreed actions required to ensure the continued financial sustainability of the council, the council has received the local government finance settlement (LGFS) for 2023/24. A report on the outcome of the LGFS and the council's updated financial planning position for the five years 2023/24 to 2027/28 was reported to Council Executive on 26 January 2023.

The table below summarises the main elements of the budget model for each of the five years, with the revised budget gap for 2023/24 to 2027/28 estimated to be £47.6 million. The assumptions for council tax are currently under review by officers, with a report on scenarios presented to this meeting of the Corporate Policy and Resources PDSP.

Table 3: Budget Model Summary 2023/24 to 2027/28

Incremental Movements	23/24 £'m	24/25 £'m	25/26 £'m	Three Year Total £'m	26/27 £'m	27/28 £'m	Five Year Total £'m
Expenditure							
Staffing Costs	14.5	6.3	6.6	27.4	6.7	6.8	40.9
Demographics & Demand Pressures	3.7	3.3	2.9	9.9	3.1	3.4	16.4
Revenue Consequences of Capital	2.3	1.0	0.9	4.2	1.3	0.5	6.0
SG Funded Developments	1.9	0.0	0.0	1.9	0.0	0.0	1.9
Service Pressures & Developments	5.4	0.1	0.2	5.7	0.2	0.4	6.3
Inflation & Indexation	15.0	8.5	5.1	28.6	5.3	5.7	39.6
Gross Expenditure Increases	42.8	19.2	15.7	77.7	16.6	16.8	111.1
Income							
Council Tax (4.5% assumption)	(5.4)	(5.5)	(5.8)	(16.7)	(6.1)	(6.4)	(29.2)
Fees & Charges (4.5% assumption)	(0.4)	(0.5)	(0.5)	(1.4)	(0.5)	(0.6)	(2.5)
Ringfenced SG Grant Funding	(9.4)	(2.5)	(2.5)	(14.4)	(2.5)	(2.5)	(19.4)
Core SG Grant Funding	(9.4)	0.0	0.0	(9.4)	(3.0)	0.0	(12.4)
Income Movements	(24.6)	(8.5)	(8.8)	(41.9)	(12.1)	(9.5)	(63.5)
Forecast Budget Gap	18.2	10.7	6.9	35.8	4.5	7.3	47.6

The forecast budget gap reflects the outcome of the 2023/24 local government finance settlement and latest budget model assumptions. Officers continually keep the assumptions in the budget model under review to ensure, as far as possible, they reflect current circumstances and information. The nature of long term forecasting means it is challenging to identify expenditure pressures and income for future years. There are always risks and uncertainties associated with long term financial planning and assumptions. The ongoing cost of living crisis and the remaining effects of the pandemic and the UK leaving the EU continue to provide considerable uncertainty. In addition, the outcome of the National Care Service (Scotland) Bill commencing its journey through the Scottish Parliament and resulting changes to service delivery models will have an impact on local government services, funding and financial and planning assumptions. There are significant risks and uncertainties associated with the long term financial assumptions underlying the budget model, including:

- Although the Scottish Government has intimated flat cash funding for local government, with a minor increase in 2026/27, the outlook for public sector funding remains uncertain.
- Continuation of high inflation resulting in substantial real terms reduction in the value of council funding.
- Policy changes by the UK or Scottish governments which restrict the council's flexibility to decide how to deliver services locally.
- Funding not being provided to fully cover the costs of introducing new legislation and commitments.
- Ring fencing of grant funding, or service delivery commitments, constraining the ability of local authorities to allocate resources to deliver local priorities.
- Economic uncertainty, where economic growth is not in line with the Office for Budget Responsibility and Scottish Fiscal Commission forecasts.
- Reform of local governance being pursued, providing uncertainty for service provision and funding.
- House building assumptions of 900 houses per year not being realised resulting in changes to council tax and school demographic assumptions.
- The level of future pay awards, which could be in excess of the council's planning assumptions.
- Increase in costs associated with demand led services.
- Actual pupil numbers not reflecting the school pupil forecasts.

D.4 Approach to Financial Planning

Audit Scotland and the Chartered Institute of Public Finance and Accountancy (CIPFA) have both identified the need for public bodies to focus on their medium to long term financial sustainability. They have advised that public bodies should develop strategies that are based on defined priorities, providing a clear road map for service delivery within constrained budgets.

The Accounts Commission has emphasised in several local government overview reports that evidence shows that councils are finding financial pressures increasingly difficult to manage and that effective leadership and robust planning are essential to help meet the challenges ahead. In addition, the Accounts Commission believe that all councils should have a long term financial strategy covering a minimum of five years and that these long term strategies should be supported by detailed plans covering a minimum of three years. The current financial headwinds facing local government, means that councils are required to take urgent and sustainable actions to ensure ongoing financial sustainability.

As agreed by Council Executive in October 2021 officers have continued the current approach to financial planning. The main elements of the financial planning process are:

- **Activity prioritisation** – priority analysis of services against council priorities and enabler themes to inform decisions about whether the service should continue or if changes should be made to service delivery. Scores provide a starting point from which to review proposed future service delivery.
- **Modernisation & efficiency savings** – whilst considering prioritisation savings, officers will also think about how activities can continue to be delivered within available resources. This will include identifying more efficient ways of delivery. This means that services need to focus on delivering statutory services at minimum cost and potentially removing or substantially reducing non statutory services.
- **Corporate projects** – identification and development of corporate saving options covering areas such as income generation, digital transformation, shared services and climate change.

To ensure the council is operating on a sustainable financial footing, fundamental changes will be required to some services, subject to the results from the consultation exercise. This is consistent with the findings of the Accounts Commission which believes that all options for change need to be investigated, with councils rigorously challenging existing service models and identifying alternative approaches to service delivery. The council's approach to financial and corporate planning:

- Provides a medium term view which is essential when implementing effective service and workforce planning, allowing workforce changes to be made in a proactive way.
- Provides as much certainty as possible for council employees and trade unions on the plans and actions to deliver budget savings and service changes.
- Provides officers with sufficient time to implement what, in many cases, will be fundamental changes to service delivery which require a significant lead in time, and may be dependent on or linked to other saving options.
- Helps officers and elected members to consider the long term implications of policy decisions and changes to service delivery.
- Creates greater certainty surrounding detailed financial plans, especially for the first three years of the five year financial strategy.
- Provides services and customers with advance notice of changes.
- Helps to integrate services and planning with community planning partners, especially where outcomes are longer term (e.g. health and social care, preventative spend).

D.5 Budget Saving Options Relevant to Corporate Policy & Resources PDSP

Building on the process outlined above, officers have developed budget saving options. Information is provided in Appendix 4 on officer proposed budget reduction options for the three years 2023/24 to 2025/26 providing a comprehensive list of savings at a service level. Where a saving measure is agreed and implemented in the first three years of the new five year strategy but there is continued associated savings in years four and five, this is noted in the appendix.

A description of the saving options, the value (including any full year effect for years 4 and 5) and anticipated full time equivalent (FTE) reduction is provided, in addition to whether it is a prioritisation or efficiency saving. Any staffing reductions will be achieved through the council's organisational change procedure. Information on further consultation, reporting or delegation to officers and potential impact on service performance and quality is also provided consistent with the annual revenue budget report. Links to the consultation help demonstrate how options have been developed following the consultation.

The council's budget model, as summarised in section D.3 of this report, provides indexation for budgets on the basis of the anticipated net budget after application of saving options. Should West Lothian Council not agree to implement the budget saving options identified by officers, the budget gap will further increase as the council will have to provide additional budget to cover increased indexation.

In summary, the budget saving options relevant to the Corporate Policy and Resources PDSP by service area for the three years 2023/24 to 2025/26 are as follows:

Corporate Services

Phase 2 Ref	Phase 2 Proposal	Ref	Saving Option	2023/24 £'000	2024/25 £'000	2025/26 £'000	Total 3 Years £'000
1C	Digital transformation	C1a	Scottish Wide Area Network (SWAN) contract saving	75	0	0	75
1C	Digital	C1b	Change to lone worker	0	6	0	6

	transformation		device solution				
1C	Digital transformation	C1c	Streamlining & digitising corporate processes	0	50	50	100
1C	Digital transformation	C1d	Multifunctional device savings & reduction in print volumes	90	5	5	100
1A	Service redesign, integration & modernisation	C2a	HR Services workforce management	96	0	0	96
1A	Service redesign, integration & modernisation	C2b	Corporate Health & Safety Team workforce management	26	0	0	26
1B	Review of management arrangements	C2c	Members Services Support Team revised arrangements	47	0	0	47
1A	Service redesign, integration & modernisation	C2d	IT Services workforce management	66	56	0	122
1A	Service redesign, integration & modernisation	C2e	Legal Services workforce management	0	0	70	70
1A	Service redesign, integration & modernisation	C2f	Reduction in print costs for Bulletin	5	0	0	5
1B	Review of management arrangements	C2g	Corporate Procurement Unit workforce management	0	0	110	110
1A	Service redesign, integration & modernisation	C2h	Corporate Services non-filling of staffing vacancies	0	63	63	126
Total				405	180	298	883

Housing, Customer & Building Services

Phase 2 Ref	Phase 2 Proposal	Ref	Measure	2023/24 £'000	2024/25 £'000	2025/26 £'000	Total 3 Years £'000
1C	Digital transformation	H1a	Customer Information Service & cash office review	0	24	0	24
1C	Digital transformation	H1b	Further automation of customer contact centre	25	25	67	117
1A	Service redesign, integration & modernisation	H2b	Customer & communities workforce management	120	0	0	120
3A	Empowering communities & reducing number of facilities	H3a	Rationalised community centre portfolio	0	0	150	150
3A	Empowering communities & reducing number of facilities	H4a	Rationalise the number of library facilities by only retaining libraries in partnership centres	0	121	0	121
Total				145	170	217	532

Chief Executive/Finance & Property Services

Phase 2 Ref	Phase 2 Proposal	Ref	Measure	2023/24 £'000	2024/25 £'000	2025/26 £'000	Total 3 Years £'000
1C	Digital transformation	F1a	Automation & digital transformation in Purchase to Pay	0	30	0	30
1J	Technical financial savings	F2a	Alignment of housing benefit budget to match costs	250	0	0	250
1J	Technical financial savings	F2b	Council tax aged debt income maximisation	300	0	0	300
1J	Technical financial savings	F2c	Increase council tax collection rates from 97.75% to 98%	248	13	13	274
1J	Technical financial savings	F2d	Alignment of Lothian Valuation Joint Board budget to match costs	66	0	0	66
1J	Technical financial savings	F2e	Alignment of pension budget to match costs	150	0	0	150
1A	Service redesign, integration & modernisation	F3a	Bring housing benefit award accuracy in house	25	0	0	25
1A	Service redesign, integration & modernisation	F3b	Financial Management Unit supplies & services & income generation	62	76	7	145
1A	Service redesign, integration & modernisation	F3c	Revenues Unit workforce management & supplies & services	63	54	0	117
1A	Service redesign, integration & modernisation	F3d	Anti-Poverty Service workforce management & supplies & services	0	0	221	221
1A	Service redesign, integration & modernisation	F3e	Property Services workforce management & supplies & services	31	50	0	81
4G	Reducing carbon emissions & improving efficiency	F4a	Implementation of Non-domestic energy efficiency framework (NDEEF) phase 3 works	50	100	0	150
4G	Reducing carbon emissions & improving efficiency	F4b	Installation of rooftop photo voltaic (PV) panels	30	30	0	60
4G	Reducing carbon emissions & improving efficiency	F4c	Minor thermal efficiency works	20	0	0	20
4G	Reducing carbon emissions & improving efficiency	F4d	Water efficiency measures	0	15	0	15
4G	Reducing carbon emissions & improving efficiency	F4e	Energy mitigation measures (heating guidance, renewables & swimming pools)	445	575	0	1,020

Phase 2 Ref	Phase 2 Proposal	Ref	Measure	2023/24 £'000	2024/25 £'000	2025/26 £'000	Total 3 Years £'000
5	Reviewing income, concessions & contributions	F5a	Lease Civic Centre café to a commercial operator, social enterprise or franchisee	0	25	0	25
5	Reviewing income, concessions & contributions	F5b	Tenanted Non Residential Property (TNRP) rent & service charges	91	57	37	185
5	Reviewing income, concessions & contributions	F5c	Administration fee for works on Tenanted Non Residential Property (TNRP) properties	5	0	0	5
4F	Efficiencies from improved use & management of council properties	F6a	Rationalisation of administrative offices	55	167	0	222
3A	Empowering communities & reducing number of facilities	F6b	Property budget savings following an IJB review of respite care services and the property estate	0	0	31	31
4F	Efficiencies from improved use & management of council properties	F6c	Revised frequency of electrical testing in accordance with statutory requirements	7	0	0	7
4F	Efficiencies from improved use & management of council properties	F6d	Changes to security provision at Civic Centre	50	0	0	50
3A	Empowering communities & reducing number of facilities	F7a	Property budget savings following consolidation of the library portfolio due to changes in service delivery models (H4a)	0	0	20	20
3A	Empowering communities & reducing number of facilities	F7c	Property budget savings following consolidation of sports pavilion portfolio	0	66	0	66
Total				1,948	1,258	329	3,535

Equality relevance assessments (ERAs) have been completed for all saving options in line with the council's established approach to equality. Where it has been assessed that a measure is relevant to equality, human rights and/or socioeconomic disadvantage, a full integrated impact assessment (IIA) has been completed. All ERAs and IIAs for options being considered by this PDSP are included in Appendix 5. Equality assessments enable the council to identify impacts and to consider and develop mitigation measures. They are intended to inform the decision making process by making all relevant information available to members. They are not intended to prevent decisions being taken and implemented.

At this stage the estimated budget gap over the five years 2023/24 to 2027/28 is £47.6 million and there are total officer savings options across all PDSPs of £47.5 million, leaving a small outstanding budget gap. As agreed by Council Executive on 6 December 2022, officers will develop additional savings to address any remaining gaps.

Ensuring the council has a sustainable financial plan over the medium and longer term will be an ongoing process, with the council using one-off resources in the first years of the new five year programme to provide time to identify and implement recurring budget saving options. This is a departure from the council's previous approach to financial planning but is a necessity due to the financial crisis facing local government. Following approval of the new five year revenue financial plan 2023/24 to 2027/28 officers will identify further savings options in early 2023 for incorporation into Phase 3 of the public consultation, which will cover further savings options for 2024/25 to 2027/28.

E. CONCLUSION

This report provides the Corporate Policy and Resources PDSP with information on potential saving options in council services included within the remit of the PDSP to enable further scrutiny and consideration before the new five year revenue financial plan 2023/24 to 2027/28 is presented to Council for approval.

F. BACKGROUND REFERENCES

Review of Elected Member Involvement in Financial Planning – Report by Head of Finance and Property Services to Council Executive on 12 June 2018

Future Budget Strategy 2023/24 to 2027/28 – Financial Context and Proposed Approach – Report by Head of Finance and Property Services to Council Executive on 26 October 2021

Revenue Budget 2022/23 – Report by Head of Finance and Property Services to West Lothian Council on 15 February 2022

Scottish Spending Review 2022 and Future Budget Strategy 2023/24 to 2027/28 Update – Report by Head of Finance and Property Services to Council Executive on 21 June 2022

Public Consultation Approach 2022 – Report by Depute Chief Executive to Council Executive on 21 June 2022

WL2028 Your Council Your Say – Public Consultation – Report by Depute Chief Executive to Council Executive on 4 October 2022

Autumn Statement and Scottish Budget Announcements 2022 – Report by Head of Finance and Property Services to Council Executive on 6 December 2022

WL2028 Your Council Your Say – Public Consultation – Report by Depute Chief Executive to Council Executive on 20 December 2022

Scottish Budget and Local Government Finance Settlement 2023/24 – Report by Head of Finance and Property Services to Council Executive on 17 January 2023

Appendices/Attachments:

Appendix 1 – Summary of WL2028 Your Council, Your Say Consultation Responses for Corporate Policy and Resources PDSP

Appendix 2 – Phase 2 Consultation Response – Comment Categorisation on measures within the remit of the Panel

Appendix 3 – WL2028 Your Council, Your Say – Phase 2 Consultation Document

Appendix 4 – Potential Budget Saving Options for services within the remit of the Panel

Appendix 5 – Equality Relevance Assessments (ERAs) and Integrated Impact Assessments (IIAs)

Contact Persons: Lesley Henderson, Interim Head of Corporate Services
Email: lesley.henderson@westlothian.gov.uk

Julie Whitelaw, Interim Head of Housing, Customer and Building Services
Email: julie.whitelaw@westlothian.gov.uk

Donald Forrest, Head of Finance and Property Services
Email: donald.forrest@westlothian.gov.uk

Lynda Ferguson, Group Accountant
Email: lynda.ferguson@westlothian.gov.uk

Rebecca Kelly, Performance and Improvement Manager
Email: rebecca.kelly@westlothian.gov.uk

Graham Hope
Chief Executive
26 January 2023

Summary of WL2028 Your Council, Your Say Consultation Responses for Corporate Policy and Resources PDSP

Phase 2 Ref	Phase 2 Proposal	Number of Comments	Percentage of Total Comments	Summary of Comments
1A	Service redesign, integration & modernisation	1,336	6.16%	<p>Support for the modernisation of council functions/services and taking advantage of technology and systems to achieve efficiencies.</p> <p>Support for the consolidation of council services and a review of the structure.</p> <p>Concern about the impact upon staff of reductions on frontline council employees and that it might result in poorer quality services for customers and declining performance.</p> <p>Suggestions that the hybrid working pilot should offer opportunities for the council to reduce the property portfolio and associated costs and that it would also support increased levels of staff productivity/efficiency.</p>
1B	Review of management arrangements/management efficiencies	1,003	4.62%	<p>Support for a reduction/consolidation of the management structure in the council to achieve efficiencies and suggestions that it should be the first step of the redesign of services (proposal 1a).</p> <p>Support for a flatter structure that promotes quicker decision making and that it needs to be complemented by a review of internal business processes to reduce the level of administration required of managers.</p> <p>Suggested that the council should utilise voluntary severance and early retirement to achieve management savings in the first instance.</p> <p>Concern that the burden on remaining managers and other staff will increase with any reduction in the current management tiers.</p>

Phase 2 Ref	Phase 2 Proposal	Number of Comments	Percentage of Total Comments	Summary of Comments
1C	Digital transformation	1,208	5.57%	<p>There is support for digital services and processes though it was suggested that the council needs to increase investment in the right technologies and systems and developing staff knowledge and skills in order to optimise efficiencies in this area.</p> <p>Concern that some older and vulnerable people and those from households with lower incomes may be disadvantaged or excluded by digital council services and a view that in-person and telephone contact needs to be maintained.</p> <p>It was suggested by some respondents that digital or automated services have limitations and there must be escalation points that allow customers to speak with a “person”.</p> <p>Some respondents feel that the council website needs improvement to support greater digitalisation and improved access to services and information.</p>
1E	Realignment of free provision in schools to match Scottish Government commitments and funding, and maintain school clothing grants at current levels	1,352	6.23%	<p>The Cost of Living Crisis was highlighted as an issue that will result in an increased number of families needing greater food and financial support and that the changes outlined in this proposal are inconsistent with the current economic climate and the challenges facing a greater number of households across West Lothian.</p> <p>Some respondents are opposed to any reduction in services that impact children/young people.</p> <p>Some respondents feel that the provision of free school meals and clothing grants is not targeted enough and needs to be re-considered to ensure that those who need it most benefit from these schemes.</p> <p>Some concern that the proposed changes to instrumental music provision would put children from lower income families at a disadvantage.</p> <p>It was suggested that the breakfast clubs were a vital support to working parents and carers and, when making changes to this provision, the council should consider how it supports employability.</p>

Phase 2 Ref	Phase 2 Proposal	Number of Comments	Percentage of Total Comments	Summary of Comments
1J	Technical financial savings	578	2.66%	<p>Some respondents support any steps to streamline processes and increase efficiency through technology.</p> <p>Support for efficiencies within administration and management before reducing frontline services for customers.</p> <p>It was suggested that helping people with benefit enquires/processes is a very important part of council duties and good quality support to low income families need to remain, particularly due to the current economic circumstances.</p> <p>Some respondents support the proposals as they feel that there are opportunities to review some housing, benefits and other financial support processes and make them easier for customers to access/apply.</p> <p>Some respondents suggest that the council should review the procurement arrangements for services/schools and some other financial processes in order to achieve efficiencies.</p>
1L	General balance of savings to be identified	1,118	5.15%	<p>General concern about the prospect of staff reduction in terms of its impact upon the individual employee affected, the cumulative impact on the local economy and the sustainability of council services following the reductions.</p> <p>There is frustration from some respondents at what is perceived to be persistent and unrelenting funding cuts to the council budget and the long-term impact this has had on council services.</p> <p>Some respondents believe that the core/statutory service provision should be exempted from the budget savings or at least, implemented only after other savings have been made.</p> <p>Some respondents feel that there are opportunities for more efficient procurement of goods and services in the council.</p>

Phase 2 Ref	Phase 2 Proposal	Number of Comments	Percentage of Total Comments	Summary of Comments
3A	Empowering communities and reducing the number of council facilities	738	3.40%	<p>Support from many respondents to sell or asset transfer assets, especially those that are under-utilised or those that are prohibitively costly to maintain or repair.</p> <p>Some concern about the capacity of local groups and communities to manage these assets and that they council will need to provide some level of advice and/or support to ensure that communities are not disadvantaged.</p> <p>Suggested that groups need greater support from the council to undertake asset transfer and obtain alternative funding to maintain their asset.</p> <p>It was highlighted that this proposal may disproportionately negatively impact upon smaller and/or more isolated towns or villages in West Lothian, especially those that rely on community facilities as a hub for services, socialising and leisure activities.</p>
4F	Efficiencies from improved use & management of council properties	470	2.17%	<p>There is a good level of support for this proposal with many respondents feeling it is a sensible step.</p> <p>Some respondents feel that there have been insufficient repairs and works in specific council buildings and that this an area for improvement.</p> <p>Some respondents encourage the council to take a more pro-active approach to maintenance of buildings.</p>
4G	Reducing carbon emissions & improving efficiency	568	2.62%	<p>Some respondents feel that there are opportunities to increase council progress in respect to reducing carbon emissions and a faster and wider introduction of renewable technologies and insulation across the estate.</p> <p>It is suggested by some respondents that some council buildings could use less heating and lighting and feel that there is some inefficiency in this area.</p> <p>Some respondents feel that the hybrid/flexible home working model should be extended to increase energy efficiency savings and reduce other council building costs.</p>

Phase 2 Ref	Phase 2 Proposal	Number of Comments	Percentage of Total Comments	Summary of Comments
5	Reviewing income, concessions and other contributions	1,055	4.86%	<p>The review of fees and charges for services was encouraged by some respondents but the council is encouraged to consider the economic conditions when setting charges and income targets.</p> <p>Some respondents agree with the review of commercial rents but feel that the levels should not become unaffordable for businesses.</p> <p>Some respondents feel that the council could increase contributions from developers to benefit the wider community.</p>
6	Council Tax	1,175	5.42%	<p>Some respondents support an increase to Council Tax above 3.5% across the board in order to protect the delivery of local services.</p> <p>Some respondents support a greater increase to Council Tax for those in higher bands, with those in lower bands receiving a more modest increase.</p> <p>Some respondents do not support any increase to Council Tax due to the proposed reduction in service delivery and/or the impact of the Cost of Living crisis on households.</p> <p>Some respondents feel that an increase in Council Tax above 3.5% will not be affordable for some households.</p> <p>Some respondents support an increase to Council Tax above 3.5% if that funding is directed to Education and Social Care.</p> <p>Some respondents feel that the Council Tax and bandings are no longer fit for purpose and should be replaced (this is the responsibility of the Scottish Government).</p>
	Total	10,601	48.88%	

Appendix 2**Phase 2 Consultation Response – Comment Summary on measures within the remit of the Panel**

Phase 2 Proposal	1. The respondent advised that they agree with the proposal	2. The respondent advised that they either did not agree or did not believe the council should consider the proposal	3. The respondent advised that they had no comment to make, or posed a question of the measure	4. The council is already doing this	5a. It is proposed that this suggestion is not taken forward because the council is required by law to deliver this work	5b. It is proposed that this suggestion is not taken forward because it is likely that the costs of this proposal would outweigh the benefit, or requires additional expenditure	5c. It is proposed that this suggestion is not taken forward because it is not consistent with the council's values and priorities	5d. It is proposed that this suggestion is not taken forward because it has been previously considered and will not be progressed	6. The respondent suggested an improvement. Officers will consider how this could be developed	7. The respondent's comment was either not relevant to the question, inappropriate and/or contained personal and sensitive information	8. This suggestion is out with the responsibility of West Lothian Council. Where relevant, we will forward these comments to our partner organisation	9. The respondent made a comment on the survey question	Total
1A Service redesign, integration & modernisation	551	318	168	81	5	3	3	-	87	19	7	94	1,336
1B Review of management arrangements/ management efficiencies	591	76	119	48	1	8	5	-	44	8	9	94	1,003
1C Digital transformation	680	334	72	14	-	5	1	-	61	24	1	16	1,208
1E Realignment of free provision in schools to match Scottish Government commitments and funding, and maintain school clothing grants at current levels	350	248	138	324	89	22	20	4	38	19	53	47	1,352
1J Technical financial savings	260	24	143	39	9	1	2	-	16	25	29	30	578

Phase 2 Proposal	1. The respondent advised that they agree with the proposal	2. The respondent advised that they either did not agree or did not believe the council should consider the proposal	3. The respondent advised that they had no comment to make, or posed a question of the measure	4. The council is already doing this	5a. It is proposed that this suggestion is not taken forward because the council is required by law to deliver this work	5b. It is proposed that this suggestion is not taken forward because it is likely that the costs of this proposal would outweigh the benefit, or requires additional expenditure	5c. It is proposed that this suggestion is not taken forward because it is not consistent with the council's values and priorities	5d. It is proposed that this suggestion is not taken forward because it has been previously considered and will not be progressed	6. The respondent suggested an improvement. Officers will consider how this could be developed	7. The respondent's comment was either not relevant to the question, inappropriate and/or contained personal and sensitive information	8. This suggestion is out with the responsibility of West Lothian Council. Where relevant, we will forward these comments to our partner organisation	9. The respondent made a comment on the survey question	Total
1L General balance of savings to be identified	238	185	272	177	35	12	19	2	64	50	32	32	1,118
3A Empowering communities and reducing the number of council facilities	346	142	78	45	3	6	2	-	44	16	9	47	738
4F Efficiencies from improved use & management of council properties	244	32	99	35	2	9	3	2	13	12	1	18	470
4G Reducing carbon emissions & improving efficiency	345	14	64	34	2	4	11	1	54	9	13	17	568
5 Reviewing income, concessions & other contributions	311	466	73	46	10	11	8	3	38	14	28	47	1,055
6 Your Say on Council Tax	589	264	45	59	15	6	4	1	13	8	113	58	1,175
Total	4,505	2,103	1,271	902	171	87	78	13	472	204	295	500	10,601

Appendix 3

WL2028 Your Council, Your Say – Phase 2 Consultation Document



Your Council Your Say

2028

A message from the Chief Executive

The council is committed to meeting the needs of local people and high performance across all areas of service delivery.

Like other local authorities in Scotland, West Lothian Council faces constrained funding and substantial cost increases in the next five years.

This means that the council, along with the West Lothian community, will have to make difficult decisions about local services. Reductions in local government public spending have impacted council services for over 15 years and the council has made over £150 million worth of savings since 2007/08.

We also understand that local people and businesses are also experiencing difficulties from the Cost of Living increases and the next five years are also expected to be extremely challenging for the council as it will also face many of the same pressures from the Costing of Living crisis.

In preparation for the challenges ahead, we want to work with you – our community and partners – in shaping the future of council services in West Lothian. This consultation is the second in a series of planned engagements.

Your feedback will be used to help us become more sustainable, address the funding gap and meet the challenges ahead.

Phase 1 of the Council's consultation approach commenced in June 2022.

Following further developments in the Cost of Living crisis and related cost pressures on energy costs the budget gap has increased to £47.1million over the five-year period 2023/24 to 2027/28, with a budget gap of £36.5million over the three-year period 2023/24 to 2025/26.

The consultation on the officer savings proposals will only take around 5-10 minutes to complete but it is vital that you take the time to tell us what your views are on the officer budget proposals contained within this document; and what your views are on Council tax, which is used to help fund local services.

Your views are important and I would encourage every person who lives and/or works in West Lothian, local organisations and business to get involved

Graham Hope,
Chief Executive



Consultation Roadmap to 2028

The council is undertaking a three-stage consultation with the people, business and customers of West Lothian in order to form the Council's Priorities and Budget Strategy for 2023/24 to 2027/28, and also consult on the future direction of the Council.

PHASE 1 | CONSULTATION - COMPLETE

PHASE 2 | CONSULTATION

Autumn 2022 Budget savings 2023/24 to 2025/26

BUDGET SETTING

5-year financial plan 2023/24 to 2027/28
3-year detailed revenue budget 2023/24 to 2025/26
Agreement on taxation levels for 2023/24 to 2027/28

PHASE 3 | CONSULTATION

Summer 2023 - Budget savings 2026/27 to 2027/28

Phase 2 | Our Budget

Local voices matter and, in the second phase of our consultation, we want you to help us:

1

Consider the officer proposals that are set out in the consultation to address the funding gap of £47.1 million



2

Provide feedback on the proposals



3

Suggest any other ways that we may help to reduce council expenditure and/or changes to council services to make them more efficient



4

Have your say on Council Tax in West Lothian



How to take part in the survey:



Online
Respondents are encouraged to complete the form online by going to www.westlothian.gov.uk/WL2028 or by scanning the QR code with your mobile device.

Paper copy

You can complete this form, Please read the proposals from pages 10 to 12 and share your views on pages 13 and 14. Post your completed form to:
West Lothian Council
Freepost BULLETIN SURVEY
Livingston
EH54 6FF

Hand survey in

Alternatively hand your completed survey into any partnership centre or Customer Information services (CIS) office.

Have your say by 20 November. The consultation is now open and closes on 20 November.

It is expected that West Lothian Council will have to make significant savings over the next five years due to insufficient funding and rising costs.

This means that the council, along with the West Lothian community, will have to make difficult decisions about local services.

We are consulting on officer proposals, from the senior leadership team, to save £36.5 million over the next three years – from 2023/24 to 2025/26. The council must balance its budget – something we are legally required to do. Because we have insufficient budget, we are forced to reduce expenditure on local services. We want to ensure that the funding we do have is spent on services that matter most to our communities.



What you need to know

Background

Reductions in local government public spending have impacted council services for over 15 years and the council has made over £150 million worth of savings since 2007

Like other councils in Scotland, West Lothian Council faces further constrained funding and substantial costs over the next five years

The Scottish Government has advised that councils face a cash freeze in funding for 2023/24 to 2025/26. These funding constraints are combined with rising costs

which include growing number of pupils, an increasing number of older people with care needs, higher energy costs and meeting pay awards.

This means that the council, along with the West Lothian community, will have to make difficult decisions about local services.

It's clear that the council need to make changes to the way services are delivered in future

Are we consulting on proposed changes?

Yes, the council is consulting on the future direction of council services

At this stage, council officers have published a number of budget proposals which represent reductions and changes in services. Decisions on what will change will not be made by elected members (councillors) until after the consultation is complete

What might the future look like for local services?

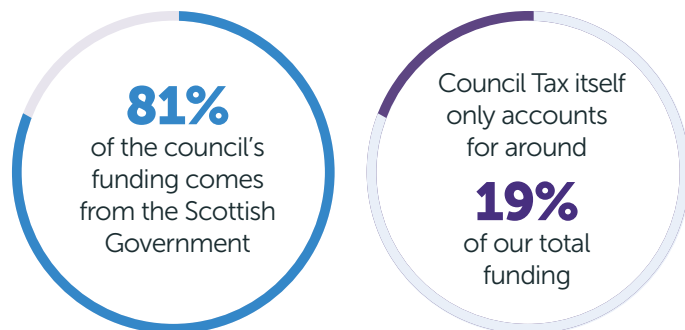
The council has a legal duty to provide certain services and this will continue. The council will also continue to prioritise our resources and ensure we have the right people, partners and assets to deliver positive

outcomes for West Lothian

In future, the council will not deliver all of the services it currently provides – we simply do not have the resources to do so. Some services currently delivered will have to be delivered by partners, communities and other organisations

If all of these officer proposals (pages 10 to 12) are agreed, the council will be able to balance its budget – something we are legally required to do. If some of these proposals are not agreed, other ways to deliver a balance budget via additional savings proposals will have to be identified.

How is the council funded?



In 2022/23 our revenue budget (day to day running costs) amounts to:

£490 million

How do we spend that budget?

£10.5 million on public transport (including school transport) and bus subsidies for privately owned bus providers

£15.8 million on facilities management, including school meals, cleaning council buildings, janitorial staff and street crossing patrol guides



£5.8 million on the council's fleet of vehicles



£29.2 million is spent on social work services for children and families

£36.6 million on services for vulnerable adults



£26.7 million on Early Learning and Childcare



£9.3 million on footpaths, street lighting, roads, winter maintenance, structures and flood prevention



£53.8 million on services for older people

£3.6 million on culture and sports services



£4.2 million on homelessness services and community safety



£19.5 million on support for children with additional needs



£70.5 million on Primary School education

£60.5 million on Secondary School education



£4 million on planning, regeneration, economic development, trading standards and environmental health

£2.9 million on neighbourhood services, including libraries, registration services, community centres, and customer information services



£14.9 million on the council's property portfolio



£6.4 million on country parks/ open spaces, play areas, street cleaning and cemeteries



£13.3 million on waste management & recycling services

Phase 1 | Consultation | Our Future

Local Voices matter and the first stage – Phase 1, aimed to:

- 1 Understand the services that local people want and need in the future
- 2 Identify priorities that will help West Lothian be a better place to live, work, learn and visit
- 3 Identify some principles for change that help us to transform the way that the Council works
- 4 Understand how you think we should address the funding gap.
- 5 Understand how you want the council to engage with communities and customers

A summary of the outcome from the Phase 1 consultation is set out below:

Your Community

? We asked

What are the best parts of living in West Lothian?

≡ You said

- Access to open spaces, parks and green spaces
- Access to shops and services
- The Transport links

What parts of your community need to be improved?

- Better community facilities
- Availability and reliability of public transport
- Access to open spaces

What are the most important issues for your community?

- Access to health care
- Economy and the cost of living
- Crime and community safety

What are the most important issues for you?

- Access to health care
- My mental health and wellbeing
- My physical health

What we will do

- The council will continue to protect and maintain the local environment through a range of council services.
- The council will continue to support the local economy through support for business and employability programmes.
- The council will develop a re-prioritised and demand led Public Transport Strategy (see proposal 4b).
- The council will offer communities the opportunity to access community facilities in partnership with other organisations.
- The council will pass comments about access to health services to our partners NHS Lothian and will continue to work with them to increase the quality and responsiveness of local health services.
- The council will pass comments about crime to our partners in Police Scotland and will continue to work with them to improve community safety in West Lothian

Engaging with the Council

? We asked

What is your preferred way of engaging with the council on the future of council services

≡ You said

- By far the most popular option was through online surveys
- Some support for social media
- Only limited support for in-person public meetings, focus groups and road shows
- Only limited support for paper surveys

What we will do

- The council will continue to engage with people who live and/or work in West Lothian, local organisations and business through a range of methods, forums, and channels.

Council Commitments and Priorities

? We asked

Connect, Empower and Deliver as commitments for the Council?

≡ You said

- These are good commitments
- The council must put them into action
- The council must demonstrate achievement

What we will do

- The council will put these commitments into action, including; re-developing the council values, appraisal process and performance management system to ensure they are embedded in the delivery of our services and actions of all of our staff.
- Opportunities to connect and empower the community and our staff will also be advanced, such as under proposals 1a, 1c, and 3a.

? We asked

Are the Eight Priorities for West Lothian still the right ones?

≡ You said

- Yes, they still matter
- Consider adding Housing & Homelessness
- The council must demonstrate achievement in the priorities

What we will do

- The council will realign our priorities using feedback from the community. This will be used as the basis for our Corporate Plan for the period 2023 to 2028 and will guide our decision making and resource prioritisation in the years ahead.
- The council will ensure that measurable progress and achievement in each of the priorities is reported to the community on a regular scheduled basis.

Reducing Council Costs

? We asked

To reduce costs, the council should?

≡ You said

- Sell some Council properties and assets
- Close some buildings that have low usage
- Empower local groups and communities to deliver some services

What we will do

- The council will continue to modernise and rationalise all properties across the estate.
- As the number of buildings required to deliver council services reduces, community groups will have the opportunity to request ownership of properties through the provisions of the Community Empowerment (Scotland) Act 2015, see proposal 3a.

? We asked

The approach to Digital Council service provision should be?

≡ You said

- Continue to invest in the council website
- Increase the number of services that are accessible online via the council website
- Continue to provide telephone and face-to-face access to services for those who do not or cannot access digital services

What we will do

- The council will pursue opportunities to digitalise processes where there is a clear benefit to customers/efficiency, see proposals 1a and 1c.
- The council is committed to the partnership model that increases access and connectivity of council services for the public. We will also continue to provide a comprehensive customer service that is demand-responsive and preserves face-to-face and telephone contact as well as digital contacts.

1 Modernising the council

Measures totalling £21.3 million over the next three years have been identified, which would make the council more agile and cost effective. There are opportunities – due to new technologies, planned service changes and new ways of working – to increase the efficiency of council operations. This will mean changes and/or reductions to some of the services that we deliver and the council will also make changes to structures, resourcing and management arrangements in some services in order to achieve efficiencies.



1A Service Redesign, Integration and Modernisation

Estimated saving: £1.2 million

The internal business and financial support functions that are provided to council services to support statutory (legal) requirements would change through redesign, integration and greater use of technology to increase efficiency and effectiveness. This would include consolidating services, reducing staff numbers and the number of systems we use within the internal business and financial support functions that are provided to council services. There will be an impact on customers but we will seek to minimise the impact through redesigning services, integration of teams and further use of technology. The council will also review a small number of externally contracted services, with a view to achieving cost reductions.

1B Review of Management arrangements / Management efficiencies

Estimated saving: £500,000

Some management arrangements will be reviewed in conjunction with changes to services and resource re-alignment, where it is appropriate. The council will ensure that the management structure continues to support effective delivery of council services and statutory duties, whilst also seeking to make council governance and decision-making more efficient.

1C Digital Transformation

Estimated saving: £502,000

The council must continue to match provision with the way that customers access services, which increasingly requires investment in digital solutions to meet demand. The council will adopt technologies that will deliver automated processes and a reduction in staff costs and will also deliver multi-media customer services that will increase customer choice and accessibility. This would allow the council to continue to provide support whilst delivering a more efficient service at low cost.

1D Allocation of School Resources

Estimated saving: £5 million

It is proposed that the model for determining devolved school resources is revised further to identify opportunities for more efficient service delivery. This may include utilising resources provided to deliver additional support in schools for core staffing requirements, greater use of technology to deliver the curriculum, and changes to administrative and pupil support staffing arrangements.

The council proposes that changes made in the allocation of resources to schools, through a revised Devolved School Management funding model and through a review of provision by third party providers, will enable the council to continue service provision.

1E Realignment of free provision in schools to match Scottish Government commitments and funding, and maintain school clothing grants at current levels

Estimated saving: £890,000

The council would propose to align free school meal, breakfast club and instrumental music provision with Scottish Government funding levels. The council would continue to deliver these vital services for our children and young people. The council would also maintain school clothing grants, which are above the amounts paid by many councils, at existing levels.

1F Restructuring the School Day

Estimated saving: £2.4 million

West Lothian has developed an agile learning culture and approach and delivered improved school attainment results and improved learning experiences for pupils. Teacher contact time is currently 22.5 hours per week and there is an opportunity to re-align the primary school day to match this time. This could provide continuity for children and offer the opportunity to provide alternative learning experiences for the remainder of the time. This would result in teacher/pupil contact time being reduced but with no change to the length of the overall school day. This proposal would also lead to a review of the secondary school week by reducing the school week by 50mins, but again with no change to the start time and end time of the school day, and would bring the secondary school week in line with other local authorities.

1G Care for Children

Estimated saving: £1.2 million

The proposal includes a review of all children's services to achieve further efficiency by redesigning and aligning teams more closely to deliver more streamlined teams and reduced staffing. The service will maintain its focus on supporting children most at risk and providing earlier intervention services in line with statutory (legal) requirements.

There will also be a strengthening of the range of fostering options available locally to support children stay in West Lothian. This will support good outcomes and prevent children having to leave their home community of West Lothian to be cared for.

This proposal includes developing intensive foster care to support the most traumatised children, investing in

increasing the existing group of fostering families and also increasing the numbers of foster carers able to care for children with a disability.

1H Commissioned Services

Estimated saving: £533,000

This proposal includes a review of all commissioning arrangements with third parties in place for children's services ensuring that they are aligned with the services current priorities and taking account of all new developments and approaches in place. This review will lead to cost reductions and the delivery of commissioned services targeted at the highest areas of priority.

1I Revised facilities management in schools

Estimated saving: £1.1 million

It is proposed that the facilities management service will be reviewed to seek better scheduling of activities and revised cover arrangements and opening hours in schools.

1J Technical Financial Savings

Estimated saving: £1 million

The council has strong financial planning and management arrangements in place and the effectiveness of those arrangements are recognised by our Audit and Regulators. The council intends to make efficiencies in the administration of our financial processes, with resources re-aligned to match the demand for support for customers and changes to processes such as, Universal Credit.

1K Review funding models in partnership with West Lothian Leisure

Estimated saving: £750,000

Reflecting the council's reduced income, the funding provided to West Lothian Leisure will be removed and it will become fully self-funded. The council would continue to engage and support West Lothian Leisure in reviewing its business model and service delivery for communities.

1L General balance of savings to be identified

Estimated saving: £6.2 million

Officer proposals amount to savings of £30.3 million for the three year period 2023/24 to 2025/26 against a budget gap of £36.5 million over this period, resulting in a general balance of savings of £6.2 million that has still to be identified. Given that the majority of the council's budget is staffing costs, it is highly likely that the balance will be met by changes to service delivery and staffing levels across the council's workforce.

2 Modernising Social Care

The **West Lothian Integration Joint Board (IJB)** has responsibility for planning for most of the health and social care services for adults in West Lothian.

The IJB role is to set the strategic direction for functions delegated to it and deliver the priorities set out in its **Strategic Plan** ([insert link](#)). The functions of the IJB include: Primary Care, Adult Social Care, Mental Health Services, Learning Disability Services, Physical Disability Services, Community Health Services, Community Pharmacy Services, Health Improvement, Unscheduled Care for Adults, Housing Support/Aids and Adaptations.

The IJB receives funding allocations from West

Lothian Council and NHS Lothian to enable delivery of local priorities for health and social care for adults. The Board gives directions to the council and health board as to how they must carry out their business to secure delivery of the Strategic Plan.

Over the three-year period, from 2023/24 to 2025/26, it is expected the IJB will have to make substantial savings as funding available will be insufficient to meet the increasing cost of service

delivery. The ongoing financial pressures and the increasing levels of demand mean that the IJB will need to change the way it delivers services. A range of officer proposals totalling £5.45 million over the next three years have been identified for relevant social care services and the IJB will consult with people in West Lothian to seek their views on these proposals and associated changes to service delivery. The IJB's consultation can be accessed **INSERT LINK**.

3 Community Empowerment and Partnership

Through community empowerment the council is seeking to support people to working together with others in their community to increase control over their lives and the services they use. Measures totalling £3.8 million over the next three years have been identified which would enable the council to deliver more effective, flexible and affordable services.

3A Empowering communities and reducing the number of council facilities

Estimated saving: £1.1 million

Over the years the council has significantly reduced the number and cost of buildings and the council will continue to modernise and rationalise all properties across the estate.

As the number of buildings required to deliver council services reduces, community groups have the opportunity to request ownership of community centres and other council properties through the provisions of the Community Empowerment (Scotland) Act 2015. As the council has moved to the partnership model, there is an opportunity to consolidate the number of

community centres and village halls. It is therefore proposed to rationalise the provision of council facilities and community centres across West Lothian and support community access through council or partner facilities within each community.

3B Redesign of Early Learning and Childcare

Estimated saving: £2.3 million

The council will make sure that all resources available for early learning and childcare are fully utilised to support high quality service delivery. The council will realign provision and staffing in nurseries to match parental choice for nursery placements, and deliver an option for parents/carers to purchase additional hours of early learning and childcare in council settings.

3C Service Re-structure of Youth Services

Estimated saving: £500,000

A review of youth services has shown that the service makes its greatest impact through More Choices, More Chances (MCMC) – a programme that aims to reduce the number of young people not in education, employment or training.

The focus will be on MCMC, with other initiatives and work supported through closer working between schools and community learning partners.

Scan to Complete the survey online



4 Environment, Climate Change and reducing energy use

Measures totalling £4.8 million over the next three years have been identified that would change the services we provide to improve the local environment and infrastructure, and ensure that the council continues to have efficient and effectively managed assets to support service delivery. This will include new standards and delivery models that will ensure we continue to protect the built and natural environment in West Lothian more effectively.

4A Revised Service Standards and Delivery Models – Waste Services *Estimated saving: £336,000*

There is a requirement to review service provision at the Community Recycling Centres to make sure that the service is delivered in an effective and efficient way whilst meeting council priorities.

4B Reprioritised Passenger Transport Strategy *Estimated saving: £2.2 million*

The council currently subsidises around 20% of bus routes as well as providing a number of other services, such as school transport and concessionary transport schemes.

Many of the subsidised services are underutilised, and a public transport review is proposed to focus on connecting communities and businesses in a way that is affordable and effective. This will include ceasing some services and exploring alternative transport models. An updated transport strategy would focus on use of concessionary bus, Handicabs and Dial-a-Ride schemes, and removal of all subsidies for bus routes that are not commercially viable. The council would also propose to remove concessionary rail schemes with are in additional to existing national schemes.

4C Reprioritised School Transport Strategy *Estimated saving: £1.4 million*

The council currently provides school transport to pupils who live less than the statutory (legal) distance of 2 miles for Primary School pupils and 3 miles for Secondary School pupils. An updated school transport strategy would apply the statutory (legal) minimum limits for school transport and the use of the Young Persons national entitlement scheme for free travel on commercial bus routes.

