



**COUNCIL EXECUTIVE**

**REVENUE BUDGET STRATEGY 2018/19 TO 2022/23**

**REPORT BY HEAD OF FINANCE AND PROPERTY SERVICES**

**A. PURPOSE OF REPORT**

The report provides the Council Executive with further information on the revenue budget strategy for the five year period 2018/19 to 2022/23.

**B. RECOMMENDATION**

It is recommended that the Council Executive:

1. Notes the conclusion of the Transforming Your Council consultation and that responses and suggestions received as part of the consultation will be used to help inform measures to balance the revenue budget for the five year period up to 2022/23;
2. Notes the revised budget model, the updated revenue budget gap of £65.3 million and 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 budget strategy for the period 2018/19 to 2022/23;
4. Notes the outcome of the officers' prioritisation analysis of services against the proposed Corporate Plan priorities and the three enabler themes, as set out in Appendices 1 and 2 of the report;
5. Notes officer saving proposals at service and unit level, as set out in Appendix 3 of the report;
6. Notes that the Head of Finance and Property Services will present a report to full Council on 13 February 2018 containing a five year revenue financial plan and a three year detailed revenue budget for 2018/19 to 2020/21.

**C. SUMMARY OF IMPLICATIONS**

<b>I Council Values</b>	Being honest, open and accountable, making the best use of resources, focusing on our customers' needs and working in partnership.
<b>II Policy and Legal (including Strategic Environmental Assessment, Equality Issues, Health or Risk Assessment)</b>	The council is required to approve a balanced revenue budget for each financial year. 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, and detailed budgets are prepared for at least three years.
<b>III Implications for Scheme of Delegations to Officers</b>	No implications at this stage.

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| <b>IV</b> | <b>Impact on performance and performance Indicators</b> | Ongoing restraint in relation to government grant funding inevitably has implications for the council's budget and performance.   |
| <b>V</b>  | <b>Relevance to Single Outcome Agreement</b>            | The revenue budget provides resources necessary to help deliver the Single Outcome Agreement, Corporate Plan priorities and council activities. Effective prioritisation of resources is essential to achieving key outcomes. |
| <b>VI</b> | <b>Resources - (Financial, Staffing and Property)</b>   | Scottish Government revenue grant funding is not sufficient to meet the increasing costs and demand for services.   |

Based on latest assumptions, it is forecast that West Lothian Council will have a very significant revenue budget gap of £65.3 million over the five year period 2018/19 to 2022/23. The Transforming Your Council (TYC) consultation contained officer budget savings measures of £63 million. Officers have identified further savings of £2.1 million, leaving a balance to be found of £200,000.

Following the local government finance settlement published on 14 December 2017, and subsequent clarification by the Scottish Government of errors in the finance settlement and further funding provided for 2018/19 as announced on 31 January 2018, the council faces an estimated budget gap of £13.9 million in 2018/19. For this year alone, this equates to a 3.5% cut in the revenue budget.

The TYC consultation will assist in the prioritisation and allocation of resources to activities that have the greatest impact, whilst ensuring balanced budgets for the five year period to 2022/23. The consultation also provided suggestions that will be reviewed to seek ideas for further savings options that could be brought forward for consideration by elected members.

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| <b>VII</b> | <b>Consideration at PDSP</b> | This revenue budget strategy update was considered by the Partnership and Resources Policy Development and Scrutiny Panel (PDSP) on 19 January 2018. Following discussions at this PDSP, officers committed to providing additional information in the report to Council Executive on lead in times for savings and if the savings were at the start, middle or end of the five year plan. |
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PDSP members did not suggest any changes to the proposed content of the revenue budget report to Council.

**VIII Other consultations** The council received 7,026 responses and over 45,000 comments from the TYC consultation. The Corporate Management Team has been consulted on this report.

## **D. TERMS OF REPORT**

### **D.1 Background**

On 20 February 2017, West Lothian Council agreed that the established integrated approach to corporate and financial planning should continue for the five year period 2018/19 to 2022/23. Council agreed that:

- The council would continue to adopt the approach of integrating corporate planning and financial planning over the next five year period 2018/19 to 2022/23, with a Corporate Plan, revenue plan, capital plan and treasury management plan to be considered at the same Council meeting.
- In accordance with Audit Scotland and CIPFA best practice, the council would prepare a priority based revenue financial plan for 2018/19 to 2022/23, to set out how the Corporate Plan priorities will be delivered over the period.
- Officers should prepare a consultation with West Lothian citizens, to include council tax levels to be set over the next five years.

Council Executive, on 20 June 2017, noted the proposed approach to developing corporate and financial planning. It also agreed that officers should continue to prepare information that will assist in developing future plans. Further detail on the agreed approach is included in section D.4.

A report on the updated projected 2018/19 to 2022/23 budget gap and consultation exercise was considered by the Council Executive on 19 September 2017. It was acknowledged that the financial position facing the council was very challenging and it was agreed that officers should undertake preparatory work on options for future potential savings.

It was agreed at Council on 7 November 2017 that the timescales for delivery of savings would be included in the report to be presented to Council in February 2018 in line with previous practice. In addition, the full budget report should include the anticipated impact of savings on council jobs, service performance and quality. The Head of Finance and Property Services was instructed to provide a report to the Partnership and Resources PDSP with further information on the proposed content of both the revenue and capital budget reports. This is in line with recommendations outlined in the Best Value Assurance Report presented to Council on 16 January 2018.

A report providing an update on the proposed approach to developing the five year revenue budget strategy was considered by the Partnership and Resources PDSP on 19 January 2018. It was noted at this meeting that further information would be presented to the Council Executive on the prioritisation analysis of services and officer saving proposals for consideration in advance of the Council budget setting meeting in mid February 2018. It was also noted at the PDSP that additional information would be provided for the report to Council Executive on lead in times for savings and if the savings were at the start, middle or end of the five year plan. PDSP members did not suggest any changes to the proposed content of the revenue budget report to Council. Some PDSP members did state that they would have liked more information on savings to have been available earlier in the budget process.

This report provides an update on progress in developing a strategic priority based approach to financial planning, as agreed by the Council in February 2017 and on the structure of the revenue budget report to Council on 13 February 2018.

## **D.2 Transforming Your Council Consultation**

The Transforming Your Council (TYC) consultation, held between 16 October and 12 November 2017, set out that the council was facing an estimated budget gap of £73 million at that time. Officers had identified potential savings measures of £63 million which meant that, as outlined in the consultation document, additional savings of £10 million had to be identified in addition to those measures included within the consultation to ensure a balanced budget over the five year period. The consultation sought stakeholder opinions on three key areas:

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

The TYC consultation received 7,026 responses, with over 45,000 comments from all respondents. There was some movement in the ranking of the proposed council priorities although there continued to be agreement that these are appropriate priorities for the council. Respondents agreed with the majority of officers' proposed measures. The consultation responses also supported a council tax increase of 3% per annum over the five years.

A series of PDSP meetings were held between 18 and 21 December 2017 to consider the feedback from the consultation, which included statistical information relating to responses for measures and a high level summary of comments and feedback. The detailed comprehensive feedback from respondents relating to the themes and issues arising from the consultation is available to view online on the council's website.

As agreed by Council Executive on 19 September 2017, the consultation responses will be used to inform the council's Corporate Plan and financial plan for the period 2018/19 to 2022/23. The consultation responses, as considered by PDSPs in December, will help to determine the priorities for the council and how resources should be allocated. The revenue budget report to be considered on 13 February 2018 will take account of the feedback received, in particular the suggestions received for further potential savings which could assist in covering the remaining budget gap.

## **D.3 Updated Revenue Budget Position 2018/19 to 2022/23**

The TYC consultation highlighted that the council faced an estimated and very substantial budget gap of £73 million. This was in addition to savings of over £92 million delivered by the council since 2007. Following the consultation, and the previous budget model update report to Partnership and Resources PDSP in October 2017, the council received confirmation of the draft 2018/19 Scottish Government grant funding from the local government finance settlement which was reported to the Council Executive on 19 December 2017. As detailed in the Council Executive report, the settlement includes a package of measures offered to councils and confirmed that any individual authority not intending to agree the offer and accept the full package of measures and benefits contained within the circular, has

to write to the Cabinet Secretary for Finance and the Constitution by no later than 2 February 2018 outlining this intention.

Subsequent to the circular, the Scottish Government has provided clarification in relation to an error in the settlement and has also provided additional funding to councils which was announced on 31 January 2018. These two changes have resulted in £5.807 million of funding being allocated to West Lothian Council. There has also been an update in relation to pay policy, which has now been taken into account in the council's budget model, costing an additional £2.1 million.

Budget assumptions have been updated to incorporate the settlement and other known model assumption changes. This has taken account of an updated 2018/19 settlement provided by the Scottish Government, the net impact of which was to improve the council's funding position by £3.707 million. The material changes to the budget model since the previous update in October 2017 are summarised as follows:

#### Staffing Costs

- In the draft Scottish Budget in December 2017, the Cabinet Secretary announced a pay award proposal following the removal of the public sector pay cap for staff under the Scottish Government's remit. The Cabinet Secretary confirmed during the stage 1 budget bill debate on 31 January 2018 that public sector employees earning up to £36,500 will now receive a minimum 3% pay increase for 2018/19.
- At this stage, the council's budget model pay assumptions has been updated to reflect the announcements from the Cabinet Secretary, although pay settlements will continue to be subject to negotiation between councils and trade unions.
- The budget model has been updated to include the full year effect of the 2017/18 teachers additional pay award of 1%.
- The full year costs of delivering the holiday pay commitment agreed in West Lothian in 2017 have now been incorporated into the budget model from 2018/19.

#### Service Pressures and Developments

- Confirmed funding of £1.855 million for health and social care provision has been incorporated to cover the additional cost in maintaining the living wage for social care workers, including extending this to sleepovers, implementing the Carers (Scotland) Act 2016 and meeting an increase in free personal and nursing care payments.
- The funding the council receives to administer housing benefit payments has been further reduced in 2018/19. The shortfall in funding has been incorporated into the council's overall expenditure position to ensure that sufficient budget remains to provide staffing to administer these payments.

#### Scottish Government Grant Funding

- Assumed Scottish Government grant funding in 2018/19 has been updated to reflect the actual funding confirmed in the local government finance settlement, taking account of funding for specific initiatives included within the settlement and additional funding proposed by the Cabinet Secretary in the Budget Bill stage 1 debate in the Scottish Parliament on 31 January 2018.
- The UK Government's Autumn Budget 2017 included £188 million additional cash funding for the devolved Scottish administration for 2018/19.
- After accounting for ring fenced funding in the settlement, core cash funding for 2018/19 for West Lothian Council has increased by £1.869 million. Based on current Consumer Price Index (CPI) inflation of 3.1%, the council would have received an increase of £9.9 million if the settlement was in line with inflation, so

there is a substantial real terms reduction in core funding in 2018/19.

- As the funding for the additional childcare hours of £52 million was not included in the settlement, it is assumed that the costs associated with delivering this national priority are fully funded with a corresponding grant allocation included within the budget model.
- The council received ring fenced funding for both the pupil equity fund and homelessness provision. The model has been revised to allocate all of this funding to the relevant service areas.
- Independent forecasters, including the Fraser of Allander Institute, have confirmed that the outlook for public sector funding in the years ahead remains challenging. This is further reinforced by recent commentary by the Institute for Public Policy Research (IPPR) that the Scottish Government's 2018/19 income tax changes have deferred substantial public spending cuts by a year but that difficult decisions on public spending or tax increases will be required from 2019/20 onwards.
- On that basis, the council's remaining assumption of a core grant reduction of £7 million is retained although the phasing has been revised to assume reductions of £4 million in 2019/20 and £1 million in each of the three years 2020/21 to 2022/23.

The table below summarises the main elements of the budget model for each of the five years, and sets out that the revised budget gap is estimated at £65.3 million over the five years.

*Table 1: Budget Model Summary 2018/19 to 2022/23*

<b>Incremental Movements</b>	<b>18/19 £'m</b>	<b>19/20 £'m</b>	<b>20/21 £'m</b>	<b>21/22 £'m</b>	<b>22/23 £'m</b>	<b>Total £'m</b>
<b>Expenditure</b>						
Staffing Costs	9.5	6.3	4.6	4.9	4.9	<b>30.2</b>
Demographics & Demand Pressures	5.3	5.4	5.7	5.9	6.0	<b>28.3</b>
Revenue Consequences of Capital	0.4	0.2	0.2	0.2	0.2	<b>1.2</b>
Service Pressures & Developments	6.8	1.6	8.6	4.7	0.4	<b>22.1</b>
Inflation and Indexation	2.9	3.2	3.5	3.6	3.7	<b>16.9</b>
<b>Gross Expenditure Increases</b>	<b>24.9</b>	<b>16.7</b>	<b>22.6</b>	<b>19.3</b>	<b>15.2</b>	<b>98.7</b>
<b>Income</b>						
Council Tax <small>(based on 3% increase per annum)</small>	(3.3)	(3.2)	(3.4)	(3.5)	(3.6)	<b>(17.0)</b>
Ring Fenced Grant Funding	(5.8)	(1.9)	(8.5)	(5.0)	(0.3)	<b>(21.5)</b>
Core Grant Funding	(1.9)	4.0	1.0	1.0	1.0	<b>5.1</b>
<b>Income Movements</b>	<b>(11.0)</b>	<b>(1.1)</b>	<b>(10.9)</b>	<b>(7.5)</b>	<b>(2.9)</b>	<b>(33.4)</b>
<b>Forecast Budget Gap</b>	<b>13.9</b>	<b>15.6</b>	<b>11.7</b>	<b>11.8</b>	<b>12.3</b>	<b>65.3</b>

The above position is broadly consistent with previous forecasts, and reflects the outcome of the local government finance settlement for 2018/19 and latest budget model assumptions.

The nature of long term forecasting means it is challenging to identify expenditure pressures and income for future years. There are significant risks and uncertainties associated with the long term financial assumptions underlying the budget model, including:

- The future level of Scottish Government funding, particularly as the Scottish Government has only provided a one year finance settlement, with no indicative figures for future years.

- 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.
- Ring fencing of grant funding, 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 forecasts, and the impact of the vote to leave the European Union on public spending levels.
- 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, such as social care for the elderly, is greater than assumed.
- Actual pupil numbers not reflecting the school pupil forecasts.
- Pressure for substantial inflationary increases in externally purchased national and local care contracts.
- The impact of general inflation on council contracts.

#### **D.4 Approach to Future 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. This is reinforced by the council's recent best value audit which states that, although the council has been managing finances effectively, the council needs to have a strategy for the next five years which addresses the significant challenges ahead. A report on the best value audit was considered by Council on 16 January 2018.

The Accounts Commission has emphasised in several local government overview reports that evidence has shown 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.

In January 2013, the council implemented a new approach to corporate and financial strategy incorporating eight priorities and an integrated approach to planning. Priorities were used to underpin the strategies, helping to ensure that resources were allocated to achieve desired outcomes and value for money. This assisted in the prioritisation and allocation of resources to activities that have the greatest impact on outcomes for the five years 2013/14 to 2017/18. It also allowed the council to generate savings whilst aiming to minimise the impact on services and outcomes.

The Council Executive on 20 June 2017 noted the proposed approach to developing corporate and financial planning for 2018/19 to 2022/23. The continued very constrained financial position faced by the council means that resources will have to be prioritised on an ongoing basis. Within this context, the proposed approach is essential to ensuring that the council can continue to balance the

budget over the next five years. The long lead in time required to deliver a number of the proposed budget savings measures, many of which require fundamental and significant changes to service delivery, means that if the five year strategy was not approved, the council could not deliver the proposed saving measures in sufficient time or in a cohesive and coordinated manner. In this circumstance, the council would have to consider short term measures which would potentially result in a severe and unplanned reduction in staffing levels, changes in services and the closure of council buildings at short notice.

To ensure the council is operating on a sustainable financial footing, fundamental changes will be required to some services which contribute less to the delivery of council priorities, 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 is beneficial as it:

- Provides a medium term view which is essential when implementing effective service and workforce planning, allowing workforce changes to be made in a proactive manner;
- Provides greater certainty 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 proposals;
- 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).

As agreed the council continues to adopt a priority based revenue plan for 2018/19 to 2022/23, to set out how the Corporate Plan priorities will be delivered. The agreed approach that has been followed is summarised below:

#### Prioritisation

- Priority analysis of services against the council's priorities and enabler themes.
- Review of each activity, using a consistently applied basis to help guide and inform whether the service should continue to be provided and if it should continue, should it be at a greater, similar or lower level, or in some cases cease.
- Officer prioritisation scores provide a starting point from which to review proposed future service delivery. Scores are indicative only and the action proposed depends on a number of factors, such as the type of service delivered, general trends and developments and, in some cases, is dependent on changes made in other council services. The range of services provided by the council means that a specific numerical score may result in different outcomes for different services.
- Taking into account the considerations above, the scores are a guide to inform proposals and prioritisation savings. This is similar to the council's established approach to prioritising capital investment.



### Modernisation and Efficiencies

- Following prioritisation, consideration has been given to how services can continue to be delivered in the most efficient way.
- As required by best value legislation, this has included consideration of whether the council delivers the service directly, commissions the service or procures the service from a third party.
- Consideration has been given as to whether services should continue to be delivered in the same way or if they could be redesigned.
- Efficiency savings identified based on the above considerations.

Building on the process outlined above, officers have developed budget saving options incorporating the results of the prioritisation and modernisation/efficiency analysis work. Appendices 1 and 2 of this report provide information showing how each council service and activity has been assessed against the priority and enabler themes. Appendix 1 includes all frontline activities that help support delivery of the council's eight corporate priorities. Appendix 2 includes all support activities, such as human resources and finance, which help and enable direct services to deliver the corporate priorities.

Officers have undertaken an assessment of the impact of future plans on the overall level of future service provision (i.e. cease or provide greater, similar or lesser amount of service) and identified the proposed approach to be taken to service delivery, including continuing to provide the current service, redesigning how the service is delivered and whether the service could be procured or commissioned. The results of this exercise, including whether a service is statutory or discretionary are set out. It is important if an activity is statutory as the council is required to keep providing a service of some description, even if the score is low against the eight priorities. Links to potential saving measures, are included in these appendices for consideration.

Further information is also provided in Appendix 3 on officer proposed budget reduction measures providing a comprehensive list of proposed savings at a service level. In addition to the specific measures identified in the TYC consultation, officers have identified additional staffing savings of £2.1 million. These additional staffing savings have been incorporated into officers' overall proposals, taking total savings measures to £65.1 million, £200,000 short of the updated budget gap of £65.3 million.

Appendix 3 includes a description of the proposed saving, the total value and anticipated full time equivalent (FTE) reduction, in addition to whether the measure is a prioritisation or efficiency saving. It is estimated that the reduction in FTE posts as a result of the proposed savings will be 789.9 FTE over the five year period. However, estimated budget growth over the same period is likely to result in a requirement for approximately 640.9 additional posts, meaning a net estimated reduction of 149 FTE. The majority of FTE growth in the budget model is within Education with an additional 213.5 FTE arising from school demographics across all sectors and 340 FTE relating to the expansion of early learning and childcare. In addition, budget growth allows for an additional 58.4 FTE for pre-school lunches, 15 FTE for Operational Services demographics and 14 FTE for Social Policy demographics. Further detailed information on FTE reductions will be included in the report to full Council on 13 February 2018.

Links to the consultation document are also provided to help demonstrate how measures have been developed following the consultation. Additional information on lead in times for savings and if the savings are at the start, middle or end of the five year plan have also been provided, as agreed at Policy and Resources PDSP on 19 January 2018. The lead in time represents the estimated period of time

between project initiation and delivery of saving. Proposals with relatively short lead in times may be scheduled later in the five year plan to facilitate other considerations such as support to deliver the overall savings programme.

Appendix 3 also includes the results of the initial equality impact relevance assessment which identifies where detailed equality impact assessments are required. The equality assessments enable the council to identify impacts and to consider and develop mitigation measures. They are intended to inform the decision making process by making all relevant information available to members. They are not intended to prevent decisions being taken and implemented. Both the relevance assessment, and more detailed assessment which will be included within the revenue budget report, will allow the council to meet the public sector equality duty arising from the Equality Act 2010 and the Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012.

