DATA LABEL: Public

West Lothian
Council

Council Executive

West Lothian Civic Centre
Howden South Road
LIVINGSTON
EH54 6FF

22 January 2015

A meeting of the **Council Executive** of West Lothian Council will be held within the **Council Chambers, West Lothian Civic Centre** on **Tuesday 27 January 2015** at **10:00am**.

For Chief Executive

BUSINESS

1.   Apologies for Absence

2.   Order of Business, including notice of urgent business

3.   Declarations of Interest - Members should declare any financial and non-financial interests they have in the items of business for consideration at the meeting, identifying the relevant agenda item and the nature of their interest.

4.   Minutes :-

Public Session

(a)   Confirm Draft Minutes of Meeting of Council Executive held on16 December 2014 (herewith).

(b)   Confirm Draft Minutes of Meeting of Council Executive held on 22 December 2014 (herewith).

(c)   Confirm Draft Minutes of Meeting of Council Executive held on 07 January 2015 (herewith).

(d)   Confirm Draft Minutes of Meeting of Council Executive held on 21 January 2015 (herewith).

5.   Note Correspondence Arising from Previous Decisions (herewith).

Public Items for Decision

6.   ICT Strategy 2015/17 - Report by Head of Corporate Services (herewith).

7.   Customer Service Strategy 2015-17 - Report by Head of Area Services (herewith).

8.   Macmillan Life @ West Lothian - Report by Head of Area Services (herewith).

9.   Schools Capital Programme Review - Report by Head of Finance and Estates and Head of Schools with Education Support (herewith).

10.   Support to Blackburn, Seafield and District Credit Union - Report by Head of Finance and Estates and Head of Area Services (herewith).

11.   Depot Modernisation - Report by Head of Finance and Estates (herewith).

12.   Linlithgow Partnership Centre - Options Appraisal - Report by Head of Finance and Estates (herewith).

Public Items for Information

13.   West Lothian Community Health and Care Partnership Board - Report by Depute Chief Executive, Community Health and Care Partnership (herewith).

14.   St John's Hospital Stakeholder Group - Report by Depute Chief Executive, Community Health and Care Partnership (herewith).

NOTE   **For further information please contact Eileen Rollo on 01506 281621 or email eileen.rollo@westlothian.gov.uk**

MINUTE of MEETING of the COUNCIL EXECUTIVE of WEST LOTHIAN COUNCIL held within COUNCIL CHAMBERS, WEST LOTHIAN CIVIC CENTRE, on 16 DECEMBER 2014.

Present – Councillors John McGinty (Chair), Cathy Muldoon, Frank Anderson, Tom Conn, Jim Dixon, Lawrence Fitzpatrick, Peter Johnston, Dave King, Danny Logue, Anne McMillan, Angela Moohan and George Paul

1.   ORDER OF BUSINESS, INCLUDING NOTICE OF URGENT BUSINESS

The Chair ruled in terms of Standing Order 7 (Urgent Business) that an additional item of business concerning the Local Government Finance Settlement 2015-16 would be considered after Agenda Item 19 as officers had only just finished compiling the report following delivery of the budget in the Scottish Parliament late on 11 December 2014.

2.   DECLARATIONS OF INTEREST

Agenda Item 12 (Partnership Centre) & 15 (E-Cigarettes Consultation Response) – Councillor Johnston declared a non-financial interest as a Non-Executive Director of NHS Lothian and as a Non-Executive Director of Healthcare Improvement Scotland, for which a specific exclusion applied. He also declared an interest as COSLA's spokesperson for Health and Well-Being Strategic Group.

3.   MINUTE

The Council Executive confirmed the Minute of the meeting held on 2 December 2014. The Minute was thereafter signed by the Chair.

4.   CIVIC GOVERNMENT (SCOTLAND) ACT 1982 - REVIEW OF STREET TRADER'S LICENCE

The Council Executive considered a report (copies of which had been circulated) by the Head of Corporate Services advising of the consultation undertaken regarding proposed consolidated and amended standard street trader's licence conditions in West Lothian and to invite the Council Executive to consider the terms of the proposed consolidated and amended conditions.

The Head of Corporate Services advised that in terms of section 39 of the Civic Government (Scotland) Act 1982, a licence, to be known as a street trader's licence, was required for street trading. In practice street trading involved the sale of food and non-food by a wide variety of different traders and commercial operators.

In terms of section 3b of the 1982 Act, the council as licensing authority could determine conditions to which street trader's licences issued in West Lothian were to be subject. These conditions were known as

"standard conditions".

The council's current standard conditions for street trader's licences were introduced in or around the same time as the council passed a resolution stating that, from 5 June 1989, all classes of street trading in West Lothian required to be licensed. The standard conditions had not been subject to formal review since they were introduced.

Currently the council had four different sets of standard conditions for street trader's licence detailed as follows :-

- Employee's licence conditions;

- Operator's licence conditions;

- Non-food operator's conditions; and

- Conditions for wheeled bin cleansing.

In order to simplify the conditions it was proposed that amended and consolidated conditions be introduced which would apply to all street traders' licences. The amended and consolidated conditions proposed (1) general conditions for all street trader's licences and (2) specific conditions for different activities undertaken as part of street trading. A summary of the proposed changes were detailed in the report.

The Head of Corporate Services continued to advise that consultation regarding the amendments was undertaken between 8 July 2014 and 5 August 2014, details of which were attached to the report in a series of appendices.

It was also proposed that the proposed standard conditions would apply immediately to all new street traders' licences.

It was recommended that the Council Executive :-

1. Note that a period of consultation had been undertaken regarding the proposed standard conditions which had generated the responses summarised in Appendices 2 and 4 attached to the report;

2. Make a decision as to what proposed standard condition 3 was to contain in relation to street trading outside schools while being used as such;

3. Approve the proposed standard conditions with effect from 1 January 2015 for all new street trader's licence;

4. Approve the commencement of the statutory process of variation of all existing street trader's licences to include the revised standard conditions; and

5. Approve the delegation of authority to the Licensing Committee to vary all existing street trader's licences to include the revised

standard existing conditions.

Motion

"Council Executive agrees to recommendations 1, 3, 4 and 5 and agrees to remove recommendation 2 and replace with :-

Agrees that the proposed standard condition 3 should increase the distanced in relation to street trading outside schools from 100 metres to 200 metres".

- Moved by Councillor Conn and seconded by Councillor Fitzpatrick

Decision

To unanimously agree the terms of the motion.

5.   AN ENTERPRISING THIRD SECTOR FRAMEWORK

The Council Executive considered a report (copies of which had been circulated) by the Head of Area Services providing an update on the development of an Enterprising Third Sector Framework (ETSF) which met the council's commitment to "develop and fund a comprehensive Social Enterprise Strategy for West Lothian".

The Head of Area Services explained that the framework, a copy of which was attached to the report at Appendix 1, proposed a vision to create a fairer and more cohesive community in West Lothian by developing an effective working alliance between the third, public and private sectors in order to reduce social inequality and poverty, build community leadership and cohesion and protect the natural environment.

The framework had four key themes :-

- Enhancing the business capacity of enterprising third sector organisations;

- Addressing skills shortage in organisations and trustees/directors;

- Involving WLSEN; and

- Improving awareness of council staff and elected members

The framework also suggested a number of key aims and objectives and these were summarised in the report.

It was recommended that the Council Executive approve the Enterprising Third Sector Framework.

Decision

To approve the terms of the report

6.   SCOTTISH FIRE AND RESCUE SERVICE - SPECIAL APPLIANCE
        REVIEW

        The Council Executive considered a report (copies of which had been
        circulated) by the Head of Housing, Construction and Building Services
        advising of the outcome of the Scottish Fire and Rescue Service (SFRS)
        review of special appliances and its impact on West Lothian.

        The Head of Housing, Construction and Building Services advised that
        SFRS had recently published their review of Specialist Appliances, a copy
        of which was attached to the report at Appendix 1, for consideration by
        stakeholders. The review followed the establishment of a single service
        for Scotland and the efficiencies achieved through that process.

        In undertaking the review a number of key principles were acknowledged
        and these were detailed in the report. Additionally by recognising the wide
        range of specialist resources involved the review had been divided into 16
        separate strands which were also detailed in the report.

        The Special Appliances Review was currently in draft form and awaiting
        approval by the SFRS Board. Upon approval, a detailed three year
        implementation plan would be developed to implement the
        recommendations contained within the report.

        The report continued to provide a summary of the implications for West
        Lothian noting that as the strategy would take three years to fully
        implement some of the recommendations may change due to the dynamic
        nature of the environment in which the SFRS operated.

        It was recommended that the Council Executive :-

            1. Notes the review outcome;

            2. Welcomes the location of specialist appliances at Bathgate and
                Livingston Fire Stations; and

            3. Seeks consultation from the SFRS on the detailed implementation
                plans with any implications for SFRS staff resources in West
                Lothian.

        Decision

        To approve the terms of the report

7.   DEANS SOUTH, LIVINGSTON

        The Council Executive considered a report (copies of which had been
        circulated) by the Head of Housing, Construction and Building Services
        providing an update with the position in Deans South, Livingston following
        previous decisions of the Council Executive in June 2014.

In June 2014 Council Executive noted the position at the time with regards to the remaining privately owned houses at Deans South and agreed to extend availability of the Open Market Share Equity Scheme (OMSE) to 31 December 2014. Council Executive also agreed to proceed with some new build council housing on part of the site. This would now form part of Lot 4 of the new build programme for 42 units and had received formal planning approval.

Since November 2013 the council had acquired a further 33 properties on the estate. A total of 19 homeowners had moved using the OMSE scheme and 14 properties had been cash sales. This left 14 privately owned houses on the estate. In October 2014 all remaining home owners were contacted and invited to attend to meet with council officials to explore options on possible ways forward. Five home owners met with officials and their comments were contained in Appendix 1 attached to the report. Only two expressed an interest in being involved in future planning of the estate.

Whilst significant progress had been made through the use of the OMSE scheme, at this stage no new interest had been shown by Deans South residents. However subject to Scottish Government agreement, it was proposed that the scheme should continue to be made available to eligible homeowners while the future of the estate remained uncertain. Preferential terms should therefore continue up to 31 August 2015.

The report continued to provide information on the continuing development of the estate and included structural information on the remaining houses. Arup Scotland also remained of the opinion that it would not be advisable for the council to seek to partially demolish empty blocks where homeowners also remained.

The report concluded that overall the situation in Deans South remained unresolved as it had not been possible to reach agreement with a number of homeowners on the future of the estate. In the meantime there was an opportunity to start a first phase of redevelopment on the western part of the estate using the new build council housing to build 42 properties for rent.

It was recommended that the Council Executive :-

1. Note the position in relation to the offer made to Deans South homeowners in November 2013 and the uptake of that offer;

2. Note the outcome of the most recent consultation exercise undertaken with Deans South owners;

3. Note that 14 properties on the Deans South estate remained in private ownership;

4. Agree that the availability of the Open Market Shared Equity Scheme (OMSE) on preferential terms should continue to be available to eligible Deans South homeowners to 31 August 2015, subject to agreement with the Scottish Government; and

5. Agree that a further report be submitted in due course on long term options for the Deans South estate.

Decision

To approve the terms of the report

8. SCHOOL ESTATE - FREE SCHOOL MEALS ACCOMMODATION UPDATE

The Council Executive considered a joint report (copies of which had been circulated) by the Head of Finance Estates and the Head of Schools with Education Support to consider proposals to undertake hall extensions at Peel, Carmondean and Broxburn Primary Schools that would facilitate the delivery of free school meals and two hours effective physical education.

The report explained that the Scottish Government announced on 7 January 2014 that all Scottish Primary 1 to Primary 3 pupils would be entitled to receive a free school meal from January 2015. Therefore a number of feasibility studies were undertaken on Peel, Carmondean and Broxburn Primary Schools to consider the suitability of the existing accommodation to deliver the increased demand for free school meals, provision of physical education and the potential for improved community utilisation. Officers had subsequently submitted proposals for funding to the Scottish Government who had now confirmed that the council had been awarded £4.35m to implement the extensions and increase capacity in existing school kitchens.

The report then provided a summary of the proposals for each of the schools. Information was also contained in the report with regards to the school kitchen upgrade programme.

It was recommended that the Council Executive :-

1. Note the award of £4.35m to support the delivery of the additional free school meal requirements for P1 to P3 pupils;

2. Approve the extension of Peel Primary School, Livingston by constructing a new hall with an estimated cost of approximately £1m;

3. Approve the extension of Carmondean Primary School, Livingston by constructing a new hall with an estimated cost of approximately £1m;

4. Approve the extension of Broxburn Primary School hall with an estimated cost of approximately £0.8m; and

5. Note that the council had already commenced implementation of a programme of school kitchen upgrades at six schools to facilitate the delivery of the additional free school meal provision at a cost of

£1.55m.

Decision

To approve the terms of the report

9.   CHANCELLOR'S AUTUMN STATEMENT 2014

The Council Executive considered a report (copies of which had been circulated) by the Head of Finance and Estates providing a narrative on the announcement contained in the Chancellor of the Exchequer's Autumn Statement 2014 and to provide an indication of the measures that could have financial implications for the council.