4C Revised Country Parks Service *Estimated saving: £95,000*

It is proposed that animal attraction at Beecraigs Country Park is closed, with the animals being relocated to alternative animal attraction venue(s) out with council operations. This attraction currently operates at a net loss and closure is expected to have minimal impact on future visitor numbers.

4D Revised Service Standards and Delivery Models – Roads and Transport *Estimated saving: £246,000*

There is a requirement to review service provision and standards to make sure that the service is delivered in an effective and efficient way whilst meeting council priorities. Service delivery, including winter

maintenance, will be changed to focus on statutory (legal) requirements with an updated approach to asset management. This will mean some services, such as festive lighting, will no longer be provided by the council.

4E Efficiencies from improved use and management of council properties *Estimated saving: £279,000*

The council has a ten-year programme for investing in its assets to support service delivery. This approach reduces the need for reactive maintenance work, improving how the council invests in property assets.

4F Reducing carbon emissions and improving efficiency *Estimated saving: £245,000*

Following the success of previous energy efficiency initiatives, the council will continue to reduce energy consumption and related costs through new energy efficiency and renewable energy projects. processes, with resources re-aligned to match the demand for support for customers and changes to processes such as, Universal Credit.

5 Reviewing income, concessions and other contributions

The council has one of the lowest levels of income through sales, fees and charges per head of population in Scotland. The council established an approach to income and concessions in 2015 where all discretionary charges are benchmarked with Scottish averages or other local providers. Measures totalling £1.1 million over the next three years have been identified, which would raise additional income.

It is proposed that all opportunities for discretionary charging will be reviewed and benchmarked in addition to a standard indexation increase being applied in line with existing practice.

Areas where the council could investigate opportunities for additional sources of income include:

- Introduction of charges for household garden waste collections
- Review of fees for planning advisory services and to maximise developer contributions
- Lease facilities to a commercial operator, social enterprise or franchise
- Review of rents and fees for the council's commercial properties



Scan to Complete
the survey online

Following analysis of the feedback received, the results of the Phase 2 consultation will be reported to a meeting of the Council Executive Committee on 20 December 2022, and thereafter a series of special Policy Development and Scrutiny Panels will take place in January 2023. This will provide a platform for elected members and community organisation representatives to discuss the findings of the consultation and put questions to council officers relating to the consultation.

Thank you for taking the time to complete this consultation document.



Respondents are encouraged to complete the form online by going to **www.westlothian.gov.uk/WL2028** or by scanning the QR code with your mobile device.

You can complete this form, Please read the proposals from pages 10 to 12 and share your views on pages 13 and 14. Post your completed form to:

Alternatively hand your completed survey into any partnership centre or Customer Information services (CIS) office.

Provide your comments here (please include the budget measure reference, for example: 1a)

Potential Budget Saving Options for services within the remit of the Panel.**Consultation Questions Key:**

Ref	Consultation Question
1A	Service Redesign, Integration and Modernisation
1B	Review of Management Arrangements/Management Efficiencies
1C	Digital Transformation
1E	Realignment of Free Provision in Schools to Match Scottish Government Commitments and Funding, and Maintain School Clothing Grants at Current Levels
1J	Technical Financial Savings
3A	Empowering Communities and Reducing the Number of Council Facilities
4F	Efficiencies from Improved Use and Management of Council Properties
4G	Reducing Carbon Emissions and Improving Efficiency
5	Reviewing Income, Concessions and Other Contributions

Corporate Services – Digital Transformation

Saving Ref	Consultation Ref	Measure	2023/24 £'000	2024/25 £'000	2025/26 £'000	Total £'000	Years 4 & 5 £'000	Estimated Staffing Reduction (FTE)	Prioritisation/ Efficiency	Full IIA?	Further Consultation/ Reporting or Delegation to Officers ¹	Impact on Service Performance and Quality
C1a	1C	Scottish Wide Area Network (SWAN) contract saving	75	0	0	75	75	0.0	Prioritisation	No	Officers to deliver as operational measure.	No adverse impact on performance anticipated with the quality of service maintained.
C1b	1C	Change to lone worker device solution	0	6	0	6	0	0.0	Efficiency	No	Officers to deliver as operational measure.	No adverse impact on performance anticipated with the quality of service maintained.
C1c	1C	Streamlining & digitising corporate processes	0	50	50	100	0	2.0	Efficiency	No	Officers to deliver as operational measure.	No adverse impact on performance anticipated with the quality of service maintained.

¹ Further Consultation/Reporting or Delegation is subject to the measure being approved by Council at the budget setting meeting.

Saving Ref	Consultation Ref	Measure	2023/24 £'000	2024/25 £'000	2025/26 £'000	Total £'000	Years 4 & 5 £'000	Estimated Staffing Reduction (FTE)	Prioritisation/ Efficiency	Full IIA?	Further Consultation/ Reporting or Delegation to Officers ¹	Impact on Service Performance and Quality
C1d	1C	Multifunctional device (MFD) savings & reduction in print volumes	90	5	5	100	0	0.0	Efficiency	No	Officers to deliver as operational measure.	No adverse impact on performance anticipated with the quality of service maintained.
Total			165	61	55	281	75	2.0				

Corporate Services – Service Redesign, Integration & Modernisation

Saving Ref	Consultation Ref	Measure	2023/24 £'000	2024/25 £'000	2025/26 £'000	Total £'000	Years 4 & 5 £'000	Estimated Staffing Reduction (FTE)	Prioritisation/ Efficiency	Full IIA?	Further Consultation/ Reporting or Delegation to Officers	Impact on Service Performance and Quality
C2a	1A	HR Services workforce management	96	0	0	96	0	2.0	Efficiency	Yes	Officers to deliver as operational measure, following consultation with staff & trade unions.	Will require review of service level agreements to focus on key tasks. Managers will be required to use more self-service options.
C2b	1A	Corporate Health & Safety Team workforce management	26	0	0	26	0	0.0	Efficiency	Yes	Officers to deliver as operational measure, following consultation with staff & trade unions.	Staffing establishment numbers maintained therefore no adverse impact anticipated.
C2c	1B	Members Services Support Team revised arrangements	47	0	0	47	0	1.0	Efficiency	Yes	Officers to deliver as operational measure, following consultation with staff & trade unions.	No adverse impact on performance anticipated with the quality of service maintained.

Saving Ref	Consultation Ref	Measure	2023/24 £'000	2024/25 £'000	2025/26 £'000	Total £'000	Years 4 & 5 £'000	Estimated Staffing Reduction (FTE)	Prioritisation/ Efficiency	Full IIA?	Further Consultation/ Reporting or Delegation to Officers	Impact on Service Performance and Quality
C2d	1A	IT Services workforce management	66	56	0	122	0	2.5	Efficiency	Yes	Officers to deliver as operational measure, following consultation with staff & trade unions.	Will require review of service level agreements to focus on key tasks. Performance should be maintained however there may be less internal resources for project work. Use of external resources may result in some initial delays.
C2e	1A	Legal Services workforce management	0	0	70	70	48	2.7	Efficiency	No	Officers to deliver as operational measure, following consultation with staff & trade unions.	Will require the review of service level agreements to focus on key tasks. Use of external agents may result in some delays when instructing work and may result in budget pressures for other services.
C2f	1A	Reduction in print costs for Bulletin	5	0	0	5	0	0.0	Prioritisation	No	Officers to deliver as operational measure.	The council will continue to communicate directly with every house and business quarterly although quality will be slightly reduced.
C2g	1A	Corporate Procurement Unit workforce management	0	0	110	110	0	2.0	Efficiency	Yes	Officers to deliver as operational measure, following consultation with staff & trade unions.	Requires review of service level agreements to focus on key tasks. Services will be required to undertake procurement below identified thresholds without support from Corporate Procurement Unit.

Saving Ref	Consultation Ref	Measure	2023/24 £'000	2024/25 £'000	2025/26 £'000	Total £'000	Years 4 & 5 £'000	Estimated Staffing Reduction (FTE)	Prioritisation/ Efficiency	Full IIA?	Further Consultation/ Reporting or Delegation to Officers	Impact on Service Performance and Quality
C2h	1A	Corporate Services non-filling of staffing vacancies	0	63	63	126	128	8.0	Efficiency	No	Officers to deliver as operational measure, following consultation with staff & trade unions.	Will require the review of service level agreements to focus on key tasks and priorities. This may result in further devolution of corporate activity to services.
Total			240	119	243	602	176	18.2				

Housing, Customer & Building Services – Digital Transformation

Saving Ref	Consultation Ref	Measure	2023/24 £'000	2024/25 £'000	2025/26 £'000	Total £'000	Years 4 & 5 £'000	Estimated Staffing Reduction (FTE)	Prioritisation/ Efficiency	Full IIA?	Further Consultation/ Reporting or Delegation to Officers	Impact on Service Performance and Quality
H1a	1C	Customer Information Service (CIS) and cash office review	0	24	0	24	0	2.0	Efficiency	Yes	Officers to deliver as operational measure.	No adverse impact on performance anticipated. Customers able to access cash payments through other local channels (e.g. the post office).
H1b	1C	Further automation of customer contact centre	25	25	67	117	0	0.0	Efficiency	No	Officers to deliver as operational measure.	No adverse impact on performance anticipated with the quality of service maintained.
Total			25	49	67	141	0	2.0				

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

Saving Ref	Consultation Ref	Measure	2023/24 £'000	2024/25 £'000	2025/26 £'000	Total £'000	Years 4 & 5 £'000	Estimated Staffing Reduction (FTE)	Prioritisation/ Efficiency	Full IIA?	Further Consultation/ Reporting or Delegation to Officers	Impact on Service Performance and Quality
H2b	1A	Staffing saving customer and communities	120	0	0	120	0	0.0	Efficiency	Yes	Officers to deliver as operational measure, following consultation with staff & trade unions.	No adverse impact on performance anticipated with the quality of service maintained.
Total			120	0	0	120	0	0.0				

Housing, Customer & Building Services – Empowering Communities & Reducing the Number of Council Facilities

Saving Ref	Consultation Ref	Measure	2023/24 £'000	2024/25 £'000	2025/26 £'000	Total £'000	Years 4 & 5 £'000	Estimated Staffing Reduction (FTE)	Prioritisation/ Efficiency	Full IIA?	Further Consultation/ Reporting or Delegation to Officers	Impact on Service Performance and Quality
H3a	3A	Rationalised community centre portfolio	0	0	150	150	423	17.0	Efficiency	Yes	Consultation with management committees and other stakeholders. Report on proposals to PDSP and Council Executive.	If the community become more involved in supporting facilities, or groups use other council and non-council assets, the impact should be minimal. Will have a positive impact on council carbon emissions.
Total			0	0	150	150	423	17.0				

Housing, Customer & Building Services – Modernised Library & Information Services

Saving Ref	Consultation Ref	Measure	2023/24 £'000	2024/25 £'000	2025/26 £'000	Total £'000	Years 4 & 5 £'000	Estimated Staffing Reduction (FTE)	Prioritisation/ Efficiency	Full IIA?	Further Consultation/ Reporting or Delegation to Officers	Impact on Service Performance and Quality
H4a	3A	Rationalise the number of library facilities by only retaining libraries located in partnership centres	0	121	0	121	0	4.7	Efficiency	Yes	Consultation required with library users. Report on proposals to PDSP and Council Executive.	Revised model will reflect current patterns of usage. The focusing of stock in fewer locations would see increased service provision levels at remaining sites.
Total			0	121	0	121	0	4.7				

Chief Executive/Finance & Property Services – Digital Transformation

Saving Ref	Consultation Ref	Measure	2023/24 £'000	2024/25 £'000	2025/26 £'000	Total £'000	Years 4 & 5 £'000	Estimated Staffing Reduction (FTE)	Prioritisation/ Efficiency	Full IIA?	Further Consultation/ Reporting or Delegation to Officers	Impact on Service Performance and Quality
F1a	1C	Automation & digital transformation in Purchase to Pay	0	30	0	30	0	1.0	Efficiency	Yes	Officers to deliver as operational measure.	Potential impact on the number of invoices paid within 30 days. Automation and streamlining of tasks will help ensure core & statutory timescales continue to be met.
Total			0	30	0	30	0	1.0				

Chief Executive/Finance & Property Services – Technical Financial Savings

Saving Ref	Consultation Ref	Measure	2023/24 £'000	2024/25 £'000	2025/26 £'000	Total £'000	Years 4 & 5 £'000	Estimated Staffing Reduction (FTE)	Prioritisation/ Efficiency	Full IIA?	Further Consultation/ Reporting or Delegation to Officers	Impact on Service Performance and Quality
F2a	1J	Alignment of housing benefit budget to match costs	250	0	0	250	0	0.0	Efficiency	No	Officers to deliver as operational measure.	No impact on service performance and quality.
F2b	1J	Council tax aged debt income maximisation	300	0	0	300	0	0.0	Efficiency	Yes	Officers to deliver as operational measure, with realignment of staffing resources.	No impact on service performance and quality.
F2c	1J	Increase council tax collection rates from 97.75% to 98%	248	13	13	274	26	0.0	Efficiency	Yes	Officers to deliver as operational measure using new power from the Digital Economy Act 2017. Revised rate included in calculations for budget report.	No impact on service performance and quality.
F2d	1J	Alignment of Lothian Valuation Joint Board budget to match costs	66	0	0	66	0	0.0	Efficiency	No	Officers to deliver as operational measure.	No impact on service performance and quality.
F2e	1J	Alignment of pension budget to match costs	150	0	0	150	0	0.0	Efficiency	No	Officers to deliver as operational measure.	No impact on service performance and quality.
Total			1,014	13	13	1,040	26	0.0				

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

Saving Ref	Consultation Ref	Measure	2023/24 £'000	2024/25 £'000	2025/26 £'000	Total £'000	Years 4 & 5 £'000	Estimated Staffing Reduction (FTE)	Prioritisation/ Efficiency	Full IIA?	Further Consultation/ Reporting or Delegation to Officers	Impact on Service Performance and Quality
F3a	1A	Bring housing benefit award accuracy (HBAA) in house	25	0	0	25	0	0.0	Efficiency	No	Officers to deliver as operational measure.	Activity will be incorporated into existing workloads with no anticipated adverse impact on performance or quality.
F3b	1A	Financial Management Unit supplies & services & income generation	62	76	7	145	15	0.0	Efficiency	No	Officers to deliver as operational measure, following consultation with staff & trade unions.	No impact on service performance and quality anticipated.
F3c	1A	Revenues Unit workforce management & supplies & services	63	54	0	117	0	0.5	Efficiency	Yes	Officers to deliver as operational measure, following consultation with staff & trade unions.	No impact on service performance and quality anticipated.
F3d	1A	Anti-Poverty Service workforce management	0	0	221	221	0	6.0	Efficiency	Yes	Officers to deliver as operational measure, following consultation with staff & trade unions.	Reduced resources will require the review of service level agreements to focus on key tasks and priorities.
F3e	1A	Property Services workforce management & supplies & services	31	50	0	81	0	1.0	Efficiency	Yes	Officers to deliver as operational measure, following consultation with staff & trade unions.	There is no adverse impact on property service performance and quality.
Total			181	180	228	589	15	7.5				

Chief Executive/Finance & Property Services – Climate Change

Saving Ref	Consultation Ref	Measure	2023/24 £'000	2024/25 £'000	2025/26 £'000	Total £'000	Years 4 & 5 £'000	Estimated Staffing Reduction (FTE)	Prioritisation/ Efficiency	Full IIA?	Further Consultation/ Reporting or Delegation to Officers	Impact on Service Performance and Quality
F4a	4G	Implementation of Non-domestic energy efficiency framework (NDEEF) phase 3 works	50	100	0	150	0	0.0	Efficiency	No	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.
F4b	4G	Installation of rooftop photo voltaic (PV) panels	30	30	0	60	0	0.0	Efficiency	No	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.
F4c	4G	Minor thermal efficiency works	20	0	0	20	0	0.0	Efficiency	No	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.
F4d	4G	Water efficiency measures	0	15	0	15	0	0.0	Efficiency	No	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.
F4e	4G	Energy mitigation measures (heating guidance, renewables & swimming pools)	445	575	0	1,020	0	0.0	Efficiency	No	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.
Total			545	720	0	1,265	0	0.0				

Chief Executive/Finance & Property Services – Income & Contributions

Saving Ref	Consultation Ref	Measure	2023/24 £'000	2024/25 £'000	2025/26 £'000	Total £'000	Years 4 & 5 £'000	Estimated Staffing Reduction (FTE)	Prioritisation/ Efficiency	Full IIA?	Further Consultation/ Reporting or Delegation to Officers	Impact on Service Performance and Quality
F5a	5	Lease Civic Centre café to a commercial operator, social enterprise or franchisee	0	25	0	25	0	0.0	Prioritisation	Yes	Officers to deliver as operational measure, including consultation with staff.	Delivery of service through commercial operator should have no adverse impact on performance and quality.
F5b	5	Tenanted Non Residential Property (TNRP) rent & service charges	91	57	37	185	74	0.0	Prioritisation & Efficiency	No	Officers to deliver as operational measure.	No impact on service performance and quality, increased charges may have an impact on tenancy levels.
F5c	5	Administration fee for works on Tenanted Non Residential Property (TNRP) properties	5	0	0	5	0	0.0	Efficiency	No	Officers to deliver as operational measure.	No impact on service performance and quality anticipated.
Total			96	82	37	215	74	0.0				

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

Saving Ref	Consultation Ref	Measure	2023/24 £'000	2024/25 £'000	2025/26 £'000	Total £'000	Years 4 & 5 £'000	Estimated Staffing Reduction (FTE)	Prioritisation/ Efficiency	Full IIA?	Further Consultation/ Reporting or Delegation to Officers	Impact on Service Performance and Quality
F6a	4F	Rationalisation of administrative offices	55	167	0	222	0	0.0	Efficiency	Yes	Officers to deliver as operational measure, including consultation with staff, partners & building users.	Properties are surplus following service changes. There is no impact on property service performance and quality. Will result in reduced emissions.

Saving Ref	Consultation Ref	Measure	2023/24 £'000	2024/25 £'000	2025/26 £'000	Total £'000	Years 4 & 5 £'000	Estimated Staffing Reduction (FTE)	Prioritisation/ Efficiency	Full IIA?	Further Consultation/ Reporting or Delegation to Officers	Impact on Service Performance and Quality
F6b	3A	Property budget savings following an IJB review of respite care services and the property estate	0	0	31	31	0	0.0	Efficiency	No	Officers to deliver as operational measure.	Properties are surplus following service changes in SJ5b. There is no impact on property service performance and quality. Will result in reduced emissions.
F6c	4F	Revised frequency of electrical testing in accordance with statutory requirements	7	0	0	7	0	0.0	Efficiency	No	Officers to deliver as operational measure.	No impact on service performance and quality. Electrical testing statutory requirements, including testing in high risk environments, will continue to be met.
F6d	4F	Changes to security provision at Civic Centre	50	0	0	50	0	0.0	Efficiency	No	Officers to deliver as operational measure, including consultation with partners.	No adverse impact on service performance and quality anticipated.
Total			112	167	31	310	0	0.0				

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

Saving Ref	Consultation Ref	Measure	2023/24 £'000	2024/25 £'000	2025/26 £'000	Total £'000	Years 4 & 5 £'000	Estimated Staffing Reduction (FTE)	Prioritisation/ Efficiency	Full IIA?	Further Consultation/ Reporting or Delegation to Officers	Impact on Service Performance and Quality
F7a	3A	Property budget savings following consolidation of the library portfolio due to changes to service delivery models (H4a)	0	0	20	20	0	0.0	Efficiency	Yes	Officers to deliver as operational measure.	Properties are surplus following implementation of service changes. There is no impact on property service performance and quality. Will result in reduced carbon emissions.
F7c	3A	Property budget savings following consolidation of sports pavilion portfolio due to changes in service delivery models (H3c)	0	66	0	66	0	0.0	Efficiency	Yes	Officers to deliver as operational measure.	Properties are surplus following implementation of service changes. There is no impact on property service performance and quality. Will result in reduced carbon emissions.
Total			0	66	20	86	0	0.0				

Equality Relevance Assessments (ERAs) and Integrated Impact Assessments (IIAs)**Integrated Relevance Assessment Form**

1. Details of proposal			
Policy Title (include budget reference number if applicable)	C1a Scottish Wide Area Network (SWAN) contract saving		
Service Area (detail which service area and section this relates to)	IT Services		
Lead Officer (Name and job title)	Interim Head of Corporate Services / IT Manager		
Other Officers/Partners Involved (list names, job titles and organisations if applicable)	None		
Date relevance assessed	12/08/2022		
2. Does the council have control over how this policy will be implemented?			
YES	<input checked="" type="checkbox"/>	NO	<input type="checkbox"/>
<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"> • Eliminate unlawful discrimination, harassment and victimisation and other prohibited conduct • Advance equality of opportunity between those who share a protected characteristic and those who do not; and • Foster good relations between those who share a protected characteristic and those who do not <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			<input type="checkbox"/>
Disability – people with disabilities/long standing conditions			<input type="checkbox"/>
Gender reassignment – trans/transgender identity – anybody who's gender identity or gender expression is different to the sex assigned to them at birth			<input type="checkbox"/>
Marriage or civil partnership – people who are married or in a civil partnership			<input type="checkbox"/>
Pregnancy and maternity – woman who are pregnant and/or on maternity leave			<input type="checkbox"/>
Race – people from black, Asian and minority ethnic communities and different racial backgrounds			<input type="checkbox"/>
Religion or belief – people with different religions and beliefs including those with no beliefs			<input type="checkbox"/>
Sex – Male, female and intersex			<input type="checkbox"/>
Sexual Orientation – lesbian, gay, bisexual, heterosexual/straight			<input type="checkbox"/>

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	✓
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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

At this point, it does not appear that IIA is required as the savings proposal is based on achieving a saving in the contract price for the Scottish Wide Area Network when it is next due to be renewed, and again in 2027/28 at the next renewal date, the proposal is dependent upon delivery of like for like services and will factor in any savings to be achieved through closure of individual council buildings.

The requirement for an IIA will be reviewed, but it is unlikely that changes to council devices, as proposed in this measure, will impact upon the protected groups or impact on socio-economic inequalities.

Signed by Lead Officer	
Designation	Interim Head of Corporate Services
Date	16/01/2023
Counter Signature (Head of Service or Depute Chief Executive responsible for the policy)	Depute Chief Executive
Date	16/01/2023

Integrated Relevance Assessment Form

1. Details of proposal	
Policy Title (include budget reference number if applicable)	C1b – Change to Lone Worker Device Solution
Service Area (detail which service area and section this relates to)	Health and Safety
Lead Officer (Name and job title)	Health and Safety Manager
Other Officers/Partners Involved (list names, job titles and organisations if applicable)	
Date relevance assessed	03/08/2022

2. Does the council have control over how this policy will be implemented?			
YES	X	NO	

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: <ul style="list-style-type: none"> • Eliminate unlawful discrimination, harassment and victimisation and other prohibited conduct • Advance equality of opportunity between those who share a protected characteristic and those who do not; and • Foster good relations between those who share a protected characteristic and those who do not <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	Consideration will need to be given to use application on a mobile phone as opposed to use of a separate device. Will require managers to realise individual needs of staff.
Disability – people with disabilities/long standing conditions	As above
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 – Male, female and intersex	
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	None
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	None
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	None
Area Deprivation – where you live (rural areas), where you work (accessibility of transport)	None
Socio-economic Background – social class i.e. parents education, employment and income	None

5. Integrated impact assessment required?

(Two ticks above = full assessment necessary)

YES		NO	X
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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

The lone worker device solution is utilised by Service who have employees who work alone without support during the course of their work activities. Providing an application for staff who have a mobile phone with functionality to download applications will provide the same level of control as they would have using a separate device. Health and Safety have previously investigated the use of the application and this is a feasible option.

Managers will continue to retain responsibility for ensuring their staff are provided with a lone working device solution that is appropriate for staff and the work tasks they complete.

Signed by Lead Officer	
Designation	Interim Head of Corporate Services
Date	16/01/2023
Counter Signature (Head of Service or Depute Chief Executive responsible for the policy)	Depute Chief Executive
Date	16/01/2023

Integrated Relevance Assessment Form

1. Details of proposal	
Policy Title (include budget reference number if applicable)	C1c Streamlining and digitising corporate processes
Service Area (detail which service area and section this relates to)	Performance and Improvement Service
Lead Officer (Name and job title)	Interim Head of Corporate Services / Performance & Improvement Manager
Other Officers/Partners Involved (list names, job titles and organisations if applicable)	None
Date relevance assessed	18/07/2022

2. Does the council have control over how this policy will be implemented?			
YES	<input checked="" type="checkbox"/>	NO	<input type="checkbox"/>

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: <ul style="list-style-type: none"> • Eliminate unlawful discrimination, harassment and victimisation and other prohibited conduct • Advance equality of opportunity between those who share a protected characteristic and those who do not; and • Foster good relations between those who share a protected characteristic and those who do not <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	<input type="checkbox"/>
Disability – people with disabilities/long standing conditions	<input type="checkbox"/>
Gender reassignment – trans/transgender identity – anybody who's gender identity or gender expression is different to the sex assigned to them at birth	<input type="checkbox"/>
Marriage or civil partnership – people who are married or in a civil partnership	<input type="checkbox"/>
Pregnancy and maternity – woman who are pregnant and/or on maternity leave	<input type="checkbox"/>
Race – people from black, Asian and minority ethnic communities and different racial backgrounds	<input type="checkbox"/>
Religion or belief – people with different religions and beliefs including those with no beliefs	<input type="checkbox"/>
Sex – Male, female and intersex	<input type="checkbox"/>
Sexual Orientation – lesbian, gay, bisexual, heterosexual/straight	<input type="checkbox"/>

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	✓
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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

At this point, it does not appear that IIA is required as the proposal has not been sufficiently developed. At a high level, the measure will likely result in the removal of 2 posts in the service. The exact posts will be identified through an analysis of future business requirements.

The requirement for an IIA will be reviewed, but it is unlikely that changes to a council support service, as proposed in this measure, will impact upon the protected groups or impact on socio-economic inequalities.

Signed by Lead Officer	
Designation	Interim Head of Corporate Services
Date	16/01/2023
Counter Signature (Head of Service or Depute Chief Executive responsible for the policy)	Depute Chief Executive
Date	16/01/2023

Integrated Relevance Assessment Form

1. Details of proposal	
Policy Title (include budget reference number if applicable)	C1d Multi-functional Device (MFD) savings and reduction in print volumes
Service Area (detail which service area and section this relates to)	Performance and Improvement Service
Lead Officer (Name and job title)	Interim Head of Corporate Services / Performance & Improvement Manager
Other Officers/Partners Involved (list names, job titles and organisations if applicable)	None
Date relevance assessed	27/07/2022

2. Does the council have control over how this policy will be implemented?			
YES	<input checked="" type="checkbox"/>	NO	<input type="checkbox"/>

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: <ul style="list-style-type: none"> • Eliminate unlawful discrimination, harassment and victimisation and other prohibited conduct • Advance equality of opportunity between those who share a protected characteristic and those who do not; and • Foster good relations between those who share a protected characteristic and those who do not <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	<input type="checkbox"/>
Disability – people with disabilities/long standing conditions	<input type="checkbox"/>
Gender reassignment – trans/transgender identity – anybody who's gender identity or gender expression is different to the sex assigned to them at birth	<input type="checkbox"/>
Marriage or civil partnership – people who are married or in a civil partnership	<input type="checkbox"/>
Pregnancy and maternity – woman who are pregnant and/or on maternity leave	<input type="checkbox"/>
Race – people from black, Asian and minority ethnic communities and different racial backgrounds	<input type="checkbox"/>
Religion or belief – people with different religions and beliefs including those with no beliefs	<input type="checkbox"/>
Sex – Male, female and intersex	<input type="checkbox"/>
Sexual Orientation – lesbian, gay, bisexual, heterosexual/straight	<input type="checkbox"/>

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	✓

6. Decision rationale If you have ticked no above, use this section to evidence why a full IIA is not required
<p>At this point, it does not appear that IIA is required as the savings proposal will likely result in reduction of MFD devices in the council estate and application of some internal targets.</p> <p>The requirement for an IIA will be reviewed, but it is unlikely that changes to council devices, as proposed in this measure, will impact upon the protected groups or impact on socio-economic inequalities.</p>

Signed by Lead Officer	
Designation	Interim Head of Corporate Services
Date	16/01/2023
Counter Signature (Head of Service or Depute Chief Executive responsible for the policy)	Depute Chief Executive
Date	16/01/2023

Integrated Relevance Assessment Form

7. Details of proposal	
Policy Title (include budget reference number if applicable)	C2a Staffing Reductions in HR Services C2b Staffing Savings in Corporate Health and Safety Team
Service Area	HR and Support Services
Lead Officer	Interim HR & Support Services Manager
Other Officers/Partners Involved	Health & Safety Manager
Date relevance assessed	29/11/2022

8. Does the council have control over how this policy will be implemented?			
YES	X	NO	

<p>9. 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"> • Eliminate unlawful discrimination, harassment and victimisation and other prohibited conduct • Advance equality of opportunity between those who share a protected characteristic and those who do not; and • Foster good relations between those who share a protected characteristic and those who do not <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	
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 - Male, female and intersex	X
Sexual Orientation – lesbian, gay, bisexual, heterosexual/straight	X

10. 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	x

11. Integrated impact assessment required?

(Two ticks above = full assessment necessary)

YES	x	NO	
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12. Decision rationale

If you have ticked no above, use this section to evidence why a full IIA is not required

Signed by Lead Officer	
Designation	Interim Head of Corporate Services
Date	16/01/2023
Counter Signature (Head of Service or Depute Chief Executive responsible for the policy)	Depute Chief Executive
Date	16/01/2023

Full Integrated Impact Assessment Form

1. Details of proposal	
Policy Title (include budget reference number if applicable)	C2a Staffing Reductions in HR Services C2b Staffing Savings in Corporate Health and Safety Team
Details of Others Involved	
Date Assessment Conducted	30/11/2022

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>To ensure necessary savings are achieved, the council needs to implement new innovative ways of delivering services and reduce the number of people employed by the council. This measure intends to support this through an internal re-organisation of HR and Support Services, changing the services we offer to our customers (managers, internal executives and staff) and moving towards a more self-service model for a range of HR and Health and Safety matters. The aim is to deliver a more streamlined service that remains customer focused and maximises the resources available.</p> <p>The objective is to replace some current HR Advice and Support provided via telephone, face to face and email channels with an online bank of resources/materials facilitating a self-service approach to HR policy and procedure queries for HR customers. In Health and Safety, it is proposed to undertake job redesign to create an Assistant post to deal with administrative level health and safety matters.</p> <p>References to the option to consult HR and HR involvement in formal procedures will be removed from key HR policy documents. The Supporting Attendance at Work policy, for example, will no longer refer to HR involvement at stages 1 and 2 of the formal procedures. Managers will undertake formal procedures and manage stages without HR advice but will be supported by materials available on the intranet including FAQs, guidance and relevant e-learning modules. Peer sharing of experience will also be encouraged.</p> <p>Specialist HR advice for employee appeal committees, stage 2 of complex disciplinarys where dismissal is being considered and complex stage 2 grievances will remain. HR staff will also continue to support policy development and implementation as well as support services with strategic HR matters such as organisational change projects. For all day to day or case related HR queries, customers will be directed to online resources.</p> <p>The job redesign in the Health and Safety team will provide appropriate resource to focus on administrative tasks associated with the delivery of health and safety across the council and ensure that the Advisers and Managers are able to concentrate on higher risk tasks such as incident investigation, audit and procedures review.</p> <p>The outcome will be financial efficiencies within HR and Health and Safety, enabled through significantly reduced levels of customer interaction through the shift to self-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>What effect/difference will the policy have on people?</p> <p>The impact of role change for older workers may be greater in terms of future employment prospects. However, workers over 55 with pension membership will have pension protection if displaced through organisational change. Those under 55 will not.</p> <p>Some groups may have more difficulty adapting to new more online based work.</p> <p>HR and Health and Safety customers are the council's employee base. The largest group of council staff are aged between 45-54 followed by 35-44 then 55-64. The smallest groups are 16-24 and 65 and over.</p> <p>There is not one specific age group within the current customer base who are expected to be more greatly impacted. However, a move to self-service will see a shift to online materials as the main source of support for managers and staff. Digital literacy can be a barrier for some age groups.</p> <p>How do you know that?</p> <p>HR Staff information.</p> <p>Age has been cited through research as a key barrier to job opportunities in UK with the existence of ageism. Research suggests it is one of the most common forms of workplace discrimination. <u>Workplace Discrimination in 2021 - UK Statistics and Figures - Ciph</u> Research suggests a decrease in internet usage in older groups.</p>
Disability	<p>What effect/difference will the policy have on people?</p> <p>There may be postholders in the Service with disabilities who are directly impacted and who perceive a negative impact when competing for roles during service redesign activity or who experience worsening of health issues as a result of going through the change process. There may also be postholders with disabilities who are absent during the process due to disability related health issues and face barriers to participating.</p> <p>Barriers may exist if reasonable adjustments are not put in place during the organisational change process for staff with disabilities who require them to partake. There is a risk that staff feel unable to disclose disabilities.</p> <p>Undertaking new ways of working and tasks may also present barriers for people with disabilities who require necessary adjustments, which may not be identified if all affected staff are not adequately consulted on the changes.</p> <p>For customers, a shift to more online support may present barriers in terms of accessibility for those less able to use digital resources due to disabilities/health conditions.</p> <p>HR and Health and Safety play a key role in supporting services to avoid the detrimental treatment of workers due to protected characteristics. The change may therefore have an indirect impact on staff with disabilities where their managers no longer have access to knowledge and expertise when dealing with matters that affect employees such as the application of reasonable adjustments, application of managing attendance policies, access to work, and have less of an understanding of employer obligations under the Equalities Act 2010.</p>

	<p>How do you know that?</p> <p><u>3. Key Progress to Date - Fairer Scotland for disabled people - employment action plan: progress report - year 2 - gov.scot (www.gov.scot)</u></p> <p>The CIPD's Health and Wellbeing at Work survey report found that the knowledge and confidence of line managers is the most common challenge their organisations experience in managing people with a disability or long term health condition. https://www.cipd.co.uk/knowledge/culture/well-being/health-well-being-work</p> <p>Disabled people remain under-represented in the jobs market and only half of the 7.7 million people of working age with a disability or long term health condition in the UK are in work. <u>Guide for line managers: Recruiting, managing and developing people with a disability or health condition - GOV.UK (www.gov.uk)</u></p> <p><u>The Disability Employment Gap needs closing - on several fronts CIPD voice article</u></p> <p><u>Digital exclusion and online accessibility (webusability.co.uk)</u></p>
Gender Reassignment – Trans/Transgender Identity	<p>What effect/difference will the policy have on people?</p> <p>HR play a key role in supporting services to prevent the detrimental treatment of workers due to any protected characteristics. There may be an indirect impact on staff who have undergone or intend to undergo gender reassignment, or those identifying as transgender, where their managers no longer have access to HR knowledge, guidance and expertise on matters that may affect them at work, or have limited understanding of their employees' experiences or employer obligations as employers under the Equalities Act.</p> <p>How do you know that?</p> <p>Research shows negative experiences of trans and non-binary people, including transphobia while seeking employment, a greater likelihood of experiencing workplace conflict or harassment and a lack of education over how to support trans and non-binary people or recognise transphobic behaviours in others.</p> <p><u>The lived experience of trans people in the workplace (culture-shift.co.uk)</u></p> <p><u>Inclusion at work: perspectives on LGBT+ working lives CIPD</u></p>
Marriage or Civil Partnership	<p>What effect/difference will the policy have on people?</p> <p>It is not expected that the changes of service will have a direct or indirect impact on those in this group.</p> <p>How do you know that?</p>
Pregnancy and Maternity	<p>What effect/difference will the policy have on people?</p> <p>Should there be any pregnant employees or employees on maternity leave in the service during the service change, they may be unable to participate in the change process in the same way as their colleagues. That may present a barrier to accessing the face to face support, meetings and consultation information in the way others can.</p> <p>There would be barriers if the organisational change process was not fully inclusive of pregnant employees or those on maternity leave. Failure to consult a woman on maternity leave about potential role changes and redundancy is likely to be unlawful discrimination. Women on maternity leave or on shared parental leave should be offered suitable alternative work if it exists, as priority over other employees.</p> <p>HR and Health and Safety play a key role in supporting services to prevent detrimental treatment of employees due to a protected characteristic. In terms of customers, there may be an indirect impact on pregnant employees or employees on maternity leave where their managers are unable to access HR and Health and Safety knowledge and expertise on matters that affect them at work such as the application of family care, flexible working or supporting attendance procedures and their obligations under the Equality Act.</p>

	<p>How do you know that? Research available evidences both the negative experiences and perceptions of pregnant women and women on maternity leave or returning from maternity to the workplace. <u>Pregnancy and maternity-related discrimination and disadvantage: summary of findings (publishing.service.gov.uk)</u></p> <p><u>Pregnancy and maternity-related discrimination and disadvantage: final reports - GOV.UK (www.gov.uk)</u></p>
Race	<p>What effect/difference will the policy have on people? HR and Support Services play a key role in supporting services to prevent detrimental treatment of employees due to a protected characteristic. In terms of customers there may be an impact on ethnic minority employees where their managers are unable to access knowledge and expertise on matters that affect them at work such as the application of policies, or where they are unable to recognise barriers for ethnic minority staff or where they have a lack of understanding of employers obligations under the Equality Act 2010.</p> <p>How do you know that? Research highlights negative experiences of BME women as they engage with the Scottish labour market: <u>Polymakers (closethegap.org.uk)</u></p> <p>Research sets out barriers to BAME employee career progression <u>Addressing the barriers to BAME employee career progression to the top (cipd.co.uk)</u></p> <p>Research also evidences that we are not seeing the same employment rates for MBE workers and even less so for some other ethnic groups such as those from Pakistani or Bangladeshi backgrounds <u>Race inclusion in the workplace CIPD Viewpoint</u></p>
Religion or Belief	<p>What effect/difference will the policy have on people? HR and Support Services play a key role in supporting services to prevent detrimental treatment of employees due to a protected characteristic. In terms of customers, there may be an impact on employees where their managers are unable to access knowledge and expertise on matters that may affect them at work such as the application of policies, or the barriers faced by employees and the councils obligations under the Equality Act 2010.</p> <p>How do you know that? Research shows disparities between religious and non-religious groups in terms of populations, pay, employment, education, mental health and experiences of crime <u>is-britain-fairer-findings-factsheet-religion.pdf (equalityhumanrights.com)</u></p> <p>There is research to show experiences and perceptions of religious prejudice in Scotland: <u>Section 2: Experiences Of Sectarianism - An Examination of the Evidence on Sectarianism in Scotland: 2015 Update - gov.scot (www.gov.scot)</u></p>
Sex	<p>What effect/difference will the policy have on people? The HR and Support Services team is currently predominantly female. There are currently no part time staff expected to be directly impacted but there could be part time staff in the future.</p> <p>There would be a risk of barriers due to sex if changes were made that required work to be carried out only in a prescriptive way such as on full time basis or office based with no flexibility.</p> <p>HR and Support Services play a key role in supporting services to prevent detrimental treatment of employees due to a protected characteristic. In terms of HR customers, there may be an indirect impact on specific groups where their managers are unable to access HR knowledge and expertise on matters that affect males or females specifically at work such as the application of policy, or where they lack an understanding of their obligations under the Equality Act and the potential barriers facing different sexes, or where they are not able to recognise signs of discriminatory actions or practices at work.</p>

	<p>How do you know that? Women make up 78% of the part-time workforce in Scotland and are more likely to be in informal, temporary and part time work that is most at risk in times of recession and economic uncertainty Engender Gender Matters Employment and labour market.</p> <p>A recent survey by cipphr found gender was the second most common reason for discrimination reported: Workplace Discrimination in 2021 - UK Statistics and Figures - Ciph</p> <p>Evidence of on-going gender pay gaps is available; Chapter 2 Employment - Gender pay gap action plan: annual report - gov.scot (www.gov.scot)</p> <p>A range of research demonstrates the higher prevalence of sexual harassment and sex discrimination within communities and workplaces DAWR (engender.org.uk) as well as the increased disadvantages faced by women with other protected characteristics such as disability or race.</p>
Sexual Orientation	<p>What effect/difference will the policy have on people? Employees may be reluctant to share their sexual orientation at work.</p> <p>There may be barriers if processes do not ensure that decisions made as part of the organisational change process, are not based on objective criteria or if they are perceived to be influenced by a protected characteristic including sexual orientation, or a perceived sexual orientation.</p> <p>In terms of HR and Support Services customers, there may be an indirect impact on employees where managers do not have access to HR knowledge and expertise on matters that affect employees with protected characteristics and are unable to recognise and address barriers or discrimination linked to sexual orientation or they lack a full understanding of employers' obligations under the Equality Act.</p> <p>How do you know that? LGBT in Britain - Work (stonewall.org.uk)</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?

How do you know that?

5. Action Plan

What action/s will be taken, by whom and what is the timescale for completion?

Actioner Name:

Action Date:

What is the issue?

What action will be taken?

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.

- Consultation and the full change process will be carried out under the council's Managing Organisational Change Policy and Procedure
- A process of engaging and consulting with employees affected by the proposals will be undertaken
- Consultation with trade union reps will also take place as will engagement with the wider HR Policy and Advice team
- An initial staff meeting will be followed by the opportunity for individual staff consultation meetings, in line with statutory requirements, to consider the potential individual impacts. All staff being consulted will have the right to representation at their meetings
- Managers will not be able to access their employee's equality data but will consider any equality information shared/available to them to help identify and overcome potential barriers
- Internal customers will also be engaged around access to services, resources & advice moving forward to assess all potential impacts/barriers and ensure a customer focused approach with appropriate inclusive channels.
- Managers involved in selection will be suitably trained to ensure there is no bias.
- The Service Manager in HR & Support Services will be responsible for ensuring the appropriate consultation and involvement.

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.

Research indicates that some will feel unable to disclose disabilities, sexual orientation or religious and philosophical beliefs so the change process will require transparency and should aim to encourage open dialogue in order to overcome any potential barriers. One to one discussions will be key.

The UK people profession in numbers | CIPD shows that overall, 60% of the HR profession is female with even higher proportions of females in junior roles. 91% of the people profession are white and 11% have a disability albeit this relies on disclosure.

The council's Managing Organisational Change policy and procedure aims to ensure effective consultation and an objective and robust process for associated decisions with safeguarding to minimise the impact of change such as redeployment, priority interviews and pension protection.

The research cited in sections above sets out the importance of customer engagement and feedback in the delivery of more online services and the need for visible and accessible links to support and advance for managers and staff in the absence of HR advice.

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 change process will be managed through the council's Managing Organizational Change policy and procedure, which has been subject to its own EIA and requires objective criteria for selection of posts and people for displacement.
- We can affirm our commitment to maintaining a diverse workforce as part of the consultation period.
- The council's job evaluation scheme will be used for objective grading of any new posts
- One to one consultation meetings will be utilized to understand which staff members affected by the changes have a protected characteristic, how the change process might impact them, how their work might be impacted and any support and reasonable adjustments they may require during the consultation and change process.
- We will ensure we know of any staff members on leave (maternity, shared parental, long term sick, etc) during the change process to ensure they are fully informed, consulted with and considered equally for roles, with those on maternity leave having additional protected rights in law.
- Face to face opportunities for meetings and support for staff on leave will be ensured with in person and online channels as appropriate.
- All affected staff should be considered equally for opportunities / redundancy whatever their contract type or employment status – full time, part time, term time, etc.
- Anyone involved in selection for new posts in the new model will be suitably trained to ensure objective decision making and removal of bias.
- Employees affected will be offered support such as interview skills, CV writing, and presentation skills.
- All HR and Support Services staff affected will be provided with access to the Employee Assistance Programme
- The employee assistance programme will be promoted and visible for all staff and managers who are facing difficult situations
- Training will be explored for post holders to adapt to any new technologies or ways of working
- New opportunities will be promoted to all groups of staff where not required to be ring fenced.
- Consideration will continue to be given to flexible ways of working allowing for part time and full time opportunities.
- All affected employees will be directed to the Four Pillars of Well being in order to access any resources specific to their own needs such as mental health resources or financial support relating to access to benefits or pensions.

- Any person pursuing redeployment will be assigned a named contact in the service for support and to ensure they are given information of new opportunities in the council.
- Business cases for ERVS will be considered using the criteria set out in the Discretionary Policy for ERVS.
- A consistent approach to the change process will be applied for all affected staff however adjustments will be considered to allow anyone with protected characteristics to participate effectively.
- Natural staff attrition will be explored to enable formal selection processes to be avoided.
- Digital training will be explored for the customer base transitioning to a new self service approach with online materials.
- Hard to reach customers will continue to be targeted via hard copy materials and management comms in addition to online resources where possible.
- Managers will require refresher training on the specific legal protections afforded to pregnant workers, workers on maternity leave and those with protected characteristics as well as their legal duty to prevent discrimination and the risks associated with cases of detrimental treatment or failure to remove/prevent barriers to equality and safety at work. This will include direction to links to online resources to assist moving forward.
- Managers will require access to information to assist their understanding of the barriers faced by groups with protected characteristics.
- Continued workforce monitoring/profiling will be necessary to identify any trends or groups more at risk of discrimination or negative impacts through the change process.
- HR and Support Services Manager will to continue monitor all formal complaints of bullying and harassment for trends/risk areas.
- On-going monitoring of HR case management for trends/risk areas.
- Review of intranet usage for online resources/demand to inform services moving forward.
- Stakeholder/customer involvement in online resource testing and development / checks of guidance.
- Link to network of digital champions for support/upskilling of customers.