At this stage the estimated budget gap is £65.3 million and there are officer savings of £65.1 million, leaving an outstanding budget gap of £200,000. Officers are continuing to seek to develop additional savings to address this remaining gap. This includes consideration of good ideas from the consultation and a summary of these suggestions will be included in the revenue budget report to Council. It would be intended to produce further savings options in 2018 and report these to elected members for consideration.

In addition to the development of the council's corporate, revenue and capital financial plan, West Lothian Leisure are currently working on a five year financial strategy. An update on the strategy was presented to the West Lothian Leisure (WLL) Advisory Committee on 1 February 2018 and further discussions are likely to be necessary to ensure WLL can make changes to ensure a sustainable operating model going forward.

#### **D.5 West Lothian Integration Joint Board**

The West Lothian Integration Joint Board (IJB), in partnership with West Lothian Council, has responsibility for the strategic planning of adult social care functions and delivery. As part of the council's annual budget, a contribution is approved to the IJB based on the budget available for delegated adult care functions.

Eligibility criteria for adults are set under the parameters of S12A of the Social Work (Scotland) Act 1968 (duty to assess), which is a delegated function of the IJB. The IJB agreed on 23 January 2018 to set the eligibility threshold for direct funded support for non-residential adult social care to the level of substantial and above. This is consistent with a number of council saving proposals which reflect the challenge of increasing demands and financial constraints.

#### **D.6 Structure of Revenue Budget Report – February 2018**

In line with the previous committee decisions and motions, the Head of Finance and Property Services will present a report to full Council on 13 February 2018, setting out the five year revenue strategy and detailed revenue budgets for the three years 2018/19 to 2020/21. This is consistent with the established strategic approach to financial and corporate planning which ensures that the council can respond proactively to the magnitude of the challenge in delivering essential services whilst financial resources are constrained.

Officers are currently finalising the revenue budget report based on the parameters and considerations outlined in this report. As reported to the Partnership and Resources PDSP on 19 January 2018, the structure of the report will incorporate the following elements:

- Governance – budget setting, best value and Integrated Joint Board
- A summary of the outcome of the Transforming Your Council consultation
- Five year revenue budget strategy 2018/19 to 2022/23 including overall budget position, reference to priorities, participatory budgeting and workforce planning (including an estimated net movement in staffing FTE from increases associated with expenditure in the budget model and reductions from savings proposals)
- Revenue Budget 2018/19 to 2020/21
  - Expenditure and funding assumptions
  - Budget reduction measures
  - Workforce planning
  - Income and contributions
- Annual Revenue Budget 2018/19
  - Scottish Government grant funding 2018/19
  - Council tax income and bands 2018/19
  - Service budgeted expenditure 2018/19
- General Fund Balance and Other Reserves
- Risks and Uncertainties
- Prudential Code
- Equality Impact Assessment

The appendices to the revenue budget report to be presented to Council in mid February 2018 are as follows:

- Appendix 1 – Proposed budget reduction measures for five years including:
  - Value of savings for each year for 2018/19, 2019/20 and 2020/21, and the combined total savings for 2021/22 and 2022/23
  - Projected FTE reduction in staffing for each measure
  - Whether the saving is a prioritisation or efficiency measure
  - Whether further consultation, reporting to PDSP and Council Executive is proposed or if approval is sought for the savings to be implemented by officers
  - The impact of service performance and quality
- Appendix 2 – Assessment of risk of deliverability of budget reduction measures including:
  - Level of assessed risk
  - Lead in time for delivery
  - Descriptions of main identified risks, the potential impact of the identified risks and proposed mitigating actions to manage risks
- Appendix 3 – Summary of good ideas from TYC consultation, which will assist in developing further savings options to bridge any remaining budget gap
- Appendix 4 – Proposed schedule of fees, charges and concessions for 2018/19 to 2020/21
- Appendix 5 – Revenue budget schedules detailed analysis of budget change for 2018/19 to 2020/21
- Appendix 6 – Statement on General Fund balance and other reserves
- Appendix 7 – Prudential Indicators 2018/19 to 2020/21
- Appendix 8 – Equality Impact Assessment for all measures over the five years including summary of the full assessment and cumulative impact review following the initial relevance assessment detailed in Appendix 3 of this report.

The information contained within this report, and its appendices, provides elected members with more information before the final budget report is considered by full Council on 13 February 2018. Templates showing the information to be included in Appendices 1 and 2 of the budget report to full Council are included in Appendix 4 of this report for information.

The Council Executive is asked to note the information contained within this report, and the content of the revenue budget report. Officers continue to develop the five year revenue budget strategy and three year detailed revenue budget and will prepare the report for the Council meeting on 13 February 2018 based on the key areas outlined above.

## **E. CONCLUSION**

This report provides the Council Executive with an update on the development of a five year revenue budget strategy for 2018/19 to 2022/23. Following conclusion of the Transforming Your Council consultation, officers are developing detailed measures to ensure that the council has a robust priority based financial plan over the next five years. Work is ongoing on the revenue budget report which will be presented to Council for consideration on 13 February 2018.

## **F. BACKGROUND REFERENCES**

Revenue Budget 2017/18 – Report by Head of Finance and Property Services to West Lothian Council on 20 February 2017

Revenue Budget Strategy 2018/19 to 2022/23 – Report by Head of Finance and Property Services to Council Executive on 20 June 2017

Revenue Budget Strategy 2018/19 to 2022/23 and Consultation Exercise – Report by Depute Chief Executive and Head of Finance and Property Services to Council Executive on 19 September 2017

Scottish Draft Budget 2018 and Local Government Finance Settlement 2018/19 – Report by Head of Finance and Property Services to Council Executive on 19 December 2017

Revenue Budget Strategy 2018/19 to 2022/23 – Report by Head of Finance and Property Services to Partnership and Resources Policy Development and Scrutiny Panel on 19 January 2018

### Appendices/Attachments:

Appendix 1 – Priority Based Analysis by Officers of Direct Council Activities

Appendix 2 – Priority Based Analysis by Officers of Enabler Council Activities

Appendix 3 – Proposed Budget Saving Measures

Appendix 4 – Example of Proposed Budget Reduction and Assessment of Risk Appendices for Revenue Budget Report

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**Donald Forrest**  
**Head of Finance and Property Services**  
6 February 2018

**Appendix 1 – Priority Based Analysis by Officers of Direct Council Activities**

**Scoring Matrix for Priorities**

0 = Negative / No Contribution to Priorities

1 = Marginal Contribution to Priorities

2 = Limited Contribution to Priorities

3 = Reasonable Contribution to Priorities

4 = Effective Contribution to Priorities

5 = Full Contribution to Priorities

## Corporate Services – Performance and Improvement

Activity	Description	Scoring Against West Lothian Priorities									Statutory (S) or Discretionary (D)	Proposed Service Status	Proposed Approach	Savings Ref
		Attainment	Early Years	Minimising Poverty	Older People	Employment Position	Health	Crime & Community Safety	Environment	Overall Score				
Entitlement - Blue Badge/NEC	Entitlement schemes are supported and administered efficiently and effectively.	0	0	2	4	1	3	1	0	11 (red)	S	Similar	In House Continue	C3b

## Housing, Customer and Building Services

Activity	Description	Scoring Against West Lothian Priorities									Statutory (S) or Discretionary (D)	Proposed Service Status	Proposed Approach	Savings Ref
		Attainment	Early Years	Minimising Poverty	Older People	Employment Position	Health	Crime & Community Safety	Environment	Overall Score				
Building Services - Responsive Repairs - Housing Repairs	To provide a repairs service to our customers that meets their needs.	1	0	3	2	3	2	3	3	17 (amber)	S	Similar	In House Continue	
Building Services - Gas Servicing	To provide gas servicing to our customers that meets their needs.	1	0	3	2	3	2	1	3	15 (amber)	S	Similar	In House Continue	
Building Services - Enhanced Estates Management Service	To provide an enhanced estate management service to our customers that meets their needs.	1	0	1	1	2	1	2	2	10 (red)	D	Similar	In House Continue	
Building Services - Housing Capital Programme	To invest in our homes to make sure we comply with our statutory responsibilities as landlord and owner.	2	0	3	2	3	1	1	3	15 (amber)	S	Similar	In House Continue	
Building Services - Education and General Services Capital Programme	To invest in our schools and offices to make sure we comply with our statutory responsibilities as council.	1	1	2	1	3	2	2	3	15 (amber)	S	Similar	In House Continue	
Building Services - Non Housing Repairs	To provide an excellent repair and maintenance service for internal council services and other partner agencies.	2	1	1	1	3	2	2	3	15 (amber)	D	Similar	In House Redesign	
Neighbourhood Response – Anti-social Behaviour - Police Scotland Funded Officers	To reduce anti-social behaviour in West Lothian in conjunction with the Community Safety Unit and other community partners.	1	2	2	2	1	1	5	2	16 (amber)	D	Cease	-	H1a
Neighbourhood Response – Anti-social Behaviour - WLC Community Safety	To reduce anti-social behaviour in West Lothian in conjunction with the Community Safety Unit and other community partners.	1	2	2	2	1	1	5	2	16 (amber)	D	Less	In House Redesign	H1b

Activity	Description	Scoring Against West Lothian Priorities									Statutory (S) or Discretionary (D)	Proposed Service Status	Proposed Approach	Savings Ref
		Attainment	Early Years	Minimising Poverty	Older People	Employment Position	Health	Crime & Community Safety	Environment	Overall Score 0-14 Red 15-20 Amber 21+ Green				
Housing Need - Homelessness Prevention and Assessment	To improve our support services to prevent people from becoming homeless including providing mediation, counselling, personal housing plans and rent deposits schemes. Enhance the role of the private sector and other partner agencies to promote sustainable outcomes.	2	2	4	1	2	4	4	2	<b>21</b> (green)	S	Similar	In House Continue	H2a
Housing Need - Homelessness Provision	To assess need and provide temporary and emergency accommodation.	2	2	4	1	2	4	4	2	<b>21</b> (green)	S	Similar	In House Continue	H6a H2a
Housing Need - Housing Support	To help vulnerable tenants sustain their tenancy and support vulnerable homeless people in securing a sustainable housing solution.	2	2	4	1	2	4	4	2	<b>21</b> (green)	S	Similar	In House Continue	H2a



## Housing, Customer and Building Services - Customer and Community Service

Activity	Description	Scoring Against West Lothian Priorities									Statutory (S) or Discretionary (D)	Proposed Service Status	Proposed Approach	Savings Ref
		Attainment	Early Years	Minimising Poverty	Older People	Employment Position	Health	Crime & Community Safety	Environment	Overall Score				
Neighbourhood Services	To provide customers with personal access to all council services and cash collection facility, access to informal learning opportunities, and access to a comprehensive range of lending and reference books through a network of local services.	2	2	3	3	3	2	1	3	<b>19</b> (amber)	D	Less	In House Redesign	H2c H3a H3b H4a H4b H4c
Registration Service	To record all registrations for births, marriages and deaths accurately and issue extracts from the registers.	0	0	0	0	2	0	0	0	<b>2</b> (red)	S	Similar	In House Continue	H6b

## Housing, Customer and Building Services - Customer Service Centre

Activity	Description	Scoring Against West Lothian Priorities									Statutory (S) or Discretionary (D)	Proposed Service Status	Proposed Approach	Savings Ref
		Attainment	Early Years	Minimising Poverty	Older People	Employment Position	Health	Crime & Community Safety	Environment	Overall Score				
Care Alarm System	Provide 24/7 support for older and vulnerable people through the electronic care alarm system.	0	0	4	5	1	4	2	0	16 (amber)	D	Similar	In House Continue	H2b

## Operational Services – NETS, Land and Countryside

Activity	Description	Scoring Against West Lothian Priorities									Statutory (S) or Discretionary (D)	Proposed Service Status	Proposed Approach	Savings Ref
		Attainment	Early Years	Minimising Poverty	Older People	Employment Position	Health	Crime & Community Safety	Environment	Overall Score				
Countryside Recreation	Provision of countryside visitor centres, visitor attractions and recreational activities within our country park estate.	1	1	1	2	0	4	0	5	<b>14</b> (red)	D	Less	In House Redesign	O5c O8e
Ranger Service	Provision of environmental education and interpretation opportunities in the countryside for formal education groups and the general public.	0	2	0	0	0	1	0	3	<b>6</b> (red)	D	Less	In House Redesign	O5b O5c O8e
Woodlands Management	Management of the council's tree and woodland stock.	0	0	0	0	0	0	2	5	<b>7</b> (red)	D	Less	In House Redesign	O5c
Parks and Open Spaces	Management and maintenance of the councils open space assets (parks and urban open spaces, sports grounds and recreational areas).	0	1	1	2	0	3	2	5	<b>14</b> (red)	D	Less	In House Redesign	O5c
Garden Maintenance	To operate a grass and hedge cutting scheme for the elderly and disabled.	0	0	1	2	0	1	0	5	<b>9</b> (red)	D	Cease	-	O5a
Play Areas	To arrange for play area inspection, maintenance and management (includes skate parks, MUGAs and school play facilities) and to design, procure and establish new play area provision.	0	2	1	0	0	3	2	5	<b>13</b> (red)	D	Less	In House Redesign	O5c
Cemeteries	Management and maintenance of cemeteries, including the provision of a burial service and the maintenance of war memorials.	0	0	1	2	0	2	0	5	<b>10</b> (red)	S	Less	In House Redesign	O5c O8b
Street Cleaning and Environmental Enforcement	To cleanse all adopted roads, footpaths, civic centres, hard surfaces and rural road side verges at a frequency to comply with the Environmental Protection Act. To provide dedicated resource to educate and take appropriate enforcement action.	0	0	0	2	0	2	3	5	<b>12</b> (red)	S	Less	In House Redesign	O5c

## Operational Services – Facilities Management

Activity	Description	Scoring Against West Lothian Priorities									Statutory (S) or Discretionary (D)	Proposed Service Status	Proposed Approach	Savings Ref
		Attainment	Early Years	Minimising Poverty	Older People	Employment Position	Health	Crime & Community Safety	Environment	Overall Score				
Schools Catering - Free School Meal Element	To provide meal service to primary, secondary and special schools, as well as breakfast service to schools.	4	5	5	0	1	5	1	0	<b>21</b> (green)	S	Similar	In House Redesign	O4a
Schools Catering - Paid Meal Element	To provide meal service to primary, secondary and special schools, as well as breakfast service to schools.	3	3	3	0	0	4	0	0	<b>13</b> (red)	D	Similar	In House Redesign	O4a O8a
Schools Catering - Breakfast Clubs	To provide meal service to primary, secondary and special schools, as well as breakfast service to schools.	4	5	5	0	1	5	1	0	<b>21</b> (green)	D	Similar	In House Redesign	O4a
Café and Sandwich Service	To provide café and sandwich service.	0	0	0	0	0	2	0	0	<b>2</b> (red)	D	Similar	In House Redesign	O4a O8d
Street Crossing Patrols	To provide a crossing patrol officer (CPO's) for all locations which meet guidelines.	0	0	0	1	0	2	4	0	<b>7</b> (red)	S	Similar	In House Redesign	O4c

## Operational Services – Fleet and Community Transport

Activity	Description	Scoring Against West Lothian Priorities									Statutory (S) or Discretionary (D)	Proposed Service Status	Proposed Approach	Savings Ref
		Attainment	Early Years	Minimising Poverty	Older People	Employment Position	Health	Crime & Community Safety	Environment	Overall Score				
Transportation of Service Users	To transport clients to various locations throughout West Lothian.	0	0	1	3	0	3	0	0	7 (red)	D	Less	In House Redesign	SJ1e S1i
Transportation Meals	To deliver meals from 25 production centres to local units such as schools.	0	2	3	0	0	3	0	0	8 (red)	D	Similar	In House Redesign	O4a

## Operational Services – Public Transport

Activity	Description	Scoring Against West Lothian Priorities									Statutory (S) or Discretionary (D)	Proposed Service Status	Proposed Approach	Savings Ref
		Attainment	Early Years	Minimising Poverty	Older People	Employment Position	Health	Crime & Community Safety	Environment	Overall Score				
Subsidised Bus and Taxibus Services	To manage cost effective subsidised public transport services.	0	0	2	3	0	3	0	2	<b>10</b> (red)	D	Cease	-	O1c O1e O3a
Local Travel Concessions for the Elderly and Disabled - Concessionary Rail	Discounted local rail travel.	0	0	2	3	0	1	0	2	<b>8</b> (red)	D	Cease	-	O1a O1e O3a
Local Travel Concessions for the Elderly and Disabled – Taxicard	Discounted local Taxicard.	0	0	2	3	0	3	0	2	<b>10</b> (red)	D	Cease	-	O1f O1e O3a
Local Travel Concessions for the Elderly and Disabled - Dial a Bus/Ride	Discounted local Dial a Ride and Dial a Bus schemes.	0	0	2	3	0	3	0	2	<b>10</b> (red)	D	Similar	In House Continue	O1c O1e O3a
School Transport - Mainstream School	To provide free and fare paying mainstream transport to and from school.	1	2	0	0	0	0	0	2	<b>5</b> (red)	S	Less	In House Continue	O1b O1e O3a
School Transport - Other	To provide free special needs transport to and from school.	1	2	2	0	0	1	0	2	<b>8</b> (red)	S	Less	In House Continue	O1d O1e O3a

## Operational Services – Roads and Transportation

Activity	Description	Scoring Against West Lothian Priorities									Statutory (S) or Discretionary (D)	Proposed Service Status	Proposed Approach	Savings Ref
		Attainment	Early Years	Minimising Poverty	Older People	Employment Position	Health	Crime & Community Safety	Environment	Overall Score				
Road and Footpath Maintenance - Structural and Routine Works	To manage and maintain the public road and footpath network.	0	0	1	0	2	0	2	5	<b>10</b> (red)	S	Less	In House Redesign	O6a
Flood Prevention	To reduce the risk of flooding to non agricultural land.	0	0	0	0	2	0	2	5	<b>9</b> (red)	S	Less	In House Redesign	O6a
Winter Maintenance	To manage and deliver the winter maintenance service for public roads and footpaths.	0	0	0	0	2	0	0	5	<b>7</b> (red)	S	Less	In House Redesign	O6a O6b
Street Lighting	Maintenance of street lighting and traffic lights.	0	0	0	0	0	0	3	5	<b>8</b> (red)	S	Less	In House Redesign	O6a O6c
Development Planning	Manage the council statutory function of issuing consents for new developments and to support the council's private roads scheme. To promote and protect the council's interests nationally, regionally and locally on developing transportation issues.	0	0	0	0	3	0	0	5	<b>8</b> (red)	S	Less	In House Redesign	O6a O8c
Structures - Highway Structures Management, Inspections and Structural Advice	To manage and maintain bridges and other highway structures.	0	0	0	0	0	0	0	5	<b>5</b> (red)	S	Less	In House Redesign	O6a
Structures - Highway Structures Inspections	Assessment of the condition of highway structures through completion of general/principal inspections in accordance with best practice.	0	0	0	0	0	0	0	5	<b>5</b> (red)	S	Less	In House Redesign	O6a
Projects Design and Implementation	To design and deliver capital projects.	0	0	0	0	0	0	0	5	<b>5</b> (red)	D	Less	In House Redesign	O6a
Disabled Persons Parking Places	To provide disabled persons' parking places for blue badge holders in line with statutory duties.	0	0	2	2	0	2	2	3	<b>11</b> (red)	S	Less	In House Redesign	O6a

Activity	Description	Scoring Against West Lothian Priorities									Statutory (S) or Discretionary (D)	Proposed Service Status	Proposed Approach	Savings Ref
		Attainment	Early Years	Minimising Poverty	Older People	Employment Position	Health	Crime & Community Safety	Environment	Overall Score				
Traffic Management Schemes and Traffic Orders	To provide small scale safety, traffic management and parking schemes and traffic orders.	0	0	0	0	0	2	2	3	7 (red)	S	Less	In House Redesign	O6a
Road Safety Casualty Reduction Programme	To provide engineering measures which contribute in a cost effective way to road casualty reduction.	0	0	0	2	0	2	2	3	9 (red)	D	Less	In House Redesign	O6a