The Head of Finance and Estates explained that the Autumn Statement 2014 intended to build on the UK Government's long-term economic plan for economic stability and ensure a stable recovery of the economy. The announcement also provided details on the UK Government's progress in reducing the deficit and how the Government would strive to improve the UK's productivity with further measures to drive efficiency and reform in the public sector, support for business and enterprise and investment in infrastructure.

The report provided a summary of the overall economic position including OBR projections, general economic outlook, unemployment, revenue expenditure, capital expenditure. Other issues were also contained within the announcement including fuel duty, devolution, stamp duty land tax and savings.

The Scottish budget would receive an additional £227m as a result of the workings of the Barnett Formula. However £127m of this was as a result of the extra funds for the NHS in England and the Scottish Government had already promised to pass this sum on, in full, to the NHS in Scotland. The Scottish Government would also be required to determine the distribution of the departmental spending figures for 2015-16 and 2016-15 and this would be reported to a future meeting of the Council Executive.

The report concluded that the economic projects in the Autumn Statement 2014 continued to provide a very challenging financial outlook with public finances remaining constrained and a continuing risk that the weak growth in the Eurozone could lead to further pressure on the UK economy.

It was recommended that the Council Executive :-

1. Note the latest economic position outlined in the 2014 Autumn Statement; and

2. Agree that the Head of Finance and Estates should continue to monitor the measures which impacted on the council.

Motion

"Council Executive agrees to recommendations 1 and 2 and agrees to

add an additional recommendation as follows :-

3. Agrees that West Lothian is suffering as a consequence of the mishandling of the economy by two governments and condemns the impact of service cuts caused by underfunding of welfare and public services by the Tory led UK Westminster Government and the SNP Scottish Government".

- Moved by Councillor McGinty and seconded by Councillor Muldoon

Amendment

"Council Executive agrees to recommendations 1 and 2 and agrees to add an additional recommendation as follows :-

3. Agrees that West Lothian is suffering as a consequence of the mishandling of the economy by the Westminster government and condemns the impact of service cuts caused by underfunding of welfare and public services by the Tory led UK Westminster Government".

- Moved by Councillor Johnston and seconded by Councillor Anderson

Decision

Following a vote the motion was successful by 10 votes to 2 and it was agreed accordingly.

10.   THE REPORT OF THE SMITH COMMISSION

The Council Executive considered a report (copies of which had been circulated) by the Head of Finance and Estates advising of the main terms of the agreement as outlined in the Smith Commission Report published on 27 November 2014.

Following nine plenary sessions of cross-party talks, involving all five political parties represented in the Scottish Parliament, an agreement was reached on 26 November 2014 with regards to a package of new powers with the Smith Commission report then being published on 27 November 2014

The Smith Commission Heads of Agreement comprised of three "pillars". The three pillars aimed to :-

- Provide a durable but responsive constitutional settlement for the governance of Scotland;

- Delivery prosperity, a healthy economy, jobs and social justice; and

- Strengthen the financial responsibility of the Scottish Parliament.

The report then provided a narrative on each of the three Pillars which covered a wide range of subject matters including air passenger duty,

Value Added Tax, employability, taxation and the crown estate to name but a few.

Following publication of the Smith Commission Report on 27 November 2014 the UK Government had undertaken to produce draft legislative clauses devolving the powers outlined in the report by 25 January 2015. Once the powers were devolved the Scottish Government would them have to legislate for the various different schemes and measures to be implemented. The timetable for this was as yet uncertain.

The Head of Finance and Estates concluded that the implementation of the Smith Commission Agreement and its impact upon civic Scotland would be a significant issue in the coming months and years ahead. Therefore council officers would seek to assist all relevant consultations in order to achieve the best possible outcome for all local communities.

It was recommended that the Council Executive :-

1. Note the contents of the report; and

2. Agree that the Head of Finance and Estates and other officers should present further report as required on the implementation of the Smith Commission Agreement.

<u>Motion</u>

"Council Executive agrees to recommendations 1 and 2 and agreed to add an additional recommendation as follows :-

3.agrees that the result of the referendum was that the people of Scotland decisively voted to remain part of the UK, furthermore, that it is also clearly the case that many people on both side of the debate wish to see greater power for the Scottish Parliament particularly in areas such as taxation and social security; welcomes the recommendations of the smith commission which is a product of all five parties representing the Scottish Parliament and looks forward to the UK Government taking the proposal to implementation with the Scottish government providing full support and cooperation".

-   Moved by Councillor Fitzpatrick and seconded by Councillor Muldoon

<u>Amendment</u>

"Council Executive notes that the Smith Commission completely fails to deliver the radical change, close to federalism, the Home Rule as campaigned for by Keir Hardie and promised by Gordon Brown. Council Executive also notes that under the proposals Westminster will still control 70% of Scottish Taxes and 80% of resources to provide welfare. Council Executive accepts that we need the full power to control our own resources to build a better, fairer and more equal Scotland"

-    Moved by Councillor Johnston and seconded by Councillor Anderson

Decision

Following a vote the motion was successful by 10 votes to 2 and it was agreed accordingly.

11. <u>BLACKBURN PARTNERSHIP CENTRE - HUBCO STAGE 2 SUBMISSION AND PRE-CONSTRUCTION APPROVALS</u>

The Council Executive considered a joint report (copies of which had been circulated) by the Head of Finance and Estates and the Head of Area Services seeking approval for the Hubco Stage 2 submission for Blackburn Partnership Centre and the main terms of the ground lease, occupancy lease and development agreement between the council and NHS Lothian to deliver the development.

The report advised that the council, West Lothian CHCP and NHS Lothian (the Partners) were working in partnership with Hub South East Scotland Ltd (Hubco) to develop and deliver Blackburn Partnership Centre. The development was part of a wider "bundle" of projects which NHS Lothian would procure under a single contract in order to achieve better value for money.

The Partners approved Hubco's stage 1 proposals for Blackburn Partnership in Spring 2014 and since that time further development work had been undertaken by the Partners, Hubco and GRAHAM Construction to progress the project through the second and final development stage.

Hubco had now formally presented its Stage 2 submission to the Partners. The Stage 2 submission represented a further refinement and development of the Stage 1 submission. The aim of Stage 2 was to further demonstrate deliverability and value for money within the agreed brief, programme and affordability cap.

The report then provided a summary of the proposals in the Stage 2 submission which were relevant to the council's interest in Blackburn Partnership Centre and included information on building design and technical proposals, pricing, land matters, key project milestones and hard facilities management.

The report continued to provide information on the delivery model that was proposed for the new project and included information on the development agreement, ground lease agreement and occupancy agreement.

Council Executive were also advised that given that the community facilities to be accommodated in the new partnership centre were intended to replace Blackburn Community Education Centre it was appropriate at this stage to seek formal approval for the existing community centre building to be declared surplus to requirements from the point that the new building became fully operational.

The report concluded that if Council Executive approved the matters

contained within the report it would allow the project to progress towards construction in Spring 2015 and given the significant capital investment from the council it would be necessary to continue to report through the council's governance and decision-making structures at key stages of the project.

It was recommended that the Council Executive :-

1. Notes the summary of the main components of Hubco's Stage 2 submission outlined in section D2 and the commentary related to each, in particular :-

    a) The estimated maximum cost to the council for design and construction of its share of the facility was £3.968m and that Hubco had assessed the proposal as representing value for money.

    b) A Sub-Hubco would provide hard facilities management and lifecycle maintenance services for the whole of the building, including the council's accommodation.

2. Approves the proposals in Hubco's Stage 2 submission which were relevant to the council;

3. Notes that the council and NHS Lothian must enter into a separate ground lease, occupancy lease and development agreement

4. Approves the main terms of the proposed ground lease, occupancy lease and development agreement and delegates powers to the Head of Finance and Estates to agree to any changes required and to include these agreements on the basis that any revised terms and conditions continued to represent best value for the council; and

5. Approves the declaration of Blackburn Community Education Centre and Blackburn Connected as no longer required for service delivery and surplus to requirements from when the new partnership centre building became fully operational.

Decision

To approve the terms of the report

12. CONSULTATION ON PROPOSALS TO INTRODUCE A STATUTORY DUTY OF CANDOUR FOR HEALTH AND SOCIAL CARE SERVICES

The Council Executive considered a report (copies of which had been circulated) by the Head of Social Policy providing a draft response to the consultation on the proposals to introduce a statutory duty of candour for health and social care services.

The Head of Social Policy advised that the Scottish Government was proposing to introduce legislation that would require organisations

providing health and child and adult social care services to tell people if there had been an event involving them where the organisation had recognised that there had been physical or psychological harm caused as result of their care and treatment.

The draft response, a copy of which was attached to the report, provided the view that health and both child and adult services should work within a duty of candour but that the response for each adverse event should be responded to proportionately by services rather than in the proposed prescriptive way suggested.

Additionally the general tenor of the response was that implementing a duty of candour across all health and both child and adult services should be consistent and helpful. However there would be both administrative resource burdens with associated financial implications for organisations.

It was recommended that the Council Executive approve the draft response to the consultation on the proposals to introduce a statutory duty of candour for health and social care services and include the following in the draft response :-

"The idea of complete openness and transparency was viewed as a laudable principle but it was suggested that this had the potential to lead all local authorities not just West Lothian Council into a position of increased numbers of claims being received. There was an argument that although an increase could be expected, this would potentially be offset by a reduction in legal costs with matters being settled more quickly. It will be difficult at this stage for insurers to determine the impact should this be forced upon them but if loss experiences deteriorated I would expect they will respond with policy changes in the coming years.

With regards to the impact on the council, the concept of issuing an apology and full explanation following an event is fine in itself but it is expected that any correspondence being issued would have to be thoroughly reviewed as there is a fine line between showing *empathy & transparency* and *admission of liability*. It will be important for the council from a legal and an insurance perspective not to cross that line. There will be cost and resource implications in reviewing correspondence from a legal and insurance perspective".

Decision

1. To approve the terms of the report; and

2. Agreed to the inclusion of the additional statement following guidance from the council's legal services.

13.   CONSULTATION ON PROPOSALS FOR AN OFFENCE OF WILFUL NEGLECT OR ILL-TREATMENT IN HEALTH AND SOCIAL CARE SETTINGS

The Council Executive considered a report (copies of which had been

circulated) by the Head of Social Policy providing a draft response to the consultation on the proposals for an offence of wilful neglect or ill-treatment in Health and Social care settings.

The Head of Social Policy advised that views were being sought on five areas. These being :-

- The type of care settings which the offence should cover;

- Whether the offence should be based on conduct or outcomes;

- How the offence should apply to organisations as well as individuals;

- Penalties;

- Equality issues.

The draft response, a copy of which was attached to the report, provided the view that the proposal should cover all formal health and social care settings, both in the private and public sectors. It was also agreed that the proposal should not include informal arrangements, particularly as there was already existing legislation covering harm in such settings.

Additional the general tenor of the response was that the proposal should be consistent with what was already in place for mental health patients and adults with incapacity, particularly in relation to penalties for offences.

It was recommended that the Council Executive approve the draft response to the consultation on the proposals to for an offence of wilful neglect or ill-treatment in Health and Care Social settings and include the following in the draft response :-.

"In terms of agreeing whether the offence should concentrate on the act of neglect rather than the harm suffered, the effect of the harm might be seen as an aggravation of the offence. Regarding the question about offences applying to organisations, it is not clear whether it is envisaged that an offence could attach to the organisation arising from issues of vicarious liability for employee actions, or liability attaching in circumstances where there is a principal/agent arrangement. That might apply where an organisation engages an agent or contractor to perform specific obligations on their behalf".

Decision

1. To approve the terms of the report; and

2. Agreed to the inclusion of the additional statement following guidance from the council's legal services.

14.   CONSULTATION   ON   ELECTRONIC   CIGARETTES   AND STRENGTHENING TOBACCO CONTROL IN SCOTLAND

The Council Executive considered a report (copies of which had been circulated) providing a response to a consultation on electronic cigarettes and strengthening tobacco control in Scotland.

The Head of Health Services advised that the consultation was seeking views on three mains areas. These being :-

- Electronic cigarettes;

- Tobacco control; and

- Tobacco control and e-cigarettes

The draft response, a copy of which was attached to the report, provided the view that the proposal was supported to designate e-cigarettes as an age-related product for purchase by adults aged 18 and over, restrict the advertising and promotion of e-cigarettes, introduce smoke free NHS grounds, smoke free and family areas and create a mandatory age verification policy for tobacco products and e-cigarettes.

The Council Executive was asked to approve the draft response to the consultation on the use of e-cigarettes and implementation of tighter tobacco controls in Scotland.

Decision

To approve the terms of the report

15.   SCOTTISH GOVERNMENT'S CONSULTATION ON PUBLIC ENGAGEMENT FOR WIND TURBINE PROPOSALS : GOOD PRACTICE GUIDE

The Council Executive considered a report (copies of which had been circulated) by the Head of Planning and Economic Development seeking approval for the submission of a response in relation to a consultation on public engagement for wind turbine proposals.