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

- On-going monitoring of HR case management by reason - quarterly
- On-going review of workforce demographic data – 6 monthly
- Review of intranet usage of new online resources/demand – 6 monthly
- Stakeholder feedback post launch of online resources – post launch then annually via Customer Survey
- Links to employee networks through equality work for feedback – continual
- Employee survey analysis – annual or bi-annual
- One to ones with HR team post implementation
- Benchmarking against other external HR services – annually
- On-going links to Equality and Diversity work and research carried out within HR Services

10. Recommendation and Reasoning

Reason for Recommendation

Signed by Lead Officer

Designation

Interim Head of Corporate Services

Date

16/01/2023

Counter Signature

(Head of Service or Depute Chief Executive responsible for the policy)

Depute Chief Executive

Date

16/01/2023

Integrated Relevance Assessment Form

1. Details of proposal	
Policy Title (include budget reference number if applicable)	C2c Structural Changes in Members Support Team
Service Area	HR and Support Services
Lead Officer	Interim Head of Corporate Services
Other Officers/Partners Involved	
Date relevance assessed	09/12/2022

2. Does the council have control over how this policy will be implemented?			
YES	X	NO	

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: <ul style="list-style-type: none"> • Eliminate unlawful discrimination, harassment and victimisation and other prohibited conduct • Advance equality of opportunity between those who share a protected characteristic and those who do not; and • Foster good relations between those who share a protected characteristic and those who do not <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	
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 – Male, female and intersex	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

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	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

Signed by Lead Officer	
Designation	Interim Head of Corporate Services
Date	16/01/2023
Counter Signature (Head of Service or Depute Chief Executive responsible for the policy)	Depute Chief Executive
Date	16/01/2023

Full Integrated Impact Assessment Form

1. Details of proposal	
Policy Title (include budget reference number if applicable)	C2c Structural Changes in Member Services Support Team
Details of Others Involved	
Date Assessment Conducted	30/11/2022

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>To ensure necessary savings are achieved, the council needs to implement new innovative ways of delivering services and reduce the number of people employed by the council. This measure intends to support this through an internal re-organisation of the Member Services support team.</p> <p>It is anticipated that the centralisation of resource will have a positive impact on the level of support available. The outcome will be financial efficiencies within Member Services support.</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>What effect/difference will the policy have on people? This is an internal re-organisation of a support service. Customers of the service are elected members and West Lothian constituents. There is not one specific age group within the current customer base who are expected to be more greatly impacted.</p> <p>For customers of the services, it is not anticipated that service users from this protected characteristic will be disproportionately impacted by the proposed changes to the service model. As the proposal develops, the assessment will be updated to reflect any known impact and mitigations.</p> <p>How do you know that? HR Staff information.</p> <p>Age has been cited through research as a key barrier to job opportunities in UK with the existence of ageism. Research suggests it is one of the most common forms of workplace discrimination. Workplace Discrimination in 2021 - UK Statistics and Figures - Ciph</p> <p>Research suggests a decrease in internet usage in older groups.</p>
Disability	<p>What effect/difference will the policy have on people? There may be postholders in the Service with disabilities who are directly impacted and who perceive a negative impact when competing for roles during service redesign activity or who experience worsening of health issues as a result of going through the change process. There may also be postholders with disabilities who are absent during the process due to disability related health issues and face barriers to participating.</p> <p>Barriers may exist if reasonable adjustments are not put in place during the organisational change process for staff with disabilities who require them to partake. There is a risk that staff feel unable to disclose disabilities.</p> <p>Undertaking new ways of working and tasks may also present barriers for people with disabilities who require necessary adjustments, which may not be identified if all affected staff are not adequately consulted on the changes.</p>

	<p>How do you know that?</p> <p><u>3. Key Progress to Date - Fairer Scotland for disabled people - employment action plan: progress report - year 2 - gov.scot (www.gov.scot)</u></p> <p>Disabled people remain under-represented in the jobs market and only half of the 7.7 million people of working age with a disability or long term health condition in the UK are in work. <u>Guide for line managers: Recruiting, managing and developing people with a disability or health condition - GOV.UK (www.gov.uk)</u></p>
Gender Reassignment – Trans/Transgender Identity	<p>What effect/difference will the policy have on people?</p> <p>There may be barriers if change processes do not ensure decisions, such as selection for displacement, are based on objective criteria or if decisions are perceived to be influenced by a protected characteristic including gender reassignment, trans/transgender identity.</p> <p>For customers of the services, it is not anticipated that service users from this protected characteristic will be disproportionately impacted by the proposed changes to the service model. As the proposal develops, the assessment will be updated to reflect any known impact and mitigations.</p> <p>How do you know that?</p> <p>Research shows negative experiences of trans and non-binary people, including transphobia while seeking employment, a greater likelihood of experiencing workplace conflict or harassment and a lack of education over how to support trans and non-binary people or recognise transphobic behaviours in others.</p> <p><u>The lived experience of trans people in the workplace (culture-shift.co.uk)</u> <u>Inclusion at work: perspectives on LGBT+ working lives CIPD</u></p>
Marriage or Civil Partnership	<p>What effect/difference will the policy have on people?</p> <p>It is not expected that the changes of service will have a direct or indirect impact on those in this group.</p> <p>How do you know that?</p>
Pregnancy and Maternity	<p>What effect/difference will the policy have on people?</p> <p>Should there be any pregnant employees or employees on maternity leave in the service during the service change, they may be unable to participate in the change process in the same way as their colleagues. That may present a barrier to accessing the face to face support, meetings and consultation information in the way others can.</p> <p>There would be barriers if the organisational change process was not fully inclusive of pregnant employees or those on maternity leave. Failure to consult a woman on maternity leave about potential role changes and redundancy is likely to be unlawful discrimination. Women on maternity leave or on shared parental leave should be offered suitable alternative work if it exists, as priority over other employees.</p> <p>How do you know that?</p> <p>Research available evidences both the negative experiences and perceptions of pregnant women and women on maternity leave or returning from maternity to the workplace. <u>Pregnancy and maternity-related discrimination and disadvantage: summary of findings (publishing.service.gov.uk)</u></p> <p><u>Pregnancy and maternity-related discrimination and disadvantage: final reports - GOV.UK (www.gov.uk)</u></p>
Race	<p>What effect/difference will the policy have on people?</p> <p>There may be barriers if processes do not ensure that decisions made as part of the organisational change process, such as selection for displacement, are based on objective criteria or if they are perceived to be influenced by a protected characteristic including race.</p> <p>For customers of the services, it is not anticipated that service users from this protected characteristic will be disproportionately impacted by the proposed changes to the service model. As the proposal develops, the assessment will be updated to reflect any known impact and mitigations.</p>

	<p>How do you know that? Research highlights negative experiences of BME women as they engage with the Scottish labour market : Policymakers (closethegap.org.uk)</p> <p>Research sets out barriers to BAME employee career progression Addressing the barriers to BAME employee career progression to the top (cipd.co.uk)</p> <p>Research also evidences that we are not seeing the same employment rates for MBE workers and even less so for some other ethnic groups such as those from Pakistani or Bangladeshi backgrounds Race inclusion in the workplace CIPD Viewpoint</p>
Religion or Belief	<p>What effect/difference will the policy have on people? For customers of the services, it is not anticipated that service users from this protected characteristic will be disproportionately impacted by the proposed changes to the service model. As the proposal develops, the assessment will be updated to reflect any known impact and mitigations.</p> <p>How do you know that? Research shows disparities between religious and non-religious groups in terms of populations, pay, employment, education, mental health and experiences of crime is-britain-fairer-findings-factsheet-religion.pdf (equalityhumanrights.com)</p> <p>There is research to show experiences and perceptions of religious prejudice in Scotland: Section 2: Experiences Of Sectarianism - An Examination of the Evidence on Sectarianism in Scotland: 2015 Update - gov.scot (www.gov.scot)</p>
Sex	<p>What effect/difference will the policy have on people? The Member Service's team is currently predominantly female. There are currently no part time staff expected to be directly impacted but there could be part time staff in the future.</p> <p>There would be a risk of barriers due to sex if changes were made that required work to be carried out only in a prescriptive way such as on full time basis or office based with no flexibility.</p> <p>How do you know that? Women make up 78% of the part-time workforce in Scotland and are more likely to be in informal, temporary and part time work that is most at risk in times of recession and economic uncertainty Engender Gender Matters Employment and labour market.</p> <p>A recent survey by ciphr found gender was the second most common reason for discrimination reported : Workplace Discrimination in 2021 - UK Statistics and Figures - Ciphr</p> <p>Evidence of on-going gender pay gaps is available; Chapter 2 Employment - Gender pay gap action plan: annual report - gov.scot (www.gov.scot)</p> <p>A range of research demonstrates the higher prevalence of sexual harassment and sex discrimination within communities and workplaces DAWR (engender.org.uk) as well as the increased disadvantages faced by women with other protected characteristics such as disability or race.</p>
Sexual Orientation	<p>What effect/difference will the policy have on people? Employees may be reluctant to share their sexual orientation at work.</p> <p>There may be barriers if processes do not ensure that decisions made as part of the organisational change process, are not based on objective criteria or if they are perceived to be influenced by a protected characteristic including sexual orientation, or a perceived sexual orientation.</p> <p>How do you know that? LGBT in Britain - Work (stonewall.org.uk)</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?

How do you know that?

5. Action Plan

What action/s will be taken, by whom and what is the timescale for completion?

Actioner Name:

Action Date:

What is the issue?

This is an internal change that will have minimal impact on customers and stakeholders. Review of arrangements will be monitored by the Interim Head of Corporate Services.

What action will be taken?

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.

- Consultation and the full change process will be carried out under the council's Managing Organisational Change Policy and Procedure
- A process of engaging and consulting with employees affected by the proposals will be undertaken
- Consultation with trade union reps will also take place.
- An initial staff meeting will be followed by the opportunity for individual staff consultation meetings, in line with statutory requirements, to consider the potential individual impacts. All staff being consulted will have the right to representation at their meetings
- Managers will not be able to access their employee's equality data but will consider any equality information shared/available to them to help identify and overcome potential barriers
- Internal customers will also be engaged around access to services, resources and advice moving forward to assess all potential impacts / barriers and ensure a customer focused approach with appropriate inclusive channels.
- Managers involved in selection will be suitably trained to ensure there is no bias.
- The Interim Head of Corporate Services will be responsible for ensuring the appropriate consultation and involvement.

7. Data and Information

What equality data, poverty data, research, information or other evidence has been used to inform this assessment?

- e) What information or other evidence has been used in the development of the policy?
- f) 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)
- g) 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.
- h) Give details of any existing local or national evidence which has been used to inform the development of your policy.

The council's Managing Organisational Change policy and procedure aims to ensure effective consultation and an objective and robust process for associated decisions with safeguarding to minimise the impact of change such as redeployment, priority interviews and pension protection.

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 change process will be managed through the council's Managing Organisational Change policy and procedure, which has been subject to its own EIA and requires objective criteria for selection of posts and people for displacement.
- We can affirm our commitment to maintaining a diverse workforce as part of the consultation period.
- The council's job evaluation scheme will be used for objective grading of any new posts
- One to one consultation meetings will be utilised to understand which staff members affected by the changes have a protected characteristic, how the change process might impact them, how their work might be impacted and any support and reasonable adjustments they may require during the consultation and change process.
- We will ensure we know of any staff members on leave (maternity, shared parental, long term sick, etc) during the change process to ensure they are fully informed, consulted with and considered equally for roles, with those on maternity leave having additional protected rights in law.
- Face to face opportunities for meetings and support for staff on leave will be ensured with in person and online channels as appropriate.
- All affected staff should be considered equally for opportunities / redundancy whatever their contract type or employment status – full time, part time, term time, etc.
- Anyone involved in selection for new posts in the new model will be suitably trained to ensure objective decision making and removal of bias.
- Employees affected will be offered support such as interview skills, CV writing, and presentation skills.

- All Member Services affected will be provided with access to the Employee Assistance Programme.
- The employee assistance programme will be promoted and visible for all staff and managers who are facing difficult situations
- Training will be explored for post holders to adapt to any new technologies or ways of working
- New opportunities will be promoted to all groups of staff where not required to be ring fenced.
- Consideration will continue to be given to flexible ways of working allowing for part time and fulltime opportunities.
- All affected employees will be directed to the Four Pillars of Wellbeing in order to access any resources specific to their own needs such as mental health resources or financial support relating to access to benefits or pensions.
- Any person pursuing redeployment will be assigned a named contact in the service for support and to ensure they are given information of new opportunities in the council
- Business cases for ERVS will be considered using the criteria set out in the Discretionary Policy for ERVS.
- A consistent approach to the change process will be applied for all affected staff however adjustments will be considered to allow anyone with protected characteristics to participate effectively
- Natural staff attrition will be explored to enable formal selection processes to be avoided.

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

- Stakeholder feedback through survey and direct consultation.
- The Interim Head of Corporate Services will be responsible for monitoring and review or revised arrangements.

10. Recommendation and Reasoning

Reason for Recommendation	
Signed by Lead Officer	
Designation	Interim Head of Corporate Services
Date	16/01/2023
Counter Signature (Head of Service or Depute Chief Executive responsible for the policy)	Depute Chief Executive
Date	16/01/2023

Integrated Relevance Assessment Form

1. Details of proposal	
Policy Title (include budget reference number if applicable)	C2d - IT Services workforce management
Service Area (detail which service area and section this relates to)	IT Services
Lead Officer (Name and job title)	Interim Head of Corporate Services IT Services Manager
Other Officers/Partners Involved (list names, job titles and organisations if applicable)	None
Date relevance assessed	12/08/2022

2. Does the council have control over how this policy will be implemented?			
YES	<input checked="" type="checkbox"/>	NO	<input type="checkbox"/>

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: <ul style="list-style-type: none"> • Eliminate unlawful discrimination, harassment and victimisation and other prohibited conduct • Advance equality of opportunity between those who share a protected characteristic and those who do not; and • Foster good relations between those who share a protected characteristic and those who do not <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	
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 – Male, female and intersex	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

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	X

5. Integrated impact assessment required?

(Two ticks above = full assessment necessary)

YES	✓	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

The proposals rely on a revision to the staffing structure and change to post remits. The council's organisational change policy will be used to deliver the change.

Signed by Lead Officer	
Designation	Interim Head of Corporate Services
Date	16/01/2023
Counter Signature (Head of Service or Depute Chief Executive responsible for the policy)	Depute Chief Executive
Date	16/01/2023

Full Integrated Impact Assessment Form

1. Details of proposal	
Policy Title (include budget reference number if applicable)	C1 -1d – Staffing reductions in IT Services
Details of Others Involved	
Date Assessment Conducted	09/12/2022

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 primary objective of the overall project is to achieve budget savings over the period 2023/24 - 2027/28, to ensure that the Council operates within agreed budgets.</p> <p>The aim of the proposed change to resources reflects a reprioritisation of focus for the service in addition to meeting the needs of the council's strategies, capital and revenue programme.</p> <p>In respect of equality data, the analysis of the workforce is below. The post occupation of males and females are consistent with the occupation of these job roles in the industry, the current structure has 33 males and 15 females in post.</p> <p>Project C1 -1d – Staffing reductions in IT Services proposes natural attrition within vacant posts and expected retirements during the 5 year period.</p> <p>Should the forecasted attrition not prevail, the project will have an equal impact across all staff as part of any service redesign to achieve the savings.</p> <p>Details of consultation and involvement will be reviewed as and when the organisational change business case is approved. Consultation with trade unions and staff will take place as detailed in the Council's Workforce Management Policy.</p> <p>The driver for these changes has been brought about by the Council requiring to have a balanced budget and to reduce the cost to meet available funding.</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>What effect/difference will the policy have on people? West Lothian residents are not expected to be directly impacted by the proposals outlined above.</p> <p>The exact posts that will be impacted by the proposal are proposed vacant posts and expected retirements. Further assessment will be undertaken to identify and mitigate any impact that it may have on this group. The posts sit within a service of 46 people.</p> <p>Customers of the service are the council's employee base, but predominately from the management teams and performance/information governance officers in council services. The largest group of council staff are aged between 45-54 followed by 35-44 then 55-64. The smallest groups are 16-24 and 65 and over.</p> <p>There is not one specific age group within the current customer base who are expected to be more greatly impacted. However, a move to digital services and processes will see a partial shift to online materials as the main source of support for managers and staff. Digital literacy can be a barrier for some age groups and internet usage and digital literacy has been shown to be lower among older populations in UK.</p> <p>For customers of the services, it is not anticipated that service users from this protected characteristic will be disproportionately impacted by the proposed changes to the service model. As the proposal develops, the assessment will be updated to reflect any known impact and mitigations.</p> <p>How do you know that? HR Staff information.</p> <p>Age has been cited through research as a key barrier to job opportunities in UK with the existence of ageism. Research suggests it is one of the most common forms of workplace discrimination. <u>Workplace Discrimination in 2021 - UK Statistics and Figures - Ciph</u></p> <p>Research suggests a decrease in internet usage and literacy in older groups.</p>
Disability	<p>What effect/difference will the policy have on people? Barriers may exist if reasonable adjustments are not put in place during the organisational change process for staff with disabilities who require them to partake. There is a risk that staff feel unable to disclose disabilities.</p> <p>Undertaking new ways of working and tasks may also present barriers for people with disabilities who require necessary adjustments, which may not be identified if all affected staff are not adequately consulted on the changes.</p> <p>There is a risk if processes do not ensure decisions, such as selection for displacement, are based on objective criteria, or if decisions are perceived to be influenced by a protected characteristic including disability.</p> <p>For IT customers, a shift to more digital services and processes may present barriers in terms of accessibility for those less able to use digital resources due to disabilities/health impairments.</p>

	<p>How do you know that?</p> <p><u>3. Key Progress to Date - Fairer Scotland for disabled people - employment action plan: progress report - year 2 - gov.scot (www.gov.scot)</u></p> <p>The CIPD's Health and Wellbeing at Work survey report found that the knowledge and confidence of line managers is the most common challenge their organisations experience in managing people with a disability or long term health condition. https://www.cipd.co.uk/knowledge/culture/well-being/health-well-being-work</p> <p>Disabled people remain under-represented in the jobs market and only half of the 7.7 million people of working age with a disability or long term health condition in the UK are in work. <u>Guide for line managers: Recruiting, managing and developing people with a disability or health condition - GOV.UK (www.gov.uk)</u></p> <p><u>The Disability Employment Gap needs closing - on several fronts CIPD voice article</u></p> <p><u>Digital exclusion and online accessibility (webusability.co.uk)</u></p>
Gender Reassignment – Trans/Transgender Identity	<p>What effect/difference will the policy have on people?</p> <p>There may be barriers if change processes do not ensure decisions, such as selection for displacement, are based on objective criteria or if decisions are perceived to be influenced by a protected characteristic including gender reassignment, trans/transgender identify.</p> <p>For customers of the services, it is not anticipated that service users from this protected characteristic will be disproportionately impacted by the proposed changes to the service model. As the proposal develops, the assessment will be updated to reflect any known impact and mitigations.</p> <p>How do you know that?</p> <p>Research shows negative experiences of trans and non-binary people, including transphobia while seeking employment, a greater likelihood of experiencing workplace conflict or harassment and a lack of education over how to support trans and non-binary people or recognise transphobic behaviours in others.</p> <p><u>The lived experience of trans people in the workplace (culture-shift.co.uk)</u></p> <p><u>Inclusion at work: perspectives on LGBT+ working lives CIPD</u></p>
Marriage or Civil Partnership	<p>What effect/difference will the policy have on people?</p> <p>It is not expected that the changes will have a direct or indirect impact on those in this group.</p> <p>West Lothian residents are not directly impacted by the proposals outlined above.</p> <p>How do you know that?</p>

Pregnancy and Maternity	<p>What effect/difference will the policy have on people?</p> <p>Should there be any pregnant employees or employees on maternity leave in the during the proposed change, they may be unable to participate in the change process in the same way as their colleagues. That may present a barrier to accessing the face to face support, meetings and consultation information in the way others can.</p> <p>There may be barriers if processes do not ensure that decisions made as part of the organisational change process, such as selection for displacement, are based on objective criteria or if they are perceived to be influenced by a protected characteristic including pregnancy or sex.</p> <p>There would be barriers if the organisational change process was not fully inclusive of pregnant employees or those on maternity leave. Failure to consult a woman on maternity leave about potential displacement and redundancy is likely to be unlawful discrimination. Women on maternity leave or on shared parental leave should be offered suitable alternative work if it exists, as priority over other employees.</p> <p>At the time of assessment, the service did not have any employees on maternity leave or any who had disclosed that they are pregnant.</p> <p>For customers of the services, it is not anticipated that service users from this protected characteristic will be disproportionately impacted by the proposed changes to the service model. As the proposal develops, the assessment will be updated to reflect any known impact and mitigations.</p> <p>How do you know that?</p> <p>Research available evidences both the negative experiences and perceptions of pregnant women and women on maternity leave or returning from maternity to the workplace. <u>Pregnancy and maternity-related discrimination and disadvantage: summary of findings (publishing.service.gov.uk)</u></p> <p><u>Pregnancy and maternity-related discrimination and disadvantage: final reports - GOV.UK (www.gov.uk)</u></p>
Race	<p>What effect/difference will the policy have on people?</p> <p>There may be barriers if processes do not ensure that decisions made as part of the organisational change process, such as selection for displacement, are based on objective criteria or if they are perceived to be influenced by a protected characteristic including disability.</p> <p>For customers of the services, it is not anticipated that service users from this protected characteristic will be disproportionately impacted by the proposed changes to the service model. As the proposal develops, the assessment will be updated to reflect any known impact and mitigations.</p> <p>How do you know that?</p> <p>Research highlights negative experiences of BAME women as they engage with the Scottish labour market: <u>Policymakers (closethegap.org.uk)</u></p> <p>Research sets out barriers to BAME employee career progression <u>Addressing the barriers to BAME employee career progression to the top (cipd.co.uk)</u></p> <p>Research also evidences that we are not seeing the same employment rates for MBE workers and even less so for some other ethnic groups such as those from Pakistani or Bangladeshi backgrounds <u>Race inclusion in the workplace CIPD Viewpoint</u></p>

Religion or Belief	<p>What effect/difference will the policy have on people?</p> <p>There may be barriers if processes do not ensure that decisions made as part of the organisational change process, such as selection for displacement, are based on objective criteria or if they are perceived to be influenced by a protected characteristic including disability.</p> <p>For customers of the services, it is not anticipated that service users from this protected characteristic will be disproportionately impacted by the proposed changes to the service model. As the proposal develops, the assessment will be updated to reflect any known impact and mitigations.</p> <p>How do you know that?</p> <p>Research shows disparities between religious and non-religious groups in terms of populations, pay, employment, education, mental health and experiences of crime <u>is-britain-fairer-findings-factsheet-religion.pdf (equalityhumanrights.com)</u></p> <p>There is research to show experiences and perceptions of religious prejudice in Scotland: <u>Section 2: Experiences Of Sectarianism - An Examination of the Evidence on Sectarianism in Scotland: 2015 Update - gov.scot (www.gov.scot)</u></p>
Sex	<p>What effect/difference will the policy have on people?</p> <p>IT Services post occupation of males and females are consistent with the occupation of these job roles in the industry, with 70% male occupation.</p> <p>There would be a risk of barriers due to sex if changes were made that required work to be carried out only in a prescriptive way such as on full time basis or office based with no flexibility.</p> <p>There may be barriers if processes do not ensure that decisions made as part of the organisational change process, such as selection for displacement, are based on objective criteria or if they are perceived to be influenced by a protected characteristic including sex or gender related factors such as part time working.</p> <p>For customers of the service, it is not anticipated that service users from this protected characteristic will be disproportionately impacted by the proposed changes to the service model. As the proposal develops, the assessment will be updated to reflect any known impact and mitigations.</p> <p>How do you know that?</p> <p>Women make up 78% of the part-time workforce in Scotland and are more likely to be in informal, temporary and part time work that is most at risk in times of recession and economic uncertainty <u>Engender Gender Matters Employment and labour market</u>.</p> <p>A recent survey by Ciphre found gender was the second most common reason for discrimination reported: <u>Workplace Discrimination in 2021 - UK Statistics and Figures - Ciphre</u></p> <p>Evidence of on-going gender pay gaps is available; <u>Chapter 2 Employment - Gender pay gap action plan: annual report - gov.scot (www.gov.scot)</u></p> <p>A range of research demonstrates the higher prevalence of sexual harassment and sex discrimination within communities and workplaces <u>DAWR (engender.org.uk)</u> as well as the increased disadvantages faced by women with other protected characteristics such as disability or race.</p>

Sexual Orientation	<p>What effect/difference will the policy have on people? Employees may be reluctant to share their sexual orientation at work.</p> <p>There may be barriers if processes do not ensure that decisions made as part of the organisational change process, such as selection for displacement, are based on objective criteria or if they are perceived to be influenced by a protected characteristic including sexual orientation, or a perceived sexual orientation.</p> <p>For customers of the service, it is not anticipated that service users from this protected characteristic will be disproportionately impacted by the proposed changes to the service model. As the proposal develops, the assessment will be updated to reflect any known impact and mitigations.</p> <p>How do you know that? <u>LGBT in Britain - Work (stonewall.org.uk)</u></p>
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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?

How do you know that?

5. Action Plan

What action/s will be taken, by whom and what is the timescale for completion?

Actioner Name:

Action Date:

What is the issue?

What action will be taken?

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.

- Consultation and the full change process will be carried out under the council's Managing Organisational Change Policy and Procedure.
- A process of engaging and consulting with employees affected by the proposals will be undertaken.
- Consultation with Trade Union reps will also take place, as will engagement with the wider Performance Improvement Service.
- An initial staff meeting will be followed by the opportunity for individual staff consultation meetings, in line with statutory requirements, to consider the potential individual impacts. All staff being consulted will have the right to representation at their meetings.
- Managers will not be able to access their employee's equality data but will consider any equality information shared/available to them to help identify and overcome potential barriers
- Internal customers will also be engaged around access to services, resources and advice moving forward to assess all potential impacts / barriers and ensure a customer focused approach with appropriate inclusive channels.
- Managers involved in selection will be suitably trained to ensure no bias.
- The Service Manager will be responsible for ensuring the appropriate consultation and involvement

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.

Research indicates that some will feel unable to disclose disabilities, sexual orientation or religious and philosophical beliefs so the change process will require transparency and should aim to encourage open dialogue in order to overcome any potential barriers. One to one discussion will be key.

The council's Managing Organisational Change policy and procedure aims to ensure effective consultation and an objective and robust process for associated decisions with safeguarding to minimise the impact of change such as redeployment, priority interviews and pension protection.

The research cited in sections above sets out the importance of customer engagement and feedback in the delivery of more online services and the need for visible and accessible links to support and advance for managers and staff in the absence of HR advice.

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 will be implemented to support those who would not be able to access online resources or who need additional support via face – to – face interventions to complete activities.

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 change process will be managed through the council's Managing Organisational Change policy and procedure, which has been subject to its own EIA and requires objective criteria for selection of posts and people for displacement.
- We can affirm our commitment to maintaining a diverse workforce as part of the consultation period.
- The council's job evaluation scheme will be used for objective grading of any new posts
- One to one consultation meetings will be utilised to understand which staff members affected by the changes have a protected characteristic, how the change process might impact them, how their work might be impacted and any support and reasonable adjustments they may require during the consultation and change process.
- We will ensure we know of any staff members on leave (maternity, shared parental, long term sick, etc.) during the change process to ensure they are fully informed, consulted with and considered equally for roles, with those on maternity leave having additional protected rights in law.
- Face to face opportunities for meetings and support for staff on leave will be ensured with in person and online channels as appropriate.
- All affected staff should be considered equally for opportunities / redundancy whatever their contract type or employment status – full time, part time, term time, etc.
- Anyone involved in selection for new posts in the new model will be suitably trained to ensure objective decision making and removal of bias.
- Employees affected will be offered support such as interview skills, CV writing, and presentation skills, where appropriate.
- All staff affected will be provided with access to the Employee Assistance Programme.
- The employee assistance programme will be promoted and visible for all staff and managers who are facing difficult situations
- Training will be explored for post holders to adapt to any new technologies or ways of working
- New opportunities will be promoted to all groups of staff where not required to be ring fenced.

- Consideration will continue to be given to flexible ways of working, allowing for part time and full-time opportunities. All affected employees will be directed to the Four Pillars of Wellbeing in order to access any resources specific to their own needs such as mental health resources or financial support relating to access to benefits or pensions.
- Any person pursuing redeployment will be assigned a named contact in the service for support and to ensure they are given information of new opportunities in the council.
- Business cases for ERVS will be considered using the criteria set out in the Discretionary Policy for ERVS.
- A consistent approach to the change process will be applied for all affected staff however adjustments will be considered to allow anyone with protected characteristics to participate effectively.
- Natural staff attrition will be explored to enable formal selection processes to be avoided.
- Training will be explored for the customer base transitioning to the revised service processes, with a review and enhancement of the available online materials (to offset reduction in one-to-one support).
- Managers will require refresher training on the specific legal protections afforded to pregnant workers, workers on maternity leave and those with protected characteristics as well as their legal duty to prevent discrimination and the risks associated with cases of detrimental treatment or failure to remove/prevent barriers to equality and safety at work. This will include direction to links to online resources to assist moving forward.
- Managers will require access to information to assist their understanding of the barriers faced by groups with protected characteristics
- Continued workforce monitoring/profiling will be necessary to identify any trends or groups more at risk of discrimination or negative impacts through the change process.
- The service manager will to continue monitor all formal complaints of bullying and harassment for trends/risk areas.
- On-going monitoring of service performance in the key processes and outcomes for any trends/risk areas.
- Review of intranet usage for online resources/demand to inform services moving forward.
- Stakeholder/customer involvement in online resource testing and development / checks of guidance.
- Link to network of digital champions for support/upskilling of customers.

10. Recommendation and Reasoning

Reason for Recommendation

Signed by Lead Officer

Designation

Interim Head of Corporate Services

Date

16/01/2023

Counter Signature

(Head of Service or Depute Chief Executive responsible for the policy)

Depute Chief Executive

Date

16/01/2023

Integrated Relevance Assessment Form

1. Details of proposal	
Policy Title (include budget reference number if applicable)	C2e – Legal Services workforce management
Service Area (detail which service area and section this relates to)	Legal Services
Lead Officer (Name and job title)	Legal Services Manager
Other Officers/Partners Involved (list names, job titles and organisations if applicable)	
Date relevance assessed	02/08/2022

2. Does the council have control over how this policy will be implemented?			
YES	X	NO	

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: <ul style="list-style-type: none"> • Eliminate unlawful discrimination, harassment and victimisation and other prohibited conduct • Advance equality of opportunity between those who share a protected characteristic and those who do not; and • Foster good relations between those who share a protected characteristic and those who do not <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	No
Disability – people with disabilities/long standing conditions	No
Gender reassignment – trans/transgender identity – anybody who's gender identity or gender expression is different to the sex assigned to them at birth	No
Marriage or civil partnership – people who are married or in a civil partnership	No
Pregnancy and maternity – woman who are pregnant and/or on maternity leave	No
Race – people from black, Asian and minority ethnic communities and different racial backgrounds	No
Religion or belief – people with different religions and beliefs including those with no beliefs	No
Sex – Male, female and intersex	No
Sexual Orientation – lesbian, gay, bisexual, heterosexual/straight	No

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	N/A
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	N/A
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	N/A
Area Deprivation – where you live (rural areas), where you work (accessibility of transport)	N/A
Socio-economic Background – social class i.e. parents education, employment and income	N/A

5. Integrated impact assessment required?

(Two ticks above = full assessment necessary)

YES		NO	x
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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

The proposals rely on removal of posts following retirement with no re-organisation or redeployment proposals however the proposals will be kept under review and should it appear that efficiencies cannot be made without such changes, the necessity for a full IIA will be reconsidered

Signed by Lead Officer	
Designation	Interim Head of Corporate Services
Date	16/01/2023
Counter Signature (Head of Service or Depute Chief Executive responsible for the policy)	Depute Chief Executive
Date	16/01/2023

Integrated Relevance Assessment Form

1. Details of proposal	
Policy Title (include budget reference number if applicable)	Reduction in print costs for Bulletin (C2f)
Service Area (detail which service area and section this relates to)	Corporate Communications / Corporate Services
Lead Officer (Name and job title)	Corporate Communications Manager
Other Officers/Partners Involved (list names, job titles and organisations if applicable)	
Date relevance assessed	01/07/2022

2. Does the council have control over how this policy will be implemented?			
YES	x	NO	

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: <ul style="list-style-type: none"> • Eliminate unlawful discrimination, harassment and victimisation and other prohibited conduct • Advance equality of opportunity between those who share a protected characteristic and those who do not; and • Foster good relations between those who share a protected characteristic and those who do not <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	The quality of print may have an impact on visually impaired readers. However, Bulletin is also available digitally for this reason.
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 – Male, female and intersex	
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
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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

The product will still be provided and a reduction in print quality should not have adverse consequences on customers

Signed by Lead Officer	
Designation	Interim Head of Corporate Services
Date	16/01/2023
Counter Signature (Head of Service or Depute Chief Executive responsible for the policy)	Depute Chief Executive
Date	16/01/2023

Integrated Relevance Assessment Form

1. Details of proposal	
Policy Title (include budget reference number if applicable)	C2g - Corporate Procurement Unit workforce management
Service Area (detail which service area and section this relates to)	IT Services
Lead Officer (Name and job title)	Corporate Procurement Manager
Other Officers/Partners Involved (list names, job titles and organisations if applicable)	Interim Head of Corporate Services
Date relevance assessed	12/08/2022

2. Does the council have control over how this policy will be implemented?			
YES	<input checked="" type="checkbox"/>	NO	<input type="checkbox"/>

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: <ul style="list-style-type: none"> • Eliminate unlawful discrimination, harassment and victimisation and other prohibited conduct • Advance equality of opportunity between those who share a protected characteristic and those who do not; and • Foster good relations between those who share a protected characteristic and those who do not <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	<input checked="" type="checkbox"/>
Disability – people with disabilities/long standing conditions	<input checked="" type="checkbox"/>
Gender reassignment – trans/transgender identity – anybody who's gender identity or gender expression is different to the sex assigned to them at birth	<input checked="" type="checkbox"/>
Marriage or civil partnership – people who are married or in a civil partnership	<input checked="" type="checkbox"/>
Pregnancy and maternity – woman who are pregnant and/or on maternity leave	<input checked="" type="checkbox"/>
Race – people from black, Asian and minority ethnic communities and different racial backgrounds	<input checked="" type="checkbox"/>
Religion or belief – people with different religions and beliefs including those with no beliefs	<input checked="" type="checkbox"/>
Sex – Male, female and intersex	<input checked="" type="checkbox"/>
Sexual Orientation – lesbian, gay, bisexual, heterosexual/straight	<input checked="" type="checkbox"/>

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	
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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

Signed by Lead Officer	
Designation	Interim Head of Corporate Services
Date	16/01/2023
Counter Signature (Head of Service or Depute Chief Executive responsible for the policy)	Depute Chief Executive
Date	16/01/2023

Full Integrated Impact Assessment Form

1. Details of proposal	
Policy Title (include budget reference number if applicable)	C2G – Corporate Procurement Unit workforce management
Details of Others Involved	Interim Head of Corporate Services/Service Areas
Date Assessment Conducted	01/12/2022

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>A reduction in staffing resource to be achieved through devolving further elements of procurement to Service areas. Reduced resources will require the review of service level agreements and the focus for CPU moving to key tasks and high value/priority procurement. Service areas will require to undertake self-service procurement using online guidance and templates.</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>What effect/difference will the policy have on people? The exact posts which will be impacted upon are not yet known. Further assessment will be undertaken to identify and mitigate any impact that it may have on this group. Any reduction in resource does have the potential to impact on all of the team equally.</p> <p>In a wider sense, the Sustainable Procurement Duty places on the Council requirement to consider social, economic and environmental factors has a far reaching impact into the communities that the Council serve.</p> <p>How do you know that? HR information. Procurement Reform (Scotland) Act 2014</p>
Disability	<p>What effect/difference will the policy have on people? The exact posts which will be impacted upon are not yet known. Further assessment will be undertaken to identify and mitigate any impact that it may have on this group. Any reduction in resource does have the potential to impact on all of the team equally.</p> <p>In a wider sense, the Sustainable Procurement Duty places on the Council requirement to consider social, economic and environmental factors has a far reaching impact into the communities that the Council serve.</p> <p>How do you know that? HR information. We have some people in the team who could be considered to have a disability. Procurement Reform (Scotland) Act 2014</p>
Gender Reassignment – Trans/Transgender Identity	<p>What effect/difference will the policy have on people? The exact posts which will be impacted upon are not yet known. Further assessment will be undertaken to identify and mitigate any impact that it may have on this group. Any reduction in resource does have the potential to impact on all of the team equally.</p> <p>In a wider sense, the Sustainable Procurement Duty places on the Council requirement to consider social, economic and environmental factors has a far reaching impact into the communities that the Council serve.</p> <p>How do you know that? HR information. Procurement Reform (Scotland) Act 2014</p>

Marriage or Civil Partnership	<p>What effect/difference will the policy have on people? The exact posts which will be impacted upon are not yet known. Further assessment will be undertaken to identify and mitigate any impact that it may have on this group. Any reduction in resource does have the potential to impact on all of the team equally.</p> <p>In a wider sense, the Sustainable Procurement Duty places on the Council requirement to consider social, economic and environmental factors has a far reaching impact into the communities that the Council serve.</p> <p>How do you know that? HR information. <u>Procurement Reform (Scotland) Act 2014</u></p>
Pregnancy and Maternity	<p>What effect/difference will the policy have on people? The exact posts which will be impacted upon are not yet known. Further assessment will be undertaken to identify and mitigate any impact that it may have on this group. Any reduction in resource does have the potential to impact on all of the team equally.</p> <p>In a wider sense, the Sustainable Procurement Duty places on the Council requirement to consider social, economic and environmental factors has a far reaching impact into the communities that the Council serve.</p> <p>How do you know that? HR information. <u>Procurement Reform (Scotland) Act 2014</u></p>
Race	<p>What effect/difference will the policy have on people? The exact posts which will be impacted upon are not yet known. Further assessment will be undertaken to identify and mitigate any impact that it may have on this group. Any reduction in resource does have the potential to impact on all of the team equally.</p> <p>In a wider sense, the Sustainable Procurement Duty places on the Council requirement to consider social, economic and environmental factors has a far reaching impact into the communities that the Council serve.</p> <p>How do you know that? HR information. <u>Procurement Reform (Scotland) Act 2014</u></p>
Religion or Belief	<p>What effect/difference will the policy have on people? The exact posts which will be impacted upon are not yet known. Further assessment will be undertaken to identify and mitigate any impact that it may have on this group. Any reduction in resource does have the potential to impact on all of the team equally.</p> <p>In a wider sense, the Sustainable Procurement Duty places on the Council requirement to consider social, economic and environmental factors has a far reaching impact into the communities that the Council serve.</p> <p>How do you know that? HR information. <u>Procurement Reform (Scotland) Act 2014</u></p>
Sex	<p>What effect/difference will the policy have on people? The exact posts which will be impacted upon are not yet known. Further assessment will be undertaken to identify and mitigate any impact that it may have on this group. Any reduction in resource does have the potential to impact on all of the team equally.</p> <p>In a wider sense, the Sustainable Procurement Duty places on the Council requirement to consider social, economic and environmental factors has a far reaching impact into the communities that the Council serve.</p> <p>How do you know that? HR information. <u>Procurement Reform (Scotland) Act 2014</u></p>

Sexual Orientation	<p>What effect/difference will the policy have on people?</p> <p>The exact posts which will be impacted upon are not yet known. Further assessment will be undertaken to identify and mitigate any impact that it may have on this group. Any reduction in resource does have the potential to impact on all of the team equally.</p> <p>In a wider sense, the Sustainable Procurement Duty places on the Council requirement to consider social, economic and environmental factors has a far reaching impact into the communities that the Council serve.</p> <p>How do you know that?</p> <p>HR information.</p> <p><u>Procurement Reform (Scotland) Act 2014</u></p>
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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?

CPU ensure that the Councils Sustainable Procurement Duty is upheld. The Sustainable Procurement Duty encompasses all of the groups at section 4 in the wider community. A reduction in resource puts the sustainable procurement duty at risk with the possibility of potentially devolving delivery of that duty to those in the council with little or no procurement knowledge or expertise.

How do you know that?

CPU ensures that the Councils Sustainable Procurement Duty is upheld. The Sustainable Procurement Duty encompasses all of the groups at section 4 in the wider community.

HR information.

Procurement Reform (Scotland) Act 2014

5. Action Plan

What action/s will be taken, by whom and what is the timescale for completion?

Actioner Name:

Action Date:

What is the issue?

At this stage, it is not known which specific posts will be impacted. This will be identified as the project progresses.

What action will be taken?

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.

- Consultation and the full change process will be carried out under the council's Managing Organisational Change Policy and Procedure.
- A process of engaging and consulting with employees affected by the proposals will be undertaken.
- Consultation with Trade Union reps will also take place, as will engagement with the wider Performance Improvement Service.
- An initial staff meeting will be followed by the opportunity for individual staff consultation meetings, in line with statutory requirements, to consider the potential individual impacts. All staff being consulted will have the right to representation at their meetings.
- Managers will not be able to access their employee's equality data but will consider any equality information shared/available to them to help identify and overcome potential barriers
- Internal customers will also be engaged around access to services, resources and advice moving forward to assess all potential impacts / barriers and ensure a customer focused approach with appropriate inclusive channels.
- Managers involved in selection will be suitably trained to ensure no bias.
- The Service Manager will be responsible for ensuring the appropriate consultation and involvement.

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.

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.

Research indicates that some will feel unable to disclose disabilities, sexual orientation or religious and philosophical beliefs so the change process will require transparency and should aim to encourage open dialogue in order to overcome any potential barriers. One to one discussion will be key.

The council's Managing Organisational Change policy and procedure aims to ensure effective consultation and an objective and robust process for associated decisions with safeguarding to minimise the impact of change such as redeployment, priority interviews and pension protection.

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 change process will be managed through the council's Managing Organisational Change policy and procedure, which has been subject to its own EIA and requires objective criteria for selection of posts and people for displacement.
- We can affirm our commitment to maintaining a diverse workforce as part of the consultation period.
- The council's job evaluation scheme will be used for objective grading of any new posts
- One to one consultation meetings will be utilised to understand which staff members affected by the changes have a protected characteristic, how the change process might impact them, how their work might be impacted and any support and reasonable adjustments they may require during the consultation and change process.
- We will ensure we know of any staff members on leave (maternity, shared parental, long term sick, etc.) during the change process to ensure they are fully informed, consulted with and considered equally for roles, with those on maternity leave having additional protected rights in law.
- Face to face opportunities for meetings and support for staff on leave will be ensured with in person and online channels as appropriate.
- All affected staff should be considered equally for opportunities / redundancy whatever their contract type or employment status – full time, part time, term time, etc.
- Anyone involved in selection for new posts in the new model will be suitably trained to ensure objective decision making and removal of bias.
- Employees affected will be offered support such as interview skills, CV writing, and presentation skills.
- All staff affected will be provided with access to the Employee Assistance Programme.
- The employee assistance programme will be promoted and visible for all staff and managers who are facing difficult situations

- Training will be explored for post holders to adapt to any new technologies or ways of working
- New opportunities will be promoted to all groups of staff where not required to be ring fenced.
- Consideration will continue to be given to flexible ways of working, allowing for part time and full-time opportunities.
- All affected employees will be directed to the Four Pillars of Wellbeing in order to access any resources specific to their own needs such as mental health resources or financial support relating to access to benefits or pensions.
- Any person pursuing redeployment will be assigned a named contact in the service for support and to ensure they are given information of new opportunities in the council.
- Business cases for ERVS will be considered using the criteria set out in the Discretionary Policy for ERVS.
- A consistent approach to the change process will be applied for all affected staff however adjustments will be considered to allow anyone with protected characteristics to participate effectively.
- Natural staff attrition will be explored to enable formal selection processes to be avoided.
- Training will be explored for the customer base transitioning to the revised service processes, with a review and enhancement of the available online materials (to offset reduction in one-to-one support).
- Managers will require refresher training on the specific legal protections afforded to pregnant workers, workers on maternity leave and those with protected characteristics as well as their legal duty to prevent discrimination and the risks associated with cases of detrimental treatment or failure to remove/prevent barriers to equality and safety at work. This will include direction to links to online resources to assist moving forward.
- Managers will require access to information to assist their understanding of the barriers faced by groups with protected characteristics
- Continued workforce monitoring/profiling will be necessary to identify any trends or groups more at risk of discrimination or negative impacts through the change process.
- The service manager will to continue monitor all formal complaints of bullying and harassment for trends/risk areas.
- On-going monitoring of service performance in the key processes and outcomes for any trends/risk areas.
- Review of intranet usage for online resources/demand to inform services moving forward.
- Stakeholder/customer involvement in online resource testing and development / checks of guidance.
- Link to network of digital champions for support/upskilling of customers.

10. Recommendation and Reasoning

Reason for Recommendation

Signed by Lead Officer

Designation

Interim Head of Corporate Services

Date

16/01/2023

Counter Signature

(Head of Service or Depute Chief Executive responsible for the policy)

Depute Chief Executive

Date

16/01/2023

Integrated Relevance Assessment Form

1. Details of proposal	
Policy Title (include budget reference number if applicable)	C2h Corporate Services non filling of staffing vacancies.
Service Area (detail which service area and section this relates to)	Corporate Services
Lead Officer (Name and job title)	Interim Head of Corporate Services
Other Officers/Partners Involved (list names, job titles and organisations if applicable)	None
Date relevance assessed	03/08/2022

2. Does the council have control over how this policy will be implemented?			
YES	<input checked="" type="checkbox"/>	NO	<input type="checkbox"/>

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: <ul style="list-style-type: none"> • Eliminate unlawful discrimination, harassment and victimisation and other prohibited conduct • Advance equality of opportunity between those who share a protected characteristic and those who do not; and • Foster good relations between those who share a protected characteristic and those who do not <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	<input type="checkbox"/>
Disability – people with disabilities/long standing conditions	<input type="checkbox"/>
Gender reassignment – trans/transgender identity – anybody who's gender identity or gender expression is different to the sex assigned to them at birth	<input type="checkbox"/>
Marriage or civil partnership – people who are married or in a civil partnership	<input type="checkbox"/>
Pregnancy and maternity – woman who are pregnant and/or on maternity leave	<input type="checkbox"/>
Race – people from black, Asian and minority ethnic communities and different racial backgrounds	<input type="checkbox"/>
Religion or belief – people with different religions and beliefs including those with no beliefs	<input type="checkbox"/>
Sex – Male, female and intersex	<input type="checkbox"/>
Sexual Orientation – lesbian, gay, bisexual, heterosexual/straight	<input type="checkbox"/>

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	✓
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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

At this point, it does not appear that IIA is required as the proposal has not been sufficiently developed. At a high level, the measure will likely result in the removal of posts in the service. The exact posts will be identified through an analysis of future business requirements.