## Operational Services – Waste Management

Activity	Description	Scoring Against West Lothian Priorities									Statutory (S) or Discretionary (D)	Proposed Service Status	Proposed Approach	Savings Ref
		Attainment	Early Years	Minimising Poverty	Older People	Employment Position	Health	Crime & Community Safety	Environment	Overall Score				
Domestic Waste Collection	To collect waste from domestic premises (residual and recycling).	0	0	0	2	0	2	1	5	<b>10</b> (red)	S	Similar	In House Redesign	O7d O7e O8f
Commercial Waste Collection	To collect waste and recycling from commercial premises.	0	0	0	0	0	0	1	4	<b>5</b> (red)	S	Cease	-	O7a
Bulky Uplifts	To carry out bulky uplifts within West Lothian.	0	0	0	0	0	0	1	4	<b>5</b> (red)	S	Less	In House Redesign	O7c O7e
Waste Disposal - Community Recycling Centres	To recycle waste collected to various recycling centres.	0	0	0	0	0	0	2	5	<b>7</b> (red)	S	Less	In House Redesign	O7b O7e
Waste Disposal - Recycling Gate Fees	To recycle waste collected to various recycling centres, recycling points and via kerbside collections.	0	0	0	0	0	1	2	5	<b>8</b> (red)	S	Similar	In House Continue	O7e
Waste Disposal to Landfill/Treatment Gate Fees	To dispose of household waste and recycles for treatment and to landfill sites.	0	0	0	0	0	1	2	5	<b>8</b> (red)	S	Similar	In House Continue	O7e

## Social Policy Integration Joint Board – Community Care, Learning Disabilities

Activity	Description	Scoring Against West Lothian Priorities									Statutory (S) or Discretionary (D)	Proposed Service Status	Proposed Approach	Savings Ref
		Attainment	Early Years	Minimising Poverty	Older People	Employment Position	Health	Crime & Community Safety	Environment	Overall Score				
Residential	External and internal care homes.	1	1	5	3	1	5	3	1	<b>20</b> (amber)	S	Similar	Procure/ Commission Continue	SJ1b SJ1d SJ2a SJ2d SJ3b
Community Based Care	Direct payments, care at home, specialist care at home, SP framework and supported accommodation.	1	1	5	3	2	5	3	1	<b>21</b> (green)	S	Similar	Procure/ Commission Redesign	SJ1b SJ1d SJ2a SJ2d SJ2f SJ2g SJ3b SJ4c
Day Care	External/internal day care and community inclusion.	1	1	5	3	2	5	3	1	<b>21</b> (green)	S	Less	Procure/ Commission Continue	SJ1a SJ2a SJ2d SJ3b
Respite	Respite provision for service users.	1	1	5	3	3	5	3	0	<b>21</b> (green)	S	Greater	Procure/ Commission Redesign	SJ2a SJ2b
Assessment	Learning Disability Assessment Team, Autism Assessment Team.	1	1	5	3	3	5	3	0	<b>21</b> (green)	S	Similar	In House Redesign	
Employment Support	Learning Disability Independence Team.	1	1	5	3	3	5	3	0	<b>21</b> (green)	S	Similar	In House Redesign	
Housing Support	Learning Disability Independence Team.	1	1	5	3	3	5	3	1	<b>22</b> (green)	S	Similar	Procure/ Commission Continue	SJ1c

Activity	Description	Scoring Against West Lothian Priorities									Statutory (S) or Discretionary (D)	Proposed Service Status	Proposed Approach	Savings Ref
		Attainment	Early Years	Minimising Poverty	Older People	Employment Position	Health	Crime & Community Safety	Environment	Overall Score				
Transport	Transport for service users.	1	1	5	3	3	5	3	0	<b>21</b> (green)	S	Less	In House Continue	SJ1e SJ3b
Third Party Payments	Payments to external providers to deliver services on behalf of the council.	1	1	5	3	1	5	3	0	<b>19</b> (amber)	S	Less	Procure/Commission Redesign	SJ4a SJ6c
Resource Transfer	Contribution from NHS Lothian to deliver services for adults.	1	1	5	3	1	5	3	0	<b>19</b> (amber)	S	Similar	Procure/Commission Redesign	

## Social Policy Integration Joint Board – Community Care, Mental Health

Activity	Description	Scoring Against West Lothian Priorities									Statutory (S) or Discretionary (D)	Proposed Service Status	Proposed Approach	Savings Ref
		Attainment	Early Years	Minimising Poverty	Older People	Employment Position	Health	Crime & Community Safety	Environment	Overall Score				
Residential	External care homes.	1	1	5	3	2	5	3	1	21 (green)	S	Similar	Procure/ Commission Redesign	SJ1d SJ2a SJ2d SJ3b
Community Based Care	Direct payments, care at home, specialist care at home, support at home and Community Mental Health Team.	1	1	5	3	3	5	3	1	22 (green)	S	Similar	Procure/ Commission Redesign	SJ1d SJ2a SJ2d SJ2f SJ2g SJ3b SJ4c
Day Care	Bathgate House.	1	1	5	3	3	5	3	0	21 (green)	S	Similar	In House Redesign	SJ1a SJ2a SJ2d SJ3b
Respite	Respite provision for carers.	1	1	5	3	3	5	3	0	21 (green)	S	Greater	In House Continue	SJ2a SJ2b SJ2d
Assessment	Mental Health Assessment Team.	1	1	5	3	2	5	3	0	20 (amber)	S	Similar	In House Redesign	
Mental Health Officers	Incapacity and Mental Health Team.	1	1	5	3	2	5	3	0	20 (amber)	S	Similar	In House Continue	
Third Party Payments	Payments to external providers to deliver services on behalf of the council.	1	1	5	3	2	5	3	0	20 (amber)	S	Less	Procure/ Commission Redesign	SJ4a SJ6c
Resource Transfer	Contribution from NHS Lothian to deliver services for adults.	1	1	5	3	2	5	3	0	20 (amber)	S	Similar	Procure/ Commission Redesign	

## Social Policy Integration Joint Board – Community Care, Physical Disabilities

Activity	Description	Scoring Against West Lothian Priorities									Statutory (S) or Discretionary (D)	Proposed Service Status	Proposed Approach	Savings Ref
		Attainment	Early Years	Minimising Poverty	Older People	Employment Position	Health	Crime & Community Safety	Environment	Overall Score				
Residential	External care homes.	1	1	5	3	2	5	1	4	<b>22</b> (green)	S	Similar	Procure/ Commission Redesign	SJ1d SJ2a SJ2d SJ3b
Community Based Care	Direct payments, care at home, specialist care at home and supported accommodation.	1	1	5	3	3	5	1	4	<b>23</b> (green)	S	Similar	Procure/ Commission Redesign	SJ1d SJ2a SJ2d SJ2f SJ2g SJ3b SJ4c
Day Care	External/internal day care.	1	1	5	4	4	5	1	0	<b>21</b> (green)	S	Less	In House Redesign	SJ1a SJ2a SJ2d SJ3b
Respite	Respite provision for carers.	1	1	5	4	4	5	1	0	<b>21</b> (green)	S	Greater	In House Redesign	SJ2a SJ2b
Assessment	Physical Disability Assessment Team, sensory impairment, rehab and brain injury and section payments.	1	1	5	3	3	5	1	0	<b>19</b> (amber)	S	Similar	In House Redesign	
Third Party Payments	Payments to external providers to deliver services on behalf of the council.	1	1	5	3	3	5	1	0	<b>19</b> (amber)	S	Less	Procure/ Commission Redesign	SJ4a SJ6c
Transport	Transport for service users.	1	1	5	3	3	5	1	0	<b>19</b> (amber)	S	Less	Procure/ Commission Redesign	SJ1e SJ3b

Activity	Description	Scoring Against West Lothian Priorities									Statutory (S) or Discretionary (D)	Proposed Service Status	Proposed Approach	Savings Ref
		Attainment	Early Years	Minimising Poverty	Older People	Employment Position	Health	Crime & Community Safety	Environment	Overall Score				
Resource Transfer	Contribution from NHS Lothian to deliver services for adults.	1	1	5	3	3	5	1	0	19 (amber)	S	Similar	In House Continue, In House Redesign, Procure/Commission Continue, Procure/Commission Redesign	

## Social Policy Integration Joint Board – Community Care, Older People

Activity	Description	Scoring Against West Lothian Priorities									Statutory (S) or Discretionary (D)	Proposed Service Status	Proposed Approach	Savings Ref
		Attainment	Early Years	Minimising Poverty	Older People	Employment Position	Health	Crime & Community Safety	Environment	Overall Score				
Residential	External/internal care homes and housing with care.	0	0	5	5	0	5	3	1	<b>19</b> (amber)	S	Similar	In House Redesign	SJ1d SJ2a SJ2d SJ3a SJ3b SJ3d SJ5b
Community Based Care	Direct payments, care at home, specialist care at home, domiciliary care, reablement, crisis care, occupational therapy, home safety and community equipment.	0	0	5	5	2	5	3	1	<b>21</b> (green)	S	Similar	Procure/Commission Redesign	SJ1d SJ2a SJ2d SJ2e SJ2f SJ2g SJ3b SJ3c SJ4c SJ6e
Day Care	External/internal day care.	0	0	5	5	2	5	4	0	<b>21</b> (green)	S	Less	Procure/Commission Redesign	SJ2a SJ2d SJ3b SJ5a
Respite	Flexible respite, residential and nursing respite.	0	0	5	5	5	5	3	0	<b>23</b> (green)	S	Greater	Procure/Commission Redesign	SJ2a SJ2b SJ2d
Assessment	Older People Practice Team and service coordination.	0	0	5	5	0	5	3	0	<b>18</b> (amber)	S	Similar	In House Continue	

Activity	Description	Scoring Against West Lothian Priorities									Statutory (S) or Discretionary (D)	Proposed Service Status	Proposed Approach	Savings Ref
		Attainment	Early Years	Minimising Poverty	Older People	Employment Position	Health	Crime & Community Safety	Environment	Overall Score				
										0-14 Red 15-20 Amber 21+ Green			In House Continue, In House Redesign, Procure/Commission Continue, Procure/Commission Redesign	
Third Party Payments	Payments to external providers to deliver services on behalf of the council.	0	0	5	5	0	5	3	0	<b>18</b> (amber)	S	Less	Procure/ Commission Redesign	SJ4a SJ6c
Transport	Holmes Garden day resource.	0	0	5	5	0	5	3	0	<b>18</b> (amber)	S	Cease	-	SJ3b
Meals	Lunch Club, Apetito, Food Train.	0	0	5	5	0	5	3	0	<b>18</b> (amber)	S	Similar	Procure/ Commission Continue	SJ3b
Adaptations	Private Sector Housing Grant.	0	0	5	5	0	5	3	3	<b>21</b> (green)	S	Less	Procure/ Commission Redesign	SJ2c SJ3b
Resource Transfer	Contribution from NHS Lothian to deliver services for adults.	0	0	5	5	0	5	3	0	<b>18</b> (amber)	S	Similar	Procure/ Commission Redesign	



## Social Policy Integration Joint Board – Community Care and Support Services

Activity	Description	Scoring Against West Lothian Priorities									Statutory (S) or Discretionary (D)	Proposed Service Status	Proposed Approach	Savings Ref
		Attainment	Early Years	Minimising Poverty	Older People	Employment Position	Health	Crime & Community Safety	Environment	Overall Score				
Alcohol and Drug Partnership	Services for people with drug and alcohol dependency.	3	3	5	3	3	5	5	1	28 (green)	S	Similar	Procure/ Commission Redesign	SJ4b

## Social Policy – Criminal Justice

Activity	Description	Scoring Against West Lothian Priorities									Statutory (S) or Discretionary (D)	Proposed Service Status	Proposed Approach	Savings Ref
		Attainment	Early Years	Minimising Poverty	Older People	Employment Position	Health	Crime & Community Safety	Environment	Overall Score				
Criminal Justice	Services to support adults within the criminal justice system.	3	2	5	3	3	5	5	3	29 (green)	S	Greater	In House Redesign	S2a

## Social Policy – Childcare and Protection

Activity	Description	Scoring Against West Lothian Priorities									Statutory (S) or Discretionary (D)	Proposed Service Status	Proposed Approach	Savings Ref
		Attainment	Early Years	Minimising Poverty	Older People	Employment Position	Health	Crime & Community Safety	Environment	Overall Score				
Residential	Disabled residential schools.	5	3	5	0	2	5	5	0	<b>25</b> (green)	S	Less	Procure/ Commission Redesign	S1a
Day Placements	Day schools out of authority.	5	3	5	0	3	4	4	0	<b>24</b> (green)	S	Less	Procure/ Commission Redesign	S1a S1b
Community Based Care	Direct payment.	3	3	5	0	2	5	5	0	<b>23</b> (green)	S	Greater	In House Redesign	
Assessment – General	Children and Families Practice Team.	3	5	5	0	2	5	5	0	<b>25</b> (green)	S	Similar	In House Redesign	
Assessment – Disabled Children	Children with disabilities.	3	4	5	0	2	5	5	0	<b>24</b> (green)	S	Similar	In House Redesign	
Respite	External residential respite.	2	3	5	2	2	5	5	0	<b>24</b> (green)	S	Greater	Procure/ Commission Continue	
Third Party Payments	Payments to external providers to deliver services on behalf of the council.	0	0	0	0	0	5	5	0	<b>10</b> (red)	S	Less	In House Redesign	S3a S3b S4c
Domestic Abuse and Sexual Assault Team	Services to support victims of domestic violence.	3	3	5	2	2	5	5	0	<b>25</b> (green)	S	Similar	In House Redesign	

## Social Policy – Early Intervention – Looked After Children

Activity	Description	Scoring Against West Lothian Priorities									Statutory (S) or Discretionary (D)	Proposed Service Status	Proposed Approach	Savings Ref
		Attainment	Early Years	Minimising Poverty	Older People	Employment Position	Health	Crime & Community Safety	Environment	Overall Score				
Residential	Residential schools, continuing care, secure, internal young persons centres.	4	2	5	0	3	4	4	0	<b>22</b> (green)	S	Less	Procure/Commission Redesign	S1c S1i
Aftercare	Throughcare and Aftercare Team, Youth Inclusion Project, positive destinations, supported adults and section payments.	4	4	5	0	5	4	3	0	<b>25</b> (green)	S	Similar	In House Redesign	S1d
Centre Based Family Support	Family centres.	4	4	5	0	3	4	0	0	<b>20</b> (amber)	D	Less	Procure/Commission Redesign	S1e
Outreach Family Support	Whole families, Sure Start, parenting and family life, Children and Young People Team and parenting.	4	4	5	0	3	4	3	0	<b>23</b> (green)	D	Similar	In House Redesign	
Foster / Kinship Care	Foster fees, foster allowances, kinship payments and Family Placement Team.	3	3	5	0	3	4	3	0	<b>21</b> (green)	S	Greater	In House Redesign	S1h
Adoption	Placement of children with adoptive families.	3	3	5	0	3	4	3	0	<b>21</b> (green)	S	Similar	In House Redesign	
Children's Rights and Safety	Child Advocacy Team and internet safety.	4	4	5	0	3	4	3	0	<b>23</b> (green)	S	Similar	Procure/Commission Redesign	
Mental Health and Well Being	Mental health link worker, Children and Young People Team, mental wellbeing and resilient schools.	4	4	5	0	3	4	3	0	<b>23</b> (green)	D	Similar	Procure/Commission Redesign	S1f
School Attendance	Children and Young People Team, school attendance and support to Burnhouse School.	4	4	5	0	3	4	2	0	<b>22</b> (green)	D	Similar	In House Redesign	S1f
Transport	Home to school transport.	2	2	5	0	0	4	1	0	<b>14</b> (red)	S	Less	In House Redesign	S1i

## Social Policy – Public Protection

Activity	Description	Scoring Against West Lothian Priorities									Statutory (S) or Discretionary (D)	Proposed Service Status	Proposed Approach	Savings Ref
		Attainment	Early Years	Minimising Poverty	Older People	Employment Position	Health	Crime & Community Safety	Environment	Overall Score				
Public Protection	Lead officers and independent Chair.	3	3	5	3	2	4	5	0	<b>25</b> (green)	S	Similar	In House Continue	
Public Protection	Reviewing officers.	4	3	5	0	2	4	5	0	<b>23</b> (green)	S	Similar	In House Redesign	
Social Care Emergency Team	Social Care Emergency Team.	2	3	5	3	2	4	5	0	<b>24</b> (green)	D	Less	In House Redesign	S1g

## Planning, Economic Development and Regeneration – Environmental Health and Trading Standards

Activity	Description	Scoring Against West Lothian Priorities									Statutory (S) or Discretionary (D)	Proposed Service Status	Proposed Approach	Savings Ref
		Attainment	Early Years	Minimising Poverty	Older People	Employment Position	Health	Crime & Community Safety	Environment	Overall Score				
Food Safety Enforcement – Health and Safety Enforcement	Protect public health, workplace safety and a fair trading environment.	0	2	1	2	3	5	4	4	<b>21</b> (green)	S	Similar	In House Redesign	P2b
Pest Control	Protect public health and damage to properties through eradication of vermin and specified pests.	0	1	0	3	0	4	3	4	<b>15</b> (amber)	S	Similar	In House Redesign	P2b
Animal Welfare	Protect the safety and welfare of the public and animals.	0	0	0	0	0	4	3	4	<b>11</b> (red)	S	Less	In House Redesign	P2b
Public Health, Housing and Pollution Control	Protect public health and prevent deterioration of wellbeing through the application of various noise, pollution, public health and housing standards.	0	1	0	3	0	5	4	4	<b>17</b> (amber)	S	Similar	In House Redesign	P2b
Fair Trading, Commercial and Agriculture Enforcement	Protect consumer and business interests by ensuring a safe and fair trading environment.	0	3	3	3	0	4	5	3	<b>21</b> (green)	S	Similar	In House Redesign	P2b
Vehicles Emissions Testing (externally grant funded)	Reduce negative health effects caused by vehicle emissions.	0	1	0	1	0	3	2	4	<b>11</b> (red)	D	Similar	In House Continue	P2b

## Planning, Economic Development and Regeneration – Economic Development

Activity	Description	Scoring Against West Lothian Priorities									Statutory (S) or Discretionary (D)	Proposed Service Status	Proposed Approach	Savings Ref
		Attainment	Early Years	Minimising Poverty	Older People	Employment Position	Health	Crime & Community Safety	Environment	Overall Score				
Economic Development Strategy and Policy	To develop councils and partners economic development strategies and to promote West Lothian as a business location.	3	0	4	2	5	3	1	1	<b>19</b> (amber)	D	Less	In House Redesign	P2a
Town Centre Management and Business Improvement Districts	To improve and promote traditional town centres as retail, leisure, employment and visitor locations.	2	0	1	3	4	2	3	3	<b>18</b> (amber)	D	Less	In House Redesign	P1a
Tourism - via Visit West Lothian	To maximise the tourism offering for West Lothian through support to Visit West Lothian.	2	0	0	2	4	0	0	2	<b>10</b> (red)	D	Less	In House Redesign	P2a
Leader (externally grant funded)	To support the development and sustainability of rural business and organisations.	1	0	3	2	4	0	0	3	<b>13</b> (red)	D	Similar	In House Continue	P2a
Entrepreneurship (externally grant funded)	To provide a wide range of support through Business Gateway branded services.	3	0	2	0	5	0	0	1	<b>11</b> (red)	D	Similar	In House Continue	P2a
Business Information (externally grant funded)	To provide a quality information and research service to new and existing businesses.	2	0	2	0	3	0	0	1	<b>8</b> (red)	D	Similar	In House Continue	P2a
Business Development (externally grant funded)	To support the growth of existing business in West Lothian by supporting them to develop new products and process.	3	0	4	0	5	3	0	1	<b>16</b> (amber)	D	Similar	In House Continue	P2a