The Head of Planning and Economic Development explained that a public petition, based on concerns for the current publicity requirements for raising awareness of planning applications for wind turbines amongst the wider community were insufficient, was submitted to the Scottish Parliament in March 2013. The petitioners were particularly concerned about proposals for single wind turbines mainly in more sparsely populated rural areas.

The Scottish Government took the view that improving practice on planning consultations and neighbour notifications on applications for wind turbine proposals would be more appropriate.

The report then provided a summary of the contents of the consultation with a copy of the proposed response attached to the report at Appendix 1. It was noted that much of the proposed guidance was welcomed by the

council as it supported and extended much of the practice the council currently carried out for small wind energy applications. However it was being suggested that neighbourhood notification be further improved by notifying at least the five nearest properties in West Lothian to an application and/or use of a press release in the local newspaper.

The report concluded that the proposed guidance on public engagement for single turbines and small wind energy development was helpful and recognised the need for greater consultation on such applications.

It was recommended that the Council Executive :-

1. Note the content of the recent Scottish Government guidance; and

2. Agree the proposed response to the consultation as set out in Appendix 1.

Decision

To approve the terms of the report

16.   PROPOSALS FOR A REVIEW OF THE COUNCIL'S PLANNING FUNCTION

The Council Executive considered a report (copies of which had been circulated) by the Depute Chief Executive seeking approval to commence a review of the council's planning service and to agree the scope for the review.

The Head of Planning and Economic Development recalled that at a meeting of West Lothian Council on 2 September 2014 the Executive Councillor for Development and Transportation confirmed that a proposal for a review of the council's planning service would be undertaken.

In accordance with that commitment the Head of Planning and Economic Development explained that for the purpose of the review the council's planning service was being taken as the development management team, including the enforcement service and the development planning team. It was also proposed to review the operation of the Development Management Committee, West Lothian Council (Planning) and the Local Review Body.

The planning function of the council comprised three main elements and it was proposed that these elements form the basis of the review. These were as follows :-

• The staff and processes employed to discharge the statutory and non-statutory functions of the council and its role as planning authority

• The committees which made planning decisions

• The interaction between the two via the Scheme of Delegation.

The matters to be reviewed under each of these headings were set out in Appendix 1 attached to the report.

The report was recommending that the Chief Executive be designated to commission a reviewer to undertake the task. Quotes for the work would be obtained from senior figures that had experience of undertaking reviews of operational parts of a local authority. It was expected that the appointed person or person would have significant experience of working for a local authority at Head of Service level or above and would have a comprehensive knowledge of the operation of a council as a planning authority as defined in the relevant acts.

The appointed person would be expected to back up their review findings with benchmarking details from comparative planning authorities and the appointment of the person to carry out the review would be undertaken in accordance with the council's standing orders.

It was recommended that Council Executive :-

1. Agree that an independent review of the council's planning services should be commenced in early 2015;

2. Agree to scope of the review as set out in the appendix to the report;

3. Delegates to the Chief Executive to appoint an appropriate person to carry out the review; and

4. Agree that the findings of the review, together with an action plan to address any findings should be reported back to Council Executive for further consideration as soon as possible following the conclusion of the review.

Decision

To approve the terms of the report

17. SCOTLAND'S DIGITAL FUTURE - SUPERFAST BROADBAND INVESTMENT

The Council Executive considered a report (copies of which had been circulated) by the Head of Planning and Economic Development providing details of progress to secure improved superfast broadband for West Lothian as part of the council's capital programme via the Scottish Government's Step Change broadband initiative.

The report recalled that in Autumn 2012 the Scottish Government set out funding to ensure all local authorities in Scotland achieved at least 75% availability of superfast broadband. West Lothian Council agreed a £2.5m contribution for Additional Local Subsidy (ALS) as part of the general services capital programme 2013-14 to 2017-18.

With an anticipated 99.3% superfast broadband availability it was expected that West Lothian would have the highest level of superfast broadband coverage in Scotland and one of the highest in the UK. The details provided were still provisional and subject to detailed on the ground surveys by BT Openreach and could change between now and the contract completion date in 2017.

The Head of Planning and Economic continued to advise that timescales for delivery had changed significantly since the last mapping was published and it was now likely that work would start six months sooner than planned, to deliver superfast broadband in West Lothian from mid-2015. The roll out of the programme was then summarised in the report.

It was recommended that Council Executive :-

1. Notes the new schedule for the delivery of superfast broadband to 99% of premises in West Lothian as well as basic broadband for all premises in West Lothian; and

2. Notes that the information was now in the public domain via the Digital Scotland web site.

Decision

To note the terms of the report

18. PUBLIC BODY REPORTING ON THE SCOTTISH BIODIVERSITY DUTY 2011-2014

The Council Executive considered a report (copies of which had been circulated) by the Head of Planning and Economic Development seeking approval of a response for public body reporting on the Scottish Biodiversity Duty for the period 2011-2014.

The Head of Planning and Economic Development advised that under the Nature Conservation (Scotland) Act 2004 all public bodies in Scotland were required to further the conservation of biodiversity when carrying out their duties. The Wildlife and Natural Environment (Scotland) Act 2011 required public bodies in Scotland to provide a publicly available report every three years on action which they had undertaken to meet this biodiversity duty. The first report was due to be published by 1 January 2015 covering the period 2011-2014.

The West Lothian Biodiversity Report, a copy of which was attached to the report at Appendix 1, set out the actions by the council and covered the key areas of Governance, Action, Mainstreaming, Partnership and Communication. The report then provided a narrative on each of these headings.

It was recommended that the Council Executive :-

1. Note the contents of the general view of West Lothian's

commitment to biodiversity as detailed in Appendix 1 attached to the report;

2. Agree to forward the report and appendix, which set out the actions the council had taken, as a public body, to meet its reporting duty on biodiversity over the three year period 2011-2014 to the Scottish Government; and

3. Agree to publicise the report on the council's web site as suggested by the Scottish Government.

Decision

To approve the terms of the report

19.   LOCAL GOVERNMENT FINANCE SETTLEMENT 2015-16

The Council Executive considered a report (copies of which had been circulated) by the Head of Finance and Estates providing an update in relation to the local government finance settlement for 2015-16, as published in Finance Circular No.9/2014 dated 11 December 2014.

The figures published in the circular provided an update to the provisional grant figures contained in finance circular 6/201 which was reported to Council Executive on 5 August 2014. The allocation formed the basis of the annual consultation between the Scottish Government and COSLA, ahead of the Local Government Finance (Scotland) Order 2015 being presented to the Scottish Parliament in February 2015.

Total funding for local government in 2015-16 had been confirmed as £10.85 billion which equated to a 36.4% share of the total Scottish Block resources. This compared to a 36.7% share for local government in 2014-15.

Individual local authority funding allocations had been updated to take account of funding for implementation of free school meals for primary one to three pupils, additional provisions in the Children and Young People Bill for extended support for throughcare and aftercare services, transitional funding for Self Directed Support and for the changes to the way former Council Tax benefits were administered as part of the Council Tax Reduction Scheme.

The distributed revenue grant for West Lothian Council in 2015-16 would be £308.635 million, subject to the council agreeing to deliver a package of measures as set out in a letter from the Cabinet Secretary to Council Leaders on 9 October 2014. The letter confirmed that councils would be required to freeze council tax and secure places for all probationers who required one under the teacher induction scheme in order to secure the full amount of their revenue grant allocation. The circular also confirmed that if the council did not agree to the full package of measures then it would have its allocation reduced by its need based share of £70 million. For West Lothian this would represent a reduction in grant of £2.084 million.

The breakdown of the revenue funding for West Lothian was provided in a table in the report. It was also noted that there were a number of funding streams still to be distributed. In line with previous settlement distribution of Teachers Induction Scheme of £27.6 million and distribution of Criminal Justice Social Work Funding of £86.45 million would be finalised in 2015.

The report continued to provide an update in relation to Non Domestic Rates and Grant Capital Funding for 2015-16

The Head of Finance and Estates concluded that as reported to the Council Executive on 19 June 2014 budget reductions of £30.4 million would be required in order to secure a balanced budget over the period 2015-16 to 2017-18 as funding provided by the Scottish Government would not meet the council's increased budget pressures. It had also been previously agreed that officer would develop draft budget measure for the three years 2015-16 to 2017-2018 based on the detailed responses from the initial Delivering Better Outcomes (DBO) consultation in 2012 and these were set out in a second DBO consultation which had ran from 9 October and 21 November 2014 and which was being reported to a series of Policy Development and Scrutiny Panels in week commencing 15 December 2014.

It was recommended that the Council Executive :-

1. Note the outcome of the local government finance settlement in respect of revenue and capital funding for 2015-16; and

2. Agree that the Head of Finance and Estates incorporate the figures contained within the finance settlement into budget proposals that would be reported to Council in early 2015.

Decision

To approve the terms of the report

20.   SCOTTISH PUBLIC SERVICS OMBUDSMAN - ANNUAL REPORT 2013-
       14

The Council Executive considered a report (copies of which had been circulated) by the Chief Executive providing an update on the Scottish Public Services Ombudsman's annual report 2013-2014.

The report provided two appendices:-

| Appendix A | Letter to West Lothian Council from the Scottish Public Services Ombudsman enclosing complaints statistics. |
| Appendix B | Tables of statistics to illustrate West Lothian Council complaints received by subject area and complaints determined by outcome for 2012-13 and 2013-14. |

The Council Executive was informed that the total number of complaints

received by the SPSO about West Lothian Council was 70, which was the same figure as 2012-13. The greatest number of complaints was regarding Education which differed from the sector as a whole where more complaints were regarding Housing than any other subject.

48 of the complaints about West Lothian Council had been dealt with at the advice stage as they were not suitable for the SPSO, whilst a further 17 were considered to have an early resolution. The percentage of premature complaints had decreased to 43% from 57% the previous year. Out of the total number of complaints received by the SPSO relating to West Lothian Council, two complaints had been partly upheld. No complaints had been fully upheld.

The Chief Executive concluded that the complaints about West Lothian Council had decreased in 2012-13 and that the number of upheld complaints remained low as the majority of complaints were made prematurely, not duly made or withdrawn, or were considered to be out of their jurisdiction.

The Council Executive was asked to:-

1. Note the SPSO annual report 2013-2014, and recommend that it be submitted to the Council Executive for information, and

2. Note West Lothian Council's performance in relation to the number of complaints received by the SPSO and the outcome.

Decision

To note the terms of the report.

MINUTE of MEETING of the COUNCIL EXECUTIVE of WEST LOTHIAN COUNCIL held within COUNCIL CHAMBERS, WEST LOTHIAN CIVIC CENTRE, on 22 DECEMBER 2014.

Present – Councillors John McGinty (Chair), Cathy Muldoon, Tom Conn, Jim Dixon, Lawrence Fitzpatrick, Dave King, Danny Logue, Anne McMillan, Angela Moohan, George Paul

Apologies – Councillor Frank Anderson, Peter Johnston

1.   DECLARATIONS OF INTEREST

        Agenda Item 4 – Public Bodies (Joint Working (Scotland) Act 2014 – Draft Integration Scheme – Councillor Danny Logue declared a non-financial interest as he was an NHS Lothian employee.

2.   PUBLIC BODIES (JOINT WORKING) (SCOTLAND) ACT 2014 – DRAFT INTEGRATION SCHEME

        The Council Executive considered a report (copies of which had been circulated) by the Depute Chief Executive, Community Health and Care Partnership providing the draft West Lothian Integration Scheme for the establishment of a Health and Social Care Partnership in line with the requirements of the Public Bodies (Joint Working) (Scotland) Act 2014.

        The Depute Chief Executive explained that the Public Bodies (Joint Working) (Scotland) Act 2014 established the legal framework for integrating health and social care in Scotland. The Act required each local authority and health board to delegate some of its functions to their Integration Authority. By delegating responsibility for health and social care functions to the Integration Authority it was intended that this would create a single system for local joint strategic commissioning of health and social care services.

        The Act stated that the purpose of the integration scheme was to set out which integration model would apply and the functions to be delegated in accordance with that model. The Act also allowed local authorities and health boards to integrate health and social care services in two ways. These being :-

        Option 1 – Body Corporate

        The local authority and health board delegate the responsibility for planning and resourcing services for adult health provision and social care services to an Integration Joint Board (IJB). The IJB would be a separate legal entity with an equal number of voting members from each side.

        Option 2 – Lead Agency

        The Health Board or Local Authority would take lead responsibility for planning, resourcing and delivering integrated health and social care services. They would agree responsibility and allocate delivery of the

services between them.

The draft scheme, a copy of which was attached to the report at Appendix 1, had been developed on the basis of Option 1, the body corporate model and it was suggested that this should be adopted in West Lothian. This was also the preferred approach being taken in almost all other areas across the country.

One of the key elements of the Integration Scheme was that it must set out the formal agreement between the NHS Board and the council on a range of matters, as prescribed in the regulations in support of the Act, including the delegation of functions and services to the partnership.