The requirement for an IIA will be reviewed, but it is unlikely that changes to a council support service, as proposed in this measure, will impact upon the protected groups or impact on socio-economic inequalities.

Signed by Lead Officer	
Designation	Interim Head of Corporate Services
Date	16/01/2023
Counter Signature (Head of Service or Depute Chief Executive responsible for the policy)	Depute Chief Executive
Date	16/01/2023

Integrated Relevance Assessment Form

1. Details of proposal	
Policy Title (include budget reference number if applicable)	H1a Customer Information Service (CIS) and Cash Office Review H2b Customer & Communities workforce management
Service Area (detail which service area and section this relates to)	HCBS – Customer & Community Services
Lead Officer (Name and job title)	Customer & Community Service Manager
Other Officers/Partners Involved (list names, job titles and organisations if applicable)	
Date relevance assessed	11/07/2022

2. Does the council have control over how this policy will be implemented?			
YES	X	NO	

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: <ul style="list-style-type: none"> • Eliminate unlawful discrimination, harassment and victimisation and other prohibited conduct • Advance equality of opportunity between those who share a protected characteristic and those who do not; and • Foster good relations between those who share a protected characteristic and those who do not <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 – Male, female and intersex	
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	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

Cash Office:

The availability of over 800 paypoint locations across the authority effectively negates the impact on the removal of the cash offices.

By fully aligning all payment and pay out functions of the paypoint system to those of the cash payment offices, will allow the 800 plus paypoint locations to act as a “cash office” from a customer perspective. Thus, bringing the “cash office” to the customer.

There are two cash payment offices in operation at the moment, at Bathgate Partnership Centre and at Arrochar House and the majority of customers have to travel to make or receive payments from those locations. It was seen during lockdown that traditional customers of our payment offices (although theoretically still in operation for emergency pay outs only) did utilise other platforms for making payments.

CIS Review:

The equivalent resource associated with the staffing of the payment offices will be used positively, to assist in the development of customer knowledge and skill base that will allow more of the CIS traditional enquiries to be completed on line or via other platforms provided by the council. This will allow front line CIS staff to provide more in depth assistance for a more specific customer base, as well as providing traditional assistance to those who cannot utilise the other platforms available.

This will form the basis of the CIS review where this frontline service will take the customer through further stages of their journey than has been the case to date. By carrying out tasks traditionally completed at initial stages by e.g. Housing officers, the customer journey and the customer experience will be improved.

This will require staff on the frontline to be “upskilled” and will be determined on completion of the CIS review. On conclusion of the CIS review and during the shift from traditional face to face enquiries to other platforms, the resource required to assist in this channel shift of traditional customers (equivalent to the resource currently used in cash office provision – 2 Full time equivalent) will gradually reduce and will be achieved via natural means, retirement, leavers or will be considered under the redeployment policy.

During lockdown the front line CIS service did not operate for over 8 months and there was no “negative” response from the traditional customer base. Information and assistance were continued via online and telephone platforms during this period.

Signed by Lead Officer	
Designation	Interim Head of Corporate Services
Date	16/01/2023
Counter Signature (Head of Service or Depute Chief Executive responsible for the policy)	Depute Chief Executive
Date	16/01/2023

Full Integrated Impact Assessment Form

1. Details of proposal	
Policy Title (include budget reference number if applicable)	H1a Customer Information Service (CIS) and Cash Office Review H2b Customer & Communities workforce management
Details of Others Involved	Customer & Community Service Manager, Neighbourhood Manager
Date Assessment Conducted	11/11/2022

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, to deliver the required efficiencies to balance the service budget.</p> <p>The proposals associated with this project will see the service move to cease the provision of council operated and managed Payment Offices. There are currently two Payment Offices: one based in Arrochar House, Livingston and the other in The Jim Walker Partnership Centre, Bathgate.</p> <p>Payment Office: The provision and awareness of 800 PayPoint locations as an alternative to the two Payment Office offices will be of benefit to all customers, in regards to reducing the requirement travel to either Bathgate or Livingston and in the provision of longer opening times (including evening and weekends). There are no domestic addresses closer to either Arrochar House (Livingston) or The Jim Walker Partnership Centre than a PayPoint location.</p> <p>Customer Information Service (CIS): The resource generated by the cessation of the Payment Offices will be used to assist and support the existing customer base to utilise alternative platforms to access services eg online, telephone and self-serve. This will also allow a review of the type of enquiries handled by frontline CIS staff, with a greater emphasis in advancing the customer experience and accelerating the customer journey at the first point of contact e.g. with Housing enquiries. It will be our aim to explore whether some of the 'customer facing' enquiries currently handled by other council departments can be moved over to CIS. This in turn will free up capacity within departments and enable them to concentrate on their more specialised work - it will also increase the amount and types of enquiries customers can have resolved when in a CIS office.</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>What effect/difference will the policy have on people? There are no indications that there may be hidden needs relating to this protected characteristic with the proposed removal of dedicated Payment Offices.</p> <p>Review of Customer Information Services may require customers to access services via alternative platform eg telephone or online.</p> <p>How do you know that? PayPoint locations will be more accessible with local access, avoiding the need to travel to Bathgate or Livingston. There are no domestic address locations that are closer to either Arrochar House or The Jim Walker Partnership Centre than a PayPoint location.</p>
Disability	<p>What effect/difference will the policy have on people? There are no indications that there may be hidden needs relating to this protected characteristic with the proposed removal of dedicated Payment Offices.</p> <p>Review of Customer Information Services may require customers to access services via alternative platform eg telephone or online.</p>

	<p>How do you know that? PayPoint locations will be more accessible with local access, avoiding the need to travel to Bathgate or Livingston. There are no domestic address locations that are closer to either Arrochar House or The Jim Walker Partnership Centre than a PayPoint location.</p>
Gender Reassignment – Trans/Transgender Identity	<p>What effect/difference will the policy have on people? There are no indications that there may be hidden needs relating to this protected characteristic with the proposed removal of dedicated Payment Offices.</p> <p>Review of Customer Information Services may require customers to access services via alternative platform eg telephone or online.</p> <p>How do you know that? PayPoint locations will be more accessible with local access, avoiding the need to travel to Bathgate or Livingston. There are no domestic address locations that are closer to either Arrochar House or The Jim Walker Partnership Centre than a PayPoint location.</p>
Marriage or Civil Partnership	<p>What effect/difference will the policy have on people? There are no indications that there may be hidden needs relating to this protected characteristic with the proposed removal of dedicated Payment Offices.</p> <p>Review of Customer Information Services may require customers to access services via alternative platform eg telephone or online.</p> <p>How do you know that? PayPoint locations will be more accessible with local access, avoiding the need to travel to Bathgate or Livingston. There are no domestic address locations that are closer to either Arrochar House or The Jim Walker Partnership Centre than a PayPoint location.</p>
Pregnancy and Maternity	<p>What effect/difference will the policy have on people? There are no indications that there may be hidden needs relating to this protected characteristic with the proposed removal of dedicated Payment Offices.</p> <p>Review of Customer Information Services may require customers to access services via alternative platform eg telephone or online.</p> <p>How do you know that? PayPoint locations will be more accessible with local access, avoiding the need to travel to Bathgate or Livingston. There are no domestic address locations that are closer to either Arrochar House or The Jim Walker Partnership Centre than a PayPoint location.</p>
Race	<p>What effect/difference will the policy have on people? There are no indications that there may be hidden needs relating to this protected characteristic with the proposed removal of dedicated Payment Offices.</p> <p>Review of Customer Information Services may require customers to access services via alternative platform eg telephone or online.</p> <p>How do you know that? PayPoint locations will be more accessible with local access, avoiding the need to travel to Bathgate or Livingston. There are no domestic address locations that are closer to either Arrochar House or The Jim Walker Partnership Centre than a PayPoint location.</p>
Religion or Belief	<p>What effect/difference will the policy have on people? There are no indications that there may be hidden needs relating to this protected characteristic with the proposed removal of dedicated Payment Offices.</p> <p>Review of Customer Information Services may require customers to access services via alternative platform eg telephone or online.</p> <p>How do you know that? PayPoint locations will be more accessible with local access, avoiding the need to travel to Bathgate or Livingston. There are no domestic address locations that are closer to either Arrochar House or The Jim Walker Partnership Centre than a PayPoint location.</p>

Sex	<p>What effect/difference will the policy have on people? There are no indications that there may be hidden needs relating to this protected characteristic with the proposed removal of dedicated Payment Offices.</p> <p>Review of Customer Information Services may require customers to access services via alternative platform eg telephone or online.</p> <p>How do you know that? PayPoint locations will be more accessible with local access, avoiding the need to travel to Bathgate or Livingston. There are no domestic address locations that are closer to either Arrochar House or The Jim Walker Partnership Centre than a PayPoint location.</p>
Sexual Orientation	<p>What effect/difference will the policy have on people? There are no indications that there may be hidden needs relating to this protected characteristic with the proposed removal of dedicated Payment Offices.</p> <p>Review of Customer Information Services may require customers to access services via alternative platform eg telephone or online.</p> <p>How do you know that? PayPoint locations will be more accessible with local access, avoiding the need to travel to Bathgate or Livingston. There are no domestic address locations that are closer to either Arrochar House or The Jim Walker Partnership Centre than a PayPoint location.</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?

Payment Office:

The availability of over 800 PayPoint locations across the authority effectively negates the impact on the removal of the Payment Offices.

By fully aligning all pay in and pay out functions of the PayPoint system to those of the Payment Offices, will allow the 800 plus PayPoint locations to act as a “cash office” from a customer perspective. Thus, bringing the “Payment Office” to the customer.

There will be a requirement to determine if rent/council tax balances and account information is available at PayPoint outlets as some customers rely on this information.

Part of our support and communications to customers moving to PayPoint locations will be to make them aware of the necessity to provide their rent and/or council tax payment card at PayPoint locations.

CIS Review:

The equivalent resource associated with the staffing of the Payment Offices will be used positively to assist in the development of customer knowledge and skill base that will allow more of the CIS traditional enquiries to be completed on line or via other platforms provided by the council. This will allow frontline CIS staff to provide more in-depth assistance for a more specific customer base, as well as providing traditional assistance to those who cannot utilise the other platforms available.

West Lothian Council is committed to being a supportive and inclusive employer with four pillars of support including guidance, information and self-help tips on the following:

Mental wellbeing

Physical wellbeing

Financial wellbeing

Workplace wellbeing

Staff will be supported and encouraged to access this facility and services.

How do you know that?

Payment Office: There are two Payment Offices in operation at the moment, with one at The Jim Walker Partnership Centre and the other at Arrochar House. The majority of customers have to travel to make or receive payments from those locations.

It was seen during lockdown that traditional customers of our payment offices (although theoretically still in operation for emergency payouts only) did utilise other platforms for making payments.

CIS Review: During lockdown the frontline CIS service did not operate for over 8 months and there was no “negative” response from the traditional customer base. Information and assistance were continued via online, email and telephone platforms during this period.

5. Action Plan

What action/s will be taken, by whom and what is the timescale for completion?

Actioner Name: Neighbourhood Manager

Action Date: 01/04/23 – 01/04/24

What is the issue?

- Closure of Payment Office: to release staff for customer assistance in utilising alternative platforms. Staff communications
- Alternative Platforms: ascertain actual impact on customer base
- Payment Office Transactions: ensure all transactions are transferred to PayPoint application

What action will be taken?

- Consultation with employees and Trade Unions
- Customer engagement in the form of a Customer Survey
- Contract review with PayPoint, Revenues and procurement.

Progress against action

Consultation period to take place during 1st quarter of financial year 2023/24.

On conclusion of user consultation, a summary of responses will be reviewed.

The closure of any public facility would normally have a negative impact on all users, however it is anticipated that by allowing and transferring current Payment Office transactions to PayPoint will enhance the customer offer - this not discriminatory and does not result in disproportionate impact on any group from within the protected characteristics to a greater level than any other group or individuals using the facility.

The consultation will also ascertain the impact on CIS customer base and access to alternative platforms

Planned implementation of PayPoint as an alternative to Payment Offices will require review of contract and processes with Revenues and with Procurement.

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.

Consultation with staff, service partners Social Policy, Licencing, Revenues, Housing, Trade Unions and customers to be arranged – 1st quarter of financial year 2023/24

Our customer base will be consulted on CIS Review

- Alternative platform accessibility
- Alternative platform capability
- Alternative proposals
- Travel impact
- Financial impact

Consultation period to be undertaken by Customer and Community Services staff

Detail of the removal of this provision would be communicated to the customers.

Consultation results may require adjustment to mitigation plans.

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.

Payment Office usage and income statistics and analysis of enquiry by type at frontline CIS offices

Payment Office Stats - number of transactions

	2018/19	2019/20	2020/21	2022/23
April - Sept	48686	19951	12298	16258
October - March	27251	15139	10971	

Note: 2018/19: Whitburn closed June and Armadale closed in Sept - leaving just AH and Bathgate

The CIS is the 'face' of the council and handles a wide range of enquiries on behalf of many council services. The CIS Review provides us with an opportunity to explore what additional/new tasks, enquiries and duties the CIS frontline service can take on. In doing so, not only will it free up some capacity of the council officers from within these services; it will also ensure customers have an enhanced experience when meeting with CIS Officers as we will be able to take their enquiries further before we need to pass their enquiry to someone else.

This will enhance both the customer journey and experience. This will require staff on the frontline to be potentially “upskilled” and will be determined on completion of the CIS Review. On conclusion of the CIS Review, and during the shift from traditional face to face enquiries to other platforms, the resource required to assist in this channel shift of traditional customers (equivalent to the resource currently used in Payment Office provision x2 full time equivalent) will gradually reduce and will be achieved via natural means, retirement, leavers or will be considered under the redeployment policy.

Consultation with staff, Trade Unions and customers will take place from April 2023. Confirmation of ability to obtain account and balance information.

CIS Review: during lockdown the front-line CIS service did not operate for over 8 months and there was no “negative” response from the traditional customer base – alternative means of obtaining information were used by some customers. Information and assistance were continued via online, e-mail and telephone platforms during this period.

Analysis of the staff has identified that 81% of the workforce of the unit are aged 35 to 64 years old, 76% are female and 91% earn between £21,680 and £25,246. This data has assisted in the potential impact analysis outlined above.

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.

- a) Payment Office alternatives require no modification. Results of customer consultation will be considered in the CIS Review. The CIS Review has no bearing on the decision to close the Payment Offices but the closure of the Payment Offices allows resource to be made available over a limited period for customer assistance and support re-alternative platform capabilities.
- b) The proposal provides an enhanced service in terms of cash payment/pay out options. Two locations will be converted into over 800 possible alternative venues.
- c) Consultation and contract review reduce the opportunity to implement any changes immediately.
- d) No indication of any hidden impacts with the proposals
- e) No modifications necessary as no hidden impacts foreseen – consultation with users will clarify.

West Lothian Council is committed to being a supportive and inclusive employer with four pillars of support including guidance, information and self-help tips on the following:

Mental wellbeing

Physical wellbeing

Financial wellbeing

Workplace wellbeing

Staff will be supported and encouraged to access this facility and 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

- a) Cash income performance is and will continue to be monitored. CIS enquiries will continue to be reported on a monthly basis, analysis of type of enquiries taking place face to face, via telephone and online will be monitored, recorded and reported.
- b) Several service areas will be involved in the implementation, Revenues, Procurement, Corporate Comms and Customer & Community Services. Start date phased -Cash Office to close in August 2023 with CIS process updated and implemented by 2024 (1st Quarter) Housing service areas will be involved in the review of process and implementation of skills training for current CIS staff.
- c) This will inform potential for further development of online systems, automation of high-volume low complexity enquiries and the needs of our customer base.
- d) The performance is reviewed on an annual basis, with trends and commentary informing policy decisions.
- e) Customer & Community Services, HCBS

10. Recommendation and Reasoning

✓ Implement proposal taking account of mitigating actions (as outlined above)

Reason for Recommendation

To allow progress towards making identified savings as previously agreed.

Signed by Lead Officer	
Designation	Interim Head of Housing Customer and Building Services
Date	16/01/2023
Counter Signature (Head of Service or Depute Chief Executive responsible for the policy)	Depute Chief Executive
Date	16/01/2023

Integrated Relevance Assessment Form

1. Details of proposal	
Policy Title (include budget reference number if applicable)	H1b - Further automation of Customer Contact Centre
Service Area (detail which service area and section this relates to)	HCBS – Customer & Community Services
Lead Officer (Name and job title)	
Other Officers/Partners Involved (list names, job titles and organisations if applicable)	
Date relevance assessed	15/07/2022

2. Does the council have control over how this policy will be implemented?			
YES	X	NO	

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: <ul style="list-style-type: none"> • Eliminate unlawful discrimination, harassment and victimisation and other prohibited conduct • Advance equality of opportunity between those who share a protected characteristic and those who do not; and • Foster good relations between those who share a protected characteristic and those who do not <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 – Male, female and intersex	
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
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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

The Automation of the Contact Centre: This proposal is to automate the process and procedures through CRM. The efficiencies are obtained by simplifying the task of dealing with a specific enquiry type by the contact centre advisor. Thus, any customer contacting the council via this platform will not be negatively impacted at all. Indeed if the enquiry is one where the process has been “automated” then this will result in their enquiry/call time being reduced.

Signed by Lead Officer	
Designation	Interim Head of Housing Customer and Building Services
Date	16/01/2023
Counter Signature (Head of Service or Depute Chief Executive responsible for the policy)	Depute Chief Executive
Date	16/01/2023

Integrated Relevance Assessment Form

1. Details of proposal	
Policy Title (include budget reference number if applicable)	H3a Rationalised community centre portfolio (linked to Finance & Property saving F7a)
Service Area (detail which service area and section this relates to)	HCBS – Customer & Community Services
Lead Officer (Name and job title)	Customer and Community Services Manager
Other Officers/Partners Involved (list names, job titles and organisations if applicable)	Customer and Community Services Manager Strategic Property Asset Manager Community Regeneration Officers / CWB Team Projects Team Leader
Date relevance assessed	12/07/2022

2. Does the council have control over how this policy will be implemented?			
YES	X	NO	

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: <ul style="list-style-type: none"> • Eliminate unlawful discrimination, harassment and victimisation and other prohibited conduct • Advance equality of opportunity between those who share a protected characteristic and those who do not; and • Foster good relations between those who share a protected characteristic and those who do not <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	X
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 – Male, female and intersex	
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	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

Signed by Lead Officer	
Designation	Interim Head of Housing Customer and Building Services
Date	16/01/2023
Counter Signature (Head of Service or Depute Chief Executive responsible for the policy)	Depute Chief Executive
Date	16/01/2023

Full Integrated Impact Assessment Form

1. Details of proposal	
Policy Title (include budget reference number if applicable)	H3a - Rationalised community centre portfolio
Details of Others Involved	Customer and Community Service Manager
Date Assessment Conducted	12/07/2022

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 “Your Council Your say” programme for West Lothian Council to be delivered by Housing, Customer and Building Services alongside Finance and Property Services - to deliver the required efficiencies to balance the budget.</p> <p>The proposals associated with this project will see the service move to cease the provision of Council owned and supported Community centres and Village Halls, excluding Partnership Centres, with support provided to relocate those community activities to alternative locations within the community. Alternative proposals to relocate impacted individuals/groups and organisations to the existing partnership centres, the school estate and potentially third party owned properties will be developed on conclusion of a full consultation with all of the Education Associations and user groups/organisations and individuals who currently utilise the existing facilities. An initial review has been undertaken to identify potential properties within communities.</p> <p>The saving will be to achieve property and staffing savings, through the closure of buildings. However, the focus as part of the delivery of the saving will be to ensure community activities remain within communities as the activities undertaken are the asset to the community not necessarily the building they are undertaken in.</p> <p>Community asset transfer remains an encouraged option for local organisations to retain the facilities in their local area and assistance will be provided to any groups wishing to adopt this position.</p> <p>The aim of the proposal will be to maximise the existing partnership centre community use, utilisation of our school estate for community activities and minimise the impact on local activities by accommodating those activities in suitable and readily accessible alternatives. Thus, assisting in the delivery of the priority of making the most efficient and effective use of resources by minimising the impact on the built environment. The approach that will be followed during the introduction of this proposal will be based on a West Lothian wide proactive and planned approach based on a local 20-minute community concept.</p> <p>The current occupation ratio of our Community Facilities, including Partnership centres is low with the impact of covid having an effect on the return of user groups to our centres – however based on full year figures prior to the pandemic, the Combined room occupancy rate of the facilities was 22.7%. This is based on the number of rooms available at each location over a 14 hour day, 7 days per week. With the usage at some facilities over the period of the year (2019/20) as low as 7% room occupancy. This indicates that Over that same period there were 1,087,056 people taking part in activities at those locations. On considering alternative locations and as part of the consultation exercise with users' exploration of amount of flexibility each group would have on carrying out their activity – day of week, time of day will assist in the implementation of the proposal. Capacity (room hours available) of the partnership centres and from the school estate is anticipated as not being an issue, there will be specific days and times that we will require groups to be flexible.</p> <p>The proposal is set out to enable measures which will deliver the savings target that require to be met by Housing, Customer & Building Services and Finance & Property for financial period 2023-28 to ensure that the Council operates within agreed budgets. This will also contribute towards a reduction in the council's carbon emissions contributing towards the council's climate change strategy.</p>

Discussion and consultation with the users would help to ensure that alternative solutions for centre users with a range of needs is considered and will form part of the outcomes to be delivered as a result the project. This will form the basis of a more detailed second stage IIA, which will be conducted at the earliest possible stage by the members of the working group that will be tasked with delivering this measure.

There are no statutory requirements to provide “Community Centres” however it is realised that the Social, Recreational and Educational activities that are held in those facilities are of benefit to the Health & Wellbeing of the participants – the proposal provides opportunities for the activities to continue within the community while maximising the building use of other buildings within the community, or by increasing community knowledge and skills via asset transfer.

3. Please outline any needs and/or barriers which equality groups (people with protected characteristics) may have in relation to this policy

Age	<p>What effect/difference will the policy have on people? Impact on elderly and young people with regards travel, however services will be supported to remain within the community and therefore mitigating any impact.: Travel to alternative locations may be financially prohibitive Travel to alternative locations may be practically restrictive – public transport routes/timetables may impact how and when people of all ages can use the facilities at an alternative location</p> <p>How do you know that? A customer usage analysis of the age groups regularly utilising the impacted facilities. A full consultation will take place with the facility users to determine the impact on specific activities, dates/times and ability to be flexible</p>
Disability	<p>What effect/difference will the policy have on people? Impact on elderly and young people with regards travel, however services will be supported to remain within the community and therefore mitigating any impact.: Travel to alternative locations may be financially prohibitive Travel to alternative locations may be practically restrictive – public transport routes/timetables may impact how and when people of all ages can use the facilities at an alternative location</p> <p>How do you know that? A customer usage analysis of the age groups regularly utilising the impacted facilities. A full consultation will take place with the facility users to determine the impact on specific activities, dates/times and ability to be flexible</p>
Gender Reassignment – Trans/Transgender Identity	<p>What effect/difference will the policy have on people? The measure as a whole is applicable to all equality groups irrespective of this protected characteristic</p> <p>How do you know that? There are no indications that there may be hidden needs relating to this protected characteristic. A data gathering exercise is required of all other users during a defined period of time to identify if there are any significant equality considerations for particular people within the protected characteristics that results in disproportionate impact on any specific groups as a result of closing the facilities.</p>
Marriage or Civil Partnership	<p>What effect/difference will the policy have on people? The measure as a whole is applicable to all equality groups irrespective of this protected characteristic.</p> <p>How do you know that? There are no indications that there may be hidden needs relating to this protected characteristic. A data gathering exercise is required of all users during a defined period of time to identify if there are any significant equality considerations for particular people within the protected characteristics that results in disproportionate impact on any specific groups as a result of closing the facilities.</p>
Pregnancy and Maternity	<p>What effect/difference will the policy have on people? Potential impact on pre & post-natal classes held in some locations -potential impact on suitability and availability at times at alternative locations to suit this characteristic.</p>

	<p>How do you know that? A full user group analysis on the activities taking place in our centres. Generally, the post& pre-natal sessions are not regular bur are requested on occasion. Potential travel and transport complexities may restrict the availability of the participants to locate to an alternative location. A full consultation with all user groups over a period of time will take place to determine the full impact on activities taking place.</p>
Race	<p>What effect/difference will the policy have on people? The measure as a whole is applicable to all equality groups irrespective of this protected characteristic.</p>
	<p>How do you know that? There are no indications that there may be hidden needs relating to this protected characteristic. A data gathering exercise is required of all users during a defined period of time to identify if there are any significant equality considerations for particular people within the protected characteristics that results in disproportionate impact on any specific groups as a result of closing the facilities.</p>
Religion or Belief	<p>What effect/difference will the policy have on people? The measure as a whole is applicable to all equality groups irrespective of this protected characteristic.</p>
	<p>How do you know that? There are no indications that there may be hidden needs relating to this protected characteristic. A data gathering exercise is required of all users during a defined period of time to identify if there are any significant equality considerations for particular people within the protected characteristics that results in disproportionate impact on any specific groups as a result of closing the facilities.</p>
Sex	<p>What effect/difference will the policy have on people? The measure as a whole is applicable to all equality groups irrespective of this protected characteristic.</p>
	<p>How do you know that? There are no indications that there may be hidden needs relating to this protected characteristic. A data gathering exercise is required of all users during a defined period of time to identify if there are any significant equality considerations for particular people within the protected characteristics that results in disproportionate impact on any specific groups as a result of closing the facilities.</p>
Sexual Orientation	<p>What effect/difference will the policy have on people? The measure as a whole is applicable to all equality groups irrespective of this protected characteristic.</p>
	<p>How do you know that? There are no indications that there may be hidden needs relating to this protected characteristic. A data gathering exercise is required of all users during a defined period of time to identify if there are any significant equality considerations for particular people within the protected characteristics that results in disproportionate impact on any specific groups as a result of closing the facilities.</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 removal of this provision will have a wider as opposed to focussed impact on the community of users. Where an impact will directly affect an activity, alternative opportunities will be proposed this will include services remaining within the community centre where asset transfer is completed or by moving the activity to an alternative facility within the community. This will mitigate the negative impact for those users.

Customers who may and or will be impacted will be consulted on the proposal. Potential increase in travel costs, time and modes of transport (public or private) as well as alternative availability and suitability. A data gathering exercise is required of all users during a defined period of time to identify if there are any significant equality considerations for particular people within the protected characteristics that results in disproportionate impact on any specific groups as a result of closing the facilities.

If this position changes after consultation, and it becomes apparent that services to specific groups with protected characteristics will change, a further impact assessment will be required.

West Lothian Council is committed to being a supportive and inclusive employer with four pillars of support including guidance, information and self-help tips on the following:

Mental wellbeing

Physical wellbeing

Financial wellbeing

Workplace wellbeing

Staff will be supported and encouraged to access this facility and services.

How do you know that?

Consultation period to be arranged to determine and evaluate the impact on all of the recognised protected characteristics

In the consultation and review period – the project team will ascertain key elements relocating activities

Key aspects to include:

Availability of suitable alternative accommodation (day/time/space/storage)

Transport options for vulnerable, elderly and young children to alternative accommodation

Dissolution of charitable organisations and subsequent funding gap for local activities/events

Dissolution of community groups if unable to find suitable alternative accommodation

Increased energy usage in alternative locations

Potential increase in staffing costs at alternative locations, weekend and evening needs.

Future of impacted buildings declared surplus: sell, lease, demolish or asset transfer.

Future of small “business”/commercial activities – café, dancing, martial arts, slimming classes.

5. Action Plan

What action/s will be taken, by whom and what is the timescale for completion?

Actioner Name: Customer & Communities Manager

Action Date: Ongoing

What is the issue?

Decrease in recreational, social and educational facilities for local communities who may not be able to relocate to alternative accommodation.

Community Asset Transfer Options

What action will be taken?

Customer engagement with all users to ascertain potential impact on usage, use of alternative location, financial and travel impact. Discussions with employees and Trade unions

Review of suitable alternative locations within a 20-minute radius where possible and practicable. Identify availability and suitability – initially at partnership centres and extending to all council owned premises.

Provision of a link officer to assist organisations interested in community asset transfer. To aid in development of proposal and requests for asset transfer

Progress against action

Consultation period to be arranged. On conclusion of user consultation, a summary of responses will be reviewed. The closure of any public facility will have a negative impact on all users, it is anticipated that further analysis should enable assurance that this does not result in disproportionate impact on any group from within the protected characteristics to a greater level than any other group or individuals using the facility.

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 community mapping exercise is being undertaken to better understand the community activities undertaken within the community centres as well as establish alternative locations within the community where asset transfer is not completed meaning the key activities of the community can continue within the community.

Consultation with staff, Trade unions and customers, user groups, Education Associations, council officers, to be arranged.

Our customer base will be consulted on

Alternative day for the activity.

Alternative location

Alternative time for carrying out the activity

Travel impact

Financial impact

Detail of the removal of this provision would be communicated to the customers.

Staff and Trade Union consultation will take place in TBA.

Consultation period to be Confirmed & will be undertaken by Customer & Community services staff

Previous conversations have been held with community centre and village hall management committees regarding asset transfer from previous savings initiatives, however the uptake has not been fully successful with only X management committees progressing towards asset transfer. An updated saving has been developed to achieve additional savings which will include relocating community activities to other buildings within the council's estate, and where required in partnership with other third-party buildings within the community, if asset transfer is not undertaken.

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.

A detailed community mapping exercise is being completed for the communities across West Lothian, this will look at current usage, costs, alternative locations, active travel options, public transport, and community demographics. To ensure that communities activities are fully supported to remain within the community.

Officer based research on the costs to operate the current fiscal model, where the Council cover all maintenance & repairs, compliance, association support and staffing and all of the utility costs.

Officer based research on the usage of each community facility, usage by day, by week and by month. Age range of users, type of space used and when it is used. In addition to this the analysis will look at the community demographics, deprivation information, active travel and public transport options. Type of activities taking place, community activities/WLC service provision and 3rd party use, e.g. Blood Transfusion Service etc.

Age Group	2018/19 - Visits	2019/20 - Visits	20/21 & 21/22 Lockdown	2022/23 Apr-Sep - Visits
Pre-School	91,106	95,036		29,175
Young Children	175,368	169,773		55,127
Young People	38,077	57,732		16,109
Adults	292,823	351,666		90,628
Elderly	141,345	175,030		43,442
Casual	388,187	237,819		50,920
Totals	1,126,906	1,087,056		285,401

Consultation period to be confirmed that will provide more detailed analysis of any impact on the customers with protected characteristics.

Data on the use of facilities has been recorded for several years and key elements reported and recorded via Pentana. The trend in the use of community facilities has remained relatively steady over the last few years, but low in relation to building capacity. However, more recently the restrictions during lockdown had a severe impact on the type of activities that could be conducted as we moved through the route map to recovery and also it impacted on the numbers able to attend an activity that was able to function. The impact of this still remains as we are witnessing a slower rate of return than would have been anticipated.

Ascertain availability in alternative locations – equipment available and other facilities. Community asset transfer remains an option for local groups and potential for community ownership will be promoted during this period.

The proposal to develop a 20-minute community and a West Lothian deal will reflect a direction of travel in policy and strategy that would align with any alternative location for activities to take place.

Analysis of the staff has identified that 81% of the workforce of the unit are aged 35 to 64 years old, 76% are female and 91% earn between £21,680 and £25,246. This data has assisted in the potential impact analysis outlined above.

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.

There is the option to use the facilities at alternative locations across West Lothian, this will include partnership centres, schools and third-party buildings where required. Partnership centres will remain in operation along with the potential use of our school estate and 3rd party locations, e.g. church halls, scout halls etc. A link officer will be provided to assist in any community transfer and provision of suitable alternative locations for activities to take place.

The proposals will reduce the Council assets, reducing the councils carbon emissions by approx. 620 tonnes each year, whilst maintaining accessibility for activities within the remaining portfolio of assets.

Asset transfer remains an opportunity for local (or wider) organisations

This will involve discussions with staff, the views of customers/stakeholders to determine user profiles. The closure of any public facility will have a negative impact on all users, it is anticipated that further analysis should enable assurance that this does not result in disproportionate impact on any group from within the protected characteristics to a greater level than any other group or individuals using the facility.

The resources used to support the Education associations, compliance and staffing of the buildings would reduce. This would be the equivalent of 16.95 Full time equivalent

West Lothian Council is committed to being a supportive and inclusive employer with four pillars of support including guidance, information and self-help tips on the following:

Mental wellbeing

Physical wellbeing

Financial wellbeing

Workplace wellbeing

Staff will be supported and encouraged to access this facility and 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 planning, implementation and reviewing of this measure will be managed along best practice in project management

Stakeholder engagement and user centred input will result in discussions with staff, the views of customers/stakeholders. In terms of project governance proposals for this measure will be reported to the HCBS senior management team.

There is no anticipated policy changes as there is no community centre strategy for WLC, however, there are FTE reductions that will require approval

As the project also involves physical assets, a joint approach from Customer & Community services staff alongside Finance and Property staff will lead on the project.

10. Recommendation and Reasoning

✓ Implement proposal taking account of mitigating actions (as outlined above)

Reason for Recommendation

To allow progress towards making identified savings *as previously agreed*.

The impact on those customers who are identified as having a protected characteristic will be minimised by the provision of alternative accommodation where possible, utilising other council facilities or 3rd party locations, e.g. West Lothian Leisure, Church halls etc.

Signed by Lead Officer	
Designation	Interim Head of Housing Customer and Building Services
Date	16/01/2023
Counter Signature (Head of Service or Depute Chief Executive responsible for the policy)	Depute Chief Executive
Date	16/01/2023

Integrated Relevance Assessment Form

1. Details of proposal	
Policy Title (include budget reference number if applicable)	H4a - Rationalise the number of library facilities by only retaining libraries located in partnership centres (linked to Finance & Property Services saving F7b)
Service Area (detail which service area and section this relates to)	HCBS – Customer & Community Services
Lead Officer (Name and job title)	Customer & Community Services Manager
Other Officers/Partners Involved (list names, job titles and organisations if applicable)	Customer and Community Services Manager Strategic Property Asset Manager CWB Team
Date relevance assessed	08/07/2022

2. Does the council have control over how this policy will be implemented?			
YES	X	NO	

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: <ul style="list-style-type: none"> • Eliminate unlawful discrimination, harassment and victimisation and other prohibited conduct • Advance equality of opportunity between those who share a protected characteristic and those who do not; and • Foster good relations between those who share a protected characteristic and those who do not <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 – Male, female and intersex	
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	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

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Signed by Lead Officer	
Designation	Interim Head of Housing Customer and Building Services
Date	16/01/2023
Counter Signature (Head of Service or Depute Chief Executive responsible for the policy)	Depute Chief Executive
Date	16/01/2023

Full Integrated Impact Assessment Form

1. Details of proposal	
Policy Title (include budget reference number if applicable)	H4a - Rationalise the number of library facilities by only retaining libraries located in partnership centres
Details of Others Involved	Customer & Community Service Manager Neighborhood Manager
Date Assessment Conducted	08/07/2022

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>This proposal is one of the identified budget savings measures affiliated with Housing, Customer and Building Services as part of the consultation designed to deliver the required efficiencies to balance the service budget. This measure proposes a review of the libraries with particular relevance to those libraries not currently located within a partnership centre. The impact of this proposal will result in a saving to Finance and Property Services through a reduction in property costs and will also contribute to the council's climate change strategy.</p> <p>This proposal warrants conducting a consultation with all users of the impacted libraries; Almondbank, Craiginn, Lanthorn, Pumpherston and West Calder.</p> <p>Despite falling library usage across the board, this could be perceived to have a negative impact on some local users in areas where there is potential for closure. This would affect library users and any groups using the library and whilst any central library provision is likely to result in a better designed service and modernisation which will benefit existing and new users, the needs of stakeholders must form part of the planning and consultation process.</p> <p>A consultation would enable any potential detriment to those within the protected characteristics, in particular older people and disabled users in terms of access and the availability of a local service that provides more than just books to be identified and mitigation measures developed– this will ensure the social aspect of ensuring access and the ease of travel is not overlooked when considering the proposal.</p> <p>A 2nd stage IIA will require a small stakeholder group to participate to ensure all views are represented. This will also allow for the cumulative impact of measures across the entire Your Council Your Say programme to be considered at the appropriate stage and in full when the profile of customers who will be affected by multiple measures have been identified.</p> <p>The project to drive forward Digital First will increase the options for self-service and e-books for customers. However, it is likely to be viewed as a negative move by the localities affected. It would be justifiable therefore, to include a full consultation as part of this project to ensure the change in provision considers the views of users and that this is taken into consideration when planning the new model of delivery in the partnership buildings in these areas.</p> <p>The opportunity for volunteers to staff libraries will also be taken into consideration. Benchmarking with authorities who use or have used volunteers is ongoing. Further study on local inclination, individual/community, staffing costs to support and train voluntary staff will form part of this exercise.</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>What effect/difference will the policy have on people? Older people and young people</p> <ul style="list-style-type: none"> • Potential for reduction in access to library and CIS services • Loss of free PC/internet access • Increase in travel and associated costs through closure of a local resource • Increase in isolation for vulnerable people through loss of social interaction by closure of a local facility <p>How do you know that? Performance figures and data gathered on footfall, membership data, book issues, e-book issues, pc usage, user profiles and location. The impact on each of the groups identified as having possible impact on equality should be fully mapped against the selected locations should the measure receive approval at council. This will enable further mitigation of any impact to be assessed and implemented.</p>
Disability	<p>What effect/difference will the policy have on people?</p> <ul style="list-style-type: none"> • Potential for reduction in access to library and CIS services • Loss of free PC/internet access – and potentially training and employment opportunities • Increase in travel and associated costs through closure of a local resource • Increase in isolation for vulnerable people through loss of social interaction by closure of a local facility • Loss of engagement with services using the library as a local meeting point/drop in advice service <p>How do you know that? Performance figures and data gathered on footfall, membership data, book issues, e-book issues, pc usage, user profiles and location. The impact on each of the groups identified as having possible impact on equality should be fully mapped against the selected locations should the measure receive approval at council. This will enable further mitigation of any impact to be assessed and implemented.</p>
Gender Reassignment – Trans/Transgender Identity	<p>What effect/difference will the policy have on people? The measure as a whole is applicable to all equality groups irrespective of this protected characteristic.</p> <p>How do you know that? There are no indications that there may be hidden needs relating to this protected characteristic. A data gathering exercise is required of all other users during a defined period of time to identify if there are any significant equality considerations for particular people within the protected characteristics that results in disproportionate impact on any specific groups as a result of closing the libraries in scope.</p>
Marriage or Civil Partnership	<p>What effect/difference will the policy have on people? The measure as a whole is applicable to all equality groups irrespective of this protected characteristic.</p> <p>How do you know that? There are no indications that there may be hidden needs relating to this protected characteristic. A data gathering exercise is required of all other users during a defined period of time to identify if there are any significant equality considerations for particular people within the protected characteristics that results in disproportionate impact on any specific groups as a result of closing the libraries in scope.</p>
Pregnancy and Maternity	<p>What effect/difference will the policy have on people? The measure as a whole is applicable to all equality groups irrespective of this protected characteristic.</p> <p>How do you know that? There are no indications that there may be hidden needs relating to this protected characteristic. A data gathering exercise is required of all other users during a defined period of time to identify if there are any significant equality considerations for particular people within the protected characteristics that results in disproportionate impact on any specific groups as a result of closing the libraries in scope.</p>

Race	What effect/difference will the policy have on people? The measure as a whole is applicable to all equality groups irrespective of this protected characteristic.
	How do you know that? There are no indications that there may be hidden needs relating to this protected characteristic. A data gathering exercise is required of all other users during a defined period of time to identify if there are any significant equality considerations for particular people within the protected characteristics that results in disproportionate impact on any specific groups as a result of closing the libraries in scope.
Religion or Belief	What effect/difference will the policy have on people? The measure as a whole is applicable to all equality groups irrespective of this protected characteristic.
	How do you know that? There are no indications that there may be hidden needs relating to this protected characteristic. A data gathering exercise is required of all other users during a defined period of time to identify if there are any significant equality considerations for particular people within the protected characteristics that results in disproportionate impact on any specific groups as a result of closing the libraries in scope.
Sex	What effect/difference will the policy have on people? The measure as a whole is applicable to all equality groups irrespective of this protected characteristic.
	How do you know that? There are no indications that there may be hidden needs relating to this protected characteristic. A data gathering exercise is required of all other users during a defined period of time to identify if there are any significant equality considerations for particular people within the protected characteristics that results in disproportionate impact on any specific groups as a result of closing the libraries in scope.
Sexual Orientation	What effect/difference will the policy have on people? The measure as a whole is applicable to all equality groups irrespective of this protected characteristic.
	How do you know that? There are no indications that there may be hidden needs relating to this protected characteristic. A data gathering exercise is required of all other users during a defined period of time to identify if there are any significant equality considerations for particular people within the protected characteristics that results in disproportionate impact on any specific groups as a result of closing the libraries in scope.

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 rationalisation of this provision will have a wider as opposed to focussed impact on the community of users. Where an impact will directly affect an activity, alternative opportunities will be proposed. This will mitigate or where possible eliminate negative impact for these users.

Customers who may and/or will be impacted will be consulted on the proposal, particularly around potential increase in travel costs, time and modes of transport (public or private) as well as alternative availability and suitability. A data gathering exercise is required of all library users during a defined period of time to identify if there are any significant equality considerations for particular people within the protected characteristics that results in disproportionate impact on any specific protected groups as a result of closing a library.

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.

West Lothian Council is committed to being a supportive and inclusive employer with four pillars of support including guidance, information and self-help tips on the following:

Mental wellbeing

Physical wellbeing

Financial wellbeing

Workplace wellbeing

Staff will be supported and encouraged to access this facility and services.

How do you know that?

Aims of Service – Service Plan and details of actual Service Provision. Monitoring of users.

Consultation period to be arranged. Key aspects to include:

Consultation with building Management committee and users who frequent and make use of the buildings.

A data gathering exercise is required of all library users during a defined period of time to identify if there are any significant equality considerations for particular people within the protected characteristics that results in disproportionate impact on any specific groups as a result of rationalisation of the library estate.

5. Action Plan

What action/s will be taken, by whom and what is the timescale for completion?

Actioner Name: Customer & Community Service Manager

Action Date: 01/04/23 -01/04/23

What is the issue?

Rationalisation of Library portfolio

What action will be taken?

Customer engagement with all users of the impacted libraries to ascertain potential impact on usage, use of alternative location, financial and travel impact.

Consultation with employees and Trade unions

Progress against action

Consultation period to be arranged. On conclusion of user consultation, a summary of responses will be reviewed. The closure of any public facility will have a negative impact on all users. It is anticipated that further analysis should enable assurance that this does not result in disproportionate impact on any group from within the protected characteristics to a greater level than any other group or individuals using the facility.

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.

Consultation with staff, internal and external stakeholders, Trade unions and customers to be arranged. Quarter one of 2023/2024. Staff and Trade Union consultation will take place in quarter one of 2023/2024.

Our customer base will be consulted on

- Alternative day for the activity.
- Alternative location
- Alternative time for carrying out the activity
- Travel impact
- Financial impact

Detail of the removal of this provision would be communicated to the customers.

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.

Officer based research on usage and footfall data, library activity data, customer comment and results of future consultation. Published statistics on usage and footfall will determine the numbers of impacted customers, membership information will determine life stage of users and frequency of use. Consultation will provide data on usage by protected characteristic and comments and opinions of existing customers.

Potential community opportunity on a voluntary basis to continue library service where appropriate and desired. Utilisation of space/building on completion of project. Demand on existing e-stock will increase.

Financial constraints on the service to continue on current model.

		Almondbank	Blackridge	Lanthorn	Pumphreston	West Calder
Footfall	2018-19	56,701	627	29,140	5,219	18,818
	2019-20	40,339	642	25,188	4,541	15,226
	2020-21	0	0	0	0	0
	2021-22	5,320	138	4,552	458	2,713
	2022-23 (Apr-Oct)	14,044	199	5,539	949	3,788
Issues	2018-19	17,239	1,381	26,223	3,796	10,495
	2019-20	15,849	1,253	23,806	3,011	9,348
	2020-21	922	48	3,095	177	621
	2021-22	4,823	368	7,393	519	3,597
	2022-23 (Apr-Oct)	5,289	433	6,676	440	3,252
Borrowers	2018-19	5,873	342	5,288	499	2,293
	2019-20	2,372	177	2,449	348	1,214
	2020-21	2,512	195	2,621	367	1,335
	2021-22	2,524	202	2,555	373	1,383
	2022-23 (Apr-Oct)	2,679	221	2,740	410	1,498
PC Use	2018-19	5,742	21	4,377	26	941
	2019-20	6,000	61	3,290	21	1,134
	2020-21	0	0	0	0	0
	2021-22	982	55	333	3	385
	2022-23 (Apr-Oct)	1,538	7	497	9	311
Activities	2018-19	200	0	45	123	21
	2019-20	228	0	100	97	36
	2020-21	0	0	0	0	1
	2021-22	32	0	23	12	23
	2022-23 (Apr-Oct)	110	2	31	35	34

Analysis of the staff has identified that 81% of the workforce of the unit are aged 35 to 64 years old, 76% are female and 91% earn between £21,680 and £25,246. This data has assisted in the potential impact analysis outlined above.

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.

A library is a statutory provision and the obligation is to "The current library legislation places a duty on local authorities to manage and deliver free public library services. However the legislation does not clearly define the term "adequate". The Local Government (Scotland) Act 2003 charges local authorities with responsibility for "community well being" under which public library legislation can be reinforced. Parliament and the Scottish Government have no powers of intervention except those enabled under the 2003 local government act for Best Value. Local Authorities are also required to provide Statutory performance information to Audit Scotland on library borrowers, users of ICT and Learning, Visitors and Additions to Stock.

The proposal would retain nine public libraries and one local history library for users throughout the local authority. It is anticipated that the demand on e-resource would increase and budget provision would need to recognise this increase in demand both from a natural channel shift amongst customers and a potentially enforced shift on areas where access to a public library is limited by distance, transport and accessibility.

Preparation of stock both in physical and e-books. Balancing the increase in e-resource demand within budget constraint

Asset transfer remains an opportunity for local (or wider) organisations.