## Planning, Economic Development and Regeneration – Planning Services

Activity	Description	Scoring Against West Lothian Priorities									Statutory (S) or Discretionary (D)	Proposed Service Status	Proposed Approach	Savings Ref
		Attainment	Early Years	Minimising Poverty	Older People	Employment Position	Health	Crime & Community Safety	Environment	Overall Score				
Development Management - Processing Planning Applications and Appeals	To determine applications for planning permission, advertisement consent and listed building consent in accordance with the development plan and other material considerations.	1	3	2	2	3	3	2	5	<b>21</b> (green)	S	Similar	In House Redesign	P2c
Development Management - Enforcement	To regulate unauthorised development in the interests of our communities and the environment.	0	0	0	3	3	2	5	5	<b>18</b> (amber)	S	Similar	In House Redesign	P2c
Building Standards- Processing Applications for Building Warrants, Completion Certs, Letters of Comfort	To ensure new development is undertaken in the interests of the health and safety and welfare of the general public and the environment.	1	3	1	2	3	3	3	5	<b>21</b> (green)	S	Similar	In House Redesign	P2c
Development Planning - Development Plan and School Provisioning	Maintain and implement an up to date development plan and provide a statutory framework for development and to implement plan policies and proposals.	0	4	1	1	3	3	1	5	<b>18</b> (amber)	S	Similar	In House Redesign	P2c

**Planning, Economic Development and Regeneration – Community Regeneration - Employability**

Activity	Description	Scoring Against West Lothian Priorities									Statutory (S) or Discretionary (D)	Proposed Service Status	Proposed Approach	Savings Ref
		Attainment	Early Years	Minimising Poverty	Older People	Employment Position	Health	Crime & Community Safety	Environment	Overall Score				
Community Regeneration	To work with all community planning partners to ensure that they are working together with the common aim of closing the opportunity gap.	2	2	4	2	3	3	2	0	<b>18</b> (amber)	D	Less	In House Redesign	P1b P2g
Community Planning	To work with all community planning partners to ensure that they are working together with the common aim of closing the opportunity gap.	2	2	4	2	3	3	2	0	<b>18</b> (amber)	S	Similar	In House Redesign	P2d
Employment and Skills	Supporting residents to secure and sustain employment, education or training opportunities.	5	2	4	2	5	1	2	0	<b>21</b> (green)	D	Similar	In House Redesign	P2d



## Education – Secondary Education

Activity	Description	Scoring Against West Lothian Priorities									Statutory (S) or Discretionary (D)	Proposed Service Status	Proposed Approach	Savings Ref
		Attainment	Early Years	Minimising Poverty	Older People	Employment Position	Health	Crime & Community Safety	Environment	Overall Score				
Education of Pupils - Teaching Provision 11-16 Year Olds	Quality core teaching provision available to pupils aged 11-16 in mainstream secondary schools. Quality teaching learning.	5	2	4	0	5	3	2	0	<b>21</b> (green)	S	Similar	In House Redesign	E4a E4b
Education of Pupils - Teaching Provision 17-18 Year Olds	Quality core teaching provision available to pupils aged 17-18 in mainstream secondary schools. Quality teaching learning.	5	2	4	0	5	3	2	0	<b>21</b> (green)	D	Similar	In House Redesign	E4a E4b
Education of Pupils - School Based Support 11-16 Year Olds	Quality core support provision for pupils aged 11-16 in mainstream secondary schools. Education support - school based.	3	2	3	0	4	3	1	0	<b>16</b> (amber)	S	Similar	In House Redesign	E4a
Education of Pupils - School Based Support 17-18 Year Olds	Quality core support provision for pupils aged 17-18 in mainstream secondary schools. Education support - school based.	3	2	3	0	3	2	1	0	<b>14</b> (red)	D	Similar	In House Redesign	E4a
Education of Pupils - Centrally Based Support 11-16 Year Olds	Quality core support provision for pupils aged 11-16 in mainstream secondary schools. Education support - centrally based.	3	2	3	0	4	3	1	0	<b>16</b> (amber)	S	Similar	In House Redesign	E4a
Education of Pupils - Centrally Based Support 17-18 Year Olds	Quality core support provision for pupils aged 17-18 in mainstream secondary schools. Education support - centrally based.	3	2	3	0	3	2	1	0	<b>14</b> (red)	D	Similar	In House Redesign	E4a

## Education – Additional Support Needs

Activity	Description	Scoring Against West Lothian Priorities									Statutory (S) or Discretionary (D)	Proposed Service Status	Proposed Approach	Savings Ref
		Attainment	Early Years	Minimising Poverty	Older People	Employment Position	Health	Crime & Community Safety	Environment	Overall Score				
Special Schools - Severe and Complex	Meeting the needs of pupils with severe and complex needs in specialist provision: Pinewood, Ogilvie and Beattie.	5	5	3	0	4	4	0	0	21 (green)	S	Similar	In House Redesign	E4a
Special School - Moderate Learning Difficulties/ Vulnerability/Autism Spectrum Disorder	Meeting the needs of pupils with moderate learning difficulties/vulnerability/Autism Spectrum Disorder in specialist provision: Cedarbank.	5	5	3	0	4	4	0	0	21 (green)	S	Similar	In House Redesign	E4a
Special School - Social, Emotional and Behavioural Need - Secondary	Meeting the needs of secondary aged pupils with social, emotional and behavioural in specialist provision: Secondary Behaviour Support Service.	5	5	3	0	4	4	0	0	21 (green)	S	Similar	In House Redesign	E4a
Special School - Social, Emotional and Behavioural Need - Primary	Meeting the needs of primary aged pupils with social, emotional and behavioural needs in specialist provision: Connolly School Campus.	5	5	3	0	4	4	0	0	21 (green)	S	Similar	In House Redesign	E4a
Severe and Complex Needs	Meeting the needs of pupils with additional support needs within mainstream schools.	5	5	4	0	3	4	0	0	21 (green)	S	Similar	In House Redesign	E4a
Additional Support Needs Outreach Services	Meeting the needs of pupils with additional support needs within mainstream schools: sensory; Autism Spectrum Disorder; ADHD; hospital tuition; mental health; looked after; literacy; language and communication; pre-school.	5	5	3	0	4	4	0	0	21 (green)	S	Similar	In House Redesign	E4a
Autism Provision	To support the needs of pupils accessing Autism Spectrum Disorder classes and outreach specialist provision on a full and part time basis.	5	5	3	0	4	4	0	0	21 (green)	S	Similar	In House Redesign	E4a
Key Communications	Purchase of specialised ICT equipment for children with severe and complex needs.	5	5	3	0	0	3	0	0	16 (amber)	S	Similar	In House Redesign	E4a

Activity	Description	Scoring Against West Lothian Priorities									Statutory (S) or Discretionary (D)	Proposed Service Status	Proposed Approach	Savings Ref
		Attainment	Early Years	Minimising Poverty	Older People	Employment Position	Health	Crime & Community Safety	Environment	Overall Score				
Access Service	To support the implementation of the council's accessibility strategy.	3	5	4	0	0	4	0	0	16 (amber)	D	Similar	In House Redesign	E4a
Speech and Language	To support pupils with special educational needs relating to speech and language needs.	3	5	3	0	3	4	0	0	18 (amber)	S	Similar	In House Redesign	E4a
Outwith Schools	To improve the learning progress for pupils with learning and health needs by providing support in mainstream schools out with the authority.	4	3	3	0	4	3	0	0	17 (amber)	S	Similar	In House Redesign	E4a

## Education – QA and Education Development

Activity	Description	Scoring Against West Lothian Priorities									Statutory (S) or Discretionary (D)	Proposed Service Status	Proposed Approach	Savings Ref
		Attainment	Early Years	Minimising Poverty	Older People	Employment Position	Health	Crime & Community Safety	Environment	Overall Score				
Learning and Teaching Support and Quality Improvement	To support and challenge head teachers to improve quality of learning and teaching, attainment, and other outcomes.	3	3	2	0	3	2	0	0	13 (red)	D	Similar	In House Redesign	E3g
Educational Psychology	To promote effective teaching and learning for all pupils.	3	3	3	0	2	3	0	0	14 (red)	D	Less	In House Redesign	E5a
Childcare	Working with partners to support provision of affordable, accessible, good quality childcare.	3	5	5	0	3	3	0	0	19 (amber)	D	Greater	In House Redesign	E3c

## Education – Strategic Resources

Activity	Description	Scoring Against West Lothian Priorities									Statutory (S) or Discretionary (D)	Proposed Service Status	Proposed Approach	Savings Ref
		Attainment	Early Years	Minimising Poverty	Older People	Employment Position	Health	Crime & Community Safety	Environment	Overall Score				
Childcare	To provide quality and affordable childcare alongside pre-school education. Reducing inequality and increasing participation in the labour market.	2	5	3	0	2	1	0	0	13 (red)	D	Greater	In House Continue	E3c

## Education – Policy and Performance

Activity	Description	Scoring Against West Lothian Priorities									Statutory (S) or Discretionary (D)	Proposed Service Status	Proposed Approach	Savings Ref
		Attainment	Early Years	Minimising Poverty	Older People	Employment Position	Health	Crime & Community Safety	Environment	Overall Score				
Parent/Pupil Support	Parent/pupil benefit applications for clothing grants, free school meals and Education Maintenance Allowance. To provide a responsive letting service for primary schools and halls.	2	4	5	0	1	3	1	0	<b>16</b> (amber)	S	Similar	In House Redesign	E3h
Complaints, Freedom of Information, Web Site Management, Policy and Equality Advice, Staff, Pupil and Parental Engagement	Customer complaints and FOI service. Provide comprehensive electronic information. Provision of policy and equality advice. Implement parental involvement strategy.	2	2	3	0	1	0	0	0	<b>8</b> (red)	S	Less	In House Redesign	E3h
Performance Management	Manage pupil attainment analysis.	4	3	3	0	3	0	0	0	<b>13</b> (red)	D	Similar	In House Redesign	E3h E4a
Pupil Placement	Placements in early learning and childcare, primary and secondary schools.	2	3	2	0	1	0	0	0	<b>8</b> (red)	D	Greater	In House Redesign	E3h

## Education – Active Schools

Activity	Description	Scoring Against West Lothian Priorities									Statutory (S) or Discretionary (D)	Proposed Service Status	Proposed Approach	Savings Ref
		Attainment	Early Years	Minimising Poverty	Older People	Employment Position	Health	Crime & Community Safety	Environment	Overall Score				
Volunteer Development	To increase capacity through the recruitment, retention and development of a network of volunteers to deliver sport.	2	1	1	0	3	4	0	0	11 (red)	D	Similar	-	
Volunteer Delivery	To increase capacity through the recruitment, retention and development of a network of volunteers to deliver sport.	2	1	1	0	3	4	0	0	11 (red)	D	Similar	In House Redesign	
Extra Curricular Opportunities	To increase the number of children and young people participating in school and community sport.	3	1	1	0	1	4	2	0	12 (red)	D	Similar	In House Redesign	
Curricular Opportunities	Sporting pathways are clearly signposted to enable children and young people reach their full potential.	3	1	1	0	0	4	2	0	11 (red)	D	Similar	In House Redesign	
Maximised Participation	Motivate and inspire young people to participate in sport by delivering programmes designed to maximise engagement.	2	1	1	0	1	4	2	0	11 (red)	D	Similar	-	

## Education – Primary

Activity	Description	Scoring Against West Lothian Priorities									Statutory (S) or Discretionary (D)	Proposed Service Status	Proposed Approach	Savings Ref
		Attainment	Early Years	Minimising Poverty	Older People	Employment Position	Health	Crime & Community Safety	Environment	Overall Score				
Education of Pupils - Primary Classes	Quality teaching provision, early intervention and raising attainment for all pupils, taking account of the implementation of the 3 to 18 curriculum. Quality teaching and learning.	5	2	4	0	5	3	2	0	<b>21</b> (green)	S	Similar	In House Redesign	E4a
Education of Pupils - Primary Classes	Reducing inequality, improving early intervention to raise attainment for all children and young people. Primary school support provision to P1-P7 pupils. Education support - school based.	3	2	3	0	4	3	1	0	<b>16</b> (amber)	S	Similar	In House Redesign	E4a
Education of Pupils - Primary Classes	Reducing inequality, improving early intervention to raise attainment for all children and young people. Primary school support provision to P1-P7 pupils. Education support - central based.	3	2	3	0	3	2	1	0	<b>14</b> (red)	S	Similar	In House Redesign	E4a E9a

## Education – Early Learning and Childcare

Activity	Description	Scoring Against West Lothian Priorities									Statutory (S) or Discretionary (D)	Proposed Service Status	Proposed Approach	Savings Ref
		Attainment	Early Years	Minimising Poverty	Older People	Employment Position	Health	Crime & Community Safety	Environment	Overall Score				
Nursery Education - Council Provision (Two Year Olds)	To ensure that all eligible two, three and four year olds have access to a nursery place and are provided with a quality learning experience. To introduce and increase flexibility and choice for parents.	5	5	4	0	4	3	0	0	<b>21</b> (green)	D	Greater	In House Redesign	E3b
Nursery Education - Council Provision (Nursery)	To ensure that all eligible two, three and four year olds have access to a nursery place and are provided with a quality learning experience. To introduce and increase flexibility and choice for parents.	5	5	4	0	4	3	0	0	<b>21</b> (green)	D	Greater	In House Redesign	E3a E3d
Nursery Education - Council Provision (Central Allocations)	To ensure that all eligible two, three and four year olds have access to a nursery place and are provided with a quality learning experience. To introduce and increase flexibility and choice for parents.	3	3	3	0	3	3	0	0	<b>15</b> (amber)	D	Greater	In House Redesign	E3a



## Education – Instrumental Music

Activity	Description	Scoring Against West Lothian Priorities									Statutory (S) or Discretionary (D)	Proposed Service Status	Proposed Approach	Savings Ref
		Attainment	Early Years	Minimising Poverty	Older People	Employment Position	Health	Crime & Community Safety	Environment	Overall Score				
Instrumental Music Service to Schools	Deliver instrumental lessons to schools and provide performance opportunities.	2	0	2	0	0	0	0	0	4 (red)	D	Cease	-	E1c

## Education – Community Youth

Activity	Description	Scoring Against West Lothian Priorities									Statutory (S) or Discretionary (D)	Proposed Service Status	Proposed Approach	Savings Ref
		Attainment	Early Years	Minimising Poverty	Older People	Employment Position	Health	Crime & Community Safety	Environment	Overall Score				
More Choices More Chances (MCMC)	The team deliver employability services in school and post school to vulnerable/disaffected pupils.	5	1	4	0	5	3	3	0	21 (green)	D	Similar	In House Redesign	E1a
Work with Young People (WwYP)	Engaging with young people to facilitate their personal, social and educational development and enabling them to gain a voice, influence and place in society.	4	1	4	0	5	3	2	0	19 (amber)	D	Less	In House Redesign	E1a

## Education – Community Education

Activity	Description	Scoring Against West Lothian Priorities									Statutory (S) or Discretionary (D)	Proposed Service Status	Proposed Approach	Savings Ref
		Attainment	Early Years	Minimising Poverty	Older People	Employment Position	Health	Crime & Community Safety	Environment	Overall Score				
Adult Basic Education	Improve literacy and numeracy skills of adults.	0	1	5	1	5	2	0	0	14 (red)	D	Less	In House Redesign	E1b
Work with Adults and Communities	Engage adults in community based learning.	1	1	4	1	4	2	0	0	13 (red)	D	Less	In House Redesign	E1b

## Education – Community and Leisure

Activity	Description	Scoring Against West Lothian Priorities									Statutory (S) or Discretionary (D)	Proposed Service Status	Proposed Approach	Savings Ref
		Attainment	Early Years	Minimising Poverty	Older People	Employment Position	Health	Crime & Community Safety	Environment	Overall Score				
Community and Leisure	Provision of under-5s services.	0	3	1	3	1	2	0	0	10 (red)	D	Similar	In House Redesign	

## Education – Sport

Activity	Description	Scoring Against West Lothian Priorities									Statutory (S) or Discretionary (D)	Proposed Service Status	Proposed Approach	Savings Ref
		Attainment	Early Years	Minimising Poverty	Older People	Employment Position	Health	Crime & Community Safety	Environment	Overall Score				
Sport Development	Provide support and provision of opportunities and facilities across broad range of sports to individuals, clubs, coaches and partners.	0	3	2	0	0	3	0	0	8 (red)	D	Less	-	E2b

## Education – Arts

Activity	Description	Scoring Against West Lothian Priorities									Statutory (S) or Discretionary (D)	Proposed Service Status	Proposed Approach	Savings Ref
		Attainment	Early Years	Minimising Poverty	Older People	Employment Position	Health	Crime & Community Safety	Environment	Overall Score				
Arts Development Programme	To ensure that everyone has the opportunity to experience the benefits of the arts.	0	0	2	0	2	2	0	2	8 (red)	D	Less	In House Redesign	E2a
Howden Park Centre	To provide high quality facilities and arts programme for the people of West Lothian.	0	1	2	1	2	1	0	2	9 (red)	D	Less	In House Redesign	E2c
Linlithgow Burgh Halls	To provide high quality facilities and arts programme for the people of West Lothian.	0	1	2	1	2	1	0	2	9 (red)	D	Less	In House Redesign	E2a

## Finance and Property Services – Frontline Services

Activity	Description	Scoring Against West Lothian Priorities									Statutory (S) or Discretionary (D)	Proposed Service Status  Cease, Less, Similar, Greater	Proposed Approach  In House Continue, In House Redesign, Procure/Commission Continue, Procure/Commission Redesign	Savings Ref
		Attainment	Early Years	Minimising Poverty	Older People	Employment Position	Health	Crime & Community Safety	Environment	Overall Score  0-14 Red 15-20 Amber 21+ Green				
Advice Shop – Income Maximisation	Promote social inclusion by maximising income and improving the standard of living of those who are living in poverty.	0	2	5	2	2	2	2	0	15 (amber)	D	Similar	In House Redesign	F2a F2b
Advice Shop – Energy Advice	Promote social inclusion by reducing fuel poverty.	0	1	5	1	0	1	0	0	8 (red)	D	Less	Procure/ Commission Redesign	F2a F2b
Advice Shop – Money and Housing Advice	Promote social inclusion by maximising income and improving the standard of living of those who are living in poverty, and prevent homelessness in West Lothian.	0	2	5	2	2	2	2	0	15 (amber)	D	Similar	In House Redesign	F2a F2b
Revenues – Housing Benefit and Council Tax Reduction	Administration of housing benefit and council tax reduction including appeals, interventions and administration of discretionary housing payments.	0	1	5	1	0	0	0	0	7 (red)	S	Similar	In House Redesign	F2a F2b F5a
Revenues – Scottish Welfare Fund	Administration of community care grants and crisis grants.	0	1	5	1	0	0	1	0	8 (red)	S	Similar	In House Redesign	F2a F2b

**Appendix 2 – Priority Based Analysis by Officers of Enabler Council Activities**

**Scoring Matrix for Priorities**

0 = Negative / No Contribution to Priorities

1 = Marginal Contribution to Priorities

2 = Limited Contribution to Priorities

3 = Reasonable Contribution to Priorities

4 = Effective Contribution to Priorities

5 = Full Contribution to Priorities

## Corporate Services – HR Services

Activity	Description	Scoring Against Enabler Priorities				Statutory (S) or Discretionary (D)	Proposed Service Status	Proposed Approach	Savings Ref
		Financial Planning	Corporate Governance and Risk	Modernisation and Improvement	Overall Score				
Payroll, Control and Employee Benefits	To provide a comprehensive, cost effective payroll and benefits service.	3	5	2	<b>10</b> (amber)	S	Less	In House Redesign	C1e C3a
Policy and Systems Development, Advice and Support	To develop council HR policies and systems, providing advice and support on all employee relations aspects. To advise the council on all aspects of job evaluation, pay structures and related equal pay matters, and to provide support and advice on service restructuring including developing workforce capability in line with the People Strategy. To administer and process all recruitment and employment related contractual documentation.	1	5	3	<b>9</b> (amber)	S	Similar	In House Redesign	C1e C4a
Health and Safety	To provide a comprehensive health and safety policy and procedural advice and information to managers and employees to enable the council to meet its statutory duties under the Health and Safety at Work Act.	0	5	1	<b>6</b> (amber)	S	Less	In House Redesign	
Absence Management - Medical Advice and Support	To provide advice and support to managers on the application of the council's sickness absence policy as well as professional medical advice and support.	1	4	2	<b>7</b> (amber)	D	Less	In House Redesign	C1e C1o
Service Support	Provision of management and administrative support.	3	3	3	<b>9</b> (amber)	D	Similar	In House Continue	
Members Support	Provision of members support.	0	4	0	<b>4</b> (red)	D	Similar	In House Continue	
Service Support	Provision of management and administrative support.	3	3	3	<b>9</b> (amber)	D	Similar	In House Continue	