The Integration Scheme also had to be approved by Scottish Ministers before the Integration Joint Board could be formed. Scottish Ministers would restrict their approval to those matters which were prescribed for inclusion in the scheme and any changes to the scheme would require to be re-submitted. Once the scheme was approved the IJB would be established and the council, the health board and the IJB would have to abide by its terms.

The Act also set out that the NHS Board and Council must consult on the content of the Integration Scheme and the groups to be involved were set out in the regulations. A prescribed list of consultees was attached to the report at Appendix 2. Following the consultation period the revised Integration Scheme would be brought back to Council Executive prior to formal submission to the Scottish Government.

The Depute Chief Executive continued to explain that the report had been considered at a meeting of the Health and Care Policy Development and Scrutiny Panel held on 19 December 2014. At this meeting representation of the Integrated Joint Board was discussed at length and in doing so the Panel wished to see suitable representation by a council staff side representative on the Joint Board as a non-voting member. It was agreed that this suggestion would be brought to the attention of the Council Executive.

The Council Executive was invited to consider the draft scheme and agree to issue the scheme for consultation and to agree the inclusion of a council staff side representative on the Integrated Joint Board as a non-voting member.

Motion

Council Executive welcomes the completion of the joint draft document and agrees to

1. Issue the Integration Scheme for consultation subject to the provision of a second place on the Integration Joint Board for trade union representatives to facilitate a role on the IJB for a West Lothian Council Trade Union representative on equal terms.

2. Instruct the Chief Executive to write to NHS Lothian to seek clarity on their plans to deal with their reported budget gap, and to seek a

response before the end of the consultation period.

- Moved by Councillor Anne McMillan and seconded by Councillor Cathy Muldoon

Decision

To approve the terms of the motion.

3. CITY REGION DEAL

The Council Executive considered a report (copies of which had circulated) by the Head of Planning and Economic Development advising of the preparation of a City Regional Deal submission for the South East of Scotland and to consider the council's participation as a partner in the development of a business case.

The Head of Planning and Economic Development advised that City Region deals sought to promote economic growth through investment in enabling infrastructure. Where economic growth was being limited or frustrated by the availability of infrastructure, city region deals provided a mechanism whereby investment could be forward funded. The cost of the investment was then recovered through increased tax revenue resulting from economic growth.

The "City Deal" provisions were initiated in late 2011 as part of the UK Government's "localism" agenda. City Region deals sought to empower city regions to drive economic growth through investment in enabling infrastructure. To date 28 English cities and city regions had secured their own deals and in July 2014 the UK Government announced a City Deal for the Glasgow City Region.

Now the City of Edinburgh Council was promoting a bid for the Edinburgh City Region with the area being considered as covered by SESPlan i.e. City of Edinburgh, East Lothian, the southern part of Fife, Midlothian, Scottish Borders and West Lothian. Fife Council had already agreed to participate while the other local authorities were at various stages of considering participation.

An analysis conducted by the Scottish Cities Alliance suggested that the Edinburgh City Region could benefit significantly from an infrastructure fund and an accompanying payment-by-results deal with the government. Development of the business case was on-going and agreement on this would be the focus of work in the coming weeks. As part of that work and subject to Council Executive approval, officers would identify projects which could form a West Lothian component of any city region submission.

A consideration for the council would be affordability of any contribution to the fund given the likely need to forward funding by the council. Forward funding, and the benefits it would bring, would have to be considered in the context of a number of risks which existed. The most significant risk identified so far was that investment did not achieve the level of growth anticipated.

Subject to Council Executive approval officers would contribute to a cross authority working group to develop a potential bid. This would include work on a geographical area to be covered by the bid, the growth sectors to be supported and the identification of the infrastructure investment necessary to achieve the aims. No definitive timetable had been set but it was anticipated that the draft business case would be developed by early spring.

The Head of Planning and Economic Development concluded that a city region deal could bring significant investment in infrastructure and would support economic growth in the city region.

It was recommended that the Council Executive:-

  1. Note the terms of a potential City Region Deal;

  2. Agree that the council should participate in developing a potential submission;

  3. Agree that a contribution from the council of up to £25,000 should be available to support the development of the business case; and

  4. Agree that officers should report back to the Council Executive, outlining the benefits and risk of the scheme, prior to any formal decision on participation beyond the development of the business case being taken.

Decision

To approve the terms of the report

4.   BEDROOM TAX LEGACY RENT ARREARS 2013-14

The Council Executive considered a report (copies of which had been circulated) by the Head of Housing, Construction and Building Services providing an update of the Housing Revenue Account rent arrears arising in 2013-14 which were attributable to the removal of the spare room subsidy or "bedroom tax" in 2013-14.

The Council Executive were advised that in April 2013, as part of the wider Welfare Reforms, the UK Government introduced size restrictions in the social rented sector which had a consequential loss of Housing Benefit for those affected. From this date approximately 2,400 council tenants were affected, resulting in a shortfall of housing benefit estimated at £1.3 million per year.

Prior to the introduction of the bedroom tax in April 2013 all tenants due to be impacted on by this change were given the opportunity to have a face-to-face meeting with a housing officer to discuss their options. Of the 2,400 tenants who were affected, over 1,600 took up the offer of advice and assistance. In doing so the council was able to maximise opportunities to exempt properties and tenancies and offered budgeting and housing

advice to tenants.

Despite bedroom tax resulting in an estimated loss of housing benefit for council tenants of £1.3 million in 2013-14 the total level of tenant rent arrears, inclusive of bedroom tax arrears, only rose by £300,000. This was possibly due to the preventative action taken by staff prior to April 2013.

The Head of Housing, Construction and Building Services continued to advise that it has now been confirmed in the Scottish Draft Budget 2015-16, that in addition to core Department of Works and Pension funding, funding of £35 million would be provided in 2014-15 and 2015-16 to mitigate the effects of the bedroom tax for every local authority. Arrangements were in place in West Lothian to make the DHP payment to tenants and the council and registered social landlords to mitigate the impact of the bedroom tax in 2014-14. These arrangements would continue into 2015-15. The announcement did not make any provision that would allow councils to mitigate the outstanding bedroom tax arrears from 2013-14

In May 2014 the Council Executive approved a motion instructing officers to write to the Scottish Government to ask what plans would be put in place to address the legacy bedroom tax arrears from 2013-14. The response confirmed that there was no additional central funding identified for the 2013-14 legacy arrears. It did however confirm that with the lifting of the cap on funding for DHP's this would create additional flexibility for local authorities to supplement their DHP funds to meet local priorities including bedroom tax arrears.

Current tenant arrears as at the end of November 2014 totalled £1.8 million. Following the Scottish Government's position, officers had now calculated the legacy arrears value by taking the rent arrears position at the end of 2013-14 and assessing the bedroom tax element net of any DHP already received for that financial year. The total value of bedroom tax for both current and former tenants therefore equated to approximately £250,000.

Council officers would continue to pursue rent arrears for those cases still affected by legacy bedroom tax subject to council policy and procedures.

It was recommended that the Council Executive :-

1. Note the Scottish Government's position on the funding of bedroom tax arrears in 2013-14;

2. Note the work undertaken to date by officers to mitigate the impact of the bedroom tax on the level of Housing Revenue Account rent arrears; and

3. Determines any further action to be taken by officers.

Motion

Council Executive notes with disappointment the failure of the Scottish Government to fully mitigate the impact of the introduction of the bedroom

tax in Scotland through their unwillingness to make funds available to address the legacy bedroom tax arrears for 2013/14.

Council Executive therefore instruct officers to provide additional one-off time limited DHP funding to the value of £250,000, using existing anti-poverty funding of £200,000 and £50,000 of one off funding for welfare changes, to be administered in accordance with the DHP scheme, with funding to be distributed in accordance with the terms of the DHP scheme guidelines.

- Moved by Councillor George Paul and seconded by Councillor Fitzpatrick

Decision

To approve the terms of the motion.

MINUTE of MEETING of the COUNCIL EXECUTIVE of WEST LOTHIAN COUNCIL held within COUNCIL CHAMBERS, WEST LOTHIAN CIVIC CENTRE, LIVINGSTON, on 7 JANUARY 2015.

Present – Councillors John McGinty (Chair), Cathy Muldoon, Frank Anderson, Tony Boyle (substituting for Danny Logue), Tom Conn, Jim Dixon, Lawrence Fitzpatrick, Peter Johnston, Dave King, Anne McMillan, Angela Moohan and George Paul

Apologies – Councillor Danny Logue

1.   DECLARATIONS OF INTEREST

        No declarations of interest were made.

2.   FINANCIAL STRATEGY 2015/16 TO 2017/18 UPDATE FOLLOWING CONCLUSION OF DBO CONSULTATION

        The Council Executive considered a report (copies of which had been circulated) by the Head of Finance and Estates providing an update on the budget strategy, following the conclusion of the Delivering Better Outcomes (DBO) consultation and to seek approval for the basis and timing of revenue and capital budgets to full Council.

        The Head of Finance and Estates advised that it was reported to Council Executive on 19 June 2014 that budget reductions of £30.4 million would be required in order to secure a balanced budget position over the period 2015-16 to 2017-18, as funding provided by the Scottish Government would not meet the council's budget pressures.

        The Council Executive agreed that officers would develop draft budget measures for the three years 2015-16 to 2017-18 based on the detailed responses received from the initial Delivering Better Outcomes (DBO) consultation in 2012. The 2012 consultation resulted in agreement of eight priorities and nine workstreams.

        The second DBO consultation, launched in October 2014, provided stakeholders with a range of proposed budget reduction measures aimed at meeting the £30.4 million budget gap. In total there were 39 proposed measures across the agreed workstreams. The second DBO consultation ran for six weeks between 9 October 2014 and 21 November 2014 and the consultation document sought feedback from respondents on measures that would allow the council to balance its budget and continue to deliver its key priorities for the period to 2018.

        The Head of Finance and Estates continued to provide information on the Local Government Finance Settlement and included details of the Chancellor's Autumn Statement. These in turn provided an updated revenue budget position for 2015-16 to 2017-18 which was summarised in the report. A number of key expenditure assumptions for 2015-16 to 2017-18 were also detailed in the report.

It was further reported that it had been previously agreed by the Council Executive that following conclusion of the budget consultation and PDSP process, a three year revenue budget strategy for 2015-16 to 2017-18 and a detailed revenue budget for 2015-16 should be presented to Council for consideration. This was consistent with the strategic approach to financial and corporate planning agreed by the Council in January 2013. Therefore in line with this decision it was proposed that the Head of Finance and Estates would present a report to full Council in early 2015, setting out budget measures for 2015-16 to 2017-18 that would allow the council to meet the revised budget gap of £29.544 million

With regards to the General Services Capital Programme for 2015-16 to 2017-18 Council Executive had approved a revised capital programme in June 2014 which had taken account of the latest circumstances such as the phasing of projects. Therefore in line with the established approach it was recommended that the Head of Finance and Estates would present a report to full Council in early 2015 setting out the latest position for the General Services capital programme.

Therefore it was recommended that the Council Executive :-

1. Note the conclusion of the DBO consultation;

2. Agree that the consultation response would be used to inform measures to balance the revenue budget for the period up to 2017-18;

3. Note the updated revenue budget gap of £29.544 million facing the council over the period 2015-16 to 2017-18;

4. Agree that the Head of Finance and Estates present a report to full Council in early 2015 on the revenue budget for 2015-16 to 2017-18, incorporating proposals to meet the budget gap of £29.544 million; and

5. Agree that the Head of Finance and Estates present a report on the General Services capital programme for 2015-16 to 2017-18 to the same full Council meeting to meet the agreed requirement for integrated financial and corporate planning.

Motion

"Council Executive notes the update on the latest position in financial strategy for 2015/16 to 2017/18 and welcomes the successful conclusion of the Delivering Better Outcomes consultation. Council Executive agrees that the consultation responses should be used by officers to inform the measures to balance the revenue budget up to 2017/18.

Council Executive further notes that Scottish Government funding restrictions have resulted in a budget gap of £29.544 million for the period 2015/16 to 2017/18.

In view of the difficult budget position caused by the Scottish Government

funding settlement, Council Executive welcomes the provision in the budget model for the living wage of £7.85 to be paid to all council employees in 2015/16, and the provision for a further 2% uplift in the living wage in 2016/17 and 2017/18. Council Executive further notes that the council's procurement strategy includes promotion of the living wage for council contracts.

Council Executive instructs officers to prepare a report by Spring 2015 for a meeting of the Partnership and Resources Policy Development and Scrutiny Panel that considers how the council could strengthen the commitment to promoting the living wage for council contracts and also fully considers all the associated issues with paying the living wage to craft and modern apprentices. The report should take account of the position in other Scottish local authorities and involve appropriate consultation with relevant stakeholders.

Council Executives agrees that the Head of Finance and Estates should report to a meeting of full Council early in 2015 on the revenue budget for 2015/16 to 2017/18, including proposal to cover the budget gap of £29.544 million, and also report to the same meeting on the General Services capital programme for 2015/16 to 2017/18."