This will involve discussions with staff, the views of customers/stakeholders to determine user profiles. The closure of any public facility will have a negative impact on all users. It is anticipated that further analysis should enable assurance that this does not result in disproportionate impact on any group from within the protected characteristics to a greater level than any other group or individuals using the facility.

There will be a reduction in the council portfolio of assets (West Calder), as well as providing additional space within buildings to accommodate alternative activities, Lanthorn/Craiginn/Almondbank. Pumpherston school would be retained for school use and management.

There will be a reduction in staffing resource required, mitigated slightly by the need to introduce Facility/Reception staff at Almondbank

West Lothian Council is committed to being a supportive and inclusive employer with four pillars of support including guidance, information and self-help tips on the following:

Mental wellbeing

Physical wellbeing

Financial wellbeing

Workplace wellbeing

Staff will be supported and encouraged to access this facility and 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 planning, implementation and reviewing of this measure will be managed along best practice in project management

Stakeholder engagement and user centred input will result in discussions with staff, the views of customers/stakeholders. In terms of project governance proposals for this measure will be reported to the HCBS senior management team. A consultation with all customers will be undertaken by Customer & Community Services staff to determine in more detail the impact on the protected characteristic categories.

Monitoring of demand on services provided will continue to be monitored. Usage of e-resource will inform the Library management systems of categories and type of books to invest in.

The policy will continue to fulfil the statutory obligation of providing an adequate Library provision. Changes in any legislation will be managed if/when they arise.

The Library management team will ensure all legislative requirements are being met.

10. Recommendation and Reasoning

✓ Implement proposal taking account of mitigating actions (as outlined above)

Reason for Recommendation

To allow progress towards making identified savings as previously agreed.

Signed by Lead Officer	
Designation	Interim Head of Housing Customer and Building Services
Date	16/01/2023
Counter Signature (Head of Service or Depute Chief Executive responsible for the policy)	Depute Chief Executive
Date	16/01/2023

Integrated Relevance Assessment Form

1. Details of proposal	
Policy Title (include budget reference number if applicable)	F1a - Automation and digital transformation in Purchase to Pay
Service Area (detail which service area and section this relates to)	Finance and Property Services – Financial Management Unit
Lead Officer (Name and job title)	Corporate Finance Manager
Other Officers/Partners Involved (list names, job titles and organisations if applicable)	Systems and Business Development Officer Programme Support Support and Data Analysis
Date relevance assessed	25/07/2022

2. Does the council have control over how this policy will be implemented?			
YES	✓	NO	

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: <ul style="list-style-type: none"> • Eliminate unlawful discrimination, harassment and victimisation and other prohibited conduct • Advance equality of opportunity between those who share a protected characteristic and those who do not; and • Foster good relations between those who share a protected characteristic and those who do not <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	There is the potential for a hidden impact on this protected characteristic where a restructure could be looking at early retirements.
Disability – people with disabilities/long standing conditions	There are no indications that there may be an impact on this protected characteristic.
Gender reassignment – trans/transgender identity – anybody who's gender identity or gender expression is different to the sex assigned to them at birth	There are no indications that there may be an impact on this protected characteristic.
Marriage or civil partnership – people who are married or in a civil partnership	There are no indications that there may be an impact on this protected characteristic.
Pregnancy and maternity – woman who are pregnant and/or on maternity leave	There are no indications that there may be an impact on this protected characteristic.
Race – people from black, Asian and minority ethnic communities and different racial backgrounds	There are no indications that there may be an impact on this protected characteristic.
Religion or belief – people with different religions and beliefs including those with no beliefs	There are no indications that there may be an impact on this protected characteristic.
Sex – Male, female and intersex	There are no indications that there may be an impact on this protected characteristic.
Sexual Orientation – lesbian, gay, bisexual, heterosexual/straight	There are no indications that there may be an impact on this protected characteristic.

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	There is the potential for a hidden impact on this protected characteristic where a restructure could impact on staff income.
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	There is the potential for a hidden impact on this protected characteristic where a restructure could impact on staff income.
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	There are no indications that there may be an impact on socio-economic inequalities.
Area Deprivation – where you live (rural areas), where you work (accessibility of transport)	There are no indications that there may be an impact on socio-economic inequalities.
Socio-economic Background – social class i.e. parents education, employment and income	There are no indications that there may be an impact on socio-economic inequalities.

5. Integrated impact assessment required?

(Two ticks above = full assessment necessary)

YES	<input checked="" type="checkbox"/>	NO	<input type="checkbox"/>
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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

The proposed saving will result in a reduction in staffing and therefore this will impact on employees. However, this will not be disproportionate with saving being achieved through vacancies and staff turnover following implementation of invoice processing automation.

It should also be noted that implementation of invoice processing automation may result invoice payments being made in a timelier manner and therefore benefitting suppliers which can include local businesses.

Signed by Lead Officer	
Designation	Corporate Finance Manager
Date	16/01/2023
Counter Signature (Head of Service or Depute Chief Executive responsible for the policy)	Head of Finance and Property Services
Date	16/01/2023

Full Integrated Impact Assessment Form

1. Details of proposal	
Policy Title (include budget reference number if applicable)	F1a - Automation and digital transformation in Purchase to Pay
Details of Others Involved	Corporate Finance Manager Business Change Lead Systems and Business Development Officer Programme Support
Date Assessment Conducted	07/11/2022

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>Opportunities to automate a number of purchase to pay processes has been identified, this includes:</p> <ul style="list-style-type: none"> • Concerto system automation for invoice processing • PECOS automation of orders and order matching for invoice processing • Tranman system changes <p>The aim of the implementation of automation functionality is to streamline processes and reduce and remove the need for manual keying of entries by staff within the Financial Management Unit (FMU) resulting in an identified staffing saving.</p> <p>The implementation also aims in improve payment processing times to suppliers, supporting suppliers to maintain cash-flows.</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>What effect/difference will the policy have on people? There is the potential for a hidden impact on this protected characteristic where a restructure could be looking at early retirements. However, the restructure is not anticipated to have a disproportionate impact on this protected characteristic as all staff will be part of the restructure in a fair manor following workforce management policies and procedures.</p> <p>How do you know that? Previous experience of restructures has suggested that when a new structure is being consulted upon older members of staff will look to early retirement. This can result in a benefit to both the employee and the unit as it means that the employee can access their pension earlier allowing them to change their work/life balance but also allows the unit to deliver the saving without further changes to staffing. Analysis of the age profile of the unit will determine the potential impact on the age of staff. As set out in section 7.</p>
Disability	<p>What effect/difference will the policy have on people? There are no indications that there may be an impact on this protected characteristic.</p> <p>How do you know that? Analysis and understanding of the unit does not highlight any disability considerations required.</p>
Gender Reassignment – Trans/Transgender Identity	<p>What effect/difference will the policy have on people? There are no indications that there may be an impact on this protected characteristic.</p> <p>How do you know that? Analysis and understanding of the unit do not highlight any considerations required.</p>
Marriage or Civil Partnership	<p>What effect/difference will the policy have on people? There are no indications that there may be an impact on this protected characteristic.</p>

	How do you know that? Analysis and understanding of the unit do not highlight any considerations required.
Pregnancy and Maternity	What effect/difference will the policy have on people? There are no indications that there may be an impact on this protected characteristic.
	How do you know that? Analysis and understanding of the unit do not highlight any considerations required.
Race	What effect/difference will the policy have on people? There are no indications that there may be an impact on this protected characteristic.
	How do you know that? Analysis and understanding of the unit do not highlight any considerations required.
Religion or Belief	What effect/difference will the policy have on people? There are no indications that there may be an impact on this protected characteristic.
	How do you know that? Analysis and understanding of the unit do not highlight any considerations required.
Sex	What effect/difference will the policy have on people? There are no indications that there may be an impact on this protected characteristic
	How do you know that? Analysis and understanding of the unit do not highlight any considerations required.
Sexual Orientation	What effect/difference will the policy have on people? There are no indications that there may be an impact on this protected characteristic
	How do you know that? Analysis and understanding of the unit do not highlight any considerations required.

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?

There is the potential for a hidden impact on lower income where a restructure could impact on staff income. Where people of lower pay are processing invoices and therefore will be directly impacted by reducing the workload within that area and therefore the requirement for all of the staff.

West Lothian Council is committed to being a supportive and inclusive employer with four pillars of support including guidance, information and self-help tips on the following:

Mental wellbeing

Physical wellbeing

Financial wellbeing

Workplace wellbeing

Staff will be supported and encouraged to access this facility and services.

How do you know that?

This is identified by the analysis of staff within the FMU considering pay-bands and the areas of work impacted via the implementation of automated processes.

5. Action Plan

What action/s will be taken, by whom and what is the timescale for completion?

Actioner Name: Corporate Finance Manager

Action Date: By 1 April 2026

What is the issue?

Where the saving through the implementation of automated processes cannot be achieved via staff turnover a unit restructure will be required, meaning that there is the potential for staff displacement and/or staff on lower pay scales or older members of staff being impacted through early retirement or displacement and reduced incomes.

What action will be taken?

Active review of the staffing complement will be undertaken to identify opportunities to mitigate the impact of the changes to deliver the saving through staff turnover. Also, the council's workforce management policies will be followed including a consultation process with staff to consider all options available.

Progress against action

Progress will be undertaken as part of the development and implementation of the automation of processes with the saving to be achieved by 1 April 2026.

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.

Staff from the purchase to pay section of FMU will be a key part of the development and implementation of the automation of processes. This will involve identifying opportunities, suggesting process changes, mapping current and future processes, supporting the implementation of the automation software, testing automation and recording the efficiencies delivered. Therefore, the staff will be aware of the impact of the introduction of the automated processes. The review, implementation and efficiency analysis will be the responsibility of the Systems and Business Development Officer, supported by the Automation Development Officer and the Automation Programme Support.

Consultation will follow the council's workforce management policy with staff from FMU and the trade unions regarding any required restructure within the unit as well as the allocation of work across the unit. Consultation with staff will be the responsibility of the Corporate Finance Manager.

In line with the council's workforce management policy and procedures on conclusion of the consultation period consideration will be given to suggestions made by FMU staff.

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.

Analysis of staff within FMU has identified that 79% of the workforce of the unit are aged 35 to 64 years old, 71% are female and 82% earn between £23,313 and £50,230. This data has assisted in the potential impact analysis outlined above.

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 council has a requirement to deliver best value, achieve performance standard and deliver this within a balanced budget. Therefore, the implementation of improved processes is a benefit to the council as well as its suppliers. Therefore, to mitigate any potential negative impacts the council's workforce management policy will be followed as well as considering the allocation of work across the unit to mitigate any potential impact on staff.

In addition to this the potential impact on suppliers and local businesses will be looked to be maximised to improve cash-flows for those businesses and therefore have the potential positive impact on employment opportunities for those suppliers.

West Lothian Council is committed to being a supportive and inclusive employer with four pillars of support including guidance, information and self-help tips on the following:

Mental wellbeing

Physical wellbeing

Financial wellbeing

Workplace wellbeing

Staff will be supported and encouraged to access this facility and 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

Implementation of the automation of processes will be during the period to October 2025 where the impact of the changes will be monitored to identify efficiencies and therefore where staff time is no longer required which will then form part of the business case for any required restructure. Allocation of tasks within the purchase to pay team and FMU will be undertaken considering the impact of the reduced workload. The workforce management procedure will then be followed from the period November 2025 and concluding by March 2026. The overall responsibility for ensuring the implementation of the automation, data gathering on workload and implementation of required restructure will be the Corporate Finance Manager.

10.Recommendation and Reasoning

Implement proposal taking into account identified mitigations.

Reason for Recommendation

Implementation of the automation of processes will deliver required efficiencies for the council to achieve a balanced budget as well as building on best practice for reducing staff interventions on simplified processes. Reducing staff workload as well as improving payment times to suppliers.

Signed by Lead Officer	
Designation	Corporate Finance Manager
Date	16/01/2023
Counter Signature (Head of Service or Depute Chief Executive responsible for the policy)	Head of Finance and Property Services
Date	16/01/2023

Integrated Relevance Assessment Form

1. Details of proposal	
Policy Title (include budget reference number if applicable)	F2a - Alignment of housing benefit budget to match costs
Service Area (detail which service area and section this relates to)	Finance and Property Services – Financial Management Unit
Lead Officer (Name and job title)	Corporate Finance Manager
Other Officers/Partners Involved (list names, job titles and organisations if applicable)	Accountant
Date relevance assessed	25/07/ 2022

2. Does the council have control over how this policy will be implemented?			
YES	✓	NO	

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: <ul style="list-style-type: none"> • Eliminate unlawful discrimination, harassment and victimisation and other prohibited conduct • Advance equality of opportunity between those who share a protected characteristic and those who do not; and • Foster good relations between those who share a protected characteristic and those who do not <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	There are no indications that there may be an impact on this protected characteristic.
Disability – people with disabilities/long standing conditions	There are no indications that there may be an impact on this protected characteristic.
Gender reassignment – trans/transgender identity – anybody who's gender identity or gender expression is different to the sex assigned to them at birth	There are no indications that there may be an impact on this protected characteristic.
Marriage or civil partnership – people who are married or in a civil partnership	There are no indications that there may be an impact on this protected characteristic.
Pregnancy and maternity – woman who are pregnant and/or on maternity leave	There are no indications that there may be an impact on this protected characteristic.
Race – people from black, Asian and minority ethnic communities and different racial backgrounds	There are no indications that there may be an impact on this protected characteristic.
Religion or belief – people with different religions and beliefs including those with no beliefs	There are no indications that there may be an impact on this protected characteristic.
Sex – Male, female and intersex	There are no indications that there may be an impact on this protected characteristic.
Sexual Orientation – lesbian, gay, bisexual, heterosexual/straight	There are no indications that there may be an impact on this protected characteristic.

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	There are no indications that there may be an impact on socio-economic inequalities.
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	There are no indications that there may be an impact on socio-economic inequalities.
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	There are no indications that there may be an impact on socio-economic inequalities.
Area Deprivation – where you live (rural areas), where you work (accessibility of transport)	There are no indications that there may be an impact on socio-economic inequalities.
Socio-economic Background – social class i.e. parents education, employment and income	There are no indications that there may be an impact on socio-economic inequalities.

5. Integrated impact assessment required?

(Two ticks above = full assessment necessary)

YES		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

This saving is a technical financial saving, resulting in the realignment of the Housing Benefit budget to match the costs incurred. There has been a reduction in the costs incurred for Housing Benefit due to people transferring from housing benefit claims to universal credit and therefore the level of budget is no longer required. The caseload will continue to be monitored to ensure the budget reflects future demand for housing benefit.

Signed by Lead Officer	
Designation	Corporate Finance Manager
Date	16/01/2023
Counter Signature (Head of Service or Depute Chief Executive responsible for the policy)	Head of Finance and Property Services
Date	16/01/2023

Integrated Relevance Assessment Form

1. Details of proposal	
Policy Title (include budget reference number if applicable)	F2b – Council Tax Aged Debt Maximisation
Service Area (detail which service area and section this relates to)	Finance and Property Services – Financial Management Unit
Lead Officer (Name and job title)	Revenues Manager
Other Officers/Partners Involved (list names, job titles and organisations if applicable)	Team Leader Accountant
Date relevance assessed	25/07/2022

2. Does the council have control over how this policy will be implemented?			
YES	<input checked="" type="checkbox"/>	NO	<input type="checkbox"/>

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: <ul style="list-style-type: none"> • Eliminate unlawful discrimination, harassment and victimisation and other prohibited conduct • Advance equality of opportunity between those who share a protected characteristic and those who do not; and • Foster good relations between those who share a protected characteristic and those who do not <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	There are no indications that there may be an impact on this protected characteristic.
Disability – people with disabilities/long standing conditions	There are no indications that there may be an impact on this protected characteristic.
Gender reassignment – trans/transgender identity – anybody who's gender identity or gender expression is different to the sex assigned to them at birth	There are no indications that there may be an impact on this protected characteristic.
Marriage or civil partnership – people who are married or in a civil partnership	There are no indications that there may be an impact on this protected characteristic.
Pregnancy and maternity – woman who are pregnant and/or on maternity leave	There are no indications that there may be an impact on this protected characteristic.
Race – people from black, Asian and minority ethnic communities and different racial backgrounds	There are no indications that there may be an impact on this protected characteristic.
Religion or belief – people with different religions and beliefs including those with no beliefs	There are no indications that there may be an impact on this protected characteristic.
Sex – Male, female and intersex	There are no indications that there may be an impact on this protected characteristic.
Sexual Orientation – lesbian, gay, bisexual, heterosexual/straight	There are no indications that there may be an impact on this protected characteristic.

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	Yes – Based on current performance, it is anticipated that the council can recover prior year debt. This will have an impact on customers who will have debt management arrangements put in place. However, this will be undertaken with advice and support from the Anti-Poverty Service. Providing support to access financial support and entitlement to council tax reduction support. Therefore, mitigating actions will minimise the impact on affected customers.
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	Yes – Based on current performance, it is anticipated that the council can recover prior year debt. This will have an impact on customers who will have debt management arrangements put in place. However, this will be undertaken with advice and support from the Anti-Poverty Service. Providing support to access financial support and entitlement to council tax reduction support. Therefore, mitigating actions will minimise the impact on affected customers.
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	Yes – Based on current performance, it is anticipated that the council can recover prior year debt. This will have an impact on customers who will have debt management arrangements put in place. However, this will be undertaken with advice and support from the Anti-Poverty Service. Providing support to access financial support and entitlement to council tax reduction support. Therefore, mitigating actions will minimise the impact on affected customers.
Area Deprivation – where you live (rural areas), where you work (accessibility of transport)	No - There are no indications that there may be an impact.
Socio-economic Background – social class i.e. parents education, employment and income	Yes – Based on current performance, it is anticipated that the council can recover prior year debt. This will have an impact on customers who will have debt management arrangements put in place. However, this will be undertaken with advice and support from the Anti-Poverty Service. Providing support to access financial support and entitlement to council tax reduction support. Therefore, mitigating actions will minimise the impact on affected customers.

5. Integrated impact assessment required?

(Two ticks above = full assessment necessary)

YES	✓	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

Signed by Lead Officer	
Designation	Revenues Manager
Date	16/01/2023
Counter Signature (Head of Service or Depute Chief Executive responsible for the policy)	Head of Finance and Property Services
Date	16/01/2023

Full Integrated Impact Assessment Form

1. Details of proposal	
Policy Title (include budget reference number if applicable)	F2b - Council tax aged debt income maximisation
Details of Others Involved	Revenues Manager Anti-Poverty Manager Corporate Debt Team Leader Collections Team Leader Business Change Lead
Date Assessment Conducted	07/11/2022

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 makes provisions for Council Tax debt to mitigate the impact of lost income from previous years. The income being recovered from aged debt is more than what has been budgeted for. Based on this it is considered prudent to increase the budget provision for the recovery of prior year Council Tax income by £300,000.</p> <p>The council tax income budget is £89.189 million, this is made up of the following:</p> <table border="0"> <tr> <td>Current year per band D report</td> <td>£88.345 million</td> </tr> <tr> <td>Prior years</td> <td>£0.844 million</td> </tr> <tr> <td>Total CT Income budget</td> <td>£89.189 million</td> </tr> </table> <p>This proposal is based on increasing the £0.844 million budget for prior years. In 2021/22 we collected £1.282 million for prior years that was already provided for. It is forecast that in 2022/23 we will recover £1.216 million for prior years debt already provided for, an over recovery of £0.372 million income against the prior year's budget. All prior year debt is fully provided for.</p>	Current year per band D report	£88.345 million	Prior years	£0.844 million	Total CT Income budget	£89.189 million
Current year per band D report	£88.345 million					
Prior years	£0.844 million					
Total CT Income budget	£89.189 million					

3. Please outline any needs and/or barriers which equality groups (people with protected characteristics) may have in relation to this policy	
Age	<p>What effect/difference will the policy have on people? There are no indications that this will have a disproportionate impact on this protected characteristic.</p> <p>How do you know that? Current debt analysis has shown that there is no relevant evidence has been found.</p>
Disability	<p>What effect/difference will the policy have on people? There are no indications that this will have a disproportionate impact on this protected characteristic.</p> <p>How do you know that? Current debt analysis has shown that there is no relevant evidence has been found</p>
Gender Reassignment – Trans/Transgender Identity	<p>What effect/difference will the policy have on people? There are no indications that this will have a disproportionate impact on this protected characteristic.</p> <p>How do you know that? Current debt analysis has shown that there is no relevant evidence has been found</p>
Marriage or Civil Partnership	<p>What effect/difference will the policy have on people? There are no indications that this will have a disproportionate impact on this protected characteristic.</p> <p>How do you know that? Current debt analysis has shown that there is no relevant evidence has been found</p>

Pregnancy and Maternity	What effect/difference will the policy have on people? There are no indications that this will have a disproportionate impact on this protected characteristic.
	How do you know that? Current debt analysis has shown that there is no relevant evidence has been found
Race	What effect/difference will the policy have on people? There are no indications that this will have a disproportionate impact on this protected characteristic.
	How do you know that? Current debt analysis has shown that there is no relevant evidence has been found
Religion or Belief	What effect/difference will the policy have on people? There are no indications that this will have a disproportionate impact on this protected characteristic
	How do you know that? Current debt analysis has shown that there is no relevant evidence has been found
Sex	What effect/difference will the policy have on people? There are no indications that this will have a disproportionate impact on this protected characteristic.
	How do you know that? Current debt analysis has shown that there is no relevant evidence has been found
Sexual Orientation	What effect/difference will the policy have on people? There are no indications that this will have a disproportionate impact on this protected characteristic.
	How do you know that? Current debt analysis has shown that there is no relevant evidence has been found

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?

Based on current performance, it is anticipated that the council can increase its recovery of Council Tax debt that has been incurred over prior years. This may have an impact on customers with prior year debt, however, sustainable debt management arrangements will be put in place with financial advice and support to access eligible council tax reduction being available through close working with the Anti-Poverty Service. These mitigating actions will minimise the impact on affected customers.

It should be noted that this proposal is based upon forecasts of the prior year debt recovery and is not a change to policy but an update to the budgeted income and to maintain a focus on prior year Council Tax debt collection.

How do you know that?

As part of our Covid recovery plans, a pilot project has been ongoing focussing on increasing income from prior year Council Tax debt.

There are currently 1,432 sustainable debt arrangements. agreed with customers, in place and being monitored and 173 debt cases have been referred to the Anti-Poverty Service for engagement with customers to provide support in accessing any eligible Council Tax Reduction.

5. Action Plan

What action/s will be taken, by whom and what is the timescale for completion?

Actioner Name: Scott Reid – Revenues Manager

Action Date: November 2022

What is the issue?

The structure of and resources within the Revenues Unit Collections and Corporate Debt Teams are not aligned effectively to provide sufficient focus on ensuring increased income targets from previous year council Tax debt can be met and that this is done through the setting of realistic and sustainable repayment arrangements with customers whilst working closely with the Anti-Poverty Service in the provision of financial advice and support.

What action will be taken?

Resources within the Collections and Corporate Debt teams will be realigned as part of a wider restructure of the Revenues Unit.

This will ensure that sufficient resources are available and focussed on effective engagement with customers to set realistic and sustainable payment arrangements whilst working closely with the Anti-Poverty Service to ensure those customers are provided with the financial advice and support that they need.

Progress against action

Prior year Council Tax income rates and Council Tax Reduction caseload will be monitored on a quarterly basis to consider the impact of an increased focus on prior year Council Tax debt collection activity.

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 Anti-Poverty Service Manager has been consulted on the proposal to discuss the services experience regarding customers debt and where further effective mitigations can be introduced.

Feedback will be sought from customers who are engaging in the debt payment process to ensure that the recovery plans in place remain realistic and sustainable.

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.

In 2021/22 we collected £1.282 million for prior years that was already provided for. It is forecast that in 2022/23 we will recover £1.216 million for prior years debt already provided for, an over recovery of £0.372 million income against the prior year's budget. Based on this it is proposed we increase the prior year Council Tax income budget by £0.300 million, from £0.844 million to £1.144 million.

There has been a decrease of 432 Council Tax Reduction (CTR) cases as at end October 2022 (13,955) compared to the end of October 2021 (14,387). However, in April 2022 there was a significant change to CTR legislation to better align customers eligibility to CTR who are in receipt of Universal Credit (UC) to those in receipt of legacy benefits. As such it is expected that there will be an increase in CTR cases from those customers in receipt of UC. It is therefore important that resources are realigned and focussed on identifying those potentially eligible to CTR as part of the process in supporting those customers who have previous year Council Tax debt.

There are currently 1,432 sustainable debt arrangements, agreed with customers, in place and being monitored and 173 debt cases have been referred to the Anti-Poverty Service for engagement with customers to provide support in accessing any eligible Council Tax Reduction.

At the end of 2021/22 the in-year Council Tax collection rate was 96.83% compared to 96.12% in 2020/21. This continued a nine-year trend of continual improvement in this performance indicator, excluding the Covid year of 2020/21.

In 2020/21 West Lothian was ranked 9th out of the 32 Scottish Local Authorities for in year Council Tax collection, an improvement of 13 places from our ranking of 22nd in 2016/17.

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.

To allow us to maintain and increase the income from prior year Council Tax debt we need to ensure realistic and sustainable payment arrangements are agreed with customers whilst supporting those who are struggling to pay.

Mitigations will be in place to ensure that people who can pay are supported in their repayment plan, this will include supporting people to access financial budgeting advice and support and entitlement to Council Tax reduction support. The approach to increasing the collection rates will reduce the need to involve sheriff officers which can bring additional stress and costs to those in debt.

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

Prior year Council Tax collection rates will be monitored on a quarterly basis along with monitoring of Council Tax Reduction to consider the impact of increased council tax debt collection.

10.Recommendation and Reasoning

Implement proposal taking account of mitigating actions (as outlined above)

Reason for Recommendation

The payment of liable Council Tax is a legal requirement. Current income recovery for debt relating to previous years has currently demonstrated an increase in the collection against the budget and therefore increasing the budget based on this and forecast recovery is prudent. The recovery of income will be on a fair basis with support made available to mitigate the impact.

Signed by Lead Officer	
Designation	Revenues Manager
Date	16/01/2023
Counter Signature (Head of Service or Depute Chief Executive responsible for the policy)	Head of Finance and Property Services
Date	16/01/2023

Integrated Relevance Assessment Form

1. Details of proposal	
Policy Title (include budget reference number if applicable)	F2c – Increase Council Tax collection rates from 97.75% to 98%
Service Area (detail which service area and section this relates to)	Finance and Property Services – Revenues Unit
Lead Officer (Name and job title)	Revenues Manager
Other Officers/Partners Involved (list names, job titles and organisations if applicable)	Team Leader
Date relevance assessed	25/07/2022

2. Does the council have control over how this policy will be implemented?			
YES	<input checked="" type="checkbox"/>	NO	<input type="checkbox"/>

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: <ul style="list-style-type: none"> • Eliminate unlawful discrimination, harassment and victimisation and other prohibited conduct • Advance equality of opportunity between those who share a protected characteristic and those who do not; and • Foster good relations between those who share a protected characteristic and those who do not <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	There are no indications that there may be an impact on this protected characteristic.
Disability – people with disabilities/long standing conditions	There are no indications that there may be an impact on this protected characteristic.
Gender reassignment – trans/transgender identity – anybody who's gender identity or gender expression is different to the sex assigned to them at birth	There are no indications that there may be an impact on this protected characteristic.
Marriage or civil partnership – people who are married or in a civil partnership	There are no indications that there may be an impact on this protected characteristic.
Pregnancy and maternity – woman who are pregnant and/or on maternity leave	There are no indications that there may be an impact on this protected characteristic.
Race – people from black, Asian and minority ethnic communities and different racial backgrounds	There are no indications that there may be an impact on this protected characteristic.
Religion or belief – people with different religions and beliefs including those with no beliefs	There are no indications that there may be an impact on this protected characteristic.
Sex – Male, female and intersex	There are no indications that there may be an impact on this protected characteristic.
Sexual Orientation – lesbian, gay, bisexual, heterosexual/straight	There are no indications that there may be an impact on this protected characteristic.

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	Yes – new information sharing powers were introduced to reduce debt owed or fraud against the public sector allowing the council to share debt data with the HMRC. This will have an impact on customers who will have debt management arrangements put in place. However, this will be undertaken with advice and support from the Anti-Poverty Service. Providing support to access financial support and entitlement to council tax reduction support. Therefore, mitigating actions will minimise the impact on affected customers.
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	Yes – new information sharing powers were introduced to reduce debt owed or fraud against the public sector allowing the council to share debt data with the HMRC. This will have an impact on customers who will have debt management arrangements put in place. However, this will be undertaken with advice and support from the Anti-Poverty Service. Providing support to access financial support and entitlement to council tax reduction support. Therefore, mitigating actions will minimise the impact on affected customers.
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	Yes – new information sharing powers were introduced to reduce debt owed or fraud against the public sector allowing the council to share debt data with the HMRC. This will have an impact on customers who will have debt management arrangements put in place. However, this will be undertaken with advice and support from the Anti-Poverty Service. Providing support to access financial support and entitlement to council tax reduction support. Therefore, mitigating actions will minimise the impact on affected customers.
Area Deprivation – where you live (rural areas), where you work (accessibility of transport)	No - There are no indications that there may be an impact.
Socio-economic Background – social class i.e. parents education, employment and income	Yes – new information sharing powers were introduced to reduce debt owed or fraud against the public sector allowing the council to share debt data with the HMRC. This will have an impact on customers who will have debt management arrangements put in place. However, this will be undertaken with advice and support from the Anti-Poverty Service. Providing support to access financial support and entitlement to council tax reduction support. Therefore, mitigating actions will minimise the impact on affected customers.

5. Integrated impact assessment required?

(Two ticks above = full assessment necessary)

YES	✓	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

Signed by Lead Officer	
Designation	Revenues Manager
Date	16/01/2023
Counter Signature (Head of Service or Depute Chief Executive responsible for the policy)	Head of Finance and Property Services
Date	16/01/2023

Full Integrated Impact Assessment Form

1. Details of proposal	
Policy Title (include budget reference number if applicable)	F2c – Increase Council Tax collection rates from 97.75% to 98%
Details of Others Involved	Revenues Manager Corporate Debt Team Leader Collections Team Leader Anti-Poverty Manager Business Change Lead
Date Assessment Conducted	07/11/2022

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 UK Digital Economy Act (Part 5) introduced new information sharing powers to reduce debt owed or fraud against the public sector.</p> <p>This proposal involves gaining approval from the UK's Debt and Fraud Information Sharing Review Board to set up a debt and fraud pilot under the Act which would allow WLC to share debt data between HMRC and DWP to reduce debt owed to the council and identify fraud to ensure the correct Council Tax charges are raised. Data will be shared under an Information Sharing Agreement ensuring robust protections and safeguards are in place to prevent unlawful disclosure. The aim is to support enacting a fair debt recovery programme, supporting those who are struggling to pay whilst managing and recovering debt from those who can pay as well as identifying those who are fraudulently claiming a reduction in their Council Tax (e.g. a 25% discount as the only adult resident in the property) ensuring the correct level of charges are levied.</p> <p>Based on the increased data sharing it is budgeted that council tax collection rates will increase from 97.75% to 98% generating an additional £300,000 over the period 2023/24 to 2027/28.</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>What effect/difference will the policy have on people? There are no indications that this will have a disproportionate impact on this protected characteristic.</p> <p>How do you know that? Current debt analysis has shown that there is no relevant evidence has been found.</p>
Disability	<p>What effect/difference will the policy have on people? There are no indications that this will have a disproportionate impact on this protected characteristic.</p> <p>How do you know that? Current debt analysis has shown that there is no relevant evidence has been found.</p>
Gender Reassignment – Trans/Transgender Identity	<p>What effect/difference will the policy have on people? There are no indications that this will have a disproportionate impact on this protected characteristic.</p> <p>How do you know that? Current debt analysis has shown that there is no relevant evidence has been found.</p>
Marriage or Civil Partnership	<p>What effect/difference will the policy have on people? There are no indications that this will have a disproportionate impact on this protected characteristic.</p> <p>How do you know that? Current debt analysis has shown that there is no relevant evidence has been found.</p>

Pregnancy and Maternity	What effect/difference will the policy have on people? There are no indications that this will have a disproportionate impact on this protected characteristic.
	How do you know that? Current debt analysis has shown that there is no relevant evidence has been found.
Race	What effect/difference will the policy have on people? There are no indications that this will have a disproportionate impact on this protected characteristic.
	How do you know that? Current debt analysis has shown that there is no relevant evidence has been found.
Religion or Belief	What effect/difference will the policy have on people? There are no indications that this will have a disproportionate impact on this protected characteristic.
	How do you know that? Current debt analysis has shown that there is no relevant evidence has been found.
Sex	What effect/difference will the policy have on people? There are no indications that this will have a disproportionate impact on this protected characteristic.
	How do you know that? Current debt analysis has shown that there is no relevant evidence has been found.
Sexual Orientation	What effect/difference will the policy have on people? There are no indications that this will have a disproportionate impact on this protected characteristic.
	How do you know that? Current debt analysis has shown that there is no relevant evidence has been found.

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?

New information sharing powers were introduced to reduce debt owed or fraud against the public sector allowing the council to share debt data with the HMRC and DWP. This will have an impact on customers who will have debt management arrangements put in place enacting a fair debt recovery programme, undertaken with advice and support from the Anti-Poverty Service. Providing support to access financial support and entitlement to Council Tax reduction support. These mitigating actions will minimise the impact on affected customers.

How do you know that?

As part of our Covid recovery plans, a pilot project has been ongoing focussing on increasing income from prior year Council Tax debt.

There are currently 1,432 sustainable debt arrangements, agreed with customers, in place and being monitored and 173 debt cases have been referred to the Anti-Poverty Service for engagement with customers to provide support in accessing any eligible Council Tax Reduction.

5. Action Plan

What action/s will be taken, by whom and what is the timescale for completion?

Actioner Name: Revenues Manager

Action Date: Ongoing

What is the issue?

Data sharing agreements with HMRC and DWP to be put into place with robust protections and safeguards to prevent unlawful disclosure.

People on low incomes are more likely to be customers who have council tax debt, the HMRC and DWP data will allow us to better analyse the financial position of those customers who are in debt therefore allowing us to determine the best action to take in collecting the debt owed ensuring realistic and sustainable arrangements are put in place whilst ensuring the provision of financial support and advice is made available to those who need it.

What action will be taken?

Mitigations will be in place to ensure that people who can pay are supported in their repayment plan, this will include supporting people to access financial budgeting advice and support and entitlement to council tax reduction support.

Progress against action

Council tax collection rates will be monitored on a monthly bases along with monitoring of council tax reduction scheme to consider the impact of increased council tax debt collection activity.

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 Anti-Poverty Service Manager has been consulted on the proposal to discuss the services experience regarding customers debt and where mitigations can be introduced or further encouraged.

Feedback will be sought from customers who are engaging in the debt payment process to ensure that the recovery plans in place remain realistic and sustainable.

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.

There are 29 local authorities in England and Wales currently involved in this data sharing arrangement. In February 2020, just before Covid, an update on the results of the initial pilot were published based on 122,000 Council Tax debt records amounting to £110m of debt being shared with HMRC. The results show:

- HMRC achieved a good match rate with little variation across councils.
- Of those records where there was a conclusive data match:
- 50% of matches showed debtors were in PAYE employment.
- 10% showed debtors had self-assessment income,
- 10% had both PAYE and self-assessment income, and
- 30% of matches showed no PAYE or self-assessment which is useful in informing more tailored debt management and support strategies.

Although the pilot is not yet due to report, indications are the use of HMRC data will support collection of around 20% of the debt over the medium to long term.

In 2021/22 we collected £1.282 million for prior years that was already provided for. It is forecast that in 2022/23 we will recover £1.216 million for prior years debt already provided for, an over recovery of £0.372 million income against the prior year's budget. Based on this it is proposed we increase the prior year Council Tax income budget by £0.300 million, from £0.844 million to £1.144 million.

There has been a decrease of 432 Council Tax Reduction (CTR) cases as at end October 2022 (13,955) compared to the end of October 2021 (14,387). However, in April 2022 there was a significant change to CTR legislation to better align customers eligibility to CTR who are in receipt of Universal Credit (UC) to those in receipt of legacy benefits. As such it is expected that there will be an increase in CTR cases from those customers in receipt of UC. It is therefore important that resources are realigned and focussed on identifying those potentially eligible to CTR as part of the process in supporting those customers who have previous year Council Tax debt.

There are currently 1,432 sustainable debt arrangements. agreed with customers, in place and being monitored and 173 debt cases have been referred to the Anti-Poverty Service for engagement with customers to provide support in accessing any eligible Council Tax Reduction.

At the end of 2021/22 the in-year Council Tax collection rate was 96.83% compared to 96.12% in 2020/21. This continued a nine-year trend of continual improvement in this performance indicator, excluding the Covid year of 2020/21.

In 2020/21 West Lothian was ranked 9th out of the 32 Scottish Local Authorities for in year Council Tax collection, an improvement of 13 places from our ranking of 22nd in 2016/17.

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 aim of the data sharing is to allow a sustainable increase in Council Tax collection rates whilst supporting those who are struggling to pay.

Mitigations will be in place to ensure that people who can pay are supported in their repayment plan, this will include supporting people to access financial budgeting advice and support and entitlement to Council Tax reduction support. The approach to increasing the collection rates will reduce the need to involve sheriff officers which can bring additional stress and costs to those in debt.

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

Council Tax collection rates will be monitored on a monthly bases along with monitoring of Council Tax reduction scheme to consider the impact of increased debt collection activity.

10.Recommendation and Reasoning

Implement proposal taking account of mitigating actions as outlined above.

Reason for Recommendation

The payment of liable council tax is a legal requirement. Increasing the collection rate target from 97.75% to 98%, to achieve additional income of £300,000 is a proposal that should be undertaken as part of an approach to best practice and best value. The recovery of income will be on a fair basis with support made available to mitigate the impact.

Signed by Lead Officer	
Designation	Revenues Manager
Date	16/01/2023
Counter Signature (Head of Service or Depute Chief Executive responsible for the policy)	Head of Finance and Property Services
Date	16/01/2023

Integrated Relevance Assessment Form

1. Details of proposal	
Policy Title (include budget reference number if applicable)	F2d - Alignment of Lothian Valuation Joint Board budget to match costs
Service Area (detail which service area and section this relates to)	Finance and Property Services – Financial Management Unit
Lead Officer (Name and job title)	Corporate Finance Manager
Other Officers/Partners Involved (list names, job titles and organisations if applicable)	Accountant
Date relevance assessed	25/07/2022

2. Does the council have control over how this policy will be implemented?			
YES	<input checked="" type="checkbox"/>	NO	<input type="checkbox"/>

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: <ul style="list-style-type: none"> • Eliminate unlawful discrimination, harassment and victimisation and other prohibited conduct • Advance equality of opportunity between those who share a protected characteristic and those who do not; and • Foster good relations between those who share a protected characteristic and those who do not <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	There are no indications that there may be an impact on this protected characteristic.
Disability – people with disabilities/long standing conditions	There are no indications that there may be an impact on this protected characteristic.
Gender reassignment – trans/transgender identity – anybody who's gender identity or gender expression is different to the sex assigned to them at birth	There are no indications that there may be an impact on this protected characteristic.
Marriage or civil partnership – people who are married or in a civil partnership	There are no indications that there may be an impact on this protected characteristic.
Pregnancy and maternity – woman who are pregnant and/or on maternity leave	There are no indications that there may be an impact on this protected characteristic.
Race – people from black, Asian and minority ethnic communities and different racial backgrounds	There are no indications that there may be an impact on this protected characteristic.
Religion or belief – people with different religions and beliefs including those with no beliefs	There are no indications that there may be an impact on this protected characteristic.
Sex – Male, female and intersex	There are no indications that there may be an impact on this protected characteristic.
Sexual Orientation – lesbian, gay, bisexual, heterosexual/straight	There are no indications that there may be an impact on this protected characteristic.

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	There are no indications that there may be an impact on socio-economic inequalities.
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	There are no indications that there may be an impact on socio-economic inequalities.
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	There are no indications that there may be an impact on socio-economic inequalities.
Area Deprivation – where you live (rural areas), where you work (accessibility of transport)	There are no indications that there may be an impact on socio-economic inequalities.
Socio-economic Background – social class i.e. parents education, employment and income	There are no indications that there may be an impact on socio-economic inequalities.

5. Integrated impact assessment required?

(Two ticks above = full assessment necessary)

YES		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

This saving is a technical financial saving, reflecting current requisitions from the Lothian Valuation Joint Board (LVJB), it is proposed to reduce the council's expenditure budget to match anticipated future requisitions.

Signed by Lead Officer	
Designation	Revenues Manager
Date	16/01/2023
Counter Signature (Head of Service or Depute Chief Executive responsible for the policy)	Head of Finance and Property Services
Date	16/01/2023

Integrated Relevance Assessment Form

1. Details of proposal	
Policy Title (include budget reference number if applicable)	F2e - Alignment of pension budget to match costs
Service Area (detail which service area and section this relates to)	Finance and Property Services – Financial Management Unit
Lead Officer (Name and job title)	Corporate Finance Manager
Other Officers/Partners Involved (list names, job titles and organisations if applicable)	Accountant
Date relevance assessed	25/07/2022

2. Does the council have control over how this policy will be implemented?			
YES	<input checked="" type="checkbox"/>	NO	<input type="checkbox"/>

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: <ul style="list-style-type: none"> • Eliminate unlawful discrimination, harassment and victimisation and other prohibited conduct • Advance equality of opportunity between those who share a protected characteristic and those who do not; and • Foster good relations between those who share a protected characteristic and those who do not <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	There are no indications that there may be an impact on this protected characteristic.
Disability – people with disabilities/long standing conditions	There are no indications that there may be an impact on this protected characteristic.
Gender reassignment – trans/transgender identity – anybody who's gender identity or gender expression is different to the sex assigned to them at birth	There are no indications that there may be an impact on this protected characteristic.
Marriage or civil partnership – people who are married or in a civil partnership	There are no indications that there may be an impact on this protected characteristic.
Pregnancy and maternity – woman who are pregnant and/or on maternity leave	There are no indications that there may be an impact on this protected characteristic.
Race – people from black, Asian and minority ethnic communities and different racial backgrounds	There are no indications that there may be an impact on this protected characteristic.
Religion or belief – people with different religions and beliefs including those with no beliefs	There are no indications that there may be an impact on this protected characteristic.
Sex – Male, female and intersex	There are no indications that there may be an impact on this protected characteristic.
Sexual Orientation – lesbian, gay, bisexual, heterosexual/straight	There are no indications that there may be an impact on this protected characteristic.

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	There are no indications that there may be an impact on socio-economic inequalities.
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	There are no indications that there may be an impact on socio-economic inequalities.
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	There are no indications that there may be an impact on socio-economic inequalities.
Area Deprivation – where you live (rural areas), where you work (accessibility of transport)	There are no indications that there may be an impact on socio-economic inequalities.
Socio-economic Background – social class i.e. parents education, employment and income	There are no indications that there may be an impact on socio-economic inequalities.

5. Integrated impact assessment required?

(Two ticks above = full assessment necessary)

YES		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

This saving is a technical financial saving to realign the council's pension budget to match reducing costs in relation to added years benefits awarded to retiring staff over many previous years. It does not directly relate to the full pensions payable to ex council staff. In recent years the council has largely ceased added years, therefore it is anticipated that as retirees and their spouses pass away, the costs in relation to added years will reduce.

Signed by Lead Officer	
Designation	Corporate Finance Manager
Date	16/01/2023
Counter Signature (Head of Service or Depute Chief Executive responsible for the policy)	Head of Finance and Property Services
Date	16/01/2023

Integrated Relevance Assessment Form

1. Details of proposal	
Policy Title (include budget reference number if applicable)	F3a - Bring housing benefit award accuracy (HBAA) inhouse
Service Area (detail which service area and section this relates to)	Finance and Property Services – Anti-Poverty Service
Lead Officer (Name and job title)	Anti-Poverty Service Manager
Other Officers/Partners Involved (list names, job titles and organisations if applicable)	Benefit Assessment and Development Manager
Date relevance assessed	25/07/2022

2. Does the council have control over how this policy will be implemented?			
YES	<input checked="" type="checkbox"/>	NO	<input type="checkbox"/>

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: <ul style="list-style-type: none"> • Eliminate unlawful discrimination, harassment and victimisation and other prohibited conduct • Advance equality of opportunity between those who share a protected characteristic and those who do not; and • Foster good relations between those who share a protected characteristic and those who do not <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	There are no indications that there may be an impact on this protected characteristic.
Disability – people with disabilities/long standing conditions	There are no indications that there may be an impact on this protected characteristic.
Gender reassignment – trans/transgender identity – anybody who's gender identity or gender expression is different to the sex assigned to them at birth	There are no indications that there may be an impact on this protected characteristic.
Marriage or civil partnership – people who are married or in a civil partnership	There are no indications that there may be an impact on this protected characteristic.
Pregnancy and maternity – woman who are pregnant and/or on maternity leave	There are no indications that there may be an impact on this protected characteristic.
Race – people from black, Asian and minority ethnic communities and different racial backgrounds	There are no indications that there may be an impact on this protected characteristic.
Religion or belief – people with different religions and beliefs including those with no beliefs	There are no indications that there may be an impact on this protected characteristic.
Sex – Male, female and intersex	There are no indications that there may be an impact on this protected characteristic.
Sexual Orientation – lesbian, gay, bisexual, heterosexual/straight	There are no indications that there may be an impact on this protected characteristic.

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	There are no indications that there may be an impact on socio-economic inequalities.
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	There are no indications that there may be an impact on socio-economic inequalities.
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	There are no indications that there may be an impact on socio-economic inequalities.
Area Deprivation – where you live (rural areas), where you work (accessibility of transport)	There are no indications that there may be an impact on socio-economic inequalities.
Socio-economic Background – social class i.e. parents education, employment and income	There are no indications that there may be an impact on socio-economic inequalities.

5. Integrated impact assessment required?

(Two ticks above = full assessment necessary)

YES		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

HBBA requires councils to perform full care reviews on a defined number of cases identified as high risk. The proposal is for this activity to be undertaken inhouse by the Anti-Poverty Service, enabling the council to retain funding received from the Department for Work and Pensions which, to date, has been used to pay for the external contractor.

Staff will be fully trained increasing their skill set. The impact of bringing this work in-house will be managed within the team and will be taken into consideration as part of proposed Anti-Poverty Service staff savings.