## Corporate Services – Information Technology

Activity	Description	Scoring Against Enabler Priorities				Statutory (S) or Discretionary (D)	Proposed Service Status	Proposed Approach	Savings Ref
		Financial Planning	Corporate Governance and Risk	Modernisation and Improvement	Overall Score				
Corporate IT Strategy	Provide strategic support, advice and guidance on the application of IT to the council.	2	4	5	<b>11</b> (green)	D	Similar	In House Redesign	C1a C1b C1h
Service Project Management	Provide advice and guidance on development of service IT strategies and technology developments.	1	4	5	<b>10</b> (amber)	D	Less	In House Redesign	C1b C1h
Information Systems Development and Support	Provide IT solutions to: applications and interfaces development; adoption of user systems for maintenance and support; applications and interfaces support - in house and third party developed systems; web development; small projects management.	0	5	3	<b>8</b> (amber)	D	Less	In House Redesign	C1a C1b C1h C1k C1n
Infrastructure Development and Support	Provide adequate and robust infrastructure services to allow the council to make best use of IT solutions.	0	4	4	<b>8</b> (amber)	D	Less	In House Redesign	C1b C1f C1k C1n C2a
Service Support	Provision of management and administrative support.	3	3	3	<b>9</b> (amber)	D	Similar	In House Continue	

## Corporate Services – Civic Centre Central Administration Team

Activity	Description	Scoring Against Enabler Priorities				Statutory (S) or Discretionary (D)	Proposed Service Status	Proposed Approach	Savings Ref
		Financial Planning	Corporate Governance and Risk	Modernisation and Improvement	Overall Score 0-5 Red 6-10 Amber 11+ Green				
Reception	Reception duties on behalf of West Lothian Council and its Civic Centre partners.	0	3	0	3 (red)	D	Less	In House Redesign	C6a
Mailroom Services	Management of all incoming and outgoing mail at the Civic Centre. Managing an outgoing mail service on behalf of West Lothian College.	0	3	0	3 (red)	D	Less	In House Redesign	C1j
Administration Support	To provide a comprehensive administration support service to Heads of Service and all council services within the Civic Centre.	0	3	0	3 (red)	D	Similar	In House Redesign	C6a
Service Support	Provision of management and administrative Support.	3	3	3	9 (amber)	D	Similar	In House Continue	



## Corporate Services – Legal Services

Activity	Description	Scoring Against Enabler Priorities				Statutory (S) or Discretionary (D)	Proposed Service Status	Proposed Approach	Savings Ref
		Financial Planning	Corporate Governance and Risk	Modernisation and Improvement	Overall Score 0-5 Red 6-10 Amber 11+ Green				
Legal	To provide legal advice and services including conveyancing, litigation, tribunals and inquiries, planning, transportation, social services and education.	1	5	3	<b>9</b> (amber)	D	Less	Procure/ Commission Continue	C1c
Licensing Board	To provide legal advice, committee clerking and services to support the Licensing Sub-committee, and administration of taxis, private hire car and other licensing and also the administration of the private landlord registration scheme.	0	5	0	<b>5</b> (red)	S	Similar	In House Redesign	C1i C3d
To Administer the Council's Decision Making Process and Provide Administration Services	To provide a comprehensive committee administration service.	1	5	0	<b>6</b> (amber)	S	Similar	In House Redesign	C1m C1h C1p
Service Support	Provision of management and administrative support.	3	3	3	<b>9</b> (amber)	D	Similar	In House Continue	

## Corporate Services – Performance and Improvement

Activity	Description	Scoring Against Enabler Priorities				Statutory (S) or Discretionary (D)	Proposed Service Status	Proposed Approach	Savings Ref
		Financial Planning	Corporate Governance and Risk	Modernisation and Improvement	Overall Score 0-5 Red 6-10 Amber 11+ Green				
Quality and Performance	Develop, implement and facilitate quality, performance and best value processes and systems across council services and the corporate entity.	1	4	5	<b>10</b> (amber)	D	Less	In House Redesign	C5a
Project Management	To provide professional change management to the corporate change programme.	0	3	5	<b>8</b> (amber)	D	Similar	In House Redesign	C11
Process Improvement	To promote process improvement activity and the move to new ways of working across the council.	1	2	5	<b>8</b> (amber)	D	Less	In House Redesign	C5a
Performance and Systems	Ensuring systems are efficient, effective and joined up.	1	4	3	<b>8</b> (amber)	D	Similar	In House Redesign	C5a
Service Support	Provision of management and administrative support.	3	3	3	<b>9</b> (amber)	D	Similar	In House Continue	

## Corporate Services – Corporate Communications

Activity	Description	Scoring Against Enabler Priorities				Statutory (S) or Discretionary (D)	Proposed Service Status	Proposed Approach	Savings Ref
		Financial Planning	Corporate Governance and Risk	Modernisation and Improvement	Overall Score 0-5 Red 6-10 Amber 11+ Green				
Media Relations and Reputation Management	To protect and enhance the reputation of the council via proactive news articles and secure balanced and fair reporting. Support media campaigns and working with the media.	0	3	3	6 (amber)	D	Similar	In House Redesign	C1g C1h C7a
Publications	To provide information for the public, elected members and staff relating to council services and service provision, in appropriate formats.	0	3	3	6 (amber)	D	Less	In House Redesign	C1g C1h C3c C7a
Online Communications Including Social Media and ebulletins	Promote council, community planning partners and other local news using a variety of online communications channels.	0	3	3	6 (amber)	D	Similar	In House Redesign	C1g C3c C7a
Creative Services (Graphic Design, Video, Branding and Photography)	Promoting visual impact and clarity to services in an appropriate format. Enhance the council's corporate identity by ensuring the council's branding is used when appropriate.	0	2	4	6 (amber)	D	Less	In House Redesign	C1h C7a
Service Support	Provision of management and administrative support.	3	3	3	9 (amber)	D	Similar	In House Continue	

## Corporate Services – Corporate Procurement

Activity	Description	Scoring Against Enabler Priorities				Statutory (S) or Discretionary (D)	Proposed Service Status	Proposed Approach	Savings Ref
		Financial Planning	Corporate Governance and Risk	Modernisation and Improvement	Overall Score				
Strategic Procurement	Procurement Commercial Improvement Programme and increasing procurement performance.	1	5	3	<b>9</b> (amber)	D	Less	In House Redesign	C1d
Contract Provision and Collaborative Procurement	To establish and manage contracts that meet council requirements. Participate fully in collaborative contracts.	2	4	2	<b>8</b> (amber)	D	Less	In House Redesign	C1d
Sustainable Procurement	Structure contracts to allow equal opportunity and apply consideration of the principles of sustainable development in all contracts. Community benefits.	0	3	1	<b>4</b> (red)	D	Less	In House Redesign	C1d
Corporate Procurement Development	To carry out contract and supplier management of the top high risk contracts in line with the contract and supplier management strategy.	2	3	1	<b>6</b> (amber)	D	Less	In House Redesign	C1d
Service Support	Provision of management and administrative support.	3	3	3	<b>9</b> (amber)	D	Similar	In House Continue	

### Housing, Customer and Building Services – Customer and Community Service

Activity	Description	Scoring Against Enabler Priorities				Statutory (S) or Discretionary (D)	Proposed Service Status	Proposed Approach	Savings Ref
		Financial Planning	Corporate Governance and Risk	Modernisation and Improvement	Overall Score				
					0-5 Red 6-10 Amber 11+ Green		Cease/ Less/ Similar/ Greater	In House Continue, In House Redesign, Procure/Commission Continue, Procure/Commission Redesign	
Council Information Service	To provide customers with personal access to all council services and cash collection facility through a network of local service centres.	0	4	2	6 (amber)	D	Less	In House Redesign	H3c
Service Support	Provision of management and administrative support.	0	4	2	6 (amber)	D	Similar	In House Continue	

### Housing, Customer and Building Services – Customer Service Centre

Activity	Description	Scoring Against Enabler Priorities				Statutory (S) or Discretionary (D)	Proposed Service Status	Proposed Approach	Savings Ref
		Financial Planning	Corporate Governance and Risk	Modernisation and Improvement	Overall Score				
					0-5 Red 6-10 Amber 11+ Green		Cease/ Less/ Similar/ Greater	In House Continue, In House Redesign, Procure/Commission Continue, Procure/Commission Redesign	
Telephone Service	Provide customers with access to all council services through a centrally based telephone service.	2	3	3	8 (amber)	D	Similar	In House Continue	H2b
Service Support	Provision of management and administrative support.	2	3	3	8 (amber)	D	Similar	In House Continue	

## Operational Services

Activity	Description	Scoring Against Enabler Priorities				Statutory (S) or Discretionary (D)	Proposed Service Status	Proposed Approach	Savings Ref
		Financial Planning	Corporate Governance and Risk	Modernisation and Improvement	Overall Score				
Performance Team and Operational Services Support	Provision of management and administrative support.	2	4	3	<b>9</b> (amber)	D	Less	In House Redesign	O3b
Facilities Management - Cleaning	To provide a cleaning service to over 197 sites.	0	3	2	<b>5</b> (red)	D	Less	In House Redesign	O4b O8d
Facilities Management - Facilities Management	To provide an FM service in all schools, nurseries and special schools.	0	3	2	<b>5</b> (red)	D	Less	In House Redesign	O4c
Fleet Management - Fleet Maintenance	Maintaining the council's fleet in accordance with legislative requirements.	0	4	2	<b>6</b> (amber)	D	Less	In House Redesign	O2a
Fleet Management - Fleet Management (Vehicles and Fuel)	Management of the council's fleet.	0	4	2	<b>6</b> (amber)	D	Less	In House Redesign	O2a
Fleet Management - Green Travel Fleet	Management and maintenance of the council's green travel fleet.	0	4	2	<b>6</b> (amber)	D	Less	In House Redesign	O2b
Community Transport - Internal Mail Service	To collect and deliver mail to all council buildings.	0	3	0	<b>3</b> (red)	D	Less	In House Redesign	C1i
Inprint - Printing	To provide a quality litho and digital printing service.	0	2	2	<b>4</b> (red)	D	Less	In House Redesign	C6a
Learning and Development including Training Budgets	Provision of learning and development support.	3	3	3	<b>9</b> (amber)	D	Less	In House Redesign	O3b
IT Expenditure Budgets	Provision of IT Support.	3	3	3	<b>9</b> (amber)	D	Less	In House Redesign	O3b
Health and Safety	Provision of health and safety support.	3	3	3	<b>9</b> (amber)	D	Less	In House Redesign	O3b

## Social Policy

Activity	Description	Scoring Against Enabler Priorities				Statutory (S) or Discretionary (D)	Proposed Service Status	Proposed Approach	Savings Ref
		Financial Planning	Corporate Governance and Risk	Modernisation and Improvement	Overall Score				
Director/Head of Service	Director and Head of Service.	5	5	5	<b>15</b> (green)	S	Similar	In House Continue	
Management	Senior Managers and group managers.	5	5	5	<b>15</b> (green)	D	Less	In House Continue	SJ6a
Administration	Administration teams.	3	5	5	<b>13</b> (green)	D	Less	In House Redesign	SJ6b
Support	Information Team, contract and commissioning, learning development and service development officers.	3	5	5	<b>13</b> (green)	D	Less	In House Redesign	SJ6c
Third Party Payments	Payments to external providers to deliver services on behalf of the council.	5	5	5	<b>15</b> (green)	D	Less	Procure/Commission Continue	
Legal Support	Legal support to Social Policy.	3	5	3	<b>11</b> (green)	D	Similar	In House Continue	
Certification	Disclosure Scotland and Care Inspectorate.	0	5	0	<b>5</b> (red)	S	Similar	Procure/Commission Continue	SJ6d
Supporting People Grants	Supporting People grants.	3	5	5	<b>13</b> (green)	D	Less	Procure/Commission Continue	SJ6c

## Planning, Economic Development and Regeneration

Activity	Description	Scoring Against Enabler Priorities				Statutory (S) or Discretionary (D)	Proposed Service Status	Proposed Approach	Savings Ref
		Financial Planning	Corporate Governance and Risk	Modernisation and Improvement	Overall Score 0-5 Red 6-10 Amber 11+ Green				
Planning, Economic Development and Regeneration Service Support	Provision of management and administrative support.	3	3	3	<b>9</b> (amber)	D	Similar	In House Redesign	P2e



## Education

Activity	Description	Scoring Against Enabler Priorities				Statutory (S) or Discretionary (D)	Proposed Service Status	Proposed Approach	Savings Ref
		Financial Planning	Corporate Governance and Risk	Modernisation and Improvement	Overall Score				
Secondary - Service Support	Provision of management and administrative support.	3	3	3	9 (amber)	D	Less	In House Redesign	E4a
Additional Support Needs - Service Support	Provision of management and administrative support.	3	3	3	9 (amber)	D	Similar	In House Redesign	E5a
Additional Support Needs - Child Protection	To ensure the consistent application of child protection across the service.	0	5	2	7 (amber)	S	Similar	In House Redesign	E5a
Additional Support Needs - Mediation Services	Procure mediation services for parents of pupils with additional support needs.	0	4	2	6 (amber)	S	Similar	In House Redesign	E5a
Quality Assurance and Education Support - Service Support	Provision of management and administrative support.	3	3	3	9 (amber)	D	Less	In House Redesign	E3g E6a
Quality Assurance and Educational Development - Manage Central Professional Learning	To coordinate and provide centrally professional learning opportunities to build the capacity of school staff to support the implementation of national and local priorities.	0	3	3	6 (amber)	D	Similar	In House Redesign	E4a
Strategic Resources - Service Support	Provision of management and administrative support.	3	3	3	9 (amber)	D	Less	In House Redesign	E3f E9c E9d
Strategic Resources - Resource Management - Property	To provide a high quality learning environment in all schools.	3	3	3	9 (amber)	D	Less	In House Redesign	E4a

Activity	Description	Scoring Against Enabler Priorities				Statutory (S) or Discretionary (D)	Proposed Service Status	Proposed Approach	Savings Ref
		Financial Planning	Corporate Governance and Risk	Modernisation and Improvement	Overall Score				
Strategic Resources - Resource Management – Staff	Ensure a suitably qualified workforce in all schools.	1	4	2	7 (amber)	D	Similar	In House Redesign	E4a E7a
Strategic Resources - Resource Management - Risk	Provide all properties with a business continuity plan, risk register and ongoing training.	1	5	0	6 (amber)	D	Similar	In House Redesign	E8a
Strategic Resources - Resource Management - Business Support	Ensure all schools receive appropriate, finance, HR and other business support.	2	2	2	6 (amber)	D	Less	In House Redesign	E3e
Strategic Resources - Public Private Partnership	To provide a high quality learning environment for primary and secondary age pupils.	1	3	2	6 (amber)	D	Similar	In House Redesign	E3c
Policy and Performance - Service Support	Provision of management and administrative support.	3	3	3	9 (amber)	D	Similar	In House Redesign	E8a
Active Schools - Service Support	Provision of management and administrative support.	3	3	3	9 (amber)	D	Similar	In House Redesign	E2b
Primary - Service Support	Provision of management and administrative support.	3	3	3	9 (amber)	D	Less	In House Redesign	E4a
Early Years - Learning - Service Support	Provision of management and administrative support.	3	3	3	9 (amber)	D	Greater	In House Redesign	E4a
Instrumental Music - Service Support	Provision of management and administrative support.	3	3	3	9 (amber)	D	Cease	In House Redesign	E1c
Sport - West Lothian Leisure	Monitor performance of West Lothian Leisure in accordance with the lease and funding agreement.	5	3	1	9 (amber)	D	Less	In House Redesign	E2c
Sport - Service Support	Provision of management and administrative support.	3	3	3	9 (amber)	D	Less	In House Redesign	E2b E2c

Activity	Description	Scoring Against Enabler Priorities				Statutory (S) or Discretionary (D)	Proposed Service Status	Proposed Approach	Savings Ref
		Financial Planning	Corporate Governance and Risk	Modernisation and Improvement	Overall Score 0-5 Red 6-10 Amber 11+ Green				
Arts - Service Support	Provision of management and administrative support.	3	3	3	9 (amber)	D	Similar	In House Redesign	E2a

## Chief Executive Office – Chief Executive

Activity	Description	Scoring Against Enabler Priorities				Statutory (S) or Discretionary (D)	Proposed Service Status	Proposed Approach	Savings Ref
		Financial Planning	Corporate Governance and Risk	Modernisation and Improvement	Overall Score				
Complaints and Enquiries	Investigate and respond to complaints and enquiries raised by elected members, MP's, MSP's, external organisations and members of the public.	0	5	2	7 (amber)	D	Similar	In House Redesign	F1d
Corporate Code of Governance	Ensure good management, performance and stewardship of public money and public engagement.	1	5	1	7 (amber)	S	Similar	In House Redesign	F1d
Freedom of Information	Respond to FOI's and subject access requests and report to Corporate Management Team and Council.	0	5	0	5 (red)	S	Less	In House Continue	F1d
Elections Administration	To run elections in compliance with legislation.	0	5	0	5 (red)	S	Similar	In House Redesign	F1d
Code of Conduct for Councillors	To raise awareness and promote high standards of conduct by councillors. To respond to issues raised by the Commissioner for Ethical Standards in Public Life in Scotland, relating to complaints received. To ensure that the Councillors' Register of Interests is kept up to date.	0	5	0	5 (red)	S	Similar	In House Continue	F1d
Emergency Planning	To ensure council complies with its duties under the Civic Contingencies Act and other legislation.	0	5	0	5 (red)	S	Similar	In House Redesign	F1d
Executive and Corporate Management Support	To provide support to the Chief Executive to ensure the council's decisions and statutory functions are carried out.	1	5	2	8 (amber)	D	Similar	In House Redesign	F1d
Lieutenancy	To provide support to the Lord Lieutenant of West Lothian.	1	2	0	3 (red)	S	Less	In House Continue	F1d
Administration Support	To provide a comprehensive administration support service to the Chief Executive, Depute Chief Executives and Heads of Service.	0	4	2	6 (amber)	D	Similar	In House Redesign	F1d

Activity	Description	Scoring Against Enabler Priorities				Statutory (S) or Discretionary (D)	Proposed Service Status	Proposed Approach	Savings Ref
		Financial Planning	Corporate Governance and Risk	Modernisation and Improvement	Overall Score 0-5 Red 6-10 Amber 11+ Green				
Standing Orders	Provide advice in conjunction with Legal Services on standing orders.	0	5	1	6 (amber)	D	Similar	In House Redesign	F1d
Regulation of Investigatory Powers (Scotland) Act and RIPA	Ensure compliance with the Act.	0	5	1	6 (amber)	S	Similar	In House Redesign	F1d
Democracy	Provide legal advice on West Lothian Council and executive meetings.	0	5	0	5 (red)	D	Less	In House Continue	F1d