- Moved by the Chair and seconded by Councillor Muldoon

Amendment

"West Lothian Council Executive notes with concern that 98% of our community has failed to be engaged by the DBO "consultation".

Council Executive further notes that the PDSP consideration of the DBO "consultation" was unable to scrutinise a single proposal to deliver the budget savings and that PDSP's were repeatedly advised that "no detailed plans were available".

Council Executive expresses its serious concerns at the complete lack of detail presented during both the DBO "consultation" and PDSP process and asserts that the council's key principles of honesty, openness and transparency have been totally disregarded and, that with the council's consideration of budget proposals only a matter of days away, that both the DBO "consultation" and the PDSP process have been a complete and utter sham.

Council Executive recognises the difficult position facing the Scottish Government, due to Westminster Government's "austerity" agenda, but agrees that the 2015/16 local government financial settlement is fair, and the best possible, given the budget cuts imposed upon the Scottish Government, and accepts that the Scottish local government share of the Scottish Budget remains higher than at any period under previous Labour Scottish Executives and considerably higher than that provided to local government in England and Wales.

Council Executive therefore agrees :-

1. That prior to the Council agreeing any budget savings proposals

full details of all such proposal must be presented for discussion and scrutiny through the council's PDSP process.

2. That the Head of Finance presents a report to full Council, following the completion of the PDSP scrutiny of all budget saving proposals, with regards to the 2015/16 Revenue Budget.

3. That the Head of Finance reports a report on the General Services Capital Programme for 2015-18 to the same council meeting.

Decision

Following a vote the Motion was successful by 10 votes to 2 and it was agreed accordingly.

MINUTE of MEETING of the COUNCIL EXECUTIVE of WEST LOTHIAN COUNCIL held within COUNCIL CHAMBERS, WEST LOTHIAN COUNCIL , on 21 JANUARY 2015.

Present – Councillors John McGinty (Chair), Cathy Muldoon, Harry Cartmill (substituting for Angela Moohan), Tom Conn, Martyn Day (substituting for Frank Anderson), Jim Dixon, Lawrence Fitzpatrick, Carl John (substituting for Peter Johnston), Dave King and Anne McMillan

Apologies – Councillor Frank Anderson, Peter Johnston, Danny Logue, Angela Moohan and George Paul

1.   DECLARATIONS OF INTEREST

No declarations of interest were made.

2.   COSLA BUDGET 2015-16 AND 2016-17

The Council Executive considered a report (copies of which had been circulated) by the Head of Finance and Estates providing an update on the COSLA budget position for 2015-16 and 2016-17.

The Head of Finance and Estates explained that in light of the continuing uncertainty over COSLA and the budget pressures facing the Council, Council Executive agreed on 4 March 2014 to adopt a precautionary position and to advise COSLA prior to the 31 March 2014 of the intention of West Lothian Council to terminate membership of COSLA from 1 April 2015, but to reserve the right to withdraw its notice of termination at any point during 2014-15.

COSLA presented a paper in December 2014 highlighting the progress made in developing the COSLA budget for 2015-16 and 2016-17. The report proposed an increase to the membership levy of 1% for 2015-16 and 2016-17. Given the uncertainty surrounding a number of factors in relation to the budget, namely the number of COSLA member authorities from next year and the potential recovery of contractual costs from leaving members, the Convention agreed that a further report should be presented to the Convention in March 2015.

The Head of Finance and Estates continued to advise that if West Lothian Council did withdraw from membership of COSLA from 31 March 2015, the council would cease to pay the current annual levy of £99,487 and decisions taken on the future annual COSLA budget, including the level of contribution would not have an impact on the council's budget. COSLA's position on the potential recovery of contractual costs from leaving members was still to be clarified.

If the council was to remain a member of COSLA the revenue budget model for 2015-16 and 2016-17 would need to incorporate expenditure related to the COSLA levy. The annual levy would increase by £995 in 2015-16 and £1,005 in 2016-17.

It was recommended that the Council Executive :-

1. Note the decision of Council Executive on 4 March 2014 regarding the council's membership of COSLA;

2. Note the position regarding the COSLA budget for 2015-16 and 2016-17; and

3. Determine if any further action was required to be undertaken by officers.

Motion

"Council Executive notes COSLA's position of Local Government funding and the completion of the review of the COSLA constitution.

Council Executive agrees it is in the best interests of West Lothian for the Council to continue its membership of COSLA, and instructs the Chief Executive to write to COSLA, withdrawing the notice of termination of membership with immediate effect.

Council Executive calls upon COSLA to be a strong voice to advocate the cause of Scottish Local Government in the face of the Scottish Government underfunding of Scottish Local Government and to resist the Scottish Government agenda of centralising the powers of Local Government in Scotland".

- Moved by the Chair and seconded by Councillor Moohan

Amendment

"Council Executive notes COSLA's position of Local Government funding and the completion of the review of the COSLA constitution.

Council Executive agrees it is in the best interests of West Lothian for the Council to continue its membership of COSLA, and instructs the Chief Executive to write to COSLA, withdrawing the notice of termination of membership with immediate effect.
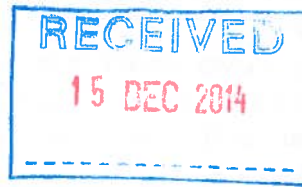
Council Executive calls upon COSLA to be a strong voice to advocate the cause of Scottish Local Government".

- Moved by Councillor John and seconded by Councillor Day

Decision

Following a vote the motion was successful by 8 votes to 2 and it was agreed accordingly.

Local Government and Communities Directorate
Local Government Division

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

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15 DEC 2014

In 2014 Scotland Welcomes the World

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XX COMMONWEALTH GAMES
SCOTLAND

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homecomingscotland.com

The Scottish Government
Riaghaltas na h-Alba

Our ref: 2014/0035381
12 December 2014

Dear Mr Hope

Thank you for your letter dated 30 October, addressed to the Deputy First Minister in his previous position as Cabinet Secretary for Finance, Employment and Sustainable Growth, about the Scottish Draft Budget for 2015-16. Mr Swinney has noted the content of the Council Executive's motion and asked me to reply as local government finance falls within my area of responsibility.

First of all please accept my apologies for the delay in this reply. Your letter was not recorded in our correspondence unit until mid-November.

In response to the first part of the Council Executive's motion you will be aware that over the period 2010-11 to 2015-16, the Scottish Fiscal DEL budget has been cut by around 10 per cent in real terms with the Capital Fiscal DEL budget facing a particularly challenging real terms reduction of around 26 per cent as a result of the UK Government's austerity programme. Mr Swinney has asked me to remind the Council Executive that with the Health Budget having received a real-terms increase in each and every year, as set out in the SNP's Manifesto, which has meant that some very difficult decisions have had to be taken to even maintain the local government budget.

Despite these pressures the Scottish Government has treated local government fairly with the local government finance settlements being maintained across the period 2012-16 on a like-with-like basis with extra money for new duties. This has resulted in a total settlement of £10.8 billion in 2014-15 and this is set to increase to £10.85 billion in 2015-16. West Lothian Council has received, and will continue to receive, its fair share of this total funding from the long-standing needs-based distribution formula. On a like-with-like basis West Lothian Council is set to receive an increase of over £2.5 million next year. The Council Executive will no doubt be well aware that if the needs based formula indicators had not been updated, as originally requested by COSLA, the Council would have lost out by £0.5 million.

Victoria Quay, Edinburgh EH6 6QQ
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POSITIVE ABOUT DISABLED PEOPLE

Clearly, what happens after 2015-16 will depend on the financial settlement Scotland receives from the UK Government but as you will be aware the indications from the UK Government's Autumn Statement are not looking favourable for the next few years but the Scottish Government will continue to discuss and hopefully agree future years local government finance settlement with COSLA.

On the point of the UK Government's Welfare Reforms the Council Executive will know that the Scottish Government has worked with COSLA to mitigate the worst of these reforms. The Scottish Government and local government have worked together to top-up the Council Tax Reduction Scheme funding by £40 million and provided additional money £70 million for (2014-16) to fully mitigate the impact of the Discretionary Housing Payments and provided additional money to the Scottish Welfare Fund.

I hope that this information is helpful.

Yours sincerely

Bill Stitt
Local Government Division

ISO 14001 at V.Q.
REGISTERED
INVESTOR IN PEOPLE
POSITIVE ABOUT DISABLED PEOPLE

DATA LABEL: PUBLIC

West Lothian Council

COUNCIL EXECUTIVE

ICT STRATEGY 2015/17

REPORT BY HEAD OF CORPORATE SERVICES

A.   PURPOSE OF REPORT

To present the draft Information Communications and Technology (ICT) Strategy 2015/17 to Council Executive for review and approval.

B.   RECOMMENDATIONS

It is recommended that Council Executive approves the draft ICT Strategy for implementation.

C.   SUMMARY OF IMPLICATIONS

I.	Council Values	Focusing on customers' needs Making best use of our resources
II.	Policy and Legal	An Equality Impact Assessment has been carried out and there is no adverse effect expected from any activity or outcome.
III.	Implications for Scheme of Delegations to Officers	None
IV.	Impact on performance and performance indicators	The ICT Strategy is aimed at maximising the use of technology to support the delivery of efficient services for our customers and progress towards the outcomes will be monitored using a range of performance indicators.
V.	Relevance to Single Outcome Agreement	Supporting the delivery of outcomes at a local, council wide and partnership level.
VI.	Resources (Financial, Staffing and Property)	From existing capital and revenue budgets.
VII.	Consideration at PDSP/Executive Committee required	Partnership and Resources PDSP on 23 January 2015

1

| VIII. | Details of consultations | Consultation has been completed through meetings with all Heads of Service and with the ICT Programme Board. |

D.   TERMS OF REPORT

D.1   Background

A draft ICT Strategy 2015/17 has been developed as part of a scheduled review and revision of the council's corporate strategies. It is designed to provide a framework for managing ICT across the council over the next four years. The ICT Strategy 2015/17 (attached as appendix 1) builds on the work of the preceding 2010/14 strategy.

The strategy focuses on ICT as an enabler for improving efficiency across the council, achieving compliance with legislation and regulatory factors to ensure we can continue to securely provide modernised shared services as set out in the Corporate Plan 2013/17. It identifies the outcomes that are to be achieved and the activities and actions that the council will undertake.

D.2   Dependencies

The ICT Strategy supports the delivery of all council priorities and the three enabler themes: Financial Planning, Corporate Governance and Risk and Modernisation and Improvement.

The ICT Strategy has strong linkage to the Local Government ICT Strategy and has been influenced by the national strategy, "Scotland's Digital Future: Delivery of Public Services" (published March 2011), John McClelland's review of the Scottish public sector ICT infrastructure (published June 2011) and "Scotland's Digital Future: Data Hosting and Data Centre Strategy for the Scottish Public Sector" (published April 2014).

The ICT Strategy supports the following council strategies, namely:

- Financial Strategy
- Corporate Asset Management Strategy
- Risk Management Strategy
- Corporate Procurement Strategy
- Customer Services Strategy
- Property Asset Management Plan
- Improvement Strategy
- Information Strategy
- People Strategy

D.3   Development of the Strategy

The ICT Strategy has been developed by IT Services, who have carried out consultation with services and through the ICT Programme Board. IT Services will take the lead in coordinating the activities and actions needed to achieve the strategy outcomes.

2

D.4   Monitoring and Review

The ICT Strategy outcomes will be progressed and monitored by the ICT Programme Board and will be integrated into service management plans, supported by appropriate action/project plans.

The ICT Programme Board will conduct scheduled reviews to ensure the council remains on track to deliver outcomes and that these continue to be relevant to the council and the achievement of corporate priorities.

The annual review will be submitted to Partnership and Resources PDSP.

E.   CONCLUSION

The draft ICT Strategy focuses on ICT as an enabler for improving efficiency across the council, achieving compliance with legislation and regulatory factors to ensure we can continue to securely provide modernised shared services as set out in the Corporate Plan 2013/17.

F.   BACKGROUND REFERENCES

1. ICT Strategy 2010/14

Appendices/Attachments:
Draft ICT Strategy 2015/17

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Julie Whitelaw
Head of Corporate Services

Date: 27 January 2015

3

West Lothian Council
ICT Strategy 2015/17

Contents

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1   Overview

1.1   Foreword

The West Lothian Council Information, Communication and Technology (ICT) Strategy provides a framework for managing ICT across the council over the next three years. The council is committed to maximising the use of technology to support the delivery of efficient services for our customers.

The strategy focuses on ICT as an enabler for improving efficiency across the council, achieving compliance with legislation and regulatory factors to ensure we can continue to securely provide modernised shared services as set out in the Corporate Plan 2013/17.

While it is recognised that the pace of change in technology continues to accelerate, the strategy aims to ensure the council can make best use of its ICT infrastructure into the future.

There will be a continuing and increasing dependency on ICT systems to support the re-design of council services, enable the delivery of efficiency savings and meet the needs of our customers.

In the immediate future, the delivery of the strategy outcomes must be achieved in an increasingly challenging financial environment, where there will be increasing demands for the council to achieve greater value for money from our technology capability.