Signed by Lead Officer	
Designation	Anti-Poverty Manager
Date	16/01/2023
Counter Signature (Head of Service or Depute Chief Executive responsible for the policy)	Head of Finance and Property Services
Date	16/01/2023

Integrated Relevance Assessment Form

1. Details of proposal	
Policy Title (include budget reference number if applicable)	F3b - Financial Management Unit supplies and services and income generation
Service Area (detail which service area and section this relates to)	Finance and Property Services – Financial Management Unit
Lead Officer (Name and job title)	Corporate Finance Manager
Other Officers/Partners Involved (list names, job titles and organisations if applicable)	Accountant Assistant Accountant
Date relevance assessed	25/07/2022

2. Does the council have control over how this policy will be implemented?			
YES	<input checked="" type="checkbox"/>	NO	<input type="checkbox"/>

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: <ul style="list-style-type: none"> • Eliminate unlawful discrimination, harassment and victimisation and other prohibited conduct • Advance equality of opportunity between those who share a protected characteristic and those who do not; and • Foster good relations between those who share a protected characteristic and those who do not <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	There are no indications that there may be an impact on this protected characteristic.
Disability – people with disabilities/long standing conditions	There are no indications that there may be an impact on this protected characteristic.
Gender reassignment – trans/transgender identity – anybody who's gender identity or gender expression is different to the sex assigned to them at birth	There are no indications that there may be an impact on this protected characteristic.
Marriage or civil partnership – people who are married or in a civil partnership	There are no indications that there may be an impact on this protected characteristic.
Pregnancy and maternity – woman who are pregnant and/or on maternity leave	There are no indications that there may be an impact on this protected characteristic.
Race – people from black, Asian and minority ethnic communities and different racial backgrounds	There are no indications that there may be an impact on this protected characteristic.
Religion or belief – people with different religions and beliefs including those with no beliefs	There are no indications that there may be an impact on this protected characteristic.
Sex – Male, female and intersex	There are no indications that there may be an impact on this protected characteristic.
Sexual Orientation – lesbian, gay, bisexual, heterosexual/straight	There are no indications that there may be an impact on this protected characteristic.

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	There are no indications that there may be an impact on socio-economic inequalities
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	There are no indications that there may be an impact on socio-economic inequalities
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	There are no indications that there may be an impact on socio-economic inequalities.
Area Deprivation – where you live (rural areas), where you work (accessibility of transport)	There are no indications that there may be an impact on socio-economic inequalities.
Socio-economic Background – social class i.e. parents education, employment and income	There are no indications that there may be an impact on socio-economic inequalities.

5. Integrated impact assessment required?

(Two ticks above = full assessment necessary)

YES		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

General recoverable charges would be increased following a review of existing staff costs chargeable to the Insurance and Loans Funds and growth in income rebates associated with purchase card expenditure.

A reduction in overall supplies and services budgets, including equipment, conferences and seminars, printing and sundry supplies.

Signed by Lead Officer	
Designation	Corporate Finance Manager
Date	16/01/2023
Counter Signature (Head of Service or Depute Chief Executive responsible for the policy)	Head of Finance and Property Services
Date	16/01/2023

Integrated Relevance Assessment Form

1. Details of proposal	
Policy Title (include budget reference number if applicable)	F3c – Revenues Unit workforce management and savings in supplies and services
Service Area (detail which service area and section this relates to)	Finance and Property Services – Revenues Unit
Lead Officer (Name and job title)	Revenues Unit Manager
Other Officers/Partners Involved (list names, job titles and organisations if applicable)	
Date relevance assessed	25/07/2022

2. Does the council have control over how this policy will be implemented?			
YES	✓	NO	

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: <ul style="list-style-type: none"> • Eliminate unlawful discrimination, harassment and victimisation and other prohibited conduct • Advance equality of opportunity between those who share a protected characteristic and those who do not; and • Foster good relations between those who share a protected characteristic and those who do not <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	There is the potential for a hidden impact on this protected characteristic where a restructure could be looking at early retirements.
Disability – people with disabilities/long standing conditions	There are no indications that there may be an impact on this protected characteristic.
Gender reassignment – trans/transgender identity – anybody who's gender identity or gender expression is different to the sex assigned to them at birth	There are no indications that there may be an impact on this protected characteristic.
Marriage or civil partnership – people who are married or in a civil partnership	There are no indications that there may be an impact on this protected characteristic.
Pregnancy and maternity – woman who are pregnant and/or on maternity leave	There are no indications that there may be an impact on this protected characteristic.
Race – people from black, Asian and minority ethnic communities and different racial backgrounds	There are no indications that there may be an impact on this protected characteristic.
Religion or belief – people with different religions and beliefs including those with no beliefs	There are no indications that there may be an impact on this protected characteristic.
Sex – Male, female and intersex	There are no indications that there may be an impact on this protected characteristic.
Sexual Orientation – lesbian, gay, bisexual, heterosexual/straight	There are no indications that there may be an impact on this protected characteristic.

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	There is the potential for a hidden impact on this protected characteristic where a restructure could impact on staff income
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	There is the potential for a hidden impact on this protected characteristic where a restructure could impact on staff income
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	There are no indications that there may be an impact on socio-economic inequalities.
Area Deprivation – where you live (rural areas), where you work (accessibility of transport)	There are no indications that there may be an impact on socio-economic inequalities.
Socio-economic Background – social class i.e. parents education, employment and income	There are no indications that there may be an impact on socio-economic inequalities.

5. Integrated impact assessment required?

(Two ticks above = full assessment necessary)

YES	✓	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

The reduction in staffing will be achieved via the removal of an existing vacancy and therefore it is anticipated that there will be no disproportionate impact. The work will be undertaken to consolidate business support and business systems teams and review staffing and management structures within collections and corporate debt. A greater focus will be placed on income collection to help support achievement of increased council tax income targets which is linked to savings proposals F2b and F2c.

Signed by Lead Officer	
Designation	Revenues Manager
Date	16/01/2023
Counter Signature (Head of Service or Depute Chief Executive responsible for the policy)	Head of Finance and Property Services
Date	16/01/2023

Full Integrated Impact Assessment Form

1. Details of proposal	
Policy Title (include budget reference number if applicable)	F3c – Revenues Unit workforce management and savings in supplies and services
Details of Others Involved	Revenues Unit Manager Business Change Lead
Date Assessment Conducted	07/11/2022

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 requirement of the council to deliver a balanced budget along with modernising processes and services delivered, has resulted in an identified staffing efficiency by merging the Business Support and Business Systems Teams and review staffing and management structures within the Collections and Corporate Debt Teams to provide greater focus on income collection which is essential to achieving additional council tax income savings.</p> <p>The saving will be achieved through the removal of a current vacant post. However, a full restructure will be required to realign resources to provide a greater focus on income collection and therefore impacting on staff roles and responsibilities.</p>

3. Please outline any needs and/or barriers which equality groups (people with protected characteristics) may have in relation to this policy	
Age	What effect/difference will the policy have on people? There are no indications that there may be an impact on this protected characteristic.
	How do you know that? Analysis and understanding of the unit do not highlight any considerations required.
Disability	What effect/difference will the policy have on people? There are no indications that there may be an impact on this protected characteristic.
	How do you know that? Analysis and understanding of the unit do not highlight any considerations required.
Gender Reassignment – Trans/Transgender Identity	What effect/difference will the policy have on people? There are no indications that there may be an impact on this protected characteristic.
	How do you know that? Analysis and understanding of the unit do not highlight any considerations required.
Marriage or Civil Partnership	What effect/difference will the policy have on people? There are no indications that there may be an impact on this protected characteristic.
	How do you know that? Analysis and understanding of the unit do not highlight any considerations required.
Pregnancy and Maternity	What effect/difference will the policy have on people? There are no indications that there may be an impact on this protected characteristic.
	How do you know that? Analysis and understanding of the unit do not highlight any considerations required.
Race	What effect/difference will the policy have on people? There are no indications that there may be an impact on this protected characteristic.
	How do you know that? Analysis and understanding of the unit do not highlight any considerations required.
Religion or Belief	What effect/difference will the policy have on people? There are no indications that there may be an impact on this protected characteristic.
	How do you know that? Analysis and understanding of the unit do not highlight any considerations required.

Sex	What effect/difference will the policy have on people?
	There are no indications that there may be an impact on this protected characteristic.
Sexual Orientation	How do you know that?
	Analysis and understanding of the unit do not highlight any considerations required.
	What effect/difference will the policy have on people?
	There are no indications that there may be an impact on this protected characteristic.
	How do you know that?
	Analysis and understanding of the unit do not highlight any considerations required.

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 proposal is likely to result in changes to the roles within the Business Support and Business Systems Team and the Collections and Corporate Debt Teams. It should be noted that this is also a potential positive impact on staff through increased opportunities and increased salaries due to the roles being created through the restructure.

West Lothian Council is committed to being a supportive and inclusive employer with four pillars of support including guidance, information and self-help tips on the following:

Mental wellbeing

Physical wellbeing

Financial wellbeing

Workplace wellbeing

Staff will be supported and encouraged to access this facility and services.

How do you know that?

Based on the council's workforce management policy and the job evaluation scheme. In addition to this a role which is changed with increasing responsibilities and demands is likely to require a regrading to increase the grade of the role to reflect the increased responsibilities.

5. Action Plan

What action/s will be taken, by whom and what is the timescale for completion?

Actioner Name: Revenues Unit Manager

Action Date: March 2023

What is the issue?

Review of roles and responsibilities, including removal of vacant post. Follow workforce management procedure, including salary grading – taking into account new responsibilities.

What action will be taken?

Following the removal of the vacant post and approval to deliver the efficiency saving, the council's workforce management and job evaluation schemes will be followed. This will mean that the demands and responsibilities of the relevant roles will be assessed including resources realigned to provide a greater focus on income collection.

Progress against action

Compliance will be monitored in line with the timescales of the workforce management policies & procedures.

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.

Staff and Trade Unions will be involved in providing feedback on the updated job descriptions as well as the standard consultation process in line with the workforce management policy and procedures. The outcome of the consultation process will be reviewed and where appropriate incorporated into the new roles and structures within the unit for implementation. The responsibility for the consultation and engagement will be with the Revenues Manager through consultation meetings, circulation of documentation and email correspondence where appropriate and relevant face to face meetings will also be held.

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.

Analysis of staff within the Revenues Unit has identified that 88% of staff are aged between 35 to 64 years old, 75% are female and 81% earn between £26,560 and £32,623. This data has assisted in the potential impact analysis outlined above.

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.

The council has a requirement to deliver best value, achieve performance standard and deliver this within a balanced budget. Therefore, the implementation of a restructure, focusing objectives on income collection and the knock-on benefit of achieving council tax collection targets will support delivery of a balanced budget. Therefore, to mitigate any potential negative impacts on staff the council's workforce management policy will be followed as well as considering the allocation of work across the unit to mitigate any potential negative impact on staff. However, it should be noted that there may be a positive impact on staff where increased opportunities arise, both in terms of salary increases but also training and skill development.

West Lothian Council is committed to being a supportive and inclusive employer with four pillars of support including guidance, information and self-help tips on the following:

Mental wellbeing

Physical wellbeing

Financial wellbeing

Workplace wellbeing

Staff will be supported and encouraged to access this facility and 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

Following the implementation of the changes to the role(s) the impact of the changes will be monitored as part of the council's performance management processes (PDPR) to ensure the role(s) are being fulfilled to meet the council's requirements as well as ensuring that the staff are appropriately supported to deliver their roles.

In addition to this the council's income collection targets will be closely monitored to ensure the restructure is achieving its intended purpose of meeting collection targets.

10. Recommendation and Reasoning

Implement proposal, following the council's workforce management policy and procedures, job evaluation scheme, as well as following up via PDPR on implementation.

Reason for Recommendation

By implementing the proposal, the council will achieve anticipated savings of £12,000 towards delivering a balanced budget through the removal of an existing vacancy and with this followed by a restructure. The changes will aim to have a positive impact on income collection rates and will follow the council's approved approach to workforce management.

Signed by Lead Officer	
Designation	Revenues Unit Manager
Date	16/01/2023
Counter Signature (Head of Service or Depute Chief Executive responsible for the policy)	Head of Finance and Property Services
Date	16/01/2023

Integrated Relevance Assessment Form

1. Details of proposal	
Policy Title (include budget reference number if applicable)	F3d – Anti-Poverty Service workforce management & supplies & services
Service Area (detail which service area and section this relates to)	Finance and Property Services – Anti-Poverty Services
Lead Officer (Name and job title)	Anti-Poverty Service
Other Officers/Partners Involved (list names, job titles and organisations if applicable)	Anti-Poverty Service Management Team
Date relevance assessed	25/07/2022

2. Does the council have control over how this policy will be implemented?			
YES	<input checked="" type="checkbox"/>	NO	<input type="checkbox"/>

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: <ul style="list-style-type: none"> • Eliminate unlawful discrimination, harassment and victimisation and other prohibited conduct • Advance equality of opportunity between those who share a protected characteristic and those who do not; and • Foster good relations between those who share a protected characteristic and those who do not <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	There is the potential for a hidden impact on this protected characteristic where a restructure could be looking at early retirements.
Disability – people with disabilities/long standing conditions	There are no indications that there may be an impact on this protected characteristic.
Gender reassignment – trans/transgender identity – anybody who's gender identity or gender expression is different to the sex assigned to them at birth	There are no indications that there may be an impact on this protected characteristic.
Marriage or civil partnership – people who are married or in a civil partnership	There are no indications that there may be an impact on this protected characteristic.
Pregnancy and maternity – woman who are pregnant and/or on maternity leave	There are no indications that there may be an impact on this protected characteristic.
Race – people from black, Asian and minority ethnic communities and different racial backgrounds	There are no indications that there may be an impact on this protected characteristic.
Religion or belief – people with different religions and beliefs including those with no beliefs	There are no indications that there may be an impact on this protected characteristic.
Sex – Male, female and intersex	There are no indications that there may be an impact on this protected characteristic.
Sexual Orientation – lesbian, gay, bisexual, heterosexual/straight	There are no indications that there may be an impact on this protected characteristic.

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	There is the potential for a hidden impact on this protected characteristic where a restructure could impact on staff income
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	There is the potential for a hidden impact on this protected characteristic where a restructure could impact on staff income
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	There are no indications that there may be an impact on socio-economic inequalities.
Area Deprivation – where you live (rural areas), where you work (accessibility of transport)	There are no indications that there may be an impact on socio-economic inequalities.
Socio-economic Background – social class i.e. parents education, employment and income	There are no indications that there may be an impact on socio-economic inequalities.

5. Integrated impact assessment required?

(Two ticks above = full assessment necessary)

YES	✓	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

The staffing establishment within the Anti-Poverty Service would be reviewed with vacancies being removed from the structure, where staff come forward seeking early retirement this would also form part of considerations. Workload and tasks would be managed across the remaining staffing establishment, supported by continued modernisation and streamlining of processes and activities. The council would continue its focussed approach to delivering the Anti-Poverty Strategy, prioritising and triaging customer needs. Currently there is no anticipated impact on customers, however this will be kept under review when undertaking the review of the structure, roles and responsibility to ensure there is no impact.

A full IIA will be undertaken focussing on the staffing element, however it will also consider customers and if any impact is identified this would be incorporated into the IIA.

The service would continue to identify sources of external funding to supplement and support the core work of the team.

Signed by Lead Officer	
Designation	Anti-Poverty Service Manager
Date	16/01/2023
Counter Signature (Head of Service or Depute Chief Executive responsible for the policy)	Head of Finance and Property Services
Date	16/01/2023

Full Integrated Impact Assessment Form

1. Details of proposal	
Policy Title (include budget reference number if applicable)	F3d - Anti-Poverty Service workforce management & supplies & services
Details of Others Involved	Anti-Poverty Services Manager Managers of the Anti-Poverty Service Business Change Lead Business Change Lead Other areas of financial and welfare support across the council
Date Assessment Conducted	07/11/2022

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 consolidation and modernisation of processes will realise budget savings over the period 2025/26 to 2026/27. The focus will be to improve IT systems and processes and service user skills so that households only need to tell us the information once and it will update and automatically support payment of entitlement along with allowing service users to access support themselves and reducing the need for staff intervention. 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. The approach will 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. Campaigns will target those most likely to experience poverty i.e. one parent families, those with a disability.</p> <p>The delivery of the saving will be achieved via the changes outlined above which will reduce the staffing requirement within the unit. This will be delivered in-line with the council's workforce management policy and procedures and a restructure will be done taking into account the service user needs as well as the staffing needs to deliver the service.</p> <p>The service aligns with both national and local plans including the Scottish Government's Fairer Scotland Action Plan, Scottish Government's Tackling Child Poverty Plan: Best Start and Bright Futures, The Tackling Fuel Poverty in Scotland plan, West Lothian's Local Outcomes Improvement Plan and West Lothian Council's Corporate Plan priorities.</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>What effect/difference will the policy have on people?</p> <p>There is the potential for a hidden impact on this protected characteristic where a restructure could be looking at early retirements. However, the restructure is not anticipated to have a disproportionate impact on this protected characteristic as all staff will be part of the restructure in a fair manor following workforce management policies and procedures.</p>

	<p>How do you know that? Previous experience of restructures has suggested that when a new structure is being consulted upon older members of staff will look to early retirement. This can result in a benefit to both the employee and the unit as it means that the employee can access their pension earlier allowing them to change their work/life balance but also allows the unit to deliver the saving without further changes to staffing.</p> <p>Analysis of the age profile of the unit will determine the potential impact on the age of staff. As set out in section 7.</p> <p>Customers will still be able to access information and advice, however this may be through more online self-help but direct advice will remain available. There will be more targeting of those groups identified in the Scottish Government's Tackling Child Poverty Plan: Best Start and Bright Futures.</p>
Disability	<p>What effect/difference will the policy have on people? There are no indications that there may be an impact on this protected characteristic.</p> <p>The project will seek to improve online access to information and advice in an easy-to-understand approach, ensuring there is no impact. There will be a greater focus on targeted work with both council services and third sector who actively work with those groups with protected characteristics.</p> <p>How do you know that? Analysis and understanding of the unit do not highlight any considerations required.</p> <p>Customers will still be able to access information and advice, however this may be through more online self-help but direct advice will remain available.</p>
Gender Reassignment – Trans/Transgender Identity	<p>What effect/difference will the policy have on people? There are no indications that there may be an impact on this protected characteristic.</p> <p>The project will seek to improve online access to information and advice in an easy to understand approach, ensuring there is no impact.</p> <p>How do you know that? Analysis and understanding of the unit do not highlight any considerations required.</p> <p>Customers will still be able to access information and advice, however this may be through more online self-help but direct advice will remain available.</p>
Marriage or Civil Partnership	<p>What effect/difference will the policy have on people? There are no indications that there may be an impact on this protected characteristic.</p> <p>The project will seek to improve online access to information and advice in an easy to understand approach, ensuring there is no impact.</p> <p>How do you know that? Analysis and understanding of the unit do not highlight any considerations required.</p> <p>Customers will still be able to access information and advice, however this may be through more online self-help but direct advice will remain available</p>
Pregnancy and Maternity	<p>What effect/difference will the policy have on people? There are no indications that there may be an impact on this protected characteristic.</p> <p>The project will seek to improve online access to information and advice in an easy to understand approach, ensuring there is no impact.</p> <p>How do you know that? Customers will still be able to access information and advice, however this may be through more online self-help but direct advice will remain available</p>
Race	<p>What effect/difference will the policy have on people? There are no indications that there may be an impact on this protected characteristic.</p> <p>The project will seek to improve online access to information and advice in an easy to understand approach, ensuring there is no impact.</p>

	<p>How do you know that? Analysis and understanding of the unit do not highlight any considerations required.</p> <p>Customers will still be able to access information and advice, however this may be through more online self-help but direct advice will remain available</p>
Religion or Belief	<p>What effect/difference will the policy have on people? There are no indications that there may be an impact on this protected characteristic. The project will seek to improve online access to information and advice in an easy to understand approach, ensuring there is no impact.</p> <p>How do you know that? Analysis and understanding of the unit do not highlight any considerations required.</p> <p>Customers will still be able to access information and advice, however this may be through more online self-help but direct advice will remain available</p>
Sex	<p>What effect/difference will the policy have on people? There are no indications that there may be an impact on this protected characteristic.</p> <p>The project will seek to improve online access to information and advice in an easy to understand approach, ensuring there is no impact.</p> <p>How do you know that? Analysis and understanding of the unit do not highlight any considerations required.</p> <p>Customers will still be able to access information and advice, however this may be through more online self-help but direct advice will remain available</p>
Sexual Orientation	<p>What effect/difference will the policy have on people? There are no indications that there may be an impact on this protected characteristic. The project will seek to improve online access to information and advice in an easy to understand approach, ensuring there is no impact.</p> <p>How do you know that? Analysis and understanding of the unit do not highlight any considerations required.</p> <p>Customers will still be able to access information and advice, however this may be through more online self-help but direct advice will remain available</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 Community Planning Partnership's Anti-Poverty Strategy. With this in mind the delivery of key services to the most vulnerable in our community will remain in place, however the delivery of advice and information will change for those with suitable skills to allow them to self-help. This will ensure that everyone has access and support available while also modernising services.

There will be more targeting of those groups identified in the Scottish Government's Tackling Child Poverty Plan: Best Start and Bright Futures and Tackling Fuel Poverty Plan, there will be a greater focus on targeted work with both council services and third sector who actively work with those groups and those with protected characteristics.

The approach will review current processes and procedures and will aim to deliver staffing efficiencies. This will be done in-line with the council's workforce management procedures.

West Lothian Council is committed to being a supportive and inclusive employer with four pillars of support including guidance, information and self-help tips on the following:

Mental wellbeing

Physical wellbeing

Financial wellbeing

Workplace wellbeing

Staff will be supported and encouraged to access this facility and services.

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.
- Scottish Government's Tackling Child Poverty Plan: Best Start and Bright Futures focuses on families at greatest risk of poverty and focuses on 6 priority groups; Lone Parents, Disabled, families with 3 or more children, Minority Ethnic, families with a child under the age of 1 and mothers ages under 25.

Based on the council's workforce management policy and the job evaluation scheme.

5. Action Plan

What action/s will be taken, by whom and what is the timescale for completion?

Actioner Name: Anti-Poverty Services Manager

Action Date: Ongoing

What is the issue?

Where the saving through the updating of processes and increased of online support cannot be achieved via staff turnover a unit restructure will be required, meaning that there is the potential for staff displacement and/or staff on lower pay scales or older members of staff being impacted through early retirement or displacement and reduced incomes.

In addition to this there is 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?

Active review of the staffing complement will be undertaken to identify opportunities to mitigate the impact of the changes to deliver the saving through staff turnover. Also, the council's workforce management policies will be followed including a consultation process with staff to consider all options available.

Monitor poverty statistics and reports with particular consideration of any issues that may have a disproportionate impact on equalities groups

Progress against action

Progress will be undertaken as part of the development and implementation of the updated processes with the saving to be achieved by 1 April 2026.

The work to update processes will be undertaken in consultation with service users and other council services to ensure issues which may have a disproportionate impact are highlighted and mitigated accordingly.

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.

Staff within the unit will be involved in providing feedback as part of the standard consultation process in line with the workforce management policy and procedures. Trade Unions will also be involved in the consultation. The outcome of the consultation process will be reviewed and where appropriate incorporated into the new roles and structures within the unit for implementation. The responsibility for the consultation and engagement will be the Anti-Poverty Service Manager through consultation meeting, circulation of documentation and email correspondence, where appropriate and relevant face to face meetings will also be held.

As proposals are developed to change and improve digital channels of advice and benefit entitlement access, the proposals will be consulted on with groups as part of the Anti-Poverty Strategy steering group to ensure that they are 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.

Analysis of staff within the Anti-Poverty Service has identified that 94% of the workforce of the unit are aged 35 to 64 years old, 75% are female and 77% earn between £26,560 and £32,623. This data has assisted in the potential impact analysis outlined above.

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.

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 web pages can be translated into alternative languages and can be adapted to a dyslexia friendly format.
- Services will be prioritised and targeted to those most in need
- 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 council has a requirement to deliver best value, achieve performance standard and deliver this within a balanced budget. Therefore, the implementation of a restructure focusing objectives on income collection and the knock-on benefit of achieving council tax collection targets will support delivery of a balanced budget. Therefore, to mitigate any potential negative impacts on staff the council's workforce management policy will be followed as well as considering the allocation of work across the unit to mitigate any potential negative impact on staff. However, it should be noted that there may be a positive impact on staff where increased opportunities arise, both in terms of salary increases but also training and skill development

West Lothian Council is committed to being a supportive and inclusive employer with four pillars of support including guidance, information and self-help tips on the following:

Mental wellbeing

Physical wellbeing

Financial wellbeing

Workplace wellbeing

Staff will be supported and encouraged to access this facility and services.

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

Following the implementation of the changes to the role(s) the impact of the changes will be monitored as part of the council's performance management processes (PDPR) to ensure the role(s) are being fulfilled to meet the council's requirements as well as ensuring that the staff are appropriately supported to deliver their roles.

In addition to this, the Anti-Poverty Strategy a Task Force monitor the implementation of the strategy. It has the responsibility for monitoring the progress of the strategy and reports on a 6 monthly cycle to the Community Planning Partnership. The Task Force will meet quarterly and will monitor local statistics and trends to produce a poverty profile of West Lothian 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.

10.Recommendation and Reasoning

Implement proposal, following the council's workforce management policy and procedures along with the mitigations outlined above.

Reason for Recommendation

Further consideration of equality impacts will be undertaken as more detailed proposals for the delivery of the 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.

Signed by Lead Officer	
Designation	Anti-Poverty Service Manager
Date	16/01/2023
Counter Signature (Head of Service or Depute Chief Executive responsible for the policy)	Head of Finance and Property Services
Date	16/01/2023

Integrated Relevance Assessment Form

1. Details of proposal	
Policy Title (include budget reference number if applicable)	F3e – Property Services workforce management & supplies & services
Service Area (detail which service area and section this relates to)	Finance and Property Services – Property Services
Lead Officer (Name and job title)	Property Services Manager
Other Officers/Partners Involved (list names, job titles and organisations if applicable)	Property Services Management Team
Date relevance assessed	25/07/2022

2. Does the council have control over how this policy will be implemented?			
YES	<input checked="" type="checkbox"/>	NO	<input type="checkbox"/>

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: <ul style="list-style-type: none"> • Eliminate unlawful discrimination, harassment and victimisation and other prohibited conduct • Advance equality of opportunity between those who share a protected characteristic and those who do not; and • Foster good relations between those who share a protected characteristic and those who do not <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	There is the potential for a hidden impact on this protected characteristic where a restructure could be looking at early retirements.
Disability – people with disabilities/long standing conditions	There are no indications that there may be an impact on this protected characteristic.
Gender reassignment – trans/transgender identity – anybody who's gender identity or gender expression is different to the sex assigned to them at birth	There are no indications that there may be an impact on this protected characteristic.
Marriage or civil partnership – people who are married or in a civil partnership	There are no indications that there may be an impact on this protected characteristic.
Pregnancy and maternity – woman who are pregnant and/or on maternity leave	There are no indications that there may be an impact on this protected characteristic.
Race – people from black, Asian and minority ethnic communities and different racial backgrounds	There are no indications that there may be an impact on this protected characteristic.
Religion or belief – people with different religions and beliefs including those with no beliefs	There are no indications that there may be an impact on this protected characteristic.
Sex – Male, female and intersex	There are no indications that there may be an impact on this protected characteristic.
Sexual Orientation – lesbian, gay, bisexual, heterosexual/straight	There are no indications that there may be an impact on this protected characteristic.

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	There is the potential for a hidden impact on this protected characteristic where a restructure could impact on staff income.
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	There is the potential for a hidden impact on this protected characteristic where a restructure could impact on staff income.
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	There are no indications that there may be an impact on socio-economic inequalities.
Area Deprivation – where you live (rural areas), where you work (accessibility of transport)	There are no indications that there may be an impact on socio-economic inequalities.
Socio-economic Background – social class i.e. parents education, employment and income	There are no indications that there may be an impact on socio-economic inequalities.

5. Integrated impact assessment required?

(Two ticks above = full assessment necessary)

YES	<input checked="" type="checkbox"/>	NO	<input type="checkbox"/>
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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

Efficiency review of processes and procedures for discretionary activities, including impact of proposed building closures, to deliver savings in staffing and non-staffing budgets. Expansion of use of technology and risk-based approach to activities will be considered.

Although the proposal will have an impact on staffing, currently the impact is anticipated to have mitigations in place, for example review of processes and closure of buildings, and therefore there wouldn't be a disproportionate impact.

Signed by Lead Officer	
Designation	Property Services Manager
Date	16/01/2023
Counter Signature (Head of Service or Depute Chief Executive responsible for the policy)	Head of Finance and Property Services
Date	16/01/2023

Full Integrated Impact Assessment Form

1. Details of proposal	
Policy Title (include budget reference number if applicable)	F3e - Property Services workforce management & supplies & services
Details of Others Involved	Property Services Manager Business Change Lead Property Services Team Managers
Date Assessment Conducted	07/11/2022

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>Opportunities to consolidate functions within Property Services has arisen through the rationalisation of the building estate reducing the requirement for facilities management. In addition to this a WLAM budget and process review will be undertaken to identify process driven savings.</p> <p>The delivery of the saving will be achieved via a reduction in buildings requiring facilities management along with managing turnover and processes, reducing the staffing requirement within the unit. This will be delivered in-line with the council's workforce management policy and procedures and a restructure will be done taking into account the customer needs of building users as well as the staffing needs to deliver the 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>What effect/difference will the policy have on people? There is the potential for a hidden impact on this protected characteristic where a restructure could be looking at early retirements. However, the restructure is not anticipated to have a disproportionate impact on this protected characteristic as all staff will be part of the restructure in a fair manor following workforce management policies and procedures.</p> <p>How do you know that? Previous experience of restructures has suggested that when a new structure is being consulted upon older members of staff will look to early retirement. This can result in a benefit to both the employee and the unit as it means that the employee can access their pension earlier allowing them to change their work/life balance but also allows the unit to deliver the saving without further changes to staffing. Analysis of the age profile of the unit will determine the potential impact on the age of staff. As set out in section 7.</p>
Disability	<p>What effect/difference will the policy have on people? There are no indications that there may be an impact on this protected characteristic.</p> <p>How do you know that? Analysis and understanding of the unit do not highlight any considerations required.</p>
Gender Reassignment – Trans/Transgender Identity	<p>What effect/difference will the policy have on people? There are no indications that there may be an impact on this protected characteristic.</p> <p>How do you know that? Analysis and understanding of the unit do not highlight any considerations required.</p>
Marriage or Civil Partnership	<p>What effect/difference will the policy have on people? There are no indications that there may be an impact on this protected characteristic.</p> <p>How do you know that? Analysis and understanding of the unit do not highlight any considerations required.</p>
Pregnancy and Maternity	<p>What effect/difference will the policy have on people? There are no indications that there may be an impact on this protected characteristic.</p>

	How do you know that? Analysis and understanding of the unit do not highlight any considerations required.
Race	What effect/difference will the policy have on people? There are no indications that there may be an impact on this protected characteristic.
	How do you know that? Analysis and understanding of the unit do not highlight any considerations required.
Religion or Belief	What effect/difference will the policy have on people? There are no indications that there may be an impact on this protected characteristic.
	How do you know that? Analysis and understanding of the unit do not highlight any considerations required.
Sex	What effect/difference will the policy have on people? There is the potential for an impact on this protected characteristic where the unit is predominantly male employees.
	How do you know that? Analysis of the profile of the unit will determine the potential impact on the age of staff. As set out in section 7.
Sexual Orientation	What effect/difference will the policy have on people? There are no indications that there may be an impact on this protected characteristic.
	How do you know that? Analysis and understanding of the unit do not highlight any considerations required.

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 approach will review current processes and procedures and will aim to deliver staffing efficiencies. This will be done in-line with the council's workforce management procedures.

West Lothian Council is committed to being a supportive and inclusive employer with four pillars of support including guidance, information and self-help tips on the following:

Mental wellbeing

Physical wellbeing

Financial wellbeing

Workplace wellbeing

Staff will be supported and encouraged to access this facility and services.

How do you know that?

This is identified by the analysis of staff within the unit considering pay-bands and the areas of work impacted via the closure of buildings and updated procedures.

Based on the council's workforce management policy and the job evaluation scheme.

5. Action Plan

What action/s will be taken, by whom and what is the timescale for completion?

Actioner Name: Property Services Manager

Action Date: February 2023 to March 2024

What is the issue?

Where the saving, through the updating of processes and reduction in requirement for facilities management, cannot be achieved via staff turnover a unit restructure will be required, older members of staff and male members of staff being impacted through early retirement and reduced incomes.

What action will be taken?

Active review of the staffing complement will be undertaken to identify opportunities to mitigate the impact of the changes to deliver the saving through staff turnover. Also, the council's workforce management policies will be followed including a consultation process with staff to consider all options available.

Progress against action

Progress will be undertaken as part of the development and implementation of the updated processes.

The work to update processes will be undertaken in consultation with customers and staff to ensure issues which may have a disproportionate impact are highlighted and mitigated accordingly.

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.

Staff within the unit will be involved in providing feedback as part of the standard consultation process in line with the workforce management policy and procedures. Trade Unions will also be involved in the consultation. The outcome of the consultation process will be reviewed and where appropriate incorporated into the new roles and structures within the unit for implementation. The responsibility for the consultation and engagement will be the Property Services Manager through consultation meeting, circulation of documentation and email correspondence, where appropriate and relevant face to face meetings will also be held.

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.

Analysis of staff within Property Services has identified that 86% of the workforce of the unit are aged 35 to 64 years old, 72% are male and 65% earn between £34,538 and £50,230. This data has assisted in the potential impact analysis outlined above.

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 council has a requirement to deliver best value, achieve performance standard and deliver this within a balanced budget. The implementation of the savings will support delivery of a balanced budget. Therefore, to mitigate any potential negative impacts on staff the council's workforce management policy will be followed as well as considering the allocation of work across to mitigate any potential negative impact on staff. However, it should be noted that there may be a positive impact on staff where increased opportunities arise, both in terms of salary increases but also training and skill development.

West Lothian Council is committed to being a supportive and inclusive employer with four pillars of support including guidance, information and self-help tips on the following:

Mental wellbeing

Physical wellbeing

Financial wellbeing

Workplace wellbeing

Staff will be supported and encouraged to access this facility and 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

Following the implementation of the changes to the role(s) the impact of the changes will be monitored as part of the council's performance management processes (PDPR) to ensure the role(s) are being fulfilled to meet the council's requirements as well as ensuring that the staff are appropriately supported to deliver their roles.

The impact on the facilities management of the remaining properties will also be monitored to ensure no negative impact on building users.

10.Recommendation and Reasoning

Implement proposal, following the council's workforce management policy and procedures along with the mitigations outlined above.

Reason for Recommendation

Further consideration of equality impacts will be undertaken as more detailed proposals for the delivery of the 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.

Signed by Lead Officer	
Designation	Property Services Manager
Date	16/01/2023
Counter Signature (Head of Service or Depute Chief Executive responsible for the policy)	Head of Finance and Property Services
Date	16/01/2023

Integrated Relevance Assessment Form

1. Details of proposal	
Policy Title (include budget reference number if applicable)	F4a - Implementation of Non-domestic energy efficiency framework (NDEEF) phase 3 works
Service Area (detail which service area and section this relates to)	Finance and Property Services – Property Services
Lead Officer (Name and job title)	Property Services Manager
Other Officers/Partners Involved (list names, job titles and organisations if applicable)	Energy and Climate Change Manager Climate Change Officer Climate Change Working Group
Date relevance assessed	25/07/2022

2. Does the council have control over how this policy will be implemented?			
YES	<input checked="" type="checkbox"/>	NO	<input type="checkbox"/>

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: <ul style="list-style-type: none"> • Eliminate unlawful discrimination, harassment and victimisation and other prohibited conduct • Advance equality of opportunity between those who share a protected characteristic and those who do not; and • Foster good relations between those who share a protected characteristic and those who do not <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	There are no indications that there may be an impact on this protected characteristic.
Disability – people with disabilities/long standing conditions	There are no indications that there may be an impact on this protected characteristic.
Gender reassignment – trans/transgender identity – anybody who's gender identity or gender expression is different to the sex assigned to them at birth	There are no indications that there may be an impact on this protected characteristic.
Marriage or civil partnership – people who are married or in a civil partnership	There are no indications that there may be an impact on this protected characteristic.
Pregnancy and maternity – woman who are pregnant and/or on maternity leave	There are no indications that there may be an impact on this protected characteristic.
Race – people from black, Asian and minority ethnic communities and different racial backgrounds	There are no indications that there may be an impact on this protected characteristic.
Religion or belief – people with different religions and beliefs including those with no beliefs	There are no indications that there may be an impact on this protected characteristic.
Sex – Male, female and intersex	There are no indications that there may be an impact on this protected characteristic.
Sexual Orientation – lesbian, gay, bisexual, heterosexual/straight	There are no indications that there may be an impact on this protected characteristic.

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	There are no indications that there may be an impact on socio-economic inequalities.
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	There are no indications that there may be an impact on socio-economic inequalities.
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	There are no indications that there may be an impact on socio-economic inequalities.
Area Deprivation – where you live (rural areas), where you work (accessibility of transport)	There are no indications that there may be an impact on socio-economic inequalities.
Socio-economic Background – social class i.e. parents education, employment and income	There are no indications that there may be an impact on socio-economic inequalities.

5. Integrated impact assessment required?

(Two ticks above = full assessment necessary)

YES		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

The saving will be delivered via the implementation of non-domestic energy efficiency (NDEE) phase 3 works to deliver electricity energy savings. To ensure the council can achieve energy savings from the planned investment, case studies from previous NDEE projects will be used as the basis of developing new measures. This may result in electricity works being undertaken in public buildings which may have an impact on customers where some disruptive works for a short period for energy efficiency measures being implement, the impact is anticipated to be minimal and will be planned to minimise disruption.

Signed by Lead Officer	
Designation	Property Services Manager
Date	16/01/2023
Counter Signature (Head of Service or Depute Chief Executive responsible for the policy)	Head of Finance and Property Services
Date	16/01/2023

Integrated Relevance Assessment Form

1. Details of proposal	
Policy Title (include budget reference number if applicable)	F4b – Installation of rooftop photo-voltaic (PV) panels
Service Area (detail which service area and section this relates to)	Finance and Property Services – Property Services
Lead Officer (Name and job title)	Property Services Manager
Other Officers/Partners Involved (list names, job titles and organisations if applicable)	Energy and Climate Change Manager Climate Change Officer Climate Change Working Group
Date relevance assessed	25/07/2022

2. Does the council have control over how this policy will be implemented?			
YES	✓	NO	

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: <ul style="list-style-type: none"> • Eliminate unlawful discrimination, harassment and victimisation and other prohibited conduct • Advance equality of opportunity between those who share a protected characteristic and those who do not; and • Foster good relations between those who share a protected characteristic and those who do not <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	There are no indications that there may be an impact on this protected characteristic.
Disability – people with disabilities/long standing conditions	There are no indications that there may be an impact on this protected characteristic.
Gender reassignment – trans/transgender identity – anybody who's gender identity or gender expression is different to the sex assigned to them at birth	There are no indications that there may be an impact on this protected characteristic.
Marriage or civil partnership – people who are married or in a civil partnership	There are no indications that there may be an impact on this protected characteristic.
Pregnancy and maternity – woman who are pregnant and/or on maternity leave	There are no indications that there may be an impact on this protected characteristic.
Race – people from black, Asian and minority ethnic communities and different racial backgrounds	There are no indications that there may be an impact on this protected characteristic.
Religion or belief – people with different religions and beliefs including those with no beliefs	There are no indications that there may be an impact on this protected characteristic.
Sex – Male, female and intersex	There are no indications that there may be an impact on this protected characteristic.
Sexual Orientation – lesbian, gay, bisexual, heterosexual/straight	There are no indications that there may be an impact on this protected characteristic.

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	There are no indications that there may be an impact on socio-economic inequalities.
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	There are no indications that there may be an impact on socio-economic inequalities.
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	There are no indications that there may be an impact on socio-economic inequalities.
Area Deprivation – where you live (rural areas), where you work (accessibility of transport)	There are no indications that there may be an impact on socio-economic inequalities.
Socio-economic Background – social class i.e. parents education, employment and income	There are no indications that there may be an impact on socio-economic inequalities.

5. Integrated impact assessment required?

(Two ticks above = full assessment necessary)

YES		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

This energy generating option will look to install rooftop photovoltaic panels on suitable operational buildings. Proposed technologies are widely used and have already been implemented in some council properties. Works undertaken in buildings which may have an impact on customers where some disruptive works for a short period for energy efficiency measures being implement, the impact is anticipated to be minimal and will be planned to minimise disruption.

Signed by Lead Officer	
Designation	Property Services Manager
Date	16/01/2023
Counter Signature (Head of Service or Depute Chief Executive responsible for the policy)	Head of Finance and Property Services
Date	16/01/2023

Integrated Relevance Assessment Form

1. Details of proposal	
Policy Title (include budget reference number if applicable)	F4c – Minor Thermal Efficiency Works
Service Area (detail which service area and section this relates to)	Finance and Property Services – Property Services
Lead Officer (Name and job title)	Property Services Manager
Other Officers/Partners Involved (list names, job titles and organisations if applicable)	Energy and Climate Change Manager Climate Change Officer Climate Change Working Group
Date relevance assessed	25/07/2022

2. Does the council have control over how this policy will be implemented?			
YES	<input checked="" type="checkbox"/>	NO	<input type="checkbox"/>

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: <ul style="list-style-type: none"> • Eliminate unlawful discrimination, harassment and victimisation and other prohibited conduct • Advance equality of opportunity between those who share a protected characteristic and those who do not; and • Foster good relations between those who share a protected characteristic and those who do not <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	There are no indications that there may be an impact on this protected characteristic.
Disability – people with disabilities/long standing conditions	There are no indications that there may be an impact on this protected characteristic.
Gender reassignment – trans/transgender identity – anybody who's gender identity or gender expression is different to the sex assigned to them at birth	There are no indications that there may be an impact on this protected characteristic.
Marriage or civil partnership – people who are married or in a civil partnership	There are no indications that there may be an impact on this protected characteristic.
Pregnancy and maternity – woman who are pregnant and/or on maternity leave	There are no indications that there may be an impact on this protected characteristic.
Race – people from black, Asian and minority ethnic communities and different racial backgrounds	There are no indications that there may be an impact on this protected characteristic.
Religion or belief – people with different religions and beliefs including those with no beliefs	There are no indications that there may be an impact on this protected characteristic.
Sex – Male, female and intersex	There are no indications that there may be an impact on this protected characteristic.
Sexual Orientation – lesbian, gay, bisexual, heterosexual/straight	There are no indications that there may be an impact on this protected characteristic.

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	There are no indications that there may be an impact on socio-economic inequalities.
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	There are no indications that there may be an impact on socio-economic inequalities.
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	There are no indications that there may be an impact on socio-economic inequalities.
Area Deprivation – where you live (rural areas), where you work (accessibility of transport)	There are no indications that there may be an impact on socio-economic inequalities.
Socio-economic Background – social class i.e. parents education, employment and income	There are no indications that there may be an impact on socio-economic inequalities.

5. Integrated impact assessment required?

(Two ticks above = full assessment necessary)

YES		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

Installation of minor thermal efficiency works on suitable operational buildings. Reducing carbon emissions and improving air quality.

Works undertaken in buildings which may have an impact on customers where some disruptive works for a short period for energy efficiency measures being implement, the impact is anticipated to be minimal and will be planned to minimise disruption. The impact on employees and customers will be minimal.

Signed by Lead Officer	
Designation	Property Services Manager
Date	16/01/2023
Counter Signature (Head of Service or Depute Chief Executive responsible for the policy)	Head of Finance and Property Services
Date	16/01/2023

Integrated Relevance Assessment Form

1. Details of proposal	
Policy Title (include budget reference number if applicable)	F4d – Water Efficiency Measures
Service Area (detail which service area and section this relates to)	Finance and Property Services – Property Services
Lead Officer (Name and job title)	Property Services Manager
Other Officers/Partners Involved (list names, job titles and organisations if applicable)	Energy and Climate Change Manager Climate Change Officer Climate Change Working Group
Date relevance assessed	25/07/2022

2. Does the council have control over how this policy will be implemented?			
YES	<input checked="" type="checkbox"/>	NO	<input type="checkbox"/>

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: <ul style="list-style-type: none"> • Eliminate unlawful discrimination, harassment and victimisation and other prohibited conduct • Advance equality of opportunity between those who share a protected characteristic and those who do not; and • Foster good relations between those who share a protected characteristic and those who do not <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	There are no indications that there may be an impact on this protected characteristic.
Disability – people with disabilities/long standing conditions	There are no indications that there may be an impact on this protected characteristic.
Gender reassignment – trans/transgender identity – anybody who's gender identity or gender expression is different to the sex assigned to them at birth	There are no indications that there may be an impact on this protected characteristic.
Marriage or civil partnership – people who are married or in a civil partnership	There are no indications that there may be an impact on this protected characteristic.
Pregnancy and maternity – woman who are pregnant and/or on maternity leave	There are no indications that there may be an impact on this protected characteristic.
Race – people from black, Asian and minority ethnic communities and different racial backgrounds	There are no indications that there may be an impact on this protected characteristic.
Religion or belief – people with different religions and beliefs including those with no beliefs	There are no indications that there may be an impact on this protected characteristic.
Sex – Male, female and intersex	There are no indications that there may be an impact on this protected characteristic.
Sexual Orientation – lesbian, gay, bisexual, heterosexual/straight	There are no indications that there may be an impact on this protected characteristic.

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	There are no indications that there may be an impact on socio-economic inequalities.
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	There are no indications that there may be an impact on socio-economic inequalities.
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	There are no indications that there may be an impact on socio-economic inequalities.
Area Deprivation – where you live (rural areas), where you work (accessibility of transport)	There are no indications that there may be an impact on socio-economic inequalities.
Socio-economic Background – social class i.e. parents education, employment and income	There are no indications that there may be an impact on socio-economic inequalities.

5. Integrated impact assessment required?

(Two ticks above = full assessment necessary)

YES		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

Measures to conserve and reduce water usage, this would expand the roll-out of measures already implemented in council buildings. This will contribute to the council's Climate Change Strategy.