## Finance and Property Services – Revenues and Benefits

Activity	Description	Scoring Against Enabler Priorities				Statutory (S) or Discretionary (D)	Proposed Service Status	Proposed Approach	Savings Ref
		Financial Planning	Corporate Governance and Risk	Modernisation and Improvement	Overall Score				
Council Tax	Billing, collection and administration of council tax and water service charges.	3	4	0	7 (amber)	S	Less	In House Redesign	F1f F5b F5e F5f
Corporate Debt	Collection of multiple debts due to the council, provision of welfare and debt advice and collection of housing benefit overpayments.	3	3	0	6 (amber)	D	Similar	In House Redesign	F1f
Non Domestic Rates	Billing, collection and administration of non domestic rates.	3	4	0	7 (amber)	S	Less	In House Redesign	F1f
Service Accounts	Invoicing, collection and administration of the councils service accounts.	3	3	0	6 (amber)	D	Less	In House Redesign	F1f
Income and Rent Control	Administration and provision of income management function. Administration of rent accounting system.	3	3	0	6 (amber)	D	Less	In House Redesign	F1f
Business Systems Development	Provision and development of critical business systems, including routine accuracy and compliance checks.	0	3	3	6 (amber)	D	Less	In House Redesign	F1f
Business Support	Provision of a support function for all unit teams.	1	2	2	5 (red)	D	Less	In House Continue	F1f

## Finance and Property Services – Financial Management Unit

Activity	Description	Scoring Against Enabler Priorities				Statutory (S) or Discretionary (D)	Proposed Service Status	Proposed Approach	Savings Ref
		Financial Planning	Corporate Governance and Risk	Modernisation and Improvement	Overall Score 0-5 Red 6-10 Amber 11+ Green				
Budget Strategy and Planning	Preparation of annual and medium term revenue and capital budgets and strategies.	5	4	3	<b>12</b> (green)	S	Similar	In House Continue	F1c
Annual Budget Management and Monitoring	Manage and monitor the annual capital and revenue budgets including provision of financial advice, VAT management, grant claims and completion of statistical returns.	3	3	1	<b>7</b> (amber)	D	Less	In House Redesign	F1c
Final Accounts	Preparation of final accounts with the aim of securing an unqualified audit certificate.	5	5	1	<b>11</b> (green)	S	Less	In House Continue	F1c
Treasury Management	Operate an effective treasury management strategy for loans and borrowing and cash management function.	5	5	1	<b>11</b> (green)	D	Less	In House Continue	F1a F1c
Systems Support and Records Management	Maintain and manage the financial ledger and financial records.	0	4	3	<b>7</b> (amber)	D	Less	In House Redesign	F1c
Purchase to Pay	To provide a comprehensive, cost effective accounts payable service.	1	4	1	<b>6</b> (amber)	D	Less	In House Redesign	F1c
Insurance Fund Management	To manage the cost of insurance risk.	2	4	0	<b>6</b> (amber)	D	Less	In House Redesign	F1b F1c
Service Support	Provision of management and administrative support.	2	3	2	<b>7</b> (amber)	D	Less	In House Continue	F1c

## Finance and Property Services – Audit, Risk and Counter Fraud

Activity	Description	Scoring Against Enabler Priorities				Statutory (S) or Discretionary (D)	Proposed Service Status	Proposed Approach	Savings Ref
		Financial Planning	Corporate Governance and Risk	Modernisation and Improvement	Overall Score 0-5 Red 6-10 Amber 11+ Green				
Risk Based Audits	To review and report on the adequacy of controls in relation to the council's key risks.	1	5	1	<b>7</b> (amber)	D	Similar	In House Continue	F1e
Corporate Counter Fraud	To prevent, detect and investigate fraud committed against the council.	0	5	0	<b>5</b> (red)	D	Less	In House Redesign	F1e
Risk Advice and Business Continuity Management Coordination	To enable the council to effectively manage risk, reducing its cost and impact, and ensure the delivery of essential services.	0	5	3	<b>8</b> (amber)	D	Similar	In House Continue	F1e
Service Support	Provision of management and administrative support.	0	3	2	<b>5</b> (red)	D	Less	In House Redesign	F1e



## Finance and Property Services – Property Management

Activity	Description	Scoring Against Enabler Priorities				Statutory (S) or Discretionary (D)	Proposed Service Status	Proposed Approach	Savings Ref
		Financial Planning	Corporate Governance and Risk	Modernisation and Improvement	Overall Score				
Strategic Property Asset Management - Statutory	The efficient and effective management of the council's operational properties.	2	4	1	7 (amber)	S	Similar	In House Redesign	F1h
Disposal of Surplus Land and Property	Delivering a programme of property disposals to support the council's capital investment programme.	3	4	1	8 (amber)	D	Less	In House Continue	
Management of the Tenanted Non Residential Portfolio	The efficient and effective management of the council's commercial portfolio to maximise income and to maintain long term performance.	3	2	1	6 (amber)	D	Less	In House Redesign	F1h F5c
Professional Services	Valuation for capital accounting purposes; maintenance of property records; granting property rights; provision of expert advice; development of land and buildings for economic development purposes and provision of advice to migrant and growing businesses.	2	4	2	8 (amber)	D	Less	In House Continue	F1h
Energy Management and Climate Change	Ensuring effective energy and water management in corporate non-domestic properties through energy efficiency measures. Developing potential projects, analyse consumption trends and setting targets.	2	2	2	6 (amber)	D	Similar	In House Redesign	F1h F3c
Management of the Council's Corporate Partnership Properties and PPP Schools	Providing an efficient and effective facilities management function in the council's principal office buildings, partnership centres and PPP schools.	3	3	1	7 (amber)	D	Similar	In House Continue	F3a F3b F3c F3d

Activity	Description	Scoring Against Enabler Priorities				Statutory (S) or Discretionary (D)	Proposed Service Status	Proposed Approach	Savings Ref
		Financial Planning	Corporate Governance and Risk	Modernisation and Improvement	Overall Score 0-5 Red 6-10 Amber 11+ Green				
Management of the Council's Corporate Properties	The efficient and effective management of the council's operational properties.	2	3	1	<b>6</b> (amber)	D	Less	In House Redesign	F3a F3b F3c F3d F3e F4a F4b F4c F5d
Service Support	Provision of management and administrative support.	2	3	2	<b>7</b> (amber)	D	Less	In House Continue	F1h

## Finance and Property Services – Advice Shop

Activity	Description	Scoring Against Enabler Priorities				Statutory (S) or Discretionary (D)	Proposed Service Status	Proposed Approach	Savings Ref
		Financial Planning	Corporate Governance and Risk	Modernisation and Improvement	Overall Score				
Service Support	Provision of management and administrative support.	2	3	2	7 (amber)	D	Less	In House Continue	F2a F2b

## Finance and Property Services – Construction Services

Activity	Description	Scoring Against Enabler Priorities				Statutory (S) or Discretionary (D)	Proposed Service Status	Proposed Approach	Savings Ref
		Financial Planning	Corporate Governance and Risk	Modernisation and Improvement	Overall Score				
Property Capital Investment Programme - Property Capital Projects	To deliver general services (property) major construction and planned improvement projects using in-house resources and external consultants.	2	3	2	7 (amber)	D	Similar	In House Continue	F1g
Open Space Capital Investment Programme - Open Space Capital Projects	To deliver general services (open space) major construction projects using in-house resources and external consultants.	2	3	2	7 (amber)	D	Similar	In House Continue	F1g
Housing Capital Investment Programme - Housing Capital Projects	To deliver Housing funded major construction projects using in-house resources and external consultants.	2	3	2	7 (amber)	D	Similar	In House Continue	F1g
Maintenance and Compliance of the Council's Operational and Non-operational Property Stock	To manage and coordinate all repairs, cyclical maintenance and property inspections of the councils operational and non operational properties. To manage and coordinate all tests, inspections, risk assessments and related information required to meet with property and health and safety legislation.	0	4	1	5 (red)	S	Less	In House Continue	F1g

**Appendix 3 – Proposed Budget Saving Measures****Corporate Services – Service Redesign, Integration and Modernisation**

Ref	Measure	Total Saving £'000	Staffing Reduction (FTE)	Prioritisation/ Efficiency	Lead in Time (from project initiation to delivery)	Likely Timescale (Beginning/Middle/ End of Strategy)	Full EQIA Required (Yes/No)	Consultation Proposal
C1a	IT Services staffing efficiencies, revised approach to information security and records management and use of council staff for capital projects	766	10.7	Efficiency	Part immediate and part 24 months	Beginning & Middle	No	Service Redesign, Integration and Modernisation
C1b	Legal Services staffing efficiencies and full cost recovery for capital related work	288	3.9	Efficiency	Part immediate and part 36 months	Beginning & End	No	Service Redesign, Integration and Modernisation
C1c	Redesign of Corporate Procurement Unit	173	4.4	Efficiency	12 months	Middle	No	Service Redesign, Integration and Modernisation
C1d	Redesign of HR and payroll functions	355	9.6	Efficiency	24 months	Middle	No	Service Redesign, Integration and Modernisation
C1e	Centralise lone worker device budgets & review number of devices based on need	43	0.0	Efficiency	24 months	Middle	No	Service Redesign, Integration and Modernisation
C1f	Corporate Communications restructure	72	1.7	Efficiency	12 months	Beginning	No	Service Redesign, Integration and Modernisation
C1g	Miscellaneous supplies and services budget reductions	45	0.0	Efficiency	No lead in time	Beginning	No	Service Redesign, Integration and Modernisation
C1h	Charge licensing staff to lifetime income and removal of vacant officer post	152	1.0	Efficiency	No lead in time	End	No	Service Redesign, Integration and Modernisation
C1i	Reduction in postage budget	98	0.0	Prioritisation	No lead in time	Beginning	No	Service Redesign, Integration and Modernisation
C1j	New electronic document records management system savings	87	0.0	Efficiency	No lead in time	Beginning	No	Service Redesign, Integration and Modernisation
C1k	New approach to programme management	56	1.0	Efficiency	No lead in time	Middle	No	Service Redesign, Integration and Modernisation
C1l	Redesign of Committee Services	23	0.0	Efficiency	24 months	Middle	No	Service Redesign, Integration and Modernisation

Ref	Measure	Total Saving £'000	Staffing Reduction (FTE)	Prioritisation/ Efficiency	Lead in Time (from project initiation to delivery)	Likely Timescale (Beginning/Middle/ End of Strategy)	Full EQIA Required (Yes/No)	Consultation Proposal
C1m	Saving from Scottish wide area network contract	61	0.0	Prioritisation	No lead in time	Beginning	No	Service Redesign, Integration and Modernisation
C1n	Cashable sickness absence savings	100	0.0	Efficiency	12 months	Beginning	No	Service Redesign, Integration and Modernisation
C1o	Reduce Safeguarders budget	2	0.0	Efficiency	No lead in time	Beginning	No	Service Redesign, Integration and Modernisation
	<b>Total</b>	<b>2,321</b>	<b>32.3</b>					

### Corporate Services – Channel Shift

Ref	Measure	Total Saving £'000	Staffing Reduction (FTE)	Prioritisation/ Efficiency	Lead in Time (from project initiation to delivery)	Likely Timescale (Beginning/Middle/ End of Strategy)	Full EQIA Required (Yes/No)	Consultation Proposal
C2a	IT Services Channel Shift	75	2.0	Efficiency	12 months	Beginning	No	Channel Shift and Digital Transformation
	<b>Total</b>	<b>75</b>	<b>2.0</b>					

### Corporate Services – Income and Contributions

Ref	Measure	Total Saving £'000	Staffing Reduction (FTE)	Prioritisation/ Efficiency	Lead in Time (from project initiation to delivery)	Likely Timescale (Beginning/Middle/ End of Strategy)	Full EQIA Required (Yes/No)	Consultation Proposal
C3a	Increased income from employee benefits	25	0.0	Efficiency	No lead in time	Beginning	No	Reviewing Income and Concessions
C3b	Introduce a £20 charge for blue badges	60	0.0	Prioritisation	No lead in time	Beginning	Yes	Reviewing Income and Concessions
C3c	Advertising in Bulletin and the council website	77	0.0	Efficiency	12 months	Middle	No	Reviewing Income and Concessions
C3d	Inflationary increase in discretionary licensing charges	40	0.0	Efficiency	No lead in time	Equally throughout	No	Reviewing Income and Concessions
	<b>Total</b>	<b>202</b>	<b>0.0</b>					

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

Ref	Measure	Total Saving £'000	Staffing Reduction (FTE)	Prioritisation/ Efficiency	Lead in Time (from project initiation to delivery)	Likely Timescale (Beginning/Middle/ End of Strategy)	Full EQIA Required (Yes/No)	Consultation Proposal
C4a	Review of corporate learning and development provision	140	2.9	Efficiency	12 months	Beginning	No	Service Redesign, Integration and Modernisation
	<b>Total</b>	<b>140</b>	<b>2.9</b>					

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

Ref	Measure	Total Saving £'000	Staffing Reduction (FTE)	Prioritisation/ Efficiency	Lead in Time (from project initiation to delivery)	Likely Timescale (Beginning/Middle/ End of Strategy)	Full EQIA Required (Yes/No)	Consultation Proposal
C5a	Redesign of performance and assurance activities	181	4.3	Efficiency	12-36 months	Middle	No	Service Redesign, Integration and Modernisation
	<b>Total</b>	<b>181</b>	<b>4.3</b>					

**Corporate Services – Administration Support**

Ref	Measure	Total Saving £'000	Staffing Reduction (FTE)	Prioritisation/ Efficiency	Lead in Time (from project initiation to delivery)	Likely Timescale (Beginning/Middle/ End of Strategy)	Full EQIA Required (Yes/No)	Consultation Proposal
C6a	Expansion of administration hubs	410	11.3	Prioritisation	36 months	Middle	No	Service Redesign, Integration and Modernisation
	<b>Total</b>	<b>410</b>	<b>11.3</b>					

**Corporate Services – Workforce Arrangements**

Ref	Measure	Total Saving £'000	Staffing Reduction (FTE)	Prioritisation/ Efficiency	Lead in Time (from project initiation to delivery)	Likely Timescale (Beginning/Middle/ End of Strategy)	Full EQIA Required (Yes/No)	Consultation Proposal
C7a	Workforce arrangements changes to: <ul style="list-style-type: none"> <li>• Overtime rates</li> <li>• Salary thresholds</li> <li>• Qualifying periods</li> <li>• Shift allowances</li> </ul>	51	0.0	Efficiency	24 months	Middle	No	Workforce Arrangements
	<b>Total</b>	<b>51</b>	<b>0.0</b>					

<b>Corporate Services Total</b>	<b>3,380</b>	<b>52.8</b>
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**Housing, Customer and Building Services – Review of External Funding for Police and Community Safety**

Ref	Measure	Total Saving £'000	Staffing Reduction (FTE)	Prioritisation/ Efficiency	Lead in Time (from project initiation to delivery)	Likely Timescale (Beginning/Middle/ End of Strategy)	Full EQIA Required (Yes/No)	Consultation Proposal
H1a	Reduce number of funded police officers to zero, remove contribution for vehicle costs and removal of funding for analyst post	658	0.0	Prioritisation	3 months' notice to be given	Beginning	No	Review of External Funding for Police
H1b	Review of Community Safety Service	254	3.0	Prioritisation & Efficiency	Part immediate and part 12 months	Beginning & Middle	No	Service Redesign, Integration and Modernisation
	<b>Total</b>	<b>912</b>	<b>3.0</b>					

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

Ref	Measure	Total Saving £'000	Staffing Reduction (FTE)	Prioritisation/ Efficiency	Lead in Time (from project initiation to delivery)	Likely Timescale (Beginning/Middle/ End of Strategy)	Full EQIA Required (Yes/No)	Consultation Proposal
H2a	Homelessness staffing efficiencies	30	1.2	Efficiency	12 months	Middle	No	Service Redesign, Integration and Modernisation
H2b	Customer Service Centre staffing efficiencies	25	1.0	Efficiency	12 months	Middle	No	Service Redesign, Integration and Modernisation
H2c	Customer & Community Services staffing efficiencies	49	1.9	Efficiency	12 months	Middle	No	Service Redesign, Integration and Modernisation
	<b>Total</b>	<b>104</b>	<b>4.1</b>					

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

Ref	Measure	Total Saving £'000	Staffing Reduction (FTE)	Prioritisation/ Efficiency	Lead in Time (from project initiation to delivery)	Likely Timescale (Beginning/Middle/ End of Strategy)	Full EQIA Required (Yes/No)	Consultation Proposal
H3a	Reduce service development activity in libraries	41	1.0	Efficiency	6 months	Middle	No	Modernised Library and Information Service
H3b	Amalgamate three libraries into one location and close Pumpherston Library to the general public	106	4.8	Prioritisation	12 months	Middle	Yes	Modernised Library and Information Service
H3c	Reduce the hours at Armadale, Whitburn, Blackburn and Broxburn Customer Information Service by 3.5 hours a day to 10am to 3pm	39	1.5	Prioritisation	12 months	Middle	No	Modernised Library and Information Service
	<b>Total</b>	<b>186</b>	<b>7.3</b>					

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

Ref	Measure	Total Saving £'000	Staffing Reduction (FTE)	Prioritisation/ Efficiency	Lead in Time (from project initiation to delivery)	Likely Timescale (Beginning/Middle/ End of Strategy)	Full EQIA Required (Yes/No)	Consultation Proposal
H4a	Review core tasks and hours at West Calder community centre	38	1.8	Prioritisation	12 months	Beginning	No	Empowering Communities and Reducing the Number of Community Facilities
H4b	Reduce the number of smaller community centres/village halls	225	9.0	Prioritisation	36 months	Middle & End	No	Empowering Communities and Reducing the Number of Community Facilities
H4c	Close Fauldhouse swimming pool	70	3.7	Prioritisation	12 months	Beginning	Yes	Empowering Communities and Reducing the Number of Community Facilities
	<b>Total</b>	<b>333</b>	<b>14.5</b>					

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

Ref	Measure	Total Saving £'000	Staffing Reduction (FTE)	Prioritisation/ Efficiency	Lead in Time (from project initiation to delivery)	Likely Timescale (Beginning/Middle/ End of Strategy)	Full EQIA Required (Yes/No)	Consultation Proposal
H5a	Channel shift and digital transformation	600	TBC	Prioritisation	36 months	End	Yes	Channel Shift and Digital Transformation
	<b>Total</b>	<b>600</b>	<b>TBC</b>					

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

Ref	Measure	Total Saving £'000	Staffing Reduction (FTE)	Prioritisation/ Efficiency	Lead in Time (from project initiation to delivery)	Likely Timescale (Beginning/Middle/ End of Strategy)	Full EQIA Required (Yes/No)	Consultation Proposal
H6a	Inflationary increase in rent and service charges	341	0.0	Efficiency	No lead in time	Equally throughout	No	Reviewing Income and Concessions
H6b	Inflationary increase in Registration charges	40	0.0	Efficiency	No lead in time	Equally throughout	No	Reviewing Income and Concessions
	<b>Total</b>	<b>381</b>	<b>0.0</b>					

**Housing, Customer and Building Services – Workforce Arrangements**

Ref	Measure	Total Saving £'000	Staffing Reduction (FTE)	Prioritisation/ Efficiency	Lead in Time (from project initiation to delivery)	Likely Timescale (Beginning/Middle/ End of Strategy)	Full EQIA Required (Yes/No)	Consultation Proposal
H7a	Workforce arrangements changes to: <ul style="list-style-type: none"> <li>• Overtime rates</li> <li>• Salary thresholds</li> <li>• Qualifying periods</li> <li>• Standby and call out allowances</li> <li>• Shift allowances</li> <li>• Normal working week</li> </ul>	104	0.0	Efficiency	24 months	Middle	No	Workforce Arrangements
	<b>Total</b>	<b>104</b>	<b>0.0</b>					

<b>Housing, Customer and Building Total</b>	<b>2,620</b>	<b>28.9</b>
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**Operational Services – Reprioritised Passenger Transport Strategy**