John McGinty
Leader of West Lothian

Graham Hope
Chief Executive West Lothian
Council

1.2   Context

This ICT Strategy is a further development of the 2010/14 ICT Strategy approved by council in September 2010. The strategy has been updated to recognise council priorities, financial constraints and technologies that provide the council and customers with new engagement channels at reduced cost.

The ICT Strategy is underpinned by a Technical Framework that sets out the infrastructure, systems, data management and security required to support the delivery of council services.

External Factors

Following the approval of the 2010/14 ICT Strategy, the Council through IT Services have contributed to the ongoing development and delivery of digital services in the public sector. Specific contributions have been made towards the Scottish and UK Government's approaches to the adoption of these new digital technologies.

These new technologies, which can improve service delivery and customer engagement, continue to be developed across all industry sectors, raising customer awareness to the benefits of using technology.

Customers' expectations have therefore grown and increased the pressure on the public sector to respond.

UK and Scottish government legislation and policies provide guidance to the public sector in the use of existing and emerging technologies.

The following reports on technology in the public sector have influenced local government thinking on the delivery of ICT:

- The national strategy, "Scotland's Digital Future – Delivery of Public Services" published March 2011: Sets out in detail how the government intends to achieve their digital ambition and what further actions are proposed in the four key areas of public service delivery; the digital economy; digital participation and broadband connectivity.

- John McClelland's review of the Scottish public sector ICT infrastructure published June 2011: Reviewed the strategic management of investment in Scottish public sector information and communication technology (ICT)

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infrastructure, reporting on how best to deliver improved value for money and support multi-agency working and shared services.

- The Local Government ICT Strategy – Delivering Better Services for Communities published January 2013: This sets out the framework for councils to meet customer demand, address public sector reform, reduce costs and support shared delivery of local public services.

- Open Data Consultancy Report commissioned by the Scottish Government in November 2013. This included a pilot of the Linked Open Data approach to data publishing, incorporating the Scottish Index of Multiple Deprivation, selected education data and supporting geographical information.

- Scotland's Digital Future: Data Hosting and Data Centre Strategy for the Scottish Public Sector (published April 2014) which states its vision as a cost-effective, carbon neutral making appropriate use of cloud technology for the delivery of efficient and highly available ICT services.

- The Scottish Government's Climate Change (Scotland) Act 2009 which has greenhouse gas emissions set as an interim 42% reduction target for 2020. Part 4 of the Act requires that public bodies must, in exercising its functions, act in the way best calculated to contribute to delivery of the Act's emissions reduction target.

Achieving compliance with UK and Scottish Government legislation and policies can however also introduce complexity and constrain the efficient and cost effective use of technology. These factors can influence the time taken and resources available to implement solutions.

Internal factors

The ICT Strategy recognises the opportunities arising from internal factors that will facilitate the modernisation of council services. These include:

- Legacy systems, which were introduced for operational reasons but are unable to provide the real-time joined up services expected by customers, have to be integrated.

- The traditional ICT infrastructure model will be replaced to support the carbon reduction target, the council efficiency measures and be capable of performing in a more virtual landscape, whilst while achieving the high level of performance demanded by the services.

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- The increased demand for mobile devices to support the requirements for mobile flexible working, aligned with the council property asset management plan, requires solutions which satisfy services' demands, are cost effective and maintain security of information assets and data.

- The council's programme to modernise services has many projects which are dependent on new technologies, integrated systems and operational applications to achieve approved service delivery and efficiency objectives.

- The council's priorities in the current Corporate Plan are directly supported through the management of ICT assets and indirectly supported through provision of ICT technologies, systems and skills to services.

1.3   Strategy Development

The ICT Strategy has been designed to ensure that information and communication technologies contribute to the achievement of the outcomes identified within the council's Corporate Plan, and taking account of the views expressed by the community, partners and stakeholders as part of the Delivering Better Outcomes 2014 consultation.

The ICT Strategy was developed following consultation with all council services: strategic outcomes were identified and are illustrated in Appendix B.

This strategy provides a framework for the Council to achieve the outcomes identified in the Local Government ICT Strategy. The Council aims to meet these targets by committing to the following National and Council objectives:

a. Local Government ICT Strategy

The Local Government ICT Strategy includes key principles to consider reuse and share existing infrastructure, systems and data where appropriate.

The McClelland Review of public sector ICT infrastructure emphasises the need for collaborative services in terms of shared ICT infrastructure, technical specialisms and support.

ITIL, an IT industry good practice that focuses on aligning IT services with the needs of business and describes processes, procedures, tasks and checklists that are not organisation-specific.

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Delivering Better Outcomes - The overarching aim of this programme is to drive more efficient and effective use of the Council's assets and resources. The Managing our Asset workstream includes ICT and has been identified as the part of this programme where, rationalisation, consolidation, sharing and the use of technology will enable improvements in efficiency and/or quality.

b. ICT Asset Management Plan

As part of the process to develop the council's five year Capital Asset Management Strategy, service users have been consulted to determine their priorities. Through the ICT Programme Board, services are aware of the role they have in helping to deliver council priorities through ICT enabled activity.

The approach adopted in developing the ICT Strategy ensures that this strategy provides sound governance and a framework for the council's ICT Asset Management Plan that will detail the actions necessary to support the continuous improvement in the council's ICT capability, processes and performance.

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1.4 Ownership and Scope of the Strategy

The Head of Corporate Services is the owner of the ICT Strategy 2015/17   and   is responsible for delivery of the ICT strategy.

The ICT Strategy outcomes will be progressed and monitored by the ICT Programme Board, integrated into service management plans and supported by action and project plans.

The ICT Programme Board will conduct scheduled reviews to ensure that the council remains on track to deliver the outcomes and that these continue to be relevant (an important aspect in respect of the constant development of new technologies) and the achievement of corporate priorities.

Governance		
Group	Governance/Scrutiny Role	Reporting Frequency
ICT Programme Board	a) To review and implement policies, procedures and standards. b) To progress, monitor and ensure that the council remains on course to deliver the outcomes. c) To monitor projects related to the ICT strategy.	Annual progress report
Corporate Management Team	Monitors the council's performance and progress against the activities and action of the ICT Strategy.	Annual progress report
Partnership and Resources Policy Development and Scrutiny Panel	The role of the PDSP is: a) To develop policies with a view to making recommendations for their adoption by Executive or to the Education Executive. b) To review the working of existing policies of the council and to make recommendations about their working, amendment or replacement to the Executive or Education c) To prepare and follow in so far as practicable a forward work plan to assist the continuous flow of policy and best use of council resources. d) To scrutinise and monitor the council's performance against the ICT Strategy.	Annual progress report
Council Executive	Approval of the ICT Strategy and monitor progress.	Annual progress report

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2 Council Priorities

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

The ICT Strategy supports the delivery of a range of council strategies including:-

- Financial Strategy outcomes through effective and efficient use of technology and systems linking with the council's budgeting for better outcomes approach.

- Corporate Asset Management Strategy outcomes by supporting suitability, accessibility, sustainability and sufficiency of technology as required by the ICT Asset Management Plan.

- Risk Management Strategy outcomes by managing the use and access to technology and systems through policies, procedures, monitoring and reporting.

- Corporate Procurement Strategy outcomes by implementing, securing and supporting technology solutions.

- Customer Services Strategy outcomes by implementing, securing and supporting digital solutions to improve customer access.

- Property Asset Management Plan outcomes by supporting suitability, accessibility, sustainability and sufficiency of technology as required by the ICT Asset Management Plan.

- Improvement Strategy outcomes by supporting the improvement in service delivery and performance through the implementation and support of key technology and system solutions.

- Information Strategy outcomes by improving access to information through the technology, processes and tools.

- People Strategy outcomes by providing the tools, data and information to a high performing and more agile workforce.

- Education's Raising Attainment Strategy by providing the infrastructure to support online communication and collaboration.

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Figure 1 illustrates where the ICT Strategy 2015/17 will directly contribute to a council priority or enabler.

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

Figure 1: Council priorities and the ICT Strategy

3 Strategy Outcomes

The ICT Strategy has been designed to support the delivery of the council's priorities contained in the Corporate Strategy 2013/17. The aim of the ICT Strategy is to provide services with technology and systems which supports their objectives.

In summary the strategy outcomes are to:
1. Improve access to digital services for customers and employees.
2. Employ technology solutions to improve efficiency and effectiveness.
3. Reduce carbon emissions and make savings through using smart technologies.
4. Consolidate and share systems to achieve a more integrated customer focused approach.
5. Provide high performance network connectivity.

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Outcome Benefits

There are a number of benefits that will be delivered through the ICT Strategy:

- Customer access to services is improved through the deployment of mobile technology to the workforce.

- Customers will be able to engage through a variety of digital channels.

- Customer access to services and information is improved through the council's web site.

- The deployment of new technologies will offer customers alternative methods of communication and the ability to self-serve where and when they wish to do so.

- Council's information and systems will be secured appropriately for the sensitivity of the data they process.

- Business intelligence will allow the council to make more informed decisions and target resources accordingly.

- The council workforce will have tools which will allow collaboration and communication with colleagues and customers regardless of location.

- The council's workforce will have improved appropriate access to records.

- The council will achieve savings from the continued roll-out of Internet Protocol Telephony

- Implementing new technology solutions can assist to lower carbon emissions.

- A shared data centre services secures the availability of critical systems.

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Outcome 1: Improving access to digital services for customers and employees

Purpose

Customers expect their public services to be available through a range of digital channels and this demand for web and mobile solutions will increase as the cost of technology reduces and the range of digital devices increases. This provides the council with opportunities for channel shift by offering its customers alternative methods of communication including using the web. Customer engagement will be further improved by providing employees with access to mobile devices with appropriate applications which will allow employees to interact and inform the customer directly, regardless of location.

To support improved access to information for both employees and customers shared data, integrated systems with real or near-time interfaces and "Open" data is key.

Activities

The main activities that will be undertaken during 2015/17 to achieve this priority outcome are:

- **Systems Integration:** To achieve the "single view of the customer" services will require to consider real or near time data interfaces to key customer systems, such as CRM, when considering replacement or upgrades to their corporate or operational systems.

- **Self Service – Council Website:** The development of the council's website will provide increased ability for customers to self-serve by making end-to-end transactions available from the site.

- **Online School Payments and Pupil Placement:** Online payments and pupil placement will enable parents and carers to make payments for school related activities and apply for school places through digital services.

- **Open Data**: Open Data is data that is accessible to anyone (usually via the web), in a digital format and free of restriction of use. There is a growing portfolio of open data available in Scotland and across the UK with the Scottish Government publishing a large quantity of open data. e.g. Scottish Neighbourhood Statistics (www.sns.gov.uk). Services with new projects, where appropriate, will be required to consider the Open Data concept.

- **Property:** The Finance and Estates updated Property Asset Management Plan will ensure that IT requirements regarding specialist environment for equipment, data cabling and power for computers, printers and IPT will support the needs of the services**.**

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- **L o n e   W o r k e r :** The provision of technology solutions to support the safety of employees working in our communities.

- **M o b i l e   D e v i c e s :** IT Services will continue to develop the IT Service & Product Catalogue to include mobile products which will allow collaboration and communication with colleagues and that are appropriate for working within the secure environment of Public Sector Network (PSN) and council's business network.

- **O n l i n e   E m p l o y e e   E x p e n s e s :** The provision of the online self-service expenses system to support a modernised agile workforce.

Performance

The following performance indicators will be used to monitor progress in the outcome for the life span of the strategy:

Performance Outcome 1					
	Performance Indicator Name	2014 Performance	2017 Target	Service	Responsible Officer
1	% of customers achieving end-to-end council transactions on the website	0.20%	25%	All	Web Services Manager
2	% of school payments made online	0%	50%	Education	Strategic Resource Manager Education
3	% of pupil placement applications submitted on-line	0%	25%	Education Services	Head of Service
4	% of planning applications submitted on-line	48%	65%	Planning and Economic Development	Head of Service
5	% of Lone Workers with access to a Lone Worker Device	53%	100%	All	Heads of Service
6	% of frontline staff in Building Services using mobile devices	45%	75%	Housing Building & Construction Services	Head of Service
7	% of employee mileage / expenses claims submitted online	95%	98%	All	Heads of Service

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Outcome 2: Employ Technology Solutions to Improve Efficiency and Effectiveness

Purpose

Key drivers for the Delivering Better Outcome workstreams are increasing efficiency and improving effectiveness. The council will make best use of the technology solutions available that, combined with other strategic outcomes, can aid the workstream projects in the achievement of their objectives and improve performance.

Activities

The main activities that will be undertaken in 2015/17 to achieve this priority outcome are:

- **Multimedia Contact Centre:** The deployment of new technology to provide the contact centre with several digital channels for customer engagement will help facilitate the achievement of efficiency savings, service transition and channel shift.

- **Development of Self Service through the council's Website:** The development plan for the website will increase the self-service functions available to customers saving customer time and maximising efficient use of council resources.