Works undertaken in buildings which may have an impact on customers where some disruptive works for a short period for energy efficiency measures being implement, the impact is anticipated to be minimal and will be planned to minimise disruption. Any impact on employees and customers will be minimal.

Signed by Lead Officer	
Designation	Property Services Manager
Date	16/01/2023
Counter Signature (Head of Service or Depute Chief Executive responsible for the policy)	Head of Finance and Property Services
Date	16/01/2023

Integrated Relevance Assessment Form

1. Details of proposal	
Policy Title (include budget reference number if applicable)	F4e – Energy mitigation measures (heating guidance, renewables & swimming pools)
Service Area (detail which service area and section this relates to)	Finance and Property Services – Property Services
Lead Officer (Name and job title)	Property Services Manager
Other Officers/Partners Involved (list names, job titles and organisations if applicable)	Energy and Climate Change Manager Climate Change Officer Climate Change Working Group
Date relevance assessed	10 January 2023

2. Does the council have control over how this policy will be implemented?			
YES	<input checked="" type="checkbox"/>	NO	<input type="checkbox"/>

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: <ul style="list-style-type: none"> • Eliminate unlawful discrimination, harassment and victimisation and other prohibited conduct • Advance equality of opportunity between those who share a protected characteristic and those who do not; and • Foster good relations between those who share a protected characteristic and those who do not <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	No
Disability – people with disabilities/long standing conditions	No
Gender reassignment – trans/transgender identity – anybody who's gender identity or gender expression is different to the sex assigned to them at birth	No
Marriage or civil partnership – people who are married or in a civil partnership	No
Pregnancy and maternity – woman who are pregnant and/or on maternity leave	No
Race – people from black, Asian and minority ethnic communities and different racial backgrounds	No
Religion or belief – people with different religions and beliefs including those with no beliefs	No
Sex – Male, female and intersex	No
Sexual Orientation – lesbian, gay, bisexual, heterosexual/straight	No

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	No
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	No
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	No
Area Deprivation – where you live (rural areas), where you work (accessibility of transport)	No
Socio-economic Background – social class i.e. parents education, employment and income	No

5. Integrated impact assessment required?

(Two ticks above = full assessment necessary)

YES		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 adverse impact on performance anticipated. It will assist the council in achieving the Climate Change Strategy and Carbon Management Plan targets.

Signed by Lead Officer	
Designation	Property Services Manager
Date	16/01/2023
Counter Signature (Head of Service or Depute Chief Executive responsible for the policy)	Head of Finance and Property Services
Date	16/01/2023

Integrated Relevance Assessment Form

1. Details of proposal	
Policy Title (include budget reference number if applicable)	F5a - Lease Civic Centre café to a commercial operator, social enterprise or franchisee
Service Area (detail which service area and section this relates to)	Finance and Property Services – Property Services
Lead Officer (Name and job title)	Property Services Manager
Other Officers/Partners Involved (list names, job titles and organisations if applicable)	Strategic Property Asset Manager Commercial Property Manager Group Facilities Manager
Date relevance assessed	25/07/2022

2. Does the council have control over how this policy will be implemented?			
YES	<input checked="" type="checkbox"/>	NO	<input type="checkbox"/>

<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"> • Eliminate unlawful discrimination, harassment and victimisation and other prohibited conduct • Advance equality of opportunity between those who share a protected characteristic and those who do not; and • Foster good relations between those who share a protected characteristic and those who do not <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 – Male, female and intersex	
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	Current impact is unknown until lease/franchise options have been investigated. However, there is a potential impact, which could be positive, where lease or franchise reduces/increases pricing and/or availability of healthy foods. Opportunities to be investigated to link in with West Lothian College looking at hospitality training as well as local social enterprises. The impact of proposals will be built into the development of the potential leasing arrangements to ensure any unforeseen negative impacts are appropriately mitigated.
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	Current impact is unknown until lease/franchise options have been investigated. However, there is a potential impact, which could be positive, where lease or franchise reduces/increases pricing and/or availability of healthy foods. Opportunities to be investigated to link in with West Lothian College looking at hospitality training as well as local social enterprises. The impact of proposals will be built into the development of the potential leasing arrangements to ensure any unforeseen negative impacts are appropriately mitigated.
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	Current impact is unknown until lease/franchise options have been investigated. However, there is a potential impact, which could be positive, where lease or franchise reduces/increases pricing and/or availability of healthy foods. Opportunities to be investigated to link in with West Lothian College looking at hospitality training as well as local social enterprises. The impact of proposals will be built into the development of the potential leasing arrangements to ensure any unforeseen negative impacts are appropriately mitigated.
Area Deprivation – where you live (rural areas), where you work (accessibility of transport)	Current impact is unknown until lease/franchise options have been investigated. However, there is a potential impact, which could be positive, where lease or franchise reduces/increases pricing and/or availability of healthy foods. Opportunities to be investigated to link in with West Lothian College looking at hospitality training as well as local social enterprises. The impact of proposals will be built into the development of the potential leasing arrangements to ensure any unforeseen negative impacts are appropriately mitigated.
Socio-economic Background – social class i.e. parents education, employment and income	Current impact is unknown until lease/franchise options have been investigated. However, there is a potential impact, which could be positive, where lease or franchise reduces/increases pricing and/or availability of healthy foods. Opportunities to be investigated to link in with West Lothian College looking at hospitality training as well as local social enterprises. The impact of proposals will be built into the development of the potential leasing arrangements to ensure any unforeseen negative impacts are appropriately mitigated.

5. Integrated impact assessment required?

(Two ticks above = full assessment necessary)

YES	✓	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

Current assessment would suggest no disproportionate impact on protected characteristics and/or socio-economic factors. However, this will be monitored to ensure the potential impact of an approach is kept under review.

Potential work with West Lothian College and/or social enterprises could have an impact on pricing for staff and customers using the café, food available and opportunities for hospitality training and employment.

Signed by Lead Officer	
Designation	Property Services Manager
Date	16/01/2023
Counter Signature (Head of Service or Depute Chief Executive responsible for the policy)	Head of Finance and Property Services
Date	16/01/2023

Full Integrated Impact Assessment Form

1. Details of proposal	
Policy Title (include budget reference number if applicable)	F5a - Lease Civic Centre café to a commercial operator, social enterprise or franchisee
Details of Others Involved	Property Services Manager Commercial Property Portfolio Manager Business Change Lead
Date Assessment Conducted	07/11/2022

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 of the proposal is to generate income for the council by renting the civic centre café, as well as considering the incorporation of leases at partnership centres to make this a potentially more attractive and viable option to a local business or social enterprise.</p> <p>The civic centre café currently does not operate to bring a profit to the council and therefore a proposal to lease the café would generate an income for the council.</p> <p>Existing staff within the Civic Centre café would be offer the opportunity to TUPE or to be redeployed within existing operational locations (as occurred during the pandemic whilst the café was closed).</p> <p>The process of letting the café will also look at the benefits the lease and its tenant can bring to the local community, for example training opportunities, increase employment and healthy food options.</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>What effect/difference will the policy have on people? There are no indications that there may be an impact on this protected characteristic. However, as the proposal is developed there may be a positive impact on younger people through the potential availability of hospitality training.</p> <p>How do you know that? No relevant evidence has been found</p>
Disability	<p>What effect/difference will the policy have on people? There are no indications that there may be an impact on this protected characteristic.</p> <p>How do you know that? No relevant evidence has been found</p>
Gender Reassignment – Trans/Transgender Identity	<p>What effect/difference will the policy have on people? There are no indications that there may be an impact on this protected characteristic.</p> <p>How do you know that? No relevant evidence has been found</p>
Marriage or Civil Partnership	<p>What effect/difference will the policy have on people? There are no indications that there may be an impact on this protected characteristic.</p> <p>How do you know that? No relevant evidence has been found</p>
Pregnancy and Maternity	<p>What effect/difference will the policy have on people? There are no indications that there may be an impact on this protected characteristic.</p> <p>How do you know that? No relevant evidence has been found</p>
Race	<p>What effect/difference will the policy have on people? There are no indications that there may be an impact on this protected characteristic.</p>

	How do you know that? No relevant evidence has been found
Religion or Belief	What effect/difference will the policy have on people? There are no indications that there may be an impact on this protected characteristic.
	How do you know that? No relevant evidence has been found
Sex	What effect/difference will the policy have on people? There are no indications that there may be an impact on this protected characteristic.
	How do you know that? No relevant evidence has been found
Sexual Orientation	What effect/difference will the policy have on people? There are no indications that there may be an impact on this protected characteristic.
	How do you know that? No relevant evidence has been found

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?

Current impact is unknown until lease/franchise options have been investigated. However, there is a potential impact, which could be positive, where lease or franchise reduces/increases pricing and/or availability of healthy foods. Opportunities to be investigated to link in with West Lothian College looking at hospitality training as well as local social enterprises.

The impact of proposals will be built into the development of the potential leasing arrangements to ensure any unforeseen negative impacts are appropriately mitigated.

Current café staff contracts changes will be done in-line with the council's workforce management procedures. Staff will be offered the opportunity to TUPE or to be moved to alternative catering functions across the council in other locations.

West Lothian Council is committed to being a supportive and inclusive employer with four pillars of support including guidance, information and self-help tips on the following:

Mental wellbeing
 Physical wellbeing
 Financial wellbeing
 Workplace wellbeing

Staff will be supported and encouraged to access this facility and services.

How do you know that?

The impact for the lease is unknown until competitive lease arrangements are underway and negotiations commence to have dialogue with potential tenants on how they will run the café and the opportunities and risks this might present. However, every effort will be made to investigate and implement positive opportunities for the community.

It is anticipated that staff turnover within Operational Services catering teams would facilitate existing café staff being transferred to other catering locations and will be managed through the council's current policies and procedures. In addition to this TUPE arrangements can be made available if this is requested by the staff.

5. Action Plan

What action/s will be taken, by whom and what is the timescale for completion?

Actioner Name: Property Services Manager

Action Date: March 2023 – March 2024

What is the issue?

Impact of proposal, negative and positive, is unknown until lease options have been investigated.
Staff options/preferences of employment will need investigated.

What action will be taken?

Opportunities to be investigated to link in with West Lothian College looking at hospitality training as well as local social enterprises. The impact of proposals will be built into the development of the potential leasing arrangements to ensure any unforeseen negative impacts are appropriately mitigated.
Staff will be fully engaged in the options available to them and how the process will be handled.

Progress against action

Progress will commence following budget approval and will be monitored throughout as part of data gathering before any implementation.

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 commercial market and social enterprises will be consulted with through a competitive leasing process. This will involve researching the impact on staff and customers.

Staff will be consulted with as part of TUPE and redeployment discussions in-line with council policies and procedures.

The civic centre café customers will be involved in a consultation to understand what service would be meaningful to them.

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.

Analysis of the staff has identified that all staff working in the café are aged 45 to 64 years old, 80% are female and all earn between £20,366 and £25,246 (full time equivalent). This data has assisted in the potential impact analysis outlined above

Data will be collected as part of the consultation process.

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 council has a requirement to deliver best value, achieve performance standards and deliver this within a balanced budget. The commercial leasing of the Civic Centre café, with the potential for other cafes within council buildings, would generate income to the council that is currently foregone. The implementation of the increased income will support delivery of a balanced budget.

Therefore, to mitigate any potential negative impacts on staff the council's workforce management policy will be followed.

The leasing arrangements will look at opportunities to work with West Lothian College for hospitality and employment opportunities and well as pricing and healthy foods to reduce any potential negative impact that may arise.

West Lothian Council is committed to being a supportive and inclusive employer with four pillars of support including guidance, information and self-help tips on the following:

Mental wellbeing

Physical wellbeing

Financial wellbeing

Workplace wellbeing

Staff will be supported and encouraged to access this facility and 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 additional income generated will be monitored as part of the standard monitoring of the council's commercial property network.

The impact of the lease on customers will be monitored through customer satisfaction surveys.

10.Recommendation and Reasoning

Implement proposal, following the council's workforce management policy and procedures along with the mitigations outlined above.

Reason for Recommendation

Further consideration of equality impacts will be undertaken as more detailed proposals for the delivery of the additional income 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

Signed by Lead Officer	
Designation	Property Services Manager
Date	16/01/2023
Counter Signature (Head of Service or Depute Chief Executive responsible for the policy)	Head of Finance and Property Services
Date	16/01/2023

Integrated Relevance Assessment Form

1. Details of proposal	
Policy Title (include budget reference number if applicable)	F5b - Tenanted Non Residential Property (TNRP) rent & service charges
Service Area (detail which service area and section this relates to)	Finance and Property Services – Property Services
Lead Officer (Name and job title)	Property Services Manager
Other Officers/Partners Involved (list names, job titles and organisations if applicable)	Commercial Property Manager
Date relevance assessed	25/07/2022

2. Does the council have control over how this policy will be implemented?			
YES	<input checked="" type="checkbox"/>	NO	<input type="checkbox"/>

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: <ul style="list-style-type: none"> • Eliminate unlawful discrimination, harassment and victimisation and other prohibited conduct • Advance equality of opportunity between those who share a protected characteristic and those who do not; and • Foster good relations between those who share a protected characteristic and those who do not <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	<input type="checkbox"/>
Disability – people with disabilities/long standing conditions	<input type="checkbox"/>
Gender reassignment – trans/transgender identity – anybody who's gender identity or gender expression is different to the sex assigned to them at birth	<input type="checkbox"/>
Marriage or civil partnership – people who are married or in a civil partnership	<input type="checkbox"/>
Pregnancy and maternity – woman who are pregnant and/or on maternity leave	<input type="checkbox"/>
Race – people from black, Asian and minority ethnic communities and different racial backgrounds	<input type="checkbox"/>
Religion or belief – people with different religions and beliefs including those with no beliefs	<input type="checkbox"/>
Sex – Male, female and intersex	<input type="checkbox"/>
Sexual Orientation – lesbian, gay, bisexual, heterosexual/straight	<input type="checkbox"/>

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	✓
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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

Implementation of new policies & processes, service charge & rent reviews and tenant internal repairing leases. The costs for administration, landlord consents and servitude and wayleave fees and charges would be reviewed to reflect actual cost to deliver the service. The service charge review will look at current provisions, including more efficient recovery of costs for planned improvements. Subject to market conditions, the anticipated annual inflationary increase for rents would be 2% (ground rents), 3% (tenant internal repairing leases) and 5% (retail rent).

The assessment of the implementation of the proposal is that there will be no disproportionate impact on protected characteristics or socio-economic factors. However, it is acknowledged that there is a risk for businesses who are not financially sound. Increased rent and charges could see an impact in void levels with tenants relocating to other properties, however this should be mitigated by council rent and charges being in line with existing market conditions and other local providers.

Signed by Lead Officer	
Designation	Property Services Manager
Date	16/01/2023
Counter Signature (Head of Service or Depute Chief Executive responsible for the policy)	Head of Finance and Property Services
Date	16/01/2023

Integrated Relevance Assessment Form

1. Details of proposal	
Policy Title (include budget reference number if applicable)	F5c - Administration fee for works on Tenanted Non Residential Property (TNRP) properties
Service Area (detail which service area and section this relates to)	Finance and Property Services – Property Services
Lead Officer (Name and job title)	Property Services Manager
Other Officers/Partners Involved (list names, job titles and organisations if applicable)	Commercial Property Manager
Date relevance assessed	25/07/2022

2. Does the council have control over how this policy will be implemented?			
YES	<input checked="" type="checkbox"/>	NO	<input type="checkbox"/>

<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"> • Eliminate unlawful discrimination, harassment and victimisation and other prohibited conduct • Advance equality of opportunity between those who share a protected characteristic and those who do not; and • Foster good relations between those who share a protected characteristic and those who do not <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 – Male, female and intersex	
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	✓
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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

Introduction of an administration fee of £250 where the council has to arrange works when a TNRP property is returned in an unsatisfactory condition. This charge would only apply to those tenants who do not meet the requirements of their lease and leave council premises in an unsatisfactory condition at the end of their lease. This would not apply to the majority of tenants who vacate premises in a satisfactory condition.

The assessment of the implementation of the proposal is that there will be no disproportionate impact on protected characteristics or socio-economic factors. However, it is acknowledged that there is a risk for businesses who are not financially sound. Increased rent and charges could see an impact in void levels with tenants relocating to other properties, however this should be mitigated by council rent and charges being in line with existing market conditions and other local providers.

Signed by Lead Officer	
Designation	Property Services Manager
Date	16/01/2023
Counter Signature (Head of Service or Depute Chief Executive responsible for the policy)	Head of Finance and Property Services
Date	16/01/2023

Integrated Relevance Assessment Form

1. Details of proposal	
Policy Title (include budget reference number if applicable)	F6a – Rationalisation of Administrative Offices
Service Area (detail which service area and section this relates to)	Finance and Property Services – Property Services
Lead Officer (Name and job title)	Property Services Manager
Other Officers/Partners Involved (list names, job titles and organisations if applicable)	Strategic Property Asset Manager Group Facilities Manager Surveyor
Date relevance assessed	25/07/2022

2. Does the council have control over how this policy will be implemented?			
YES	✓	NO	

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: <ul style="list-style-type: none"> • Eliminate unlawful discrimination, harassment and victimisation and other prohibited conduct • Advance equality of opportunity between those who share a protected characteristic and those who do not; and • Foster good relations between those who share a protected characteristic and those who do not <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	<p>There are indications that there may be a marginal impact on this protected characteristic due to having to access other buildings or alternative customer access channels (digital and telephone).</p> <p>However, the change of service delivery to an alternative location could have a positive impact where services are more easily accessible within one building instead of across multiple sites as well as reducing travel time for some.</p> <p>Work will be undertaken with affected service areas and staff who work within the admin buildings proposed for closure to consider alternative locations, following council policies for transfer of contracted location, as well as consider any mitigation actions required for both staff and customers.</p>

Disability – people with disabilities/long standing conditions	<p>There are indications that there may be a marginal impact on this protected characteristic due to having to access other buildings or alternative customer access channels (digital and telephone).</p> <p>However, the change of service delivery to an alternative location could have a positive impact where services are more easily accessible within one building instead of across multiple sites as well as reducing travel time for some.</p> <p>Work will be undertaken with affected service areas and staff who work within the admin buildings proposed for closure to consider alternative locations, following council policies for transfer of contracted location, as well as consider any mitigation actions required for both staff and customers.</p>
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 – Male, female and intersex	
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	<p>There are indications that there may be a marginal impact on this protected characteristic due to having to access other buildings or alternative customer access channels (digital and telephone).</p> <p>However, the change of service delivery to an alternative location could have a positive impact where services are more easily accessible within one building instead of across multiple sites as well as reducing travel time for some customers. Work will be undertaken to consider any required mitigation actions and how to support positive results.</p>

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	<p>There are indications that there may be a marginal impact on this protected characteristic due to having to access other buildings or alternative customer access channels (digital and telephone).</p> <p>However, the change of service delivery to an alternative location could have a positive impact where services are more easily accessible within one building instead of across multiple sites as well as reducing travel time for some customers.</p> <p>Work will be undertaken to consider any required mitigation actions and how to support positive results.</p>
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	<p>There are indications that there may be a marginal impact on this protected characteristic due to having to access other buildings or alternative customer access channels (digital and telephone).</p> <p>However, the change of service delivery to an alternative location could have a positive impact where services are more easily accessible within one building instead of across multiple sites as well as reducing travel time for some customers.</p> <p>Work will be undertaken to consider any required mitigation actions and how to support positive results.</p>
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	
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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

There is a potential minor impact on service users due to the change of service delivery location. However, an alternative location would be identified. With improved use of technology and alternative customer access channels, the impact on customers would be minimised.

For those members of staff who would have to relocate to another administrative building, engagement would be undertaken as soon as possible to support them during the change. The success of changes to working practices will support the consolidation of properties where it is hoped that hybrid and home working.

Signed by Lead Officer	
Designation	Property Services Manager
Date	16/01/2023
Counter Signature (Head of Service or Depute Chief Executive responsible for the policy)	Head of Finance and Property Services
Date	16/01/2023

Full Integrated Impact Assessment Form

1. Details of proposal	
Policy Title (include budget reference number if applicable)	F6a - Rationalisation of administrative offices
Details of Others Involved	Property Services Manager Strategic Property Asset Manager Surveyor Group Facilities Manager Business Change Lead
Date Assessment Conducted	07/11/2022

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>Saving is anticipated to be achieved through the closure of a number of council administrative offices with staff and services moving to alternative locations. The reduction in the property estate will help to maximise the usage of other administrative buildings reducing the costs incurred by the council while also reducing the requirements for maintenance and other statutory property requirements. By maximising building usage and reducing the number of properties it is forecast to save the council 50 tonnes of carbon emissions contributing to the delivery of the councils climate strategy.</p> <p>Following the Covid-19 pandemic the introduction of flexible and hybrid working has further reduced the footfall within council buildings as well as changing the way customers interact with the council reducing footfall and face to face meetings with customers. Therefore, due to the reduced needs for the number of administrative offices, administrative functions will be consolidated into other buildings and customers redirected to other communication channels and locations within West Lothian. The transfer of staff and services to other buildings will be done in consultation with the relevant service areas to identify the best suitable arrangements for staff and service delivery based on the experience and needs of the 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>What effect/difference will the policy have on people?</p> <p>There are indications that there may be a marginal impact on this protected characteristic due to having to access other buildings or alternative customer access channels (digital and telephone).</p> <p>However, the change of service delivery to an alternative location could have a positive impact where services are more easily accessible for example within one building instead of across multiple sites as well as reducing travel time for some.</p> <p>Work will be undertaken with affected service areas and staff who work within the admin buildings proposed for closure to consider alternative locations, following service areas and staff who work within the admin buildings proposed for closure to consider alternative locations, following council policies for transfer of contracted location, as well as consider any mitigation actions required for both staff and customers.</p> <p>How do you know that?</p> <p>Based on previous experience of recent building closures and the transfer of staff and services.</p>

Disability	<p>What effect/difference will the policy have on people? There are indications that there may be a marginal impact on this protected characteristic due to having to access other buildings or alternative customer access channels (digital and telephone).</p> <p>However, the change of service delivery to an alternative location could have a positive impact where services are more easily accessible for example within one building instead of across multiple sites as well as reducing travel time for some.</p> <p>Work will be undertaken with affected service areas and staff who work within the admin buildings proposed for closure to consider alternative locations, following service areas and staff who work within the admin buildings proposed for closure to consider alternative locations, following council policies for transfer of contracted location, as well as consider any mitigation actions required for both staff and customers</p> <p>How do you know that? Based on previous experience of recent building closures and the transfer of staff and services.</p>
Gender Reassignment – Trans/Transgender Identity	<p>What effect/difference will the policy have on people? There are no indications that this will have a disproportionate impact on this protected characteristic.</p> <p>How do you know that? No relevant evidence has been found</p>
Marriage or Civil Partnership	<p>What effect/difference will the policy have on people? There are no indications that this will have a disproportionate impact on this protected characteristic.</p> <p>How do you know that? No relevant evidence has been found</p>
Pregnancy and Maternity	<p>What effect/difference will the policy have on people? There are no indications that this will have a disproportionate impact on this protected characteristic.</p> <p>How do you know that? No relevant evidence has been found</p>
Race	<p>What effect/difference will the policy have on people? There are no indications that this will have a disproportionate impact on this protected characteristic.</p> <p>How do you know that? No relevant evidence has been found</p>
Religion or Belief	<p>What effect/difference will the policy have on people? There are no indications that this will have a disproportionate impact on this protected characteristic.</p> <p>How do you know that? No relevant evidence has been found</p>
Sex	<p>What effect/difference will the policy have on people? There are no indications that this will have a disproportionate impact on this protected characteristic.</p> <p>How do you know that? No relevant evidence has been found</p>
Sexual Orientation	<p>What effect/difference will the policy have on people? There are no indications that this will have a disproportionate impact on this protected characteristic.</p> <p>How do you know that? No relevant evidence has been found</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?

There are indications that there might be a marginal impact on people who are in poverty or vulnerable of falling into poverty. This is due to having to access other buildings or alternative customer access channels (digital and telephone). However, this could have a negative and a positive impact. The negative impact may be increased travel costs, or ability to access digital devices. The positive impact might be that the services are closer to home reducing time and travel costs, access to services from one building instead of multiple and easier to access services at a more convenient time as being directed to alternative customer access channels.

Staff who work within the admin buildings proposed for closure may incur additional travel expenses, or reduced travel expenses based on their alternative location. This will be undertaken by following council policies for transfer of contracted location where if the previous contracted location is further away than the new admin officer staff are financially compensated.

How do you know that?

The potential impact set out above is based on recent building closures and the transfer of staff and services to alternative locations.

5. Action Plan

What action/s will be taken, by whom and what is the timescale for completion?

Actioner Name: Property Service Manager

Action Date: March 2023 – April 2024

What is the issue?

Service delivery needs, staff and customers to be part of the identification of suitable alternative facilities. Identifying mitigations against potential negative impacts.

What action will be taken?

Customer and service needs to be identified to establish suitable alternative locations, including utilisation of the building data.

Staff to be consulted to establish whether compensation payments required.

Customers to be made aware of changes and the alternatives available.

Progress against action

Initial utilisation of buildings by staff has been researched.

The action to be undertaken will be monitored as part of the delivery of the proposal.

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.

Based on usage data and the condition and suitability of the buildings the buildings for closure will be identified. Consultation will then commence with managers of staff within those buildings to establish service requirements, staff will then be part of the consultation to identify if there are any location preferences and whether these can be accommodated as part of the service requirements.

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.

Evidence on building usage has been gathered and will be refined to establish what is required going forward. Data will be collected from involved services regarding their customer interactions and requirements.

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.

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

Work will be undertaken with affected service areas and staff who work within the admin buildings proposed for closure to consider alternative locations, following council policies for transfer of contracted location, as well as consider any mitigation actions required for staff. Consideration will be given to the impact on customers as part of the identification of service needs and any mitigating actions will be considered and implemented.

10. Recommendation and Reasoning

Implement proposal, following the council's policies and procedures along with the mitigations outlined above.

Reason for Recommendation

The impact on staff and customers would appear to be marginal and mitigations are identified. Further consideration of equality impacts will be undertaken as more detailed proposals 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

Signed by Lead Officer	
Designation	Property Services Manager
Date	16/01/2023
Counter Signature (Head of Service or Depute Chief Executive responsible for the policy)	Head of Finance and Property Services
Date	16/01/2023

Integrated Relevance Assessment Form

1. Details of proposal	
Policy Title (include budget reference number if applicable)	F6b – Property budget savings following closure of Burnside and relocation of services to Deans House (SJ5b)
Service Area (detail which service area and section this relates to)	Finance and Property Services – Property Services
Lead Officer (Name and job title)	Property Services Manager
Other Officers/Partners Involved (list names, job titles and organisations if applicable)	Strategic Property Asset Manager Group Facilities Manager Surveyor
Date relevance assessed	26/07/2022

2. Does the council have control over how this policy will be implemented?			
YES	✓	NO	

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: <ul style="list-style-type: none"> • Eliminate unlawful discrimination, harassment and victimisation and other prohibited conduct • Advance equality of opportunity between those who share a protected characteristic and those who do not; and • Foster good relations between those who share a protected characteristic and those who do not <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	<p>Social Policy will implement a new service model for the delivery of tenancies for individuals with the range of needs based on evidence that people with learning disabilities are better supported in localised small communities.</p> <p>The property element of the saving will be undertaken while working with Social Policy to ensure building condition and suitability at Dean House to consolidate and close Burnside.</p> <p>The property element of the saving is not directly involved in the impact on customers, but will be taken into consideration as part of the development of a full integrated impact assessment completed by Social Policy.</p>
Disability – people with disabilities/long standing conditions	<p>Social Policy will implement a new service model for the delivery of tenancies for individuals with the range of needs based on evidence that people with learning disabilities are better supported in localised small communities.</p> <p>The property element of the saving will be undertaken while working with Social Policy to ensure building condition and suitability at Dean House to consolidate and close Burnside.</p> <p>The property element of the saving is not directly involved in the impact on customers, but will be taken into consideration as part of the development of a full integrated impact assessment completed by Social Policy.</p>

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	<p>Social Policy will implement a new service model for the delivery of tenancies for individuals with the range of needs based on evidence that people with learning disabilities are better supported in localised small communities.</p> <p>The property element of the saving will be undertaken while working with Social Policy to ensure building condition and suitability at Dean House to consolidate and close Burnside.</p> <p>The property element of the saving is not directly involved in the impact on customers, but will be taken into consideration as part of the development of a full integrated impact assessment completed by Social Policy.</p>
Race – people from black, Asian and minority ethnic communities and different racial backgrounds	<p>Social Policy will implement a new service model for the delivery of tenancies for individuals with the range of needs based on evidence that people with learning disabilities are better supported in localised small communities.</p> <p>The property element of the saving will be undertaken while working with Social Policy to ensure building condition and suitability at Dean House to consolidate and close Burnside.</p> <p>The property element of the saving is not directly involved in the impact on customers, but will be taken into consideration as part of the development of a full integrated impact assessment completed by Social Policy.</p>
Religion or belief – people with different religions and beliefs including those with no beliefs	
Sex – Male, female and intersex	<p>Social Policy will implement a new service model for the delivery of tenancies for individuals with the range of needs based on evidence that people with learning disabilities are better supported in localised small communities.</p> <p>The property element of the saving will be undertaken while working with Social Policy to ensure building condition and suitability at Dean House to consolidate and close Burnside.</p> <p>The property element of the saving is not directly involved in the impact on customers, but will be taken into consideration as part of the development of a full integrated impact assessment completed by Social Policy.</p>
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	The property element of the saving is not directly involved in the impact on customers, but will be taken into consideration as part of the development of a full integrated impact assessment completed by Social Policy
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	The property element of the saving is not directly involved in the impact on customers, but will be taken into consideration as part of the development of a full integrated impact assessment completed by Social Policy

5. Integrated impact assessment required? (Two ticks above = full assessment necessary)			
YES	✓ - led by Social Policy with property services input	NO	

6. Decision rationale If you have ticked no above, use this section to evidence why a full IIA is not required
The full integrated impact assessment will be undertaken by Social Policy and will include marginal impact and considerations for property saving element.

Signed by Lead Officer	
Designation	Property Services Manager
Date	16/01/2023
Counter Signature (Head of Service or Depute Chief Executive responsible for the policy)	Head of Finance and Property Services
Date	16/01/2023

Integrated Relevance Assessment Form

1. Details of proposal	
Policy Title (include budget reference number if applicable)	F6c – Revised frequency of electrical testing in accordance with statutory requirements
Service Area (detail which service area and section this relates to)	Finance and Property Services – Property Services
Lead Officer (Name and job title)	Property Services Manager
Other Officers/Partners Involved (list names, job titles and organisations if applicable)	Property Maintenance and Planned Improvement Manager Group Facilities Manager
Date relevance assessed	26/07/2022

2. Does the council have control over how this policy will be implemented?			
YES	<input checked="" type="checkbox"/>	NO	<input type="checkbox"/>

<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"> • Eliminate unlawful discrimination, harassment and victimisation and other prohibited conduct • Advance equality of opportunity between those who share a protected characteristic and those who do not; and • Foster good relations between those who share a protected characteristic and those who do not <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 – Male, female and intersex	
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	✓
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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

The reduced frequency of electrical testing (PAT testing) will maintain statutory requirements based on HSE guidance for low risk environments, while also noting that the Electricity at Work Regulations 1989 does not set out a frequency requirement for testing.

Visual inspections will be completed and recorded by Facilities Management Assistants and the formal PAT testing being undertaken every two years.

Signed by Lead Officer	
Designation	Property Services Manager
Date	16/01/2023
Counter Signature (Head of Service or Depute Chief Executive responsible for the policy)	Head of Finance and Property Services
Date	16/01/2023

Integrated Relevance Assessment Form

1. Details of proposal	
Policy Title (include budget reference number if applicable)	F6d – Changes to Security Provision at Civic Centre
Service Area (detail which service area and section this relates to)	Finance and Property Services – Property Services
Lead Officer (Name and job title)	Property Services Manager
Other Officers/Partners Involved (list names, job titles and organisations if applicable)	Property Maintenance and Planned Improvement Manager Group Facilities Manager
Date relevance assessed	26/07/2022

2. Does the council have control over how this policy will be implemented?			
YES	<input checked="" type="checkbox"/>	NO	<input type="checkbox"/>

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: <ul style="list-style-type: none"> • Eliminate unlawful discrimination, harassment and victimisation and other prohibited conduct • Advance equality of opportunity between those who share a protected characteristic and those who do not; and • Foster good relations between those who share a protected characteristic and those who do not <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	<input type="checkbox"/>
Disability – people with disabilities/long standing conditions	<input type="checkbox"/>
Gender reassignment – trans/transgender identity – anybody who's gender identity or gender expression is different to the sex assigned to them at birth	<input type="checkbox"/>
Marriage or civil partnership – people who are married or in a civil partnership	<input type="checkbox"/>
Pregnancy and maternity – woman who are pregnant and/or on maternity leave	<input type="checkbox"/>
Race – people from black, Asian and minority ethnic communities and different racial backgrounds	<input type="checkbox"/>
Religion or belief – people with different religions and beliefs including those with no beliefs	<input type="checkbox"/>
Sex – Male, female and intersex	<input type="checkbox"/>
Sexual Orientation – lesbian, gay, bisexual, heterosexual/straight	<input type="checkbox"/>

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	✓
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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

Security provision will be reinstated to the reduced service of one daytime security officer working five days per week. This reflects that there has been an intruder alarm fitted to the ground floor south. When implementing the change to security arrangements operational and health and safety implications will continue to be delivered within revised security resources.

Signed by Lead Officer	
Designation	Property Services Manager
Date	16/01/2023
Counter Signature (Head of Service or Depute Chief Executive responsible for the policy)	Head of Finance and Property Services
Date	16/01/2023

Integrated Relevance Assessment Form

1. Details of proposal	
Policy Title (include budget reference number if applicable)	F7a – Property budget savings following consolidation of the library portfolio due to changes to service delivery models (linked to HCBS saving H4a)
Service Area (detail which service area and section this relates to)	Finance and Property Services – Property Services
Lead Officer (Name and job title)	Property Services Manager
Other Officers/Partners Involved (list names, job titles and organisations if applicable)	Customer and Community Services Manager Strategic Property Asset Manager CWB Team Projects Team Leader
Date relevance assessed	26/07/2022

2. Does the council have control over how this policy will be implemented?			
YES	✓	NO	

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: <ul style="list-style-type: none"> • Eliminate unlawful discrimination, harassment and victimisation and other prohibited conduct • Advance equality of opportunity between those who share a protected characteristic and those who do not; and • Foster good relations between those who share a protected characteristic and those who do not <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	<p>No – property element is as a result of library service provision changes.</p> <p>The property element of the saving will be undertaken while working HCBS regarding the closure of stand alone library facilities. However, it is acknowledged that there is a potential impact on elderly and young people who will have to use an alternative facility but the options for this will be appropriately supported.</p> <p>The property element of the saving is not directly involved in the impact on customers, but will be taken into consideration as part of the development of a full integrated impact assessment completed by HCBS.</p>
Disability – people with disabilities/long standing conditions	<p>No – property element is as a result of library service provision changes.</p> <p>The property element of the saving will be undertaken while working HCBS regarding the closure of stand alone library facilities. However, it is acknowledged that there is a potential impact on elderly and young people who will have to use an alternative facility but the options for this will be appropriately supported.</p> <p>The property element of the saving is not directly involved in the impact on customers, but will be taken into consideration as part of the development of a full integrated impact assessment completed by HCBS.</p>

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 – Male, female and intersex	
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	No – property element is as a result of library service provision changes. The property element of the saving will be undertaken while working HCBS regarding the closure of stand alone library facilities. However, it is acknowledged that there is a potential impact on elderly and young people who will have to use an alternative facility but the options for this will be appropriately supported. The property element of the saving is not directly involved in the impact on customers, but will be taken into consideration as part of the development of a full integrated impact assessment completed by HCBS.
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	No – property element is as a result of library service provision changes. The property element of the saving will be undertaken while working HCBS regarding the closure of stand alone library facilities. However, it is acknowledged that there is a potential impact on elderly and young people who will have to use an alternative facility but the options for this will be appropriately supported. The property element of the saving is not directly involved in the impact on customers, but will be taken into consideration as part of the development of a full integrated impact assessment completed by HCBS.

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	No – property element is as a result of library service provision changes. The property element of the saving will be undertaken while working HCBS regarding the closure of stand alone library facilities. However, it is acknowledged that there is a potential impact on elderly and young people who will have to use an alternative facility but the options for this will be appropriately supported. The property element of the saving is not directly involved in the impact on customers, but will be taken into consideration as part of the development of a full integrated impact assessment completed by HCBS.
Area Deprivation – where you live (rural areas), where you work (accessibility of transport)	No – property element is as a result of library service provision changes. The property element of the saving will be undertaken while working HCBS regarding the closure of stand alone library facilities. However, it is acknowledged that there is a potential impact on elderly and young people who will have to use an alternative facility but the options for this will be appropriately supported. The property element of the saving is not directly involved in the impact on customers, but will be taken into consideration as part of the development of a full integrated impact assessment completed by HCBS.
Socio-economic Background – social class i.e. parents education, employment and income	No – property element is as a result of library service provision changes. The property element of the saving will be undertaken while working HCBS regarding the closure of stand alone library facilities. However, it is acknowledged that there is a potential impact on elderly and young people who will have to use an alternative facility but the options for this will be appropriately supported. The property element of the saving is not directly involved in the impact on customers, but will be taken into consideration as part of the development of a full integrated impact assessment completed by HCBS.

5. Integrated impact assessment required?

(Two ticks above = full assessment necessary)

YES	✓ - will be led by HCBS	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

The full integrated impact assessment will be undertaken by HCBS and will include marginal impact and considerations for property saving element, Property Services will provide information in the development of the assessment.

Signed by Lead Officer	
Designation	Property Services Manager
Date	16/01/2023
Counter Signature (Head of Service or Depute Chief Executive responsible for the policy)	Head of Finance and Property Services
Date	16/01/2023

Integrated Relevance Assessment Form

7. Details of proposal	
Policy Title (include budget reference number if applicable)	F7c – Property budget savings following consolidation of sports pavilion portfolio
Service Area (detail which service area and section this relates to)	Finance and Property Services – Property Services
Lead Officer (Name and job title)	Property Services Manager
Other Officers/Partners Involved (list names, job titles and organisations if applicable)	Property Modernisation and Community Strategic Property Asset Manager Empowerment Officer Business Change Lead
Date relevance assessed	26/07/2022

8. Does the council have control over how this policy will be implemented?			
YES	<input checked="" type="checkbox"/>	NO	<input type="checkbox"/>

<p>9. 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"> • Eliminate unlawful discrimination, harassment and victimisation and other prohibited conduct • Advance equality of opportunity between those who share a protected characteristic and those who do not; and • Foster good relations between those who share a protected characteristic and those who do not <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	There are no indications that there may be an impact on this protected characteristic.
Disability – people with disabilities/long standing conditions	There are no indications that there may be an impact on this protected characteristic.
Gender reassignment – trans/transgender identity – anybody who's gender identity or gender expression is different to the sex assigned to them at birth	There are no indications that there may be an impact on this protected characteristic.
Marriage or civil partnership – people who are married or in a civil partnership	There are no indications that there may be an impact on this protected characteristic.
Pregnancy and maternity – woman who are pregnant and/or on maternity leave	There are no indications that there may be an impact on this protected characteristic.

Race – people from black, Asian and minority ethnic communities and different racial backgrounds	There are no indications that there may be an impact on this protected characteristic.
Religion or belief – people with different religions and beliefs including those with no beliefs	There are no indications that there may be an impact on this protected characteristic.
Sex – Male, female and intersex	There are no indications that there may be an impact on this protected characteristic.
Sexual Orientation – lesbian, gay, bisexual, heterosexual/straight	There are no indications that there may be an impact on this protected characteristic.

10. 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	There are no indications that there may be an impact on socio-economic inequalities.
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	There are no indications that there may be an impact on socio-economic inequalities.
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	There are no indications that there may be an impact on socio-economic inequalities.
Area Deprivation – where you live (rural areas), where you work (accessibility of transport)	There are no indications that there may be an impact on socio-economic inequalities.
Socio-economic Background – social class i.e. parents education, employment and income	There are no indications that there may be an impact on socio-economic inequalities.

11. Integrated impact assessment required?

(Two ticks above = full assessment necessary)

YES	✓ - will be led by HCBS	NO	
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12. Decision rationale

If you have ticked no above, use this section to evidence why a full IIA is not required

The full integrated impact assessment will be undertaken by HCBS and will include marginal impact and considerations for property saving element, Property Services will provide information in the development of the assessment.

Signed by Lead Officer	
Designation	Property Services Manager
Date	16/01/2023
Counter Signature (Head of Service or Depute Chief Executive responsible for the policy)	Head of Finance and Property Services
Date	16/01/2023

DATA LABEL: PUBLIC



CORPORATE POLICY AND RESOURCES POLICY DEVELOPMENT AND SCRUTINY PANEL

COUNCIL TAX SCENARIOS

REPORT BY HEAD OF FINANCE AND PROPERTY SERVICES

A. PURPOSE OF REPORT

To provide the Panel with an appraisal of potential future council tax increases to inform discussions on the approach to achieving a balanced revenue budget for 2023/24, which is the first year of the revenue strategy for the period 2023/24 to 2027/28, and to consider council tax scenarios for future years beyond 2023/24 to contribute to a sustainable budget strategy for these years.

B. RECOMMENDATION

It is recommended that Panel:

1. Notes that the budget model has been updated to assume a 4.5% increase in council tax each year from 2023/24 to 2027/28 as reported to Council Executive on 17 January 2023;
2. Notes that an annual 4.5% increase would raise £23.6 million over five years, constituting a key element in balancing the council's budget;
3. Notes that in 2023/24, a 4.5% increase for a Band D property would result in an additional cost of £4.93 per month or £1.14 per week;
4. Notes the current rate of collection and that officers will continue to monitor collection rates monthly and benchmarking information annually;
5. Notes the significant mitigations in place to assist low income households in relation to council tax;
6. Notes the responses received in the WL2028 Your Council, Your Say Phase 2 consultation regarding council tax.

C. SUMMARY OF IMPLICATIONS

I Council Values	Being honest, open and accountable, making the best use of resources, focusing on our customers' needs and working in partnership.
II Policy and Legal (including Strategic Environmental Assessment, Equality Issues, Health or Risk Assessment)	The council is required to approve a balanced revenue budget for each financial year. Audit Scotland, the Accounts Commission and the Chartered Institute of Public Finance and Accountancy (CIPFA) best practice guidance recommends medium term financial plans are prepared for at least five years in duration, with detailed budgets prepared for at least three years.
III Implications for Scheme of Delegations to Officers	No implications at this stage.
IV Impact on performance and performance Indicators	Ongoing restraint in relation to government grant funding inevitably has implications for the council's budget and performance.

V	Relevance to Single Outcome Agreement	The revenue budget provides resources necessary to help deliver the Single Outcome Agreement, Corporate Plan and council activities. Effective prioritisation of resources is essential to achieving key outcomes.
VI	Resources - (Financial, Staffing and Property)	Scottish Government revenue grant funding is not sufficient to meet the increasing costs and demand for services. Based on current budget model assumptions, the council is facing an estimated budget gap of £35.8 million over the three year period 2023/24 to 2025/26 and £47.6 million over the five year period 2023/24 to 2027/28.
VII	Consideration at PDSP	The Corporate Policy and Resources PDSP receives quarterly updates on the financial outlook facing the council.
VIII	Other consultations	The WL2028 Your Council, Your Say Phase 2 consultation included questions relating to council tax. The results of the Phase 2 consultation were reported to Council Executive on 20 December 2022, with Special PDSPs scheduled in January 2023 to allow elected members to consider the responses received.

D. TERMS OF REPORT

D.1 BACKGROUND

Since 2007/08 the council has had to deliver considerable savings to balance the budget whilst funding has been constrained. It is within this context of delivering over £150 million of savings from 2007/08 to 2022/23 that the council looks ahead to another financially challenging five year period.

It was also agreed in June 2022 that the council should undertake a three stage process of public consultation, to obtain feedback from stakeholders on council priorities, potential saving options and council tax levels. Phase 1 of the consultation was completed in July 2022 and was reported to Council Executive on 4 October with Phase 2 closing in November 2022. An overall summary of responses was considered by Council Executive on 20 December 2022.

In October 2021, the then Partnership and Resources PDSP and Council Executive considered an initial update on the council's revenue financial plan 2023/24 to 2027/28. This included an initial estimate of budget scenarios and budget gaps and the proposed process to ensure the council continues to have a balanced budget. Council Executive agreed that officers should continue to implement the process to develop a new five year financial plan.

Council in February 2022 and Council Executive in June 2022 considered updated budget scenarios following the publication of the 2022/23 local government finance settlement and 2022 Scottish Spending Review. On 6 December 2022, following the UK Chancellor's Autumn Budget, an updated budget gap of £57.7 million was considered by Council Executive. Given the increase in the budget gap, and the existence of risk areas which could result in additional costs and a further increased budget gap, it was agreed that officers should undertake a number of actions in relation to the council's ongoing financial sustainability including further considering council tax options.

In the local government finance settlement (LGFS), published in December 2022, the Deputy First Minister confirmed that the Scottish Government will not seek to agree any freeze or cap in locally determined increases to council tax, meaning each council will have full flexibility to set a council tax rate that is appropriate to their local authority area.

Following the publication of the LGFS a revised budget gap of £47.6 million was reported to Council Executive on 17 January 2023, including an assumed annual increase in council tax of 4.5% following completion of the officer's review of council tax assumptions required to balance the budget as agreed by Council Executive in December 2022. Reflecting the agreed financial planning principles, detailed budget saving options will be reported to individual PDSPs on 26, 30 and 31 January 2023, with the budget setting meeting planned for 21 February 2023.

D.2 COUNCIL TAX KEY CONSIDERATIONS

When reviewing options for council tax, especially within the context of an extremely constrained financial position, it is important that consideration is given to the following key elements:

- **Financial sustainability and balancing the budget**

By law, the council must agree a balanced revenue budget. With increasing costs, consideration must be given to options to address budget pressures, including income generation and reducing costs through budget savings. The Accounts Commission has emphasised in its recent publications that councils are facing the most difficult budget setting context in recent years and that councils need to make difficult choices to ensure budgets are balanced on a recurring basis, either through increased income or budget savings. Without this action, the Accounts Commission are concerned about the longer term financial sustainability of councils. Based on current budget model assumptions, a 4.5% annual increase in council tax would provide additional income of £23.6 million over the five year period.