Ref	Measure	Total Saving £'000	Staffing Reduction (FTE)	Prioritisation/ Efficiency	Lead in Time (from project initiation to delivery)	Likely Timescale (Beginning/Middle/ End of Strategy)	Full EQIA Required (Yes/No)	Consultation Proposal
O1a	Cease the concessionary rail scheme	286	0.0	Prioritisation	4 months	Beginning	No	Reprioritised Passenger Transport Strategy
O1b	Reduction in mainstream school transport to the statutory minimum and removal of fare paying option	922	0.0	Prioritisation	4 months	Beginning	No	Reprioritised Passenger Transport Strategy
O1c	Cease subsidised bus services	1,872	0.0	Prioritisation	4 months	Beginning	No	Reprioritised Passenger Transport Strategy
O1d	Withdrawal of school homelessness transport scheme	161	0.0	Prioritisation	4 months	Beginning	No	Reprioritised Passenger Transport Strategy
O1e	Public transport contracts budget model savings	456	0.0	Prioritisation	4 months	Throughout	No	Reprioritised Passenger Transport Strategy
O1f	Cease the taxicard scheme	220	0.0	Prioritisation	4 months	Beginning	No	Reprioritised Passenger Transport Strategy
	<b>Total</b>	<b>3,917</b>	<b>0.0</b>					

**Operational Services – Green Fleet and Travel**

Ref	Measure	Total Saving £'000	Staffing Reduction (FTE)	Prioritisation/ Efficiency	Lead in Time (from project initiation to delivery)	Likely Timescale (Beginning/Middle/ End of Strategy)	Full EQIA Required (Yes/No)	Consultation Proposal
O2a	Fleet Services saving arising from reduced number of council vehicles and service restructure	277	1.0	Efficiency	Ongoing	Beginning & Middle	No	Green Fleet and Travel
O2b	Green travel further reduction in mileage	256	0.0	Efficiency	Ongoing	Beginning & End	No	Green Fleet and Travel
	<b>Total</b>	<b>533</b>	<b>1.0</b>					

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

Ref	Measure	Total Saving £'000	Staffing Reduction (FTE)	Prioritisation/ Efficiency	Lead in Time (from project initiation to delivery)	Likely Timescale (Beginning/Middle/ End of Strategy)	Full EQIA Required (Yes/No)	Consultation Proposal
O3a	Staffing restructure to reflect revised core public transport activities	183	5.1	Efficiency	12 months	Middle	No	Service Redesign, Integration and Modernisation
O3b	Review of support services	212	5.1	Efficiency	4 months	Beginning	No	Service Redesign, Integration and Modernisation
	<b>Total</b>	<b>395</b>	<b>10.2</b>					

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

Ref	Measure	Total Saving £'000	Staffing Reduction (FTE)	Prioritisation/ Efficiency	Lead in Time (from project initiation to delivery)	Likely Timescale (Beginning/Middle/ End of Strategy)	Full EQIA Required (Yes/No)	Consultation Proposal
O4a	Review of catering and kitchen service for school meals including transportation, menu options and other efficiencies	233	11.5	Efficiency	5 Months	Beginning & Middle	No	Revised Catering and Cleaning Models and Standards
O4b	Reducing cleaning levels	539	30.8	Prioritisation	5 Months	Beginning & Middle	No	Revised Catering and Cleaning Models and Standards
O4c	Review facilities management service delivery model in schools	310	11.3	Efficiency	5 Months	Beginning & Middle	No	Revised Facilities Management in Schools
	<b>Total</b>	<b>1,082</b>	<b>53.6</b>					

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

Ref	Measure	Total Saving £'000	Staffing Reduction (FTE)	Prioritisation/ Efficiency	Lead in Time (from project initiation to delivery)	Likely Timescale (Beginning/Middle/ End of Strategy)	Full EQIA Required (Yes/No)	Consultation Proposal
O5a	Remove garden maintenance scheme provision	176	11.0	Prioritisation	No lead in time	Beginning	No	Revised Service Standards and Delivery Models – NETs, Land and Countryside
O5b	Reduce seasonal ranger service provision	68	2.4	Prioritisation	No lead in time	Beginning	No	Revised Service Standards and Delivery Models – NETs, Land and Countryside
O5c	NETs, Land and Countryside review including: <ul style="list-style-type: none"> <li>• Environmental &amp; access enforcement</li> <li>• Grounds maintenance standards</li> <li>• Organisational structure</li> <li>• Shift &amp; generic working</li> <li>• Supplies, services &amp; vehicles</li> <li>• Playpark inspections &amp; standards</li> <li>• Apprenticeships</li> </ul>	2,535	61.8	Prioritisation and Efficiency	24 months	Beginning & Middle	No	Revised Service Standards and Delivery Models – NETs, Land and Countryside
	<b>Total</b>	<b>2,779</b>	<b>75.2</b>					

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

Ref	Measure	Total Saving £'000	Staffing Reduction (FTE)	Prioritisation/ Efficiency	Lead in Time (from project initiation to delivery)	Likely Timescale (Beginning/Middle/ End of Strategy)	Full EQIA Required (Yes/No)	Consultation Proposal
O6a	Roads and Transportation review including: <ul style="list-style-type: none"> <li>• Festive lighting</li> <li>• Out of hours service &amp; shift working</li> <li>• Organisational structure</li> <li>• Use of contractors for specific tasks requiring specialist equipment</li> <li>• Overtime working</li> <li>• Vehicles</li> </ul>	2,338	57.1	Prioritisation and Efficiency	36 months	Throughout	No	Revised Service Standards and Delivery Models – Roads and Transportation
O6b	Review of winter maintenance standards for footways and grit bins	233	0.0	Prioritisation	18 Months	Beginning	No	Revised Service Standards and Delivery Models – Roads and Transportation
O6c	Continue current programme to convert street lighting to LED	388	0.0	Efficiency	No lead in time	Throughout	No	Reducing Carbon Emissions and Improving Energy Efficiency
	<b>Total</b>	<b>2,959</b>	<b>57.1</b>					

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

Ref	Measure	Total Saving £'000	Staffing Reduction (FTE)	Prioritisation/ Efficiency	Lead in Time (from project initiation to delivery)	Likely Timescale (Beginning/Middle/ End of Strategy)	Full EQIA Required (Yes/No)	Consultation Proposal
O7a	Cease the commercial waste collection service and close the commercial recycling centre	221	6.0	Prioritisation	12 months	Beginning	No	Revised Service Standards and Delivery Models – Waste Services
O7b	Closure of three community recycling centres (CRCs)	321	9.0	Prioritisation	4 months	Beginning	No	Revised Service Standards and Delivery Models – Waste Services

Ref	Measure	Total Saving £'000	Staffing Reduction (FTE)	Prioritisation/ Efficiency	Lead in Time (from project initiation to delivery)	Likely Timescale (Beginning/Middle/ End of Strategy)	Full EQIA Required (Yes/No)	Consultation Proposal
O7c	Introduction of charging for bulky uplifts	256	4.0	Prioritisation	4 months	Beginning	No	Revised Service Standards and Delivery Models – Waste Services
O7d	Charge for brown bin usage	433	0.0	Efficiency	4 months	Beginning	No	Revised Service Standards and Delivery Models – Waste Services
O7e	Waste Services review including: <ul style="list-style-type: none"> <li>• Twin stream recycling</li> <li>• Rural road end collections</li> <li>• Holiday and sickness cover</li> <li>• Generic working and changes to shift patterns</li> </ul>	1,461	9.7	Efficiency	12 months	Beginning & Middle	No	Revised Service Standards and Delivery Models – Waste Services
	<b>Total</b>	<b>2,692</b>	<b>28.7</b>					

### Operational Services – Income and Contributions

Ref	Measure	Total Saving £'000	Staffing Reduction (FTE)	Prioritisation/ Efficiency	Lead in Time (from project initiation to delivery)	Likely Timescale (Beginning/Middle/ End of Strategy)	Full EQIA Required (Yes/No)	Consultation Proposal
O8a	Inflationary increase in school meals prices	350	0.0	Efficiency	No lead in time	Equally Throughout	No	Reviewing Income and Concessions
O8b	Inflationary increase in cemeteries sale of lairs and interments	85	0.0	Efficiency	No lead in time	Equally Throughout	No	Reviewing Income and Concessions
O8c	Inflationary increase in roads inspections and consents	48	0.0	Efficiency	No lead in time	Equally Throughout	No	Reviewing Income and Concessions
O8d	Inflationary increase in external cleaning and catering	55	0.0	Efficiency	No lead in time	Equally Throughout	No	Reviewing Income and Concessions
O8e	Inflationary increase in countryside charges	40	0.0	Efficiency	No lead in time	Equally Throughout	No	Reviewing Income and Concessions
O8f	Introduction of charges for new and replacement bins	100	0.0	Efficiency	No lead in time	Beginning	No	Reviewing Income and Concessions
	<b>Total</b>	<b>678</b>	<b>0.0</b>					



**Operational Services – Workforce Arrangements**

Ref	Measure	Total Saving £'000	Staffing Reduction (FTE)	Prioritisation/ Efficiency	Lead in Time (from project initiation to delivery)	Likely Timescale (Beginning/Middle/ End of Strategy)	Full EQIA Required (Yes/No)	Consultation Proposal
O9a	Workforce arrangements changes to: <ul style="list-style-type: none"> <li>• Overtime rates</li> <li>• Salary thresholds</li> <li>• Qualifying periods</li> <li>• Standby and call out allowances</li> <li>• Shift allowances</li> <li>• Normal working week</li> </ul>	20	0.0	Efficiency	24 months	Middle	No	Workforce Arrangements
	<b>Total</b>	<b>20</b>	<b>0.0</b>					

<b>Operational Services Total</b>	<b>15,055</b>	<b>225.8</b>
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**Social Policy Integration Joint Board – Care for Adults**

Ref	Measure	Total Saving £'000	Staffing Reduction (FTE)	Prioritisation/ Efficiency	Lead in Time (from project initiation to delivery)	Likely Timescale (Beginning/Middle/ End of Strategy)	Full EQIA Required (Yes/No)	Consultation Proposal
SJ1a	Review of day care services including provision at Carmondean, Elburn and Pathways	1,230	31.0	Prioritisation	6 months	Middle	Yes	Care for Adults
SJ1b	Development of West Lothian core and cluster residential facilities for adults with learning disabilities	774	0.0	Efficiency	12 Months	Middle & End	Yes	Care for Adults
SJ1c	Review of employment and housing support with contracting of learning disabilities close care	219	8.1	Prioritisation	No lead in time	Beginning	No	Care for Adults
SJ1d	Assessment and eligibility for service - reduction in sleepover costs	300	0.0	Efficiency	18 months	Middle & End	Yes	Care for Adults
SJ1e	Review of learning disability and physical disability transport	220	0.0	Prioritisation	12 months	Middle	Yes	Reviewing Income and Concessions
	<b>Total</b>	<b>2,743</b>	<b>39.1</b>					

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

Ref	Measure	Total Saving £'000	Staffing Reduction (FTE)	Prioritisation/ Efficiency	Lead in Time (from project initiation to delivery)	Likely Timescale (Beginning/Middle/ End of Strategy)	Full EQIA Required (Yes/No)	Consultation Proposal
SJ2a	Assessment and eligibility for service - review of eligibility criteria to increase need supported to substantial/high from moderate	5,746	0.0	Prioritisation	6 months	Throughout	Yes	Adult and Older People Assessment
SJ2b	Assessment and eligibility for service - review of respite provision for learning disabilities and older people	94	0.0	Prioritisation	6 months	Beginning	Yes	Adult and Older People Assessment

Ref	Measure	Total Saving £'000	Staffing Reduction (FTE)	Prioritisation/ Efficiency	Lead in Time (from project initiation to delivery)	Likely Timescale (Beginning/Middle/ End of Strategy)	Full EQIA Required (Yes/No)	Consultation Proposal
SJ2c	Assessment and eligibility for service - reduction in adaptation expenditure for private sector housing	368	0.0	Prioritisation	6 months	Beginning	Yes	Adult and Older People Assessment
SJ2d	Assessment and eligibility for service - focusing social work resources on the support of those most in need	1,380	0.0	Prioritisation	6 months	Middle	Yes	Adult and Older People Assessment
SJ2e	Adjust shift pattern of crisis care team	177	5.0	Efficiency	9 months	Middle	No	Adult and Older People Assessment
SJ2f	Assessment and eligibility for service - review short visits to clients	300	0.0	Prioritisation	6 months	Throughout	Yes	Adult and Older People Assessment
SJ2g	Increase use of technology to support care at home provision	800	0.0	Efficiency	6 months	Throughout	No	Adult and Older People Assessment
	<b>Total</b>	<b>8,865</b>	<b>5.0</b>					

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

Ref	Measure	Total Saving £'000	Staffing Reduction (FTE)	Prioritisation/ Efficiency	Lead in Time (from project initiation to delivery)	Likely Timescale (Beginning/Middle/ End of Strategy)	Full EQIA Required (Yes/No)	Consultation Proposal
SJ3a	Housing with Care 3% rent increase	150	0.0	Efficiency	No lead in time	Equally throughout	No	Reviewing Income and Concessions
SJ3b	Contributions policy	1,200	0.0	Efficiency	3 months	Throughout	Yes	Reviewing Income and Concessions
SJ3c	Increase charge for community alarms and Telecare to match Scottish average of £3.02 per week	420	0.0	Efficiency	No lead in time	Beginning	Yes	Reviewing Income and Concessions
SJ3d	2% increase in care home accommodation recoveries based on assumed UK Government maximum	200	0.0	Efficiency	No lead in time	Equally throughout	No	Reviewing Income and Concessions
	<b>Total</b>	<b>1,970</b>	<b>0.0</b>					

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

Ref	Measure	Total Saving £'000	Staffing Reduction (FTE)	Prioritisation/ Efficiency	Lead in Time (from project initiation to delivery)	Likely Timescale (Beginning/Middle/ End of Strategy)	Full EQIA Required (Yes/No)	Consultation Proposal
SJ4a	Assessment and eligibility for service - reducing third party payments by 25%	440	0.0	Prioritisation	3 months	Throughout	Yes	Commissioned Services
SJ4b	Review and prioritisation of Alcohol and Drug Partnership service	368	0.0	Prioritisation	12 months	Beginning	No	Commissioned Services
SJ4c	Assessment and eligibility for service - remaining former supporting people arrangements amalgamated with care at home framework	835	0.0	Prioritisation	12 months	Throughout	Yes	Commissioned Services
	<b>Total</b>	<b>1,643</b>	<b>0.0</b>					

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

Ref	Measure	Total Saving £'000	Staffing Reduction (FTE)	Prioritisation/ Efficiency	Lead in Time (from project initiation to delivery)	Likely Timescale (Beginning/Middle/ End of Strategy)	Full EQIA Required (Yes/No)	Consultation Proposal
SJ5a	Day care to be delivered by existing external provision	300	6.8	Prioritisation	12 months	Middle	Yes	Building Based Care
SJ5b	Remodel housing with care provision	693	70.5	Efficiency	12 months	Throughout	Yes	Building Based Care
	<b>Total</b>	<b>993</b>	<b>77.3</b>					

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

Ref	Measure	Total Saving £'000	Staffing Reduction (FTE)	Prioritisation/ Efficiency	Lead in Time (from project initiation to delivery)	Likely Timescale (Beginning/Middle/ End of Strategy)	Full EQIA Required (Yes/No)	Consultation Proposal
SJ6a	Review of Social Policy management posts	140	2.0	Efficiency	12 months	End	No	Social Policy Management and Support
SJ6b	Review of administration support to deliver 25% reduction	346	15.1	Efficiency	12 months	Throughout	No	Social Policy Management and Support
SJ6c	Review of contract, commissioning and service development to deliver 25% reduction	175	6.4	Efficiency	12 months	End	Yes	Social Policy Management and Support
SJ6d	Responsibility for payment of Protecting Vulnerable Groups (PVG) checks passed to employees	14	0.0	Efficiency	3 months	Beginning	No	Social Policy Management and Support
SJ6e	Integration of Occupational Therapy teams between the council and Health	219	5.4	Efficiency	12 months	Middle	No	Social Policy Management and Support
	<b>Total</b>	<b>894</b>	<b>28.9</b>					

**Social Policy Integration Joint Board – Workforce Arrangements**

Ref	Measure	Total Saving £'000	Staffing Reduction (FTE)	Prioritisation/ Efficiency	Lead in Time (from project initiation to delivery)	Likely Timescale (Beginning/Middle/ End of Strategy)	Full EQIA Required (Yes/No)	Consultation Proposal
SJ7a	Workforce arrangements changes to: <ul style="list-style-type: none"> <li>• Overtime rates</li> <li>• Salary thresholds</li> <li>• Qualifying periods</li> <li>• Shift allowances</li> <li>• Normal working week</li> </ul>	100	0.0	Efficiency	24 months	Middle	No	Workforce Arrangements
	<b>Total</b>	<b>100</b>	<b>0.0</b>					

<b>Social Policy Integration Joint Board Total</b>	<b>17,208</b>	<b>150.3</b>
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**Social Policy Non Integration Joint Board – Care for Children**

Ref	Measure	Total Saving £'000	Staffing Reduction (FTE)	Prioritisation/ Efficiency	Lead in Time (from project initiation to delivery)	Likely Timescale (Beginning/Middle/ End of Strategy)	Full EQIA Required (Yes/No)	Consultation Proposal
S1a	Development of long term West Lothian based education placements and care arrangements for children with disabilities	1,124	0.0	Efficiency	12 months	Throughout	Yes	Care for Children
S1b	External placements replaced with internal provision within West Lothian	595	0.0	Efficiency	12 months	Beginning	Yes	Care for Children
S1c	Reduce average cost of residential placements through increasing internal capacity	1,598	0.0	Efficiency	6 months	Throughout	Yes	Care for Children
S1d	Support payments to former looked after children	318	0.0	Prioritisation	6 months	Beginning & Middle	No	Care for Children
S1e	Review family support provision – closure of centre based facilities moving to supporting children in communities	1,183	29.9	Efficiency	12 months	Throughout	Yes	Care for Children
S1f	Focusing the activity of early intervention and prevention support teams	276	6.9	Prioritisation	12 months	Middle & End	Yes	Care for Children
S1g	Service review of Social Care Emergency Team	60	0.8	Efficiency	No lead in time	Middle	No	Care for Children
S1h	Review management of foster care placements	200	0.0	Efficiency	12 months	Middle	No	Care for Children
S1i	Review of looked after children transport	290	0.0	Prioritisation	3 months	Middle	No	Reviewing Income and Concessions
	<b>Total</b>	<b>5,644</b>	<b>37.6</b>					

**Social Policy Non Integration Joint Board – Income and Contributions**

	Measure	Total Saving £'000	Staffing Reduction (FTE)	Prioritisation/ Efficiency	Lead in Time (from project initiation to delivery)	Likely Timescale (Beginning/Middle/ End of Strategy)	Full EQIA Required (Yes/No)	Consultation Proposal
S2a	Review of Criminal Justice funding	253	0.0	Efficiency	12 months	Middle & End	No	Reviewing Income and Concessions
	<b>Total</b>	<b>253</b>	<b>0.0</b>					

**Social Policy Non Integration Joint Board – Commissioned Services**

Ref	Measure	Total Saving £'000	Staffing Reduction (FTE)	Prioritisation/ Efficiency	Lead in Time (from project initiation to delivery)	Likely Timescale (Beginning/Middle/ End of Strategy)	Full EQIA Required (Yes/No)	Consultation Proposal
S3a	Reducing third party payments by 25%	401	0.0	Prioritisation	3 months	Throughout	Yes	Commissioned Services
S3b	Reduction in financial support to voluntary sector	20	0.0	Prioritisation	No lead in time	Beginning	No	Commissioned Services
	<b>Total</b>	<b>421</b>	<b>0.0</b>					

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

Ref	Measure	Total Saving £'000	Staffing Reduction (FTE)	Prioritisation/ Efficiency	Lead in Time (from project initiation to delivery)	Likely Timescale (Beginning/Middle/ End of Strategy)	Full EQIA Required (Yes/No)	Consultation Proposal
S4a	Review of Social Policy management posts	70	1.0	Efficiency	12 months	End	No	Social Policy Management and Support
S4b	Review of Social Policy administration support to deliver 25% reduction	218	9.5	Efficiency	12 months	Throughout	No	Social Policy Management and Support
S4c	Review of contract and commissioning and service development to deliver 25% reduction	88	3.2	Efficiency	12 months	End	Yes	Social Policy Management and Support
S4d	Responsibility for payment of Protecting Vulnerable Groups (PVG) checks passed to employees	6	0.0	Efficiency	3 months	Beginning	No	Social Policy Management and Support
	<b>Total</b>	<b>382</b>	<b>13.7</b>					