- **Management Information for Effective Decision Making:** The analysis of large amounts of data (commonly known as "big data") allows for more informed decision making. Use a business intelligence solution that also links to corporate GIS data will allow resources to be targeted and will improve the effectiveness of delivery.

  Develop use of business intelligence linked to corporate GIS to take data and produce effective management information.

  Information gathered, collated and reported in the Social Policy system will contribute to improvement in delivery of services.

- **Records Management:** The council's records management policy is based on records being managed by manual filing systems, IT Applications, databases and corporate Electronic Documents and Records Management System (EDRMs). Advances in technology now allow for information to be shared (a record management principle) using cloud based systems, including cloud mail. Combined with video conferencing this functionality offers opportunities for collaborative working across the council with its mobile workforce, customers and partner organisations.

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- **Internet Protocol Telephony**: The council will continue its programme of replacing legacy Featurenet Telephony with IPT to achieve benefits and savings. The proposed rollout is aligned to the council property asset management plan to ensure the functionality supports flexible and mobile working.

- **Email Systems:** A separate segregated and secure email system is to be provided for PSN originated data as recommended in the 2013 PSN Code of Compliance report.

  A cloud based email solution will be investigated for corporate users and implemented where the business case justifies.

- **Vehicle Management System:** A real-time system automatically collecting data from vehicles to a central information system with minimum driver involvement. The data will be used to improve utilisation through route optimisation, fuel efficiency and the overall management of the fleet.

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Performance

The following performance indicators will be used to monitor progress in the outcome for the life span of the strategy:

Performance Outcome 2		- 56 -			
	Performance Indicator Name	2014 Performance	2017 Target	Service	Responsible Officer
1	% increased response rate to email by the Customer Contact Centre within 4 hours.	90%	95%	Area Services	Customer Services Centre Co-ordinator
2	% of self-service payment transactions (excluding direct debit) received through income management system	8%	20%	Finance & Estates	Revenues Manager
3	Use of the council's corporate GIS system by staff who are involved in land or property management or operations	0%	100%	All	Heads of Service
4	Average number of weeks Older People's service users are waiting to be assessed	3	2.75	Social Policy	Head of Social Policy
5	% of staff completing online training in Records Management	0%	50%	All	Heads of Service
6	% of staff using Internet Protocol Telephony for fixed telephone services	32%	80%	Corporate Services	IT Manager
7	% reduction in business mileage	0%	30%	All	Head of Operational Services

Data Label: Public

Outcome 3: Reduce Carbon Emissions and make Savings through using smart technologies.

Purpose

The move to virtualisation has enabled the sharing of server hardware thereby reducing the carbon emissions of a larger number of computing resources. IT Services will continue to introduce virtualisation by assessing the desktop solutions available that require less power and produce less heat.

Where appropriate, options to utilise selected "Cloud" services will be assessed.

Activities

The main activities that will be undertaken in 2015/17 to achieve this priority outcome are:

■ **Virtual Technology:** The ICT Asset Management Plan includes the 5 year replacement cycle for desktop PC and access devices. The deployment of desktop virtualisation (formerly known as thin client), which will enable applications to be accessed from a wider range of IT devices, will be integrated into this plan. Virtualisation solutions will deliver a reduction in carbon emissions and reduce the acquisition and support costs.

■ **Cloud Computing**: A cloud email project will provide anywhere access, resilience and reduced infrastructure costs compared to traditional in-house email.

IT Services will evaluate the use of cloud computing within the council for non PSN compliant systems when system refresh or a new system is required. This will be carried out in conjunction with a risk assessment for the council's data and information that would use cloud technologies.

■ **IT Carbon Footprint:** The measurement of power consumption is already carried out for the data centre as whole and all Council premises will have 'smart' meters which will enable the Council's Energy Team to remotely monitor electricity consumption in half hour intervals.

The implementation of Virtual Technology and Cloud Computing will support the objective of meeting the Scottish Government's Power Usage Effectiveness (a metric used to determine the energy efficiency of a computer data centre) target of 1.8 by 2017.

A reduction in the council's carbon footprint will be achieved by the reduction in business mileage.

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Performance

The following performance indicators will be used to monitor progress in the outcome for the life span of the strategy:

Performance Outcome 3					
	Performance Indicator Name	2014 Performance	2017 Target	Service	Responsible Officer
1	Data Centre Infrastructure Efficiency (see note 1 below)	No Current Benchmark	56%	Corporate Services	IT Manager
2	Power Usage Effectiveness (see note 2 below)	0	1.8	Corporate Services	IT Manager
3	Power Management in Desktops & Laptops (see note 3 below)	100%	100%	Corporate Services	IT Manager
4	% of pupils with email accounts hosted in the cloud	0%	100%	Education Services	Head of Service
5	% reduction in senior phase student school to school journeys	0%	20%	Education Services	Head of Service
6	% reduction in CO2 delivered from reduced business mileage	0%	30%	All	Heads of Service

Note 1: Data Centre Infrastructure Efficiency (DCiE) is a metric used to determine the energy efficiency of a data centre. The metric, which is expressed as a percentage, is calculated by dividing IT equipment power by total Data Centre facility power.

Note 2 Power usage effectiveness (PUE) is a measure of how efficiently a computer data centre uses energy; specifically, how much energy is used by the computing equipment (in contrast to cooling and other overheads). The metric is calculated from the total Data Centre energy supply, divided by the equipment energy consumption.

There is an entry in the Action Plan to install meters in the data centre to capture baseline data to allow DCiE and PUE to be calculated.

Note 3 Power Management in Desktops and Laptops: All devices managed by the IT Service Centre have a power saving policy which allows the council to set the optimum power setting to minimise energy usage.

Data Label: Public

Outcome 4: Consolidate and share systems to achieve a more integrated customer focussed approach.

Purpose

In line with the Asset Management Plan approach consideration will be given to enterprise solutions, to achieve a more integrated customer focussed approach and efficiency and effectiveness objectives. The private sector has been using such solutions for many years but with the advent of cloud and hosted solutions the cost has reduced and can be considered by councils.

National and Sectorial strategies from government will influence the sharing of ICT systems and cloud or hosted solutions make it so much easier to share systems used by services.

Provide the council with options that identify the opportunities to access up-to-date web enabled or hosted systems at a reduced cost or improved service.

Activities

The main activities that will be undertaken in 2015/17 to achieve this priority outcome are:

- **Shared Services**: IT Services will continue with the shared services data centre arrangement with South Lanarkshire Council to provide critical systems in the event of a major incident impacting IT systems at the Civic Centre. This shared arrangement supports the council's Business Continuity Plan.

  West Lothian College will be provided with shared data centre operational services in the Civic Centre. Education Services working with West Lothian College will jointly deliver National Qualifications.

- **Education Shared Systems:** Education is a user of key shared strategic systems: SEEMiS, Glow and SCHOLAR.

  Glow is a shared cloud collaboration system offered by Education Scotland. The development of the next generation of Glow services, Glow Plus is critical for developing content to support the delivery of the curriculum and enhance pupil attainment.

  SEEMiS delivers an effective Management Information System to all sectors of education within the council.

  SCHOLAR is an online shared system that provides students with the opportunity to utilise online materials for specified SQA courses.

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- **Consolidation of Financial Systems:** In collaboration with Finance and Estates and Operational Services IT will support the review of all systems which transact or record financial data. A plan to improve data capture at source, real-time integration, systems consolidation, process changes and management information will be the outcome.

- **Governance:** Council services will explore the reuse and sharing possibilities for infrastructure, systems and prior to submitting new Project Briefs to the ICT Programme Board for consideration.

Performance

The following performance indicators will be used to monitor progress in the outcome for the life span of the strategy:

Performance Outcome 4					
	Performance Indicator Name	2014 Performance	2017 Target	Service	Responsible Officer
1	% WLC1 [1] systems with contingency arrangements	100%	100%	All	Heads of Service
2	% of systems successfully tested annually	90%	100%	All	Heads of Service
3	% of pupils (P4-S6) using GLOW who have logged on more than once each term	No current benchmark [2]	100%	Education Services	Head of Service
4	Number of Students using SCHOLAR (on-line teaching materials to support SQA courses)	1807	2500	Education Services	Head of Service
5	Number of qualifications in which West Lothian students use SCHOLAR materials	30	35	Education Services	Head of Service
6	% of new IT projects that proposed reusing or sharing systems	47%	60%	All	Heads of Service

[1] WLC1: Activities are deemed critical where failure could result in potential loss of life.

[2] Transition to the new GLOW service commenced in November 2014 and data for this performance indicator is expected to be available from 2015/16.

Data Label: Public

Outcome 5: Provide high performance network connectivity

Purpose

The council's services use secure data and voice networks to link and interface their systems, communicate with each other and their customers. To enable system interfaces, email, access to the internet and the support of digital services requires large capacity, high performance bandwidth. The design for integrated networking is contained in the Technical Framework that has been developed.

The government's Scottish Wide Area Network (SWAN) provides a cost effective approach to communications between services, data centres and the internet.

Provide all council services and in particular Education with access to the next generation broadband through the SWAN contract.

Activities

The main activities that will be undertaken in 2015/17 to achieve this priority outcome are:

- **Scottish Wide Area Network (SWAN):** Migrate the council's wide area network to central government's Scottish Wide Area Network (SWAN) at end of the existing contract.

- **Local Area Network (LAN):** Modern data connectivity will be improved by the council's investment in Local Area Networks within all council properties in line with the ICT Asset Management plan.

- **Next Generation Broadband (NGB):** Modern data connectivity will be improved by the council's investment in Next Generation Broadband which will benefit the council's customers' homes, private sector businesses and potentially council properties.

- **Secure Networks:** The council achieved compliance with PSN in January 2014. Annual submissions are expected throughout the remaining period of this strategy.

  IT Services will work in partnership with other local authorities and the Cabinet Office to plan and design networks that will meet business requirements whilst maintaining the PSN Code of Compliance.

- **Online Staff Training:** Training in Data Protection, Freedom of Information and Security Awareness will be conducted for all staff that have a council email account.

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Performance

The following performance indicators will be used to monitor progress in the outcome for the life span of the strategy:

	Performance Outcome 5				
	Performance Indicator Name	2014 Performance	2017 Target	Service	Responsible Officer
1	% availability of the data network.	99.90%	99.95%	Corporate Services	IT Manager
2	Availability of next generation broadband to premises in West Lothian	72.9%	99%	Corporate Services	IT Manager
3	Annual PSN compliance certification	100%	100%	Corporate Services	IT Manager
4	% of staff with an email account who have completed the council's online training in : ▪ Data Protection, ▪ Freedom of Information ▪ User Security Awareness	100%	100%	All	Heads of Service

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Appendix A

Action Plan						
Action	Description	Planned Outcome	Owner	Start	End	Status
IT Service & Product Catalogue	Develop the IT Service & Product catalogue to include mobile technologies.	IT Service & Product Catalogue to support the fixed and mobile workforce.	Service Portfolio & Programme Manager	Ongoing	September 2015	Active
Open Data	Prepare a report for the ICT Programme Board defining open standards for the interchange of data.	An agreed corporate approach to Open Data.	IT Solutions Architecture Manager	April 2015	June 2015	Planned
Business Intelligence and GIS	Produce an options paper and business case on the potential deployment of Business Intelligence software linked to GIS.	Report to the ICT Programme Board.	Performance and Improvement Manager	April 2015	June 2015	Planned
Enterprise Records Management	Consider cloud based records management systems as existing system reaches end of lifecycle	An enterprise Records Management System that support the council including the mobile workforce.	Head of Corporate Services	April 2015	March 2017	Planned
IP Telephony	Migration of legacy Featurenet estate to IP Telephony.	Provide telephone to support flexible working and deliver efficiencies	IT Manager	Ongoing	March 2017	Active
Secure email	To provide a separate segregated and secure email system.	Provide the council with secure email system for PSN originated data.	IT Manager	Ongoing	June 2015	Active
Virtualisation (Thin client)	Consider thin client technology as an alternative to existing desktop computers.	Reduced carbon emissions through energy reduction	IT Solutions Architecture Manager	April 2015	March 2017	Planned

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Action Plan						
Action	Description	Planned Outcome	Owner	Start	End	Status
Cloud mail	To investigate the provision of cloud email for corporate users.	The business case to justify any future plan to move to a cloud email systems.	IT Manager	Ongoing	2015/16	Active
Cloud Technology	Make use of cloud technology to share and re-use resources.	Reduced carbon emissions through energy reduction	IT Solutions Architecture Manager	April 2015	March 2017	Planned
Financial Systems	Review systems which handle financial data and prepare	A business case for consideration by the ICT Programme Board.	Heads of Service	Ongoing	March 2015	Active
Scottish Wide Area Network	Migration of the council's wide area network to the government's Scottish Wide Area Network and the provision of an increased broadband capacity for schools.	A wide area network that will meet the business requirements whilst maintaining the PSN code of Compliance	IT Manager	Ongoing	December 2015	Active
Lone Worker	Implement a system to support the safety of employees in the community.	Enhancing safety of staff in communities using consolidated systems	Heads of Service	Ongoing	March 2017	Active
Online Employee Expenses	Implement a system for submitting online mileage and expense claims.	Improved efficiency in processing expenses and mileage claims	Head of Corporate Services	Ongoing	June 2015	Active
Multimedia Contact Centre	Deploy new technology to provide the contact centre with several digital channels	Provision of a wider range of customer contact methods to improve choice and efficiency	Head of Area Services	Ongoing	March 2016	Active
Vehicle Management System	Implement a system to collect data in real-time from vehicles with minimal driver involvement	Reduced business mileage, fuel and carbon emissions	Heads of Service	Ongoing	March 2017	Active

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Action Plan						
Action	Description	Planned Outcome	Owner	Start	End	Status
Data Centre Efficiency	Install low-carbon consumption equipment	Reduced energy consumption and improve power use effectiveness	IT Manager	April 2015	August 2015	Planned
Data Centre Efficiency	Install meters in the data centre to measure power consumption.	Measurement of the reduction in power usage	Head of Finance & Estates	June 2015	August 2015	Planned
West Lothian College	Use the council's data centre and service structure to support West Lothian College	Extend usage of shared data centre to support use of technology for West Lothian College	IT Manager	Ongoing	March 2017	Active

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Appendix B: ICT Strategy 2015/17 Outcome Mapping

Council Priorities	Council Services	Activities	ICT Strategic Outcomes	Activities	Council Services	Council Priorities

Diagram content (left to right):

Council Priorities (left): 1. Delivering positive outcomes....; 2. Improving the employment position....; 3. Improving attainment; Corporate Governance & Risk; 2. Improving the employment position....; 6. Reducing Crime and Improving Community Safety; 4. Improving the Quality of Life for Older People; 5. Minimising Poverty... (Joined up Approach); 8. Protecting the built and natural....