The council has made £150.7 million of savings over the period 2007/08 to 2022/23 and it is becoming impossible to make all the required savings without impacting on the level of service provided to the public. An annual council tax increase assumption of 4.5% for 2023/24 is currently part of the budget model. The revised budget gap for 2023/24 to 2027/28 estimated to be £47.6 million, with a gap of £35.8 million in the first three years. The ongoing cost of living crisis and unprecedented level of inflation for food, materials and energy continue to provide considerable uncertainty.

- **Collectability and affordability**

Affordability of council tax increases is a key consideration to ensure that budgeted collection rates are achievable. Budgets represent an estimate of income and expenditure and assumptions around council tax income have to be a realistic assessment of what can be collected. All taxes, including council tax, have to be collectable and should not have an adverse impact on ability of taxpayers to pay their tax liabilities.

- **Mitigation of impact for households on low incomes**

The current cost of living crisis continues to demonstrate the need to protect those on the lowest incomes. The council has a robust approach to support vulnerable and low income households with both the Anti-Poverty Service and the Revenues Unit working to ensure that those who require additional support in relation to council tax are able to access it. Council tax reduction scheme (CTRS) is in place to help those on a low income pay all or part of their council tax. It is promoted along with available discounts and exemptions to ensure there is uptake from those who are entitled to additional support and reductions in liability. It should be noted that for those people in receipt of CTRS any increase in council tax will be fully offset by an increase in CTRS, as long as the claimant's circumstances remain the same. Officers will continue to prioritise how best to promote CTRS and other available support.

D.3 COUNCIL TAX ASSUMPTIONS FOR 2023/24 TO 2027/28

Following the report to Council Executive on 6 December 2022, which highlighted the adverse movements in the projected budget position since the commencement of Phase 2 of the public consultation and agreed actions required to ensure the continued financial sustainability of the council, the council has received the LGFS for 2023/24. A report on the outcome of the LGFS and the council's updated financial planning position for the five years 2023/24 to 2027/28 was presented to Council Executive on 17 January 2023. The revised budget gap for 2023/24 to 2027/28 is estimated to be £47.6 million.

The forecast budget gap reflects the outcome of the 2023/24 finance settlement and latest budget model assumptions. Officers continually keep the assumptions in the budget model under review to ensure, as far as possible, they reflect current circumstances and information. The nature of long-term forecasting means it is challenging to identify expenditure pressures and income for future years. There are always risks and uncertainties associated with long term financial planning and assumptions. The ongoing cost of living crisis and high level of inflation continue to provide considerable uncertainty. The National Care Service (Scotland) Bill could result in changes to service delivery models which will have a major impact on local government services, funding and financial and planning assumptions. These add significant risks and uncertainties associated with the long-term financial assumptions underlying the budget model.

The budget model for the period, as reported to Council Executive on 17 January 2023, currently includes the following assumptions regarding council tax:

- 900 new houses will be built annually (provides additional income of £5.7 million over the five years).
- A 4.5% annual increase in council tax (provides further additional income of £23.6 million over the five years).

For the budget model, the properties as at the start of September 2022 is used for the base number of band D properties. It is a financial requirement to use the most recent council tax base return for the basis of setting council tax.

Table 1: Council Tax Assumptions 2023/24 to 2027/28

	2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	Total £'000
COUNCIL TAX INCOME						
Council Tax Yield - 4.5%	4,214	4,451	4,702	4,965	5,243	23,574
Additional Properties (900 p/a)	1,242	1,058	1,105	1,155	1,207	5,766
COUNCIL TAX INCOME - TOTAL	5,456	5,509	5,807	6,120	6,449	29,341

With the above assumptions delivering over £29.3 million additional income for the council, any option to increase council tax by less than 4.5% would have an adverse impact on the already hugely challenging recurring budget position.

The scenarios outlined below show the impact of percentage changes ranging from 2% in increments of 0.5% up to 5% increase, including the budget assumption of 4.5%, on both the annual income raised for the council but also on the monthly and weekly council tax band D rates. The table summarises the impact on the value of council tax income in one year (2023/24) of changes to the rate of council tax, a more detailed table is provided in Appendix 1.

Table 2: Impact of Different Increases in Council Tax Income in 2023/24 Compared to Budget Assumptions

	New Houses CT Income	Increase CT Income from Percentage Increase	Total Additional CT Income	Current Budget Assumption (4.5% increase)	Movement in CT Income Compared to Budget Assumption
%	£'000	£'000	£'000	£'000	£'000
2.00%	1,242	1,873	3,115	5,456	(2,341)
2.50%	1,242	2,341	3,584	5,456	(1,872)
3.00%	1,242	2,809	4,052	5,456	(1,404)
3.50%	1,242	3,277	4,520	5,456	(936)
4.00%	1,242	3,746	4,988	5,456	(468)
4.50%	1,242	4,214	5,456	5,456	0
5.00%	1,242	4,683	5,925	5,456	468

The following table provides an example of the potential band D rates in 2023/24 for each scenario and the impact this would have on monthly and weekly payments.

Table 3: Example of Potential Band D Rates for 2023/24

Percentage Increase %	Annual Band D Council Tax £	Monthly Band D Council Tax £	Weekly Band D Council Tax £	Weekly Movement Compared to Budget Assumption 4.5% £
2.00%	1,341.00	111.75	25.79	(0.63)
2.50%	1,347.58	112.30	25.92	(0.51)
3.00%	1,354.15	112.85	26.04	(0.38)
3.50%	1,360.72	113.39	26.17	(0.25)
4.00%	1,367.30	113.94	26.29	(0.13)
4.50%	1,373.87	114.49	26.42	0.00
5.00%	1,380.45	115.04	26.55	0.13

Comparing the 2022/23 Band D rates to the budget model assumption of a 4.5% increase in 2023/24 would result in an additional cost for Band D taxpayers of £4.93 per month or £1.14 per week.

D.4 COUNCIL TAX COLLECTION RATES AND BENCHMARKING INFORMATION

To date the council's collection rates for council tax have been consistently high, noting like all councils a dip in 2020/21 as a result of the Covid-19 pandemic. Collection for 2022/23 at the end of month 9 is 82.4% and is 1.39% higher than at the same point in 2021/22. Current collection for years 2019/20 to 2020/21 is summarised as follows, noting that outstanding debt for these years continues to be followed up:

Table 4: Council Tax Collection Rates

Year	Full Year Collection for Previous Years %
2019/20	96.9%
2020/21	96.4%
2021/22	96.9%

At month 6 in the current financial year council tax income is forecast to over recover by £1.465 million, of this £1.309 million of this comes from recovery of prior years' debt that has already been provided for. 2022/23 collection rates have increased compared to 2021/22.

CTRS is currently forecast to underspend by £19,000. Legislation was introduced in April 2022 to better align CTRS received by Universal Credit (UC) customers with that of legacy benefits which will mean that, on average, CTRS awards for UC claimants will increase. The impact of this will be monitored throughout the year. There has been a decrease of 260 CTRS cases as at end December 2022 (13,955 cases) compared to the end of December 2021 (14,215 cases). The table below shows that the CTRS caseload has remained fairly static throughout 2022/23.

Table 5: Month on Month CTRS Caseload Movement

	Apr 2022	May 2022	June 2022	July 2022	Aug 2022	Sept 2022	Oct 2022	Nov 2022	Dec 2022
2022/23									
Caseload	13,948	13,913	13,873	13,897	13,953	13,943	13,955	13,966	13,955
Monthly movement		(35)	(40)	24	56	(10)	12	11	(11)

A review of the rates of council tax in Scotland and England has been undertaken to better understand the range of council tax rates in comparison to West Lothian, as well as considering wage growth versus council tax growth to consider our communities ability to pay council tax.

Council Tax in Scotland

The Scottish average band D council tax is £1,347 compared with the West Lothian 2022/23 band D rate of £1,314.71. West Lothian Council has the tenth lowest council tax band D rate in Scotland. A table setting out the band D rates across Scotland is attached in Appendix 1. From 2017/18 to 2022/23 the average band D council tax rate for Scotland has increased from £1,173 to £1,347, an increase of £174 (14.8%) or 67p per week for five years. West Lothian's band D rate has increased by £186.71 (16.6%) or 72p per week.

Council Tax in England

In local authorities in England, including social care and parish precepts, the average band D rate has increased by £68 (3.6%) over the period 2021/22 to 2022/23. With the rate increasing from £1,898 in 2021/22 to £1,966 in 2022/23, the average band D rate is £619 higher than the Scottish average and £651 higher than West Lothian. It should also be noted that in 2021/22 the average increase applied by English local authorities was 4.4%.

Average Wage Increases

The annual survey of hours and earnings for 2022 was published in October 2022. The average full-time weekly wage in Scotland increased by 3.2% between 2021 and 2022, resulting in individuals having an average weekly increase of £19.80, increasing from £620.70 per week to £640.50 per week.

D.5 COUNCIL TAX MITIGATIONS

Although council tax is applied to all houses, not all households are eligible to pay council tax. There are exemptions and discounts in place to reduce the tax burden for the most vulnerable in society as well as protecting low income households. The table below shows the number of properties in receipt of a form of exemption, discount and Council Tax Reduction Support (CTRS) as at 14 September 2022. this provides information on the number of households who are not eligible to fully pay council tax and demonstrates the following key considerations:

- 75% of properties in West Lothian are in bands A to D.
- 65% of properties in bands A to D are in receipt of a form of discount or exemption.
- 16% of properties in bands A to D are in receipt of CTRS.
- Disabled Person Reduction – council tax charged at the band immediately below the band the property is in. For band A properties this equates to a 1/9th reduction.

Table 6: Properties in Receipt of an exemption, Discount & CTRS

	A	B	C	D	E	F	G	H	Total
Properties per Band	17,711	25,115	10,541	9,112	10,434	7,065	3,101	206	83,285
% of Properties	21%	30%	13%	11%	13%	8%	4%	0%	100%
Exempt/ CTRS									
Exempt Properties	865	786	278	132	89	53	18	12	2,233
Disabled Person Reduction	56	178	87	89	128	90	39	3	670
50% discount (second homes)	12	16	13	16	14	3	4	1	79
50% discount (empty properties)	153	160	69	49	35	16	10	1	493
50% discount (disregarded adults)	7	16	7	5	6	1	1	0	43
Properties with 25% discount	10,118	10,304	4,347	2,703	1,996	847	285	16	30,616
Total properties with exemption/discount	11,211	11,460	4,801	2,994	2,268	1,010	357	33	34,134
CTRS	4,348	3,961	1,183	504	262	88	22	0	10,368

Council Tax Reduction Scheme

The CTRS is in place to help those on a low income pay all or part of their council tax. Single person households with net income of up to £16,750, and all other households with net income of up to £25,000, with less than £16,000 in savings are eligible to apply for assistance through CTRS. Any increase in council tax will be fully offset by an increase in CTRS, as long as the claimant's circumstances remain the same.

Universal Credit full service was introduced in West Lothian on 16 May 2018. Based on other Scottish local authority experiences, where there was a significant drop in the CTRS caseload as a result of Universal Credit full service introduction, it was recognised that there was a risk of a reduction in applications and resulting awards. Due to there being a correlation between claimants no longer being able to claim Housing Benefit and CTRS jointly. To prevent a similar trend within West Lothian, the benefit team worked proactively to maximise CTRS take up. Key developments included a targeted take up campaign driven by utilising data held within council systems to identify potential CTRS claimants, telephone application processes and the utilisation of Universal Credit data sharing information as a claim for CTRS.

To ensure that any increases in council tax do not negatively impact on low income households, CTRS continues to be actively promoted to encourage uptake. This is done in liaison with the council's Corporate Communications Team to promote CTRS via social media, the council's Anti-Poverty Service, in liaison with colleagues in Housing and via the council website.

Low-income households in West Lothian are able to access the Anti-Poverty Service for support. The focus of the Anti-Poverty Service is to support those experiencing poverty, or requiring financial assistance or to provide support by sharing resources and identifying more effective methods of delivering services that address all of our customers' needs. The service is closely linked to the West Lothian Anti-Poverty Strategy. Activities within the service remain 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.

D.6 WL2028 YOUR COUNCIL, YOUR SAY PHASE 2 CONSULTATION RESPONSES

On 24 June 2022, the Council Executive approved the three stage West Lothian (WL) 2028 Your Council Your Say public consultation approach. Phase 1 of the consultation commenced on 24 June 2022 and closed on 31 July 2022. A report providing an update on the feedback received from respondents to Phase 1 of the WL2028 Your Council Your Say public consultation, and an update on the key dates and activities associated with Phase 2 of the public consultation was reported to Council Executive on 4 October 2022.

The second phase of the consultation opened for a six-week period from 7 October to 20 November 2022. The results of the Phase 2 consultation were reported to Council Executive on 20 December 2022, with Special PDSPs scheduled at the end of January 2023 to allow elected members to consider the responses received at the Phase 2 stage.

The Phase 2 consultation document included two questions in relation to council tax:

- The council's future budget estimates assume increases in council tax of at least 3.5% each year. If council tax was not increased by 3.5% per annum over 2023/24 to 2027/28 this would increase the budget gap by £17.9 million. If you don't support the annual increase how would you find the additional income to bridge the increased budget gap?
- Would you support an increase of more than 3.5% if all funding raised above this was spent on key identified priorities, such as schools and social care?

Full detail on the responses in relation to council tax is provided in the Revenue Budget Strategy report to this meeting, however in summary the key points of feedback received are as follows:

- 589 of respondents agreed with the council tax proposal, with 264 disagreeing.
- Some respondents support an increase to council tax above 3.5% across the board in order to protect the delivery of local services.
- Some respondents support a greater increase to council tax for those in higher bands, with those in lower bands receiving a more modest increase (note the council does not have the legal powers to vary increases for different council tax bands).
- Some respondents do not support any increase to council tax due to the proposed reduction in service delivery and/or the impact of the cost of living crisis on households.
- Some respondents feel that an increase in council tax above 3.5% will not be affordable for some households.
- Some respondents support an increase to council tax above 3.5% if that funding is directed to Education and Social Care.
- Some respondents feel that the council tax and bandings are no longer fit for purpose and should be replaced (note this is the responsibility of the Scottish Government).

Following the increase in council tax of 4.84% in 2020/21, two formal complaints were received by the council about the increase. No formal complaints were received in 2021/22 about the level of council tax. There were no formal complaints in 2022/23 following the increase in council tax of 3%.

E. CONCLUSION

This report sets out for the Panel an appraisal of potential future council tax increases to inform discussions on the approach to achieving a balanced revenue budget for 2023/24, which is the first year of the revenue strategy for the period 2023/24 to 2027/28, and considers council tax scenarios for future years to contribute to a sustainable budget strategy for these years. The report also includes consideration of the West Lothian council tax charge in comparison to other local authorities. The report considers the impact of the potential increases to council tax payers and mitigation available to reduce the impact on those on lowest incomes in West Lothian communities. Given the extent of the financial challenge facing the council over the next five years, council tax increases will form an essential element of securing a financially stable council able to deliver services to West Lothian communities.

F. BACKGROUND REFERENCES

Future Budget Strategy 2023/24 to 2027/28 – Financial Context and Proposed Approach – Report by Head of Finance and Property Services to Council Executive on 26 October 2021

Scottish Spending Review 2022 and Future Budget Strategy 2023/24 to 2027/28 Update – Report by Head of Finance and Property Services to Council Executive on 21 June 2022

Autumn Budget and Scottish Budget Announcements 2022 – Report by Head of Finance and Property Services to Council Executive on 6 December 2022

WL2028 Your Council Your Say - Public Consultation - Report by Depute Chief Executive on 20 December 2022

Scottish Budget, Local Government Finance Settlement 2023/24 and Revenue Budget Update – Report by Head of Finance and Property Services to Council Executive on 17 January 2023

Appendices/Attachments:

Appendix 1 – Council Tax Tables & 2023/24 Council Tax Increases

Contact Person: Karen Park, Accountant
Email: karen.park@westlothian.gov.uk Tel: 01506 283236

Donald Forrest
Head of Finance and Property Services
26 January 2023

APPENDIX 1 – COUNCIL TAX TABLES**Table 1 – 2022/23 Scottish Council Tax Band D Rates**

Rank (1 = Lowest 32 = Highest)	Local Authority	2022/23 Band D Rate £
1	Shetland Islands	£1,206.33
2	Eileanan Siar	£1,229.29
3	South Lanarkshire	£1,233.00
4	Angus	£1,242.14
5	Orkney Islands	£1,244.73
6	North Lanarkshire	£1,257.89
7	Dumfries & Galloway	£1,259.30
8	Falkirk	£1,274.60
9	Scottish Borders	£1,291.53
10	West Lothian	£1,314.71
11	Fife	£1,319.22
12	West Dunbartonshire	£1,332.36
13	East Renfrewshire	£1,335.11
14	Aberdeenshire	£1,339.83
15	East Lothian	£1,341.69
16	Clackmannanshire	£1,343.77
17	East Dunbartonshire	£1,348.25
18	Perth & Kinross	£1,351.00
19	Renfrewshire	£1,354.88
20	Inverclyde	£1,357.81
21	Moray	£1,362.56
22	Highland	£1,372.29
23	City of Edinburgh	£1,378.75
24	North Ayrshire	£1,382.97
25	South Ayrshire	£1,383.96
26	Stirling	£1,384.58
27	Argyll & Bute	£1,408.76
28	East Ayrshire	£1,416.61
29	Aberdeen City	£1,418.62
30	Dundee City	£1,419.03
31	Glasgow City	£1,428.00
32	Midlothian	£1,442.60

Table 2 – 2023/24 Council Tax Increases

	Band D Council Tax	No of Band D Properties	CT Collection Rate	Total CT Income	Officer Budget Income (4.5% increase)	(Decrease) / Increase in CT Income
%	£			£'000	£'000	£'000
2.00%	1,341.00	72,871	97.75%	95,521	97,862	(2,341)
2.50%	1,347.58	72,871	97.75%	95,989	97,862	(1,873)
3.00%	1,354.15	72,871	97.75%	96,457	97,862	(1,405)
3.50%	1,360.72	72,871	97.75%	96,925	97,862	(937)
4.00%	1,367.30	72,871	97.75%	97,394	97,862	(468)
4.50%	1,373.87	72,871	97.75%	97,862	97,862	0
5.00%	1,380.45	72,871	97.75%	98,331	97,862	468

DATA LABEL: PUBLIC



CORPORATE POLICY AND RESOURCES POLICY DEVELOPMENT AND SCRUTINY PANEL

ASSET MANAGEMENT STRATEGY AND TEN YEAR CAPITAL PROGRAMME

REPORT BY HEAD OF FINANCE AND PROPERTY SERVICES

A. PURPOSE OF REPORT

The report provides the Corporate Policy and Resources Policy Development and Scrutiny Panel (PDSP) with an update on the approach to developing the council's ten year capital programme for the period 2023/24 to 2032/33, which meets the longer term approach to asset investment and planning agreed by West Lothian Council on 15 February 2022.

B. RECOMMENDATION

It is recommended that the Panel:

1. Notes the work undertaken to date by officers to prepare an asset management strategy and a ten year capital programme for the period 2023/24 to 2032/33;
2. Notes that the Head of Finance and Property Services will present a report to West Lothian Council on 21 February 2023 on the capital asset management strategy and the capital programme for the period 2023/24 to 2032/33;
3. Notes that the report to Council in February 2023 will meet the requirements agreed by Council in February 2022 and the requirements of the Prudential Code.

C. SUMMARY OF IMPLICATIONS

I	Council Values	Being honest, open and accountable, making the best use of resources, focusing on our customers' needs and working in partnership.
II	Policy and Legal (including Strategic Environmental Assessment, Equality Issues, Health or Risk Assessment)	The council's approach to capital planning must comply with the provisions of the Prudential Code and the best value requirements of the 2003 Local Government (Scotland) Act. Risks in relation to the capital programme and asset strategy will be managed in accordance with the council's corporate approach to risk.
III	Implications for Scheme of Delegations to Officers	No implications at this stage.
IV	Impact on performance and performance Indicators	An effective capital and asset strategy is vital to supporting corporate and service performance, however ongoing government restraint has implications for the council's budget and performance.
V	Relevance to Single Outcome Agreement	Effective prioritisation of resources is essential to achieving key outcomes.

VI	Resources - (Financial, Staffing and Property)	Following the publication of the local government finance settlement circular published on 21 December 2022, and the revised circular issued on 10 January 2023, an assessment of resources indicates that a prudent, affordable and sustainable capital investment programme for 2023/24 to 2032/33 is £277.7 million.
VII	Consideration at PDSP	This report is part of the ongoing process of briefing elected members on the approach to future asset management strategy and capital investment.
VIII	Other consultations	The approach outlined in this report is based on the capital and asset management methodology, previously agreed by elected members, taking into account current circumstances.

D. TERMS OF REPORT

D.1 BACKGROUND

At West Lothian Council on 15 February 2022, it was agreed that officers should develop a new ten year capital programme and an updated corporate asset management strategy. The substantial reduction in future capital grant funding has meant that, as agreed by Council, a full-scale review of the capital programme has been undertaken for the ten year period 2023/24 to 2032/33. Key considerations of this review were to maximise resources from other areas, such as capital receipts, and to consider options to reduce the requirement for asset related expenditure, for example by rationalisation or transfer of assets.

It was agreed that future capital programme would take a longer term approach to asset investment and planning with the following elements:

- Investment proposals would be produced for each of the four general services asset categories - property, roads and related assets, open space and information and communication technology (ICT).
- A ten year capital programme would be produced for 2023/24 to 2032/33.
- Projects would be phased for each individual year up to 2032/33.
- Block budgets, such as planned improvements and cyclical investments, would be detailed at individual project level, where possible, and phased to individual years for 2023/24 to 2025/26.
- Block budgets would be shown as phased to individual years but not split down to individual project level for 2026/27 and 2027/28.
- Strategic level block budgets will be prepared for the period 2028/29 to 2032/33.

The approach to developing the medium term capital investment has followed the well-established and successful approach, which is based on an assessment of available capital resources, development of Strategic Outline Business Cases (SOBCs) and a robust options appraisal process. The process for capital planning and asset management involves:

- A comprehensive and corporate approach to asset management, covering all council assets.
- Capital and asset management plans that clearly link with corporate objectives, asset performance, service modernisation and external change drivers and need.
- The preparation of SOBCs for all potential capital investment.
- A capital planning and option appraisal framework which assists officers and members in developing and agreeing a capital plan.

The process is an aid to decision making for officers and elected members, rather than a definitive method of arriving at investment decisions. It provides a robust and transparent process for supporting decision making and prioritisation.

It was agreed that the new capital programme should focus on the following categories of investment:

- Core investment (sustaining the council's existing asset base)
- New council funded investment (new council funded assets)
- Externally funded investment (such as developer funded and grant funded infrastructure)

D.2 MEDIUM TERM STRATEGY FOR ASSET MANAGEMENT AND CAPITAL PLANNING

Following the established methodology, the asset management strategy and capital programme has been prepared for the ten year period 2023/24 to 2032/33, linking with corporate priorities. This demonstrates the key linkages between financial and corporate plans and ensures that they are complementary in delivering vital services to communities.

D.3 APPROACH TO ASSET MANAGEMENT

D.3.1 Asset Categories

Continuing current practice, the corporate asset management strategy has been grouped into six asset categories:

- Property
- Roads and Related Assets
- Open Space
- ICT
- Housing
- Fleet

The housing asset category is covered by the housing capital and revenue programmes being reported to Council on 7 February 2023.

Officers have reviewed best practice for procuring vehicles and have determined that leasing continues to represent best value for the procurement of vehicles. As such, procurement of fleet has not been considered as part of the general services capital programme.

D.3.2 Overall Vision

The proposed vision of the corporate asset management strategy is:

"Managing assets efficiently and effectively to support the achievement of corporate priorities and outcomes."

To achieve this, each asset category will continue to have its own asset management plan. The asset management plans will be reported to relevant PDSPs for consideration following agreement of the overall asset strategy and capital investment programme for the period 2023/24 to 2032/33.

D.3.3 Asset Management Strategic Outcomes

To demonstrate efficient and effective asset management, there are eight asset management strategic outcomes, which are:

- Compliance
- Condition
- Suitability
- Sufficiency
- Utilisation
- Accessibility
- Sustainability
- Annual Performance Reporting

D.3.4 Asset Management and Capital Planning

Continuing with current practice, the general services capital programme will group investment into four asset categories:

Property Assets

Property assets are essential to supporting the services delivered by the council. Managing these assets is a structured process which seeks to ensure best value for money and improved performance in meeting strategic needs.

West Lothian Council currently has a property portfolio of 1,005 properties. This consists of two distinct types of property:

- Operational Properties – properties which directly support council service delivery, for example schools, service centres and partnership centres, including properties operated by West Lothian Leisure. There are 267 operational properties.
- Non-Operational Properties – properties which are used to stimulate economic development and provide the council with a stable income stream. There are 738 non-operational properties.

Proposed investment in property assets covers a wide range of capital works including essential statutory compliance, as well as the maintenance of front line buildings such as schools, partnership centres and care homes. As part of the process, it has been crucial to determine the investment required to support statutory priorities in addition to honouring legal commitments. Given the severely restricted resources, it will be necessary to rationalise the number of property assets as the council does not have sufficient revenue and capital budgets to maintain the current number of assets.

Roads and Related Assets

The road and footpath network is the council's largest and most observable asset. The network includes roads, footpaths, street lighting, bridges, flood prevention and road casualty reduction schemes. As it is a highly visible part of the council's asset portfolio, adequate maintenance is essential to ensuring existing infrastructure continues to support West Lothian.

As there are limited resources, maintenance is being prioritised to restrict as far as possible any decline in road condition. The aim of the road's capital programme is to provide a quality, safe, maintained and sustainable network, helping to generate and promote growth in business, leisure and everyday living in West Lothian.

Open Space Assets

West Lothian's urban settlements and villages contain a full range of open space provision including country parks, public parks, formal sports provision, amenity green space, play areas, green corridors and semi-natural spaces. Open space assets maintained by the council include:

- Three country parks
- 2,600 hectares of open space and countryside land
- 104 urban parks
- 33 cemeteries and churchyards
- 18 war memorials
- 396 play assets including play areas, ball courts, skate parks and outdoor gyms
- 100 hectares of woodland
- Seven sites of special scientific interest

The aim of this element of the capital programme is to provide fit for purpose open spaces that support high quality service delivery and meet the needs of communities, whilst minimising costs and future liabilities

Information and Communication Technology (ICT) Assets

The council owns and uses a significant range of ICT assets. These include:

- Data centre facilities
- Communication lines and network equipment
- 126 physical servers supporting 766 virtual guest servers
- Approximately 27,000 access devices, desktop/laptop, phones, printers and smart devices
- 38,000 user and email accounts
- 250 Tera-Byte of data storage
- IT network infrastructure in 160 council/partnership properties

The ICT capital programme aims to make efficient, effective, economical and ethical use of ICT assets to support the council's strategies, service delivery and modernisation.

D.4 APPROACH TO CAPITAL PLANNING

D.4.1 Summary of Process

The agreed approach to asset management and capital investment, is summarised as follows:

- Estimate available resources
- Prepare SOBCs for potential capital investment
- Consider all potential investment
- Scoring of the SOBCs to undertake a prioritisation exercise using the agreed methodology, based on the following four categories:
 - Non-financial considerations (statutory compliance, asset performance, demographic need and sustainability)
 - Service delivery (service effect, community demographic, achievability)
 - Corporate priorities
 - Financial assessment (revenue consequences, whole life cost, prudential borrowing/affordability)
- Use the above information to prepare a recommended capital programme

D.4.2 Overall Resources

Projected capital resources over the next ten years are constrained, with available resources being substantially less than previous years. This is due to various factors including the reducing availability of capital receipts, reduced capital grant funding from the Scottish Government and reduced revenue resources to support the cost of prudential borrowing. The funding sources for capital investment are as follows:

- General Capital Grant – this is the capital grant distributed by the Scottish Government to support overall capital investment.
- Specific capital grants for a specific purpose (e.g. Cycling, Walking and Safer Routes and other ring-fenced capital grants). This grant income has to be utilised for specific purposes and not general investment.
- Capital Receipts – this is income received from the sale of surplus land and property assets.
- Core Borrowing – core borrowing is the underlying need to borrow for capital expenditure (capital financing requirement) net of receipts, grant income, capital funded from current revenue (CFCR) and other sources of income such as developer contributions.

- Developer Contributions – this is investment that will be funded by developers through Supplementary Planning Guidance (SPG). In most circumstances developer contributions are for specific projects, and are therefore classified as external funding, however due to the council forward funding some developer funded investment previously there are some general resources available for the core programme
- Capital Fund – the level of treasury management costs in any given year will be influenced by a variety of factors and is likely to fluctuate. For sustainability of capital and treasury activity, the council created a capital fund in 2004/05 which provides a reserve to meet future needs and cover budget fluctuations.

A review has been completed to consider all potential funding sources. The aim of the review was to determine if any other potential sources of funding could be utilised to maximise the level of funding available to deliver the new capital programme. The review incorporated the following:

- Third Party Funding
- Tax Incremental Financing
- Loans from Local Government Pension Funds
- Local Income Generation Opportunities to Fund Prudential Investment
- Local Asset Backed Vehicles (LABVs)
- Local Authority Bonds
- Sale and Leaseback
- Private Funding/Joint Ventures

D.4.3 Projected Capital Resources for 2023/24 to 2032/33

Officers have carried out a high level exercise that suggests that the value of a prudent, affordable and sustainable core investment programme for 2023/24 to 2032/33 is estimated to be £280.6 million.

Based on the factors outlined above, projected total resources, including income from specific capital grants, prudential borrowing funded from revenue savings and developer contributions, over the ten year period is summarised as follows:

Proposed Resources	£'m
Scottish Government Grants	159.8
Capital Fund and Receipts	37.6
New Borrowing	24.3
Other Funding Including Developer Contributions	58.9
Total Projected Resources	280.6

The proposed resource assumptions are assessed as achievable, although there are various risks that will require careful management. These risks include:

- Ability to deliver an ambitious asset disposal programme due to uncertainties regarding the timing of disposals, school capacity constraints and the potential transfer of sites at nil value through community asset transfer provisions.
- Assumed increases in Scottish Government grant do not materialise, especially if the Scottish Government earmarks additional capital funding for specific initiatives.
- Substantial delays in the receipt of developer contributions creating cash flow implications for the council.
- General economic risks from factors which may affect the council's ability to generate capital receipts.

Considering these factors, it would not be prudent to significantly bring forward or increase resource assumptions. Resources will continue to be reviewed and phased to reflect both investment requirements and effective treasury management practices. This should minimise the risk of the programme becoming unaffordable, unsustainable or imprudent and will help to

make sure that use of capital resources and treasury management activities represent best value for the council. Taking account of all relevant factors the programme is assessed to be at the maximum limits of affordability.

Due to the financial position faced, it is unlikely that material changes to proposed resources could be accommodated. Any material change will therefore result in the projected capital programme becoming unaffordable, meaning compensating reductions to the programme would be required.

D.4.4 Strategic Outline Business Cases (SOBCs)

The utilisation of business cases has been an essential element of effective capital planning by the council. Since their introduction, the format of SOBCs has been reviewed as required, for example to reflect recommendations by the council's internal audit team on best practice. Integrated relevance assessments are completed as part of this process and integrated impact assessments carried out if the proposal has a potential impact on protected characteristics.

As capital funds are constrained, investment proposals must be assessed, planned and programmed to deliver key corporate priorities and outcomes. SOBCs will continue to be an essential tool in ensuring information is available to support all investment proposals. Each SOBC includes sections on strategic context, investment options, financial and supporting information and contribution to council priorities and the outcome agreement.

SOBCs are required for all capital investment including existing projects, asset maintenance, prudential investment and potential new projects.

D.4.5 Option Appraisal Framework

The previously agreed and successful approach to option appraisal has been utilised, incorporating current circumstances. This helps ensure that capital investment supports delivery of council services and improves outcomes. The option appraisal framework includes consideration of the type of investment, the non-financial benefits, the impact on service delivery and relevant financial details.

Prudential investment proposals are self-financing and are funded via revenue savings or developer contributions. Due to the investment being self-financing, prudential investment can be considered as and when potential proposals are identified.

D.5 THE PRUDENTIAL CODE

The development of the capital programme must follow the Prudential Code. The Prudential Code for Capital Finance in Local Authorities is a professional code of practice to support local authorities in making capital investment decisions and has been in place since 2004. New editions of the Prudential Code were issued in December 2021. Local authorities are required by regulation to have regard to the Prudential Code when carrying out their duties under Part 7 of the Local Government in Scotland Act 2003. The code provides local flexibility in determining capital investment strategy, on the basis that spending plans should be affordable, proportionate to the council's overall financial capacity, and are within prudent and sustainable levels. The code also requires councils to take account of a range of other factors, including asset management and option appraisal. Each year the council is asked to approve a set of prudential indicators as part of the revenue budget report, covering capital expenditure, affordability, financial prudence, treasury management and external debt. Updated prudential indicators were approved at Council in February 2022.

The prudential code requires the council to take account of a number of factors when agreeing capital investment. The following elements will be considered in reports to elected members on a proposed capital investment programme for the period 2023/24 to 2032/33:

- Affordability, prudence and sustainability
- Value for money and best value
- Stewardship of assets
- Risk management and uncertainties

D.6 STRUCTURE OF ASSET MANAGEMENT AND TEN YEAR CAPITAL PROGRAMME 2023/24 TO 2032/33 REPORT TO COUNCIL

Officers are currently developing the capital programme report based on the parameters and considerations outlined in this report. It is proposed that the structure of the report will incorporate the following elements:

- Corporate Asset Management Strategy
- Summary of approach to preparation of the new ten year capital programme
- Summary of SOBC scoring
- Projected resources
- Proposed capital programme, including projects, block budgets and strategic block budgets
- Other factors, including adherence to the Prudential Code, requirement for Best Value and risks and uncertainties

The proposed appendices for the report to the budget setting meeting are as follows:

- Appendix 1 – Corporate Asset Management Strategy, outlining the integrated approach to asset management and capital planning framework for 2018/19 to 2027/28
- Appendix 2 – Projected Capital Resources for 2023/24 to 2032/33
- Appendix 3 – Asset Category Proposed Investment, including details of individual projects and block budgets as set out in section D.1

The Panel is asked to consider if the above content will provide elected members with the information needed to reach informed decisions and if there is any additional information that would be helpful to be included in the budget report.

Officers will continue to develop the asset management strategy and ten year capital programme and will prepare the report for Council on 21 February 2023 based on the key areas outlined above.

D.7 GOVERNANCE OF THE CORPORATE ASSET MANAGEMENT STRATEGY AND CAPITAL PROGRAMME

The corporate asset management strategy and capital programme provides a strategic framework for securing best value in the use of the council's capital resources and asset infrastructure. To ensure that the strategy is translated into ongoing delivery at operational level, the following governance arrangements are suggested:

- Officers will complete a monthly risk based exercise to monitor progress on asset management and the capital programme.
- Officers will meet quarterly, with quarterly monitoring reports being presented to the Council Executive outlining progress on the asset strategy and capital programme.
- Officers will report to Local Area Committees annually on progress on capital investment in each ward.
- Officers will report to the relevant PDSP on asset management plans for each of the six asset categories before the summer recess in 2023.
- Reports of asset performance for each of the six asset categories will be presented to the appropriate PDSP on an annual basis.

E. CONCLUSION

This report provides an update on the development of the capital programme and sets out that, as part of the medium term financial strategy, officers will prepare a report on an asset

management strategy and a ten year capital programme for the period 2023/24 to 2032/33 for presentation to the council budget setting meeting in February 2022.

F. BACKGROUND REFERENCES

General Services Capital Programme 2022/23 – 2027/28 – Report by Head of Finance and Property Services to Council 15 February 2022

Appendices/Attachments:

Appendix 1 – Summary of Other Potential Funding Sources

Contact Person: Tracy Tonner, Accountant
Email: Tracy.Tonner2@westlothian.gov.uk

Donald Forrest
Head of Finance and Property Services
26 January 2023

Appendix 1 – Summary of Other Potential Funding Sources

1. Third Party Funding

The council has a successful history of obtaining third party grant funding from a number of national and local bodies for specific capital investment programmes. This funding becomes available as projects are developed therefore any opportunities will be brought forward for approval as they occur in line with current established practice.

2. Tax Incremental Financing

Tax Incremental Financing (TIF) is a means of funding public sector infrastructure needed to unlock regeneration in an area which may otherwise be unaffordable to local authorities. The overarching goal is to use limited public finances available to assist regeneration through helping to lever in additional private sector capital. TIF uses future additional revenue gains from taxes (i.e. non domestic rates) to finance the borrowing required to fund public infrastructure improvements that will create those gains. Any proposal for a TIF project must demonstrate that:

- the enabling infrastructure will unlock regeneration and sustainable economic growth
- it will generate additional (or incremental) public sector revenues (net of a displacement effect)
- it is capable of repaying, over an agreed timescale, the financing requirements of the enabling infrastructure from the incremental revenues

Due to the nature of TIF, there is a risk to the council that there is a timing difference between the loan charges expenditure and the additional non domestic rates income or the additional income is not received as programmed to cover the full repayment of the borrowing. Guarantee mechanisms can be used to help manage the annual risk around loan repayments, however this does not remove the risk that additional income is not forthcoming to cover the full cost of borrowing. TIF is considered a risky option for financing due to the cash flow implications relating to the reimbursement of grant funding.

As the primary objective of TIF is to unlock development potential, therefore this source of funding could realistically only be used within one of the council's core development areas (CDAs) to forward fund infrastructure which should have been developer funded.

At this stage it is not proposed to utilise TIF for any of the council's CDAs. The council has been successful in securing other methods of financing infrastructure for to support CDAs (e.g. Winchburgh City Deal).

3. Loans from Local Government Pensions Funds

Local Government Pension Funds can invest in local infrastructure projects providing it is consistent with the fund's statement of investment principles and any associated risk is measured and managed. Funds currently invest in a range of areas including: 26% in UK equities, 45% in overseas equities and the balance mostly in gilts (7%), bonds (6%) and property (7%).

Pension funds continue to review their position in relation to investments, with the balance of portfolios changing to reflect priorities and risks. Councils cannot borrow from their own pension fund, therefore West Lothian Council could not borrow from the Lothian Pension Fund. Historically pension funds have invested in housing infrastructure and, although there are limits on the value they can invest in any one area, officers will continue to monitor potential opportunities to secure funds at attractive rates from pension funds. Historically the borrowing rate from pension rates tends to be higher than the rates that are available from the Public Works Loan Board (PWLb).

4. Borrowing from the European Investment Bank (EIB)

The EIB provides finance for sustainable investment projects that contribute to the European Union (EU) policy objectives of innovation and skills, small and medium sized enterprises, infrastructure and the environment. It aims to improve the future of Europe and its partners by supporting sound investments which further EU policy goals.

Loans are granted for individual specific projects with a value greater than €25 million and which comply with strict technical, environmental and social standards. Although the minimum value is €25 million, the EIB tend to lend for major projects in excess of €150 million. Decisions to lend are made on the merits of each individual project and rates can be cheaper than the PWLB.

Given the minimum level of loan, and that a loan will only be granted for a specific project rather than a general programme, it is unlikely that the council will be able to access the European Investment Bank as a source of borrowing for the new ten year capital programme. In addition, the protracted nature of a loan application means that the timeline for achieving the borrowing is in excess of six months. If any projects of this nature are forthcoming, officers will reconsider the potential for EIB funding on a case by case basis.

5. Local Income Generation Opportunities to Fund Prudential Investment

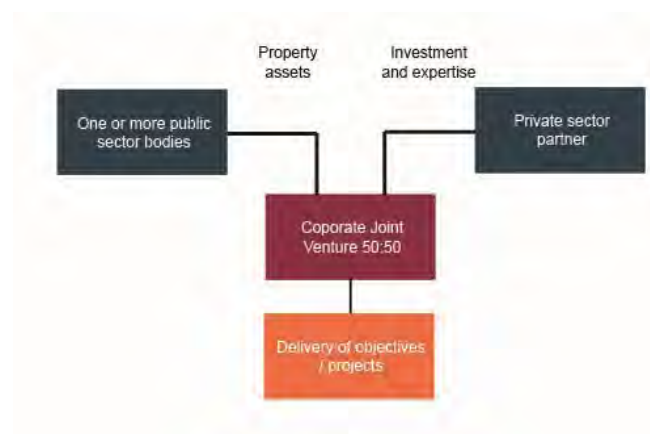
The CIPFA Prudential Code for Capital Finance in Local Authorities (the Prudential Code) enables councils to make decisions about capital investment that meet local circumstances and available funding. The benefits of the Code is that it integrates capital investment into corporate planning, enables effective asset management, facilitates prudent medium term financial planning and focuses on more rigorous option appraisal. On that basis, councils have the ability to undertake prudential borrowing for any project or programme of investment that would meet local needs and priorities.

Proposals for prudentially funded projects covered by budget savings will be considered as they emerge, however there is the opportunity for prudentially funded projects to be paid for by new income generation opportunities. The potential for the introduction of user charges to cover the financing cost of investment continues to be available to the council under the Prudential Code.

Given the financial pressures facing the council over the next five years, there may be limited scope for utilising additional income generation opportunities to fund prudential borrowing.

6. Local Asset Backed Vehicles (LABVs)

Local asset backed vehicles (LABVs) are used to combine private sector finance and skills with public sector real estate to facilitate development and investment. In the basic LABV model, a public sector body will create a corporate entity with a private sector partner. The public body transfers land and the private sector partner matches the value of the assets with funding.



These models have been used where a public sector body has significant land that it wants to develop over the medium term, while influencing what is delivered in terms of quality, infrastructure and timing. It can also enhance the value of the public sector body's investment portfolio.

The council has used LABVs in the past, most notably the Cowhill development land at Heartlands in Whitburn. Currently there are no suitable sites for this model, however there is the potential for developers to come forward to the council to develop the approach for specific sites held by the council. Finance and Property Services will investigate any potential LABV proposal as they emerge.

7. Local Authority Bonds

Bonds are the preferred form of financing for large capital investment projects that need long term financing. They can be issued directly by local authorities or through financial intermediaries. There are two types of bond – general obligation, which is secured against a revenue stream/taxing power, and revenue bonds which are backed by the specific income stream generated by the project.

As a credit rating is required before a local authority can issue bonds, and this requires a substantial investment of money and time, the ability to issue bonds is limited to only a few authorities. The authorities that can issue bonds are generally large and require substantial capital investment (e.g. the Greater London Authority and Transport for London). In addition, the minimum size of a bond issue is expected to be around £200 million to make it a cost effective option. A £370 million bond issue was undertaken by Aberdeen City Council in 2016 to fund their capital programme which included their City Deal. Aberdeen City Council took advantage of this option due to the large size of their capital investment programme (over £1 billion) but also to match repayment of debt to the income streams generated through the City Deal.

Potential issues and risks associated with bonds include:

- Bond issues are index linked which means the principal increases annually by RPI. Inflation is at its highest level in the last number of decades which will result in substantially additional costs for the issuing authority with the principal to be repaid increasing each year.
- With PWLB borrowing, the principal does not increase therefore there is certainty regarding the amount to be repaid on maturity. As the principal doesn't increase with inflation, the value of the PWLB principal amount has actually decreased in real terms.
- The cost of obtaining a credit rating is high, along with the annual charge to maintain the credit rating. Substantial investment of staff resources is also required to monitor and maintain the credit rating.
- The minimum size for a bond issue would be £200 million. As lenders generally don't want to defer monies lent through bonds, it is likely that there would be a significant cost of carry, in the current interest rate environment, until the funds were required for capital investment.
- The bonds take a long time to arrange and the interest rate has to be set in advance of the bond issue. Due to volatility in the markets and interest rates, this may mean that the bond issue does not represent the best rate available on the issue date. PWLB rates are updated twice a day therefore the council can immediately take advantage of any short term volatility in lower PWLB borrowing rates.

- The income that has been assumed to meet the repayment costs of a bond not being achieved. In the case of the Aberdeen bond, significant income has been assumed from a new Conference Centre. If this income is not forthcoming, it would create a budget pressure as the cost of borrowing is fixed and must be repaid whether the income is received or not.
- The substantial investment required to facilitate a bond issue, the risks around rates and the minimum bond value of £200 million means that the council will not look to progress development of a bond at this time.

8. Sale and Leaseback

A sale and leaseback arrangement is when an organisation sells a property to a third party who then leases the asset back to the seller. Sale and leasebacks are an alternative to standard financing as they allow the owner/occupier of the property to free up capital that has been invested in real estate, and use the monies raised to finance other priorities.

This type of arrangement converts property assets into capital without the occupier losing control of the building, can offer lower costs compared to standard borrowing and can transfer the risk of managing/maintaining property to a third party.

Potential risks and issues associated with sale and leasebacks include

- Any future appreciation in the value of the property is no longer available to the council.
- Council will be liable for rent payments and tenant responsibilities which is likely to be difficult to accommodate with continued constrained revenue budgets.
- If an agreement cannot be reached with the landlord at the end of the lease period, the council may need to move elsewhere.
- The council may lose a degree of control and flexibility when it comes to how they use the property.
- Finance Leasebacks should be rare in local government, because they would require the purchaser to be able to offer an interest rate implicit in the lease rentals that would be more attractive than PWLB borrowing rates. If a finance leaseback does not offer access to cheaper cash than an authority could otherwise get, there is no substantial point to it.

9. Private Funding/Joint Ventures

Joint venture can describe a range of different arrangements between two or more separate entities. Each party contributes resources to the venture and a new organisation is created in which the parties collaborate and share the risks and benefits associated with the venture. A party may provide land, capital, intellectual property, experienced staff, equipment or any other form of asset. Each generally has an expertise or need which is central to the development and success of the new organisation which they decide to create together. It is also vital that the parties have a 'shared vision' about the objectives for the Joint Venture.

The council currently has joint control and right to assets in West Lothian Integration Joint Board which is defined to be a joint venture. Previously the council had a joint venture relationship with a 50% holding in West Lothian Recycling Ltd until that organisation was wound up in October 2019.

At this stage no opportunities for joint ventures were identified, however officers will continue to review the merits of any potential arrangements as they appear to ensure that the council is maximising its position in partnership with external partners, stakeholders and bodies.