**Social Policy Non Integration Joint Board – Workforce Arrangements**

Ref	Measure	Total Saving £'000	Staffing Reduction (FTE)	Prioritisation/ Efficiency	Lead in Time (from project initiation to delivery)	Likely Timescale (Beginning/Middle/ End of Strategy)	Full EQIA Required (Yes/No)	Consultation Proposal
S5a	Workforce arrangements changes to: <ul style="list-style-type: none"> <li>• Overtime rates</li> <li>• Salary thresholds</li> <li>• Qualifying periods</li> <li>• Shift allowances</li> <li>• Normal working week</li> </ul>	50	0.0	Efficiency	24 months	Middle	No	Workforce Arrangements
	<b>Total</b>	<b>50</b>	<b>0.0</b>					

<b>Social Policy Non Integration Joint Board Total</b>	<b>6,750</b>	<b>51.3</b>
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**Planning, Economic Development and Regeneration – Funding of Community Groups/Organisations and BIDs**

Ref	Measure	Total Saving £'000	Staffing Reduction (FTE)	Prioritisation/ Efficiency	Lead in Time (from project initiation to delivery)	Likely Timescale (Beginning/Middle/ End of Strategy)	Full EQIA Required (Yes/No)	Consultation Proposal
P1a	Cease match funding arrangements for Business Improvement Districts	158	0.0	Prioritisation	18 months	Beginning & Middle	No	Support to Business Improvement Districts (BIDS)
P1b	Review and reduction in grants to community groups	431	0.0	Prioritisation	18 months	Beginning	Yes	Support for Community Groups and Organisations
	<b>Total</b>	<b>589</b>	<b>0.0</b>					

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

Ref	Measure	Total Saving £'000	Staffing Reduction (FTE)	Prioritisation/ Efficiency	Lead in Time (from project initiation to delivery)	Likely Timescale (Beginning/Middle/ End of Strategy)	Full EQIA Required (Yes/No)	Consultation Proposal
P2a	Economic Development and Regeneration efficiencies including tourism support	45	1.0	Prioritisation and Efficiency	12 months	Beginning	No	Service Redesign, Integration and Modernisation
P2b	Environmental Health and Trading Standards efficiencies including increasing pest control income to full cost recovery	122	1.9	Prioritisation and Efficiency	12 months	Throughout	No	Service Redesign, Integration and Modernisation
P2c	Restructure of Planning Services	70	1.8	Prioritisation and Efficiency	12 months	Beginning & Middle	No	Service Redesign, Integration and Modernisation
P2d	Restructure of Community Regeneration – employability and community planning	119	2.7	Efficiency	12 months	Beginning & Middle	No	Service Redesign, Integration and Modernisation
P2e	Restructure of administrative support	56	1.5	Prioritisation and Efficiency	12 months	Beginning	No	Service Redesign, Integration and Modernisation
P2f	Restructure of Community Regeneration – support to community groups	194	4.0	Efficiency	12-18 months	Beginning	No	Support for Community Groups and Organisations
	<b>Total</b>	<b>606</b>	<b>12.9</b>					

**Planning, Economic Development and Regeneration – Workforce Arrangements**

Ref	Measure	Total Saving £'000	Staffing Reduction (FTE)	Prioritisation/ Efficiency	Lead in Time (from project initiation to delivery)	Likely Timescale (Beginning/Middle/ End of Strategy)	Full EQIA Required (Yes/No)	Consultation Proposal
P3a	Workforce arrangements changes to: <ul style="list-style-type: none"> <li>• Overtime rates</li> <li>• Salary thresholds</li> <li>• Qualifying periods</li> <li>• Normal working week</li> </ul>	29	0.0	Efficiency	24 months	Middle	No	Workforce Arrangements
	<b>Total</b>	<b>29</b>	<b>0.0</b>					

<b>Planning, Economic Development and Regeneration Total</b>	<b>1,224</b>	<b>12.9</b>
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**Education – Restructure of Adult Learning and Youth Services**

Ref	Measure	Total Saving £'000	Staffing Reduction (FTE)	Prioritisation/ Efficiency	Lead in Time (from project initiation to delivery)	Likely Timescale (Beginning/Middle/ End of Strategy)	Full EQIA Required (Yes/No)	Consultation Proposal
E1a	Restructure of youth services to focus on More Choices, More Chances (MCMC) activity	1,270	32.3	Efficiency	24 months	Middle	No	Service Restructure of Adult Learning and Youth Services
E1b	Reduce adult learning budget by 50%	321	6.8	Prioritisation	12 months	Beginning	No	Service Restructure of Adult Learning and Youth Services
E1c	Mainstream instrumental music provision into general curriculum	993	21.0	Prioritisation	No lead in time	Beginning	No	Rationalisation of Central Support to Schools
	<b>Total</b>	<b>2,584</b>	<b>60.1</b>					

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

Ref	Measure	Total Saving £'000	Staffing Reduction (FTE)	Prioritisation/ Efficiency	Lead in Time (from project initiation to delivery)	Likely Timescale (Beginning/Middle/ End of Strategy)	Full EQIA Required (Yes/No)	Consultation Proposal
E2a	Cease arts development and non income generating activities	363	6.0	Prioritisation	12 months	Beginning	No	Review Approach to Delivery of Culture and Sports
E2b	Cease sports development function	110	3.4	Prioritisation	12 months	Beginning	No	Review Approach to Delivery of Culture and Sports
E2c	Reduction in net management fee for West Lothian Leisure (WLL)	1,009	0.0	Prioritisation	12 months	Middle & End	No	Review Approach to Delivery of Culture and Sports
	<b>Total</b>	<b>1,482</b>	<b>9.4</b>					

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

Ref	Measure	Total Saving £'000	Staffing Reduction (FTE)	Prioritisation/ Efficiency	Lead in Time (from project initiation to delivery)	Likely Timescale (Beginning/Middle/ End of Strategy)	Full EQIA Required (Yes/No)	Consultation Proposal
E3a	Redesign of teaching support in council nurseries replacing remaining 0.5FTE with graduate childcare professional	530	0.0	Efficiency	No lead in time	Beginning	No	Redesign of Early Learning and Childcare
E3b	Efficient use of two year old nursery capacity	300	0.0	Efficiency	No lead in time	Beginning	No	Redesign of Early Learning and Childcare
E3c	Efficient early learning and childcare placement as a result of greater flexibility in council nurseries	551	0.0	Prioritisation	No lead in time	Beginning & Middle	No	Redesign of Early Learning and Childcare
E3d	Primary head teachers to be responsible for stand alone nurseries	131	2.0	Efficiency	No lead in time	Beginning	No	Redesign of Early Learning and Childcare
E3e	Review of business support provision for schools	187	4.3	Prioritisation	No lead in time	Beginning	No	Rationalisation of Central Support to Schools
E3f	Rationalisation of Digital Learning Team	47	1.0	Prioritisation	No lead in time	Beginning	No	Rationalisation of Central Support to Schools
E3g	Reduction in education officers team	145	2.0	Efficiency	48 months	End	No	Rationalisation of Support to Parents and Carers
E3h	Merge and rationalise Pupil Placement and Customer Care	200	6.5	Prioritisation	No lead in time	Beginning	No	Rationalisation of Support to Parents and Carers
	<b>Total</b>	<b>2,091</b>	<b>15.8</b>					

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

Ref	Measure	Total Saving £'000	Staffing Reduction (FTE)	Prioritisation/ Efficiency	Lead in Time (from project initiation to delivery)	Likely Timescale (Beginning/Middle/ End of Strategy)	Full EQIA Required (Yes/No)	Consultation Proposal
E4a	Review of Scheme of Devolved School Management (DSM) including consideration of: <ul style="list-style-type: none"> <li>• Revised training allocations</li> <li>• Reduced supplies</li> <li>• Review of central staffing allocations</li> <li>• Additional allocations for primary community wing provision</li> <li>• Primary administration and clerical allocations</li> <li>• Pupil support workers</li> <li>• Removal of virtual depute head teacher post</li> <li>• New Scottish Government testing</li> <li>• Central teachers</li> <li>• School staffing</li> </ul>	<b>6,055</b>	134.8	Efficiency & Prioritisation	No lead in time	Throughout	No	Redesign Scheme of Devolved School Management
E4b	Protecting Vulnerable Groups (PVG) checks for teachers and professional staff to be self funded	<b>40</b>	0.0	Efficiency	No lead in time	Beginning	No	Redesign Scheme of Devolved School Management
	<b>Total</b>	<b>6,095</b>	<b>134.8</b>					

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

Ref	Measure	Total Saving £'000	Staffing Reduction (FTE)	Prioritisation/ Efficiency	Lead in Time (from project initiation to delivery)	Likely Timescale (Beginning/Middle/ End of Strategy)	Full EQIA Required (Yes/No)	Consultation Proposal
E5a	Redesign of psychological service provision	225	3.4	Prioritisation	No lead in time for initial saving/ 36 months for remainder	Beginning & Middle	No	Rationalisation of Central Support to Schools
	<b>Total</b>	<b>225</b>	<b>3.4</b>					

**Education – Review of External Funding to Police**

Ref	Measure	Total Saving £'000	Staffing Reduction (FTE)	Prioritisation/ Efficiency	Lead in Time (from project initiation to delivery)	Likely Timescale (Beginning/Middle/ End of Strategy)	Full EQIA Required (Yes/No)	Consultation Proposal
E6a	Removal of community police officers	30	0.0	Efficiency	No lead in time	Beginning	No	Review of External Funding for Police
	<b>Total</b>	<b>30</b>	<b>0.0</b>					

**Education – Workforce Arrangements**

Ref	Measure	Total Saving £'000	Staffing Reduction (FTE)	Prioritisation/ Efficiency	Lead in Time (from project initiation to delivery)	Likely Timescale (Beginning/Middle/ End of Strategy)	Full EQIA Required (Yes/No)	Consultation Proposal
E7a	Workforce arrangements changes to: <ul style="list-style-type: none"> <li>• Overtime rates</li> <li>• Qualifying periods</li> <li>• Shift allowances</li> <li>• Normal working week</li> </ul>	101	0.0	Efficiency	24 months	Middle	No	Workforce Arrangements
	<b>Total</b>	<b>101</b>	<b>0.0</b>					

**Education – Working in Partnership with Community Planning Partners**

Ref	Measure	Total Saving £'000	Staffing Reduction (FTE)	Prioritisation/ Efficiency	Lead in Time (from project initiation to delivery)	Likely Timescale (Beginning/Middle/ End of Strategy)	Full EQIA Required (Yes/No)	Consultation Proposal
E8a	Working in partnership with community planning partners and other partners	600	TBC	Efficiency	36 months	End	No	Working in Partnership
	<b>Total</b>	<b>600</b>	<b>TBC</b>					

**Education – Income and Contributions**

Ref	Measure	Total Saving £'000	Staffing Reduction (FTE)	Prioritisation/ Efficiency	Lead in Time (from project initiation to delivery)	Likely Timescale (Beginning/Middle/ End of Strategy)	Full EQIA Required (Yes/No)	Consultation Proposal
E9a	Inflationary increase in primary school lets	10	0.0	Efficiency	No lead in time	Equally throughout	No	Reviewing Income and Concessions
E9b	Inflationary increase in charges at Burgh Halls	10	0.0	Efficiency	No lead in time	Equally throughout	No	Reviewing Income and Concessions
E9c	One pence increase in school milk cartons	24	0.0	Efficiency	No lead in time	Beginning & Middle	No	Reviewing Income and Concessions
E9d	Inflationary increase in wraparound charges	45	0.0	Efficiency	No lead in time	Equally throughout	No	Reviewing Income and Concessions
	<b>Total</b>	<b>89</b>	<b>0.0</b>					

<b>Education Total</b>	<b>13,297</b>	<b>223.5</b>
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**Chief Executive/Finance and Property Services – Service Redesign, Integration and Modernisation**

Ref	Measure	Total Saving £'000	Staffing Reduction (FTE)	Prioritisation/ Efficiency	Lead in Time (from project initiation to delivery)	Likely Timescale (Beginning/Middle/ End of Strategy)	Full EQIA Required (Yes/No)	Consultation Proposal
F1a	Reduced loans fund budget	600	0.0	Efficiency	No lead in time	Beginning	No	Treasury and Insurance Savings
F1b	Effective management of the council's annual insurance budgets	250	0.0	Efficiency	No lead in time	Beginning	No	Treasury and Insurance Savings
F1c	Financial Management Unit – staffing restructure and reduction in supplies	386	9.2	Efficiency	12 months	Throughout	No	Service Redesign, Integration and Modernisation
F1d	Chief Executive Office – reduction in supplies and election budget	88	0.0	Efficiency	No lead in time	Beginning	No	Service Redesign, Integration and Modernisation
F1e	Audit, Risk and Counter Fraud – staffing restructure and reduction in supplies	53	1.0	Prioritisation and Efficiency	12 months	Beginning	No	Service Redesign, Integration and Modernisation
F1f	Revenues Unit – staffing restructure and reduction in supplies	250	7.6	Efficiency	12 months	Beginning & Middle	No	Service Redesign, Integration and Modernisation
F1g	Construction Services – staffing restructure	190	5.2	Efficiency	12 months	Beginning & Middle	No	Service Redesign, Integration and Modernisation
F1h	Property Management – staffing restructure	143	4.9	Efficiency	No lead in time	Beginning & Middle	No	Service Redesign, Integration and Modernisation
	<b>Total</b>	<b>1,960</b>	<b>27.9</b>					

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

Ref	Measure	Total Saving £'000	Staffing Reduction (FTE)	Prioritisation/ Efficiency	Lead in Time (from project initiation to delivery)	Likely Timescale (Beginning/Middle/ End of Strategy)	Full EQIA Required (Yes/No)	Consultation Proposal
F2a	New Anti-Poverty Service – restructure of management and staffing	666	15.5	Prioritisation	12 months	Beginning & Middle	Yes	Integrated Anti-Poverty Service
	<b>Total</b>	<b>666</b>	<b>15.5</b>					



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

Ref	Measure	Total Saving £'000	Staffing Reduction (FTE)	Prioritisation/ Efficiency	Lead in Time (from project initiation to delivery)	Likely Timescale (Beginning/Middle/ End of Strategy)	Full EQIA Required (Yes/No)	Consultation Proposal
F3a	Reduced reactive and cyclical maintenance – hard schools facilities management and partnership centres	283	1.0	Efficiency	12 months	Beginning & Middle	No	Efficiencies from Improved Use and Management of Council Properties
F3b	Cyclical maintenance savings - emergency lighting testing	260	0.0	Efficiency	6 months	Beginning	No	Efficiencies from Improved Use and Management of Council Properties
F3c	Energy efficiency and renewable energy projects	326	0.0	Efficiency	Variable dependent on project	Throughout	No	Efficiencies from Improved Use and Management of Council Properties
F3d	Indexation savings within reactive maintenance	150	0.0	Prioritisation	No lead in time	Beginning	No	Efficiencies from Improved Use and Management of Council Properties
F3e	Charging for car parks	260	0.0	Efficiency	12 months	Beginning	No	Reviewing Income and Concessions
	<b>Total</b>	<b>1,279</b>	<b>1.0</b>					

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

Ref	Measure	Total Saving £'000	Staffing Reduction (FTE)	Prioritisation/ Efficiency	Lead in Time (from project initiation to delivery)	Likely Timescale (Beginning/Middle/ End of Strategy)	Full EQIA Required (Yes/No)	Consultation Proposal
F4a	Asset transfer of non-core properties – sports pavilions	66	0.0	Efficiency	12 months	Middle	No	Empowering Communities and Reducing the Number of Community Facilities
F4b	Asset transfer of non-core properties – community centres	189	0.0	Efficiency	12 months	Middle	No	Empowering Communities and Reducing the Number of Community Facilities
F4c	Reduce and rationalise non-core properties	265	0.0	Efficiency	Dependent on service changes	Throughout	No	Revised Property Requirements from Service Proposals
	<b>Total</b>	<b>520</b>	<b>0.0</b>					

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

Ref	Measure	Total Saving £'000	Staffing Reduction (FTE)	Prioritisation/ Efficiency	Lead in Time (from project initiation to delivery)	Likely Timescale (Beginning/Middle/ End of Strategy)	Full EQIA Required (Yes/No)	Consultation Proposal
F5a	Increase in housing benefit overpayments recovery	48	0.0	Efficiency	No lead in time	Beginning	No	Reviewing Income and Concessions
F5b	Removal of long term empty council tax discount and application of 100% council tax levy on long term empty properties	200	0.0	Efficiency	No lead in time	Beginning	No	Reviewing Income and Concessions
F5c	Increase tenanted non residential property income	453	0.0	Efficiency	Aligned with lease renewal dates	Throughout	No	Reviewing Income and Concessions
F5d	Realign property charges for the Health and housing	330	0.0	Efficiency	No lead in time	Beginning	No	Reviewing Income and Concessions
F5e	Increase council tax collection by matching arrears data to employee payroll data	20	0.0	Efficiency	No lead in time	Beginning	No	Reviewing Income and Concessions
F5f	Additional Scottish Water commission	48	0.0	Efficiency	No lead in time	Beginning	No	Reviewing Income and Concessions
	<b>Total</b>	<b>1,099</b>	<b>0.0</b>					

**Chief Executive/Finance and Property Services – Workforce Arrangements**

Ref	Measure	Total Saving £'000	Staffing Reduction (FTE)	Prioritisation/ Efficiency	Lead in Time (from project initiation to delivery)	Likely Timescale (Beginning/Middle/ End of Strategy)	Full EQIA Required (Yes/No)	Consultation Proposal
F6a	Workforce arrangements changes to: <ul style="list-style-type: none"> <li>• Overtime rates</li> <li>• Salary thresholds</li> <li>• Qualifying periods</li> <li>• Normal working week</li> </ul>	43	0.0	Efficiency	24 months	Middle	No	Workforce Arrangements
	<b>Total</b>	<b>43</b>	<b>0.0</b>					

<b>Chief Executive/Finance and Property</b>	<b>5,567</b>	<b>44.4</b>
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**Summary**

<b>Service</b>	<b>Total Saving £'000</b>	<b>Staffing Reduction (FTE)</b>
Corporate Services	3,380	52.8
Housing, Customer and Building Services	2,620	28.9
Operational Services	15,055	225.8
Social Policy Integration Joint Board	17,208	150.3
Social Policy Non Integration Joint Board	6,750	51.3
Planning, Economic Development and Regeneration	1,224	12.9
Education	13,297	223.5
Chief Executive / Finance and Property Services	5,567	44.4
<b>Total</b>	<b>65,101</b>	<b>789.9</b>

## Appendix 4 – Example of Proposed Budget Reduction and Assessment of Risk Appendices for Revenue Budget Report

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

Ref	Measure	2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 2022/23 £'000	Five Year Total £'000	Staffing Reduction (FTE)	Prioritisation/ Efficiency	Further Consultation or Reporting or Proposed Delegation to Officers	Impact on Service Performance and Quality
F1a	Reduced loans fund budget	600	0	0	0	600	0.0	Efficiency	Officers to deliver as operational measure.	No impact on service performance and quality.

### Revenue Budget Report Appendix 2 – Assessment of Risk of Deliverability of Budget Reduction Measures

Ref	Measure	Value £'000	Level of Risk	Lead in Time for Delivery	Description of Main Identified Risks	Potential Impact of Identified Risks	Mitigating Actions to Manage Risk
F1a	Reduced loans fund budget	600	Low (3)	No lead in time.	Borrowing interest rates are greater than forecast.	Additional costs result in treasury deficits which mean that the ten year capital programme becomes unaffordable and unsustainable.	Close monitoring of interest rates and working with treasury management advisors to secure borrowing at affordable rates.