Council Services (left): Education (Shared Systems); West Lothian College; Council Wide; Finance & Estates; Council Wide; Council Wide; Planning & Economic Development; Community Planning; Social Policy; Area Services; Council Wide; Council Wide (Excl. Education); Council Wide; Operational

Activities (left): SEEMIS; Glow Plus; Glow (Incl. Mail); SCHOLAR; Shared Services; South Lanarkshire Business Continuity; Corporate Finance Review; Governance: Share & Reuse; Secure Networks; Staff Training; SWAN & LAN; NGB; Management Information; Multimedia Contact Centre & Web Self-service; Records Management; IPT; Email; Vehicle System

ICT Strategic Outcomes (centre): (4) Consolidation & Strategic Sharing; (3) Carbon Reduction & Smart Technology; (5) High Performance Network; **ICT Strategy**; (1) Improving Access to Digital Services; (2) Technical Solutions for Efficiency & Effectiveness

Activities (right): Carbon Footprint; Virtualisation; Cloud Computing; Business Continuity for New Systems; Property; Web & Systems Integration; Self Service on the Web; Mobile Devices; Open Data; Lone Worker; Online School Payments & Pupil Placement; Online Employee Expenses

Council Services (right): Finance & Estates; Planning & Economic Development; Council Wide; Finance & Estates; Area Services; Area Services; Social Policy; HCBS; Council Wide; Council Wide; Education; Council Wide

Council Priorities (right): 8. Protecting the built and natural....; Corporate Governance & Risk; 5. Minimising Poverty... (Joined up Approach); 7. Delivering positive outcomes on health; 6. Reducing Crime and Improving Community Safety

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- 66 -

West Lothian Council

ICT Strategy 2015/17

Julie Whitelaw
Head of Corporate Services

January 2015

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West Lothian Council

COUNCIL EXECUTIVE

CUSTOMER SERVICE STRATEGY 2015-17

REPORT BY HEAD OF AREA SERVICES

A. PURPOSE OF REPORT

This report presents the draft Customer Services Strategy 2015-17 to the Council Executive for approval.

B. RECOMMENDATION

The Council Executive is asked to:

1. note the report;
2. approve the Customer services Strategy for 2015-17, and
3. agree that progress reports will be submitted to the Partnership and Resources PDSP.

C. SUMMARY OF IMPLICATIONS

I	**Council Values**	• focusing on our customers' needs; • being honest, open and accountable; • providing equality of opportunities; • developing employees; • making best use of our resources; and • working in partnership.
II	**Policy and Legal (including Strategic Environmental Assessment, Health or Risk Assessment)**	Not applicable.
III	**Implications for Scheme of Delegations to Officers**	None.
IV	**Impact on performance and performance Indicators**	Successful implementation of the action plan will improve service performance.
V	**Relevance to Single Outcome Agreement**	Enabler service.
VI	**Resources – (Financial, Staffing and Property)**	Development will be undertaken utilising existing resources, along with capital investment for specific initiatives such as web development, channel shift activity and property related improvements.

1

VII	Consideration at PDSP	The Council Executive agreed the 2011-14 Customer Service Strategy in January 2012.
		The Partnership and Resources PDSP discussed the report at its meeting on 23 January 2015. A verbal update on feedback will be given at committee.
VIII	Other consultations	Information from the DBO consultation 2012 and 2014 has informed the strategy. All council services have influenced the development of the revised strategy.

D.   TERMS OF REPORT

D.1   Background

The council agreed its Customer Services Strategy 2011-14 in January 2012. It was also agreed that the strategy would be reviewed in 2014.

The Customer Services Champions Group, a cross-council officer group, has used new customer data such as: the feedback from the DBO consultation, information from the Quality of Life survey, transaction data gathered as part of the channel shift project, and the newly created generic customer personas to verify priorities.

The Scottish Government, supported by the Improvement Service, is progressing a number of national priorities linked to the Local Government ICT Strategy Digital Services workstream. This includes the enhancement and further roll-out of the citizens account called "myaccount".

The priorities within the emerging strategy were discussed within management teams across the council, to ensure all service specific requirements are captured. This activity took place in 2014.

The refreshed strategy has been developed using the new corporate strategy template. A suite of performance indicators has been developed linked to the outcomes within the strategy. The draft strategy is attached as appendix 1.

D.2   Customer Services Strategy 2015-17

The Customer Services Strategy is an integral part of a suite of strategies (People Strategy, IT Strategy, Improvement Strategy, Asset Management Strategy, and Financial Strategy) that, in the round, ensure that the council has customer service at the heart of service development. This is within the context of reducing resources and a need to move customers to more effective and efficient service delivery channels.

The Customer Service Strategy ensures our customers, stakeholders and partners are informed about the quality, standards and choice of services available and will empower their participation in the delivery and review of service provision. The strategy has been developed around three themes:

1.   Excellent Customer Service – All council services will ensure that
       customer requests and enquiries are dealt with in a timely, efficient and

2

professional way.

2. Improving Access – Our customers are able to access council services in the way most convenient to them.
3. Transforming Services – We will change the way we deliver services to ensure our customer's journey from start to finish is made by the best route possible.

The strategy is being presented to the Council Executive for final agreement following comments from the Partnership and Resources PDSP which will be verbally conveyed to the committee.

E.   CONCLUSION

The Customer Services Strategy supports the delivery of outcomes for West Lothian citizens by ensuring that the council designs, delivers and improves services based on customers' needs.

Full implementation will ensure that the council:

- achieves better corporate working and improves service co-ordination;
- improves operational efficiency and minimises overheads;
- exploits the business improvement opportunities presented through the ongoing development of new technology; and
- values fully the contributions of staff, customers and partners.

F.   BACKGROUND REFERENCES

Customer Services Strategy 2011-14

Report to the Council Executive Jan 2012

Appendices/Attachments: One

Appendix – Customer Service Strategy 2015 -17

Contact Person. Karen Cawte Customer Services Development Manager, karen.cawte@westlothian.gov.uk Tel: 01506 281082

Steve Field
Head of Area Services

Date: 27 January 2015

3

West Lothian Council

Customer Services Strategy 2015/17

The Customer Services Strategy aims to improve the customer experience for people living in West Lothian who access our services.

Contents

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1 Overview

1.1 Foreword

We are pleased to introduce the Customer Service Strategy for 2014-17 which describes our vision to deliver high quality, customer-centred services for the people of West Lothian through insight, innovation and partnership.

West Lothian Council is a progressive, efficient and outcome-focused organisation dedicated to delivering excellent services to people and businesses in the local community.   We enjoy a strong reputation for good quality, high performing services. This is because the council and our partners have placed the "customer" at the heart of our organisations. We have challenged services to meet the needs of the communities we serve, to provide services which are responsive, first-rate and value for money. We believe that this culture of continuous improvement will help us to achieve real and lasting outcomes for our communities.

The strategy recognises the value of an engaged, interactive community and encourages services to find new ways to involve local people in the delivery and improvement of local services. In the past few years, activities such as the Delivering Better Outcomes budget consultation, customer consultation exercises and Citizen Led Inspections have demonstrated the importance of the community voice in the decisions that shape and prioritise service provision. Changing customer aspirations also influences this strategy with a greater focus on technology as a way of interacting with customers and meeting their needs.

The council has moved into a new and challenging era for local government. However, the rate of change and level of financial restraint has not diminished our desire to be at the forefront of excellence in the UK public sector. We recognise that we must make our services more efficient through innovation, targeting of our resources, and effective partnership working. In doing this we will not dilute our commitment to meet the needs and aspirations of people living in West Lothian.

The customer remains at the heart of everything we do and we will build on our success to date to continuously improve the experience of our customers now and in the future. We look forward with confidence to the challenges of the future and continuing to deliver high quality customer services in West Lothian.

John McGinty Leader of the Council

Graham Hope Chief Executive

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1.2 Context

The Institute of Customer Service noted that "Customer service delivers tangible business benefits. Organisations with high customer satisfaction are more likely to enjoy high levels of customer retention, recommendation and repeat business". This Customer Service Strategy will ensure that service provision is designed and delivered to meet local needs and that service improvements are customer-led and outcome focused.

In the publication *"Digital by Design"- why and how a guide for local authority management teams April 2011,* the Society of IT Managers (Socitm), highlighted the following point: "The internet provides the opportunity to deliver efficient services, designed around the user, at lower cost. There is ample evidence that many public service users prefer to interact with councils on the web, and that those councils that are leading with online delivery say that they get between 70% and 90% of their enquiries this way."

Financially, online business has much lower costs to service than other channels. Socitm's "Channel value benchmarking service" shows enquiry handling through the web costs about £0.32 per enquiry as opposed to £2.90 for telephone enquiries and £7.40 for face to face, (these figures reflect front office costs only).

Significant channel shift to the web is only likely to happen where councils move control and management of access to services from departments to corporately run customer functions managed from the top of the organisation. Savings would come by reducing the volume of face-to-face and phone enquiries. Much of this should involve getting more customers to self-serve their enquiries and transactions via the council website.

National context

At a national level the Improvement Service is leading the "Customer First" programme which is focusing activity on moving customer contacts and transactions from the more expensive options, face-to-face, letter and phone, to the less expensive options of online and self-service. The national ICT Strategy – *Scotland's Digital Future – Delivery of Public Services* and the Digital Services Workstream is progressing this agenda. Two outcomes in particular are relevant to the Customer Services Strategy:

- **Digitally enabled online public services based on the needs of citizens** We will adopt a "digital first" approach; the preferred channel for delivering services will be digital and we will use this channel for all services that can usefully and efficiently be delivered in this way.

- **Digital public services which are easily accessible and well supported.** We will aim to offer digital services across multiple platforms to engage across a wide demographic range.

Local context

This strategy builds on a solid foundation and complements the work which is already underway in the organisation to support the delivery of customer-focused services. It also re-defines an improved corporate approach to customer services, one that seeks to enhance the role of the 'customer' in the organisation and in the design and delivery of services.

In the recent Quality of Life survey, 94% of respondents stated they have internet access (up from 89% in 2010)

- 89% access via home broadband
- 48% access via a mobile device

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- 31% access at work
- 7% access it somewhere else e.g. community centre/library

Those that access the internet do so most frequently to:
- Find information or research (93%)
- Shopping (78%)
- Booking travel (71%)
- Banking (67%)
- Paying Bills (61%)

Changing customer expectations

A key driver for change is changing customer expectations. Customers want to be treated as individuals and they expect the council to know basic information about them. Our customers are increasingly empowered, connected and informed. The council needs to develop greater insight into our customers' needs and preferences.

During feedback from the Delivering Better Outcomes consultation carried out by the council in 2014, customers clearly expressed a view that they wanted to be able to use technology to access services. They said there should be a cost effective method to allow customers to contact the council including the provision of self-service online solutions. This includes developing the website to provide customer friendly online self-service options, improved website navigation to allow customer to access service information and the increase the use and effectiveness of e-mail communication. Overall there were 901 comments relating to customer service and the way the council interacts with customers. The Council is committed to offering a range of access channels across West Lothian, to ensure that customers can use council services in ways that best suit them.

Changing access routes

According to OFCOM, the UK's communications regulator, "four in five consumers in the UK communicate with friends and family at least once a week by e-mail". While ownership of mobile phones has remained stable over the past year (up one percent to 86% of adults), one in five mobile owners in Scotland now has a smartphone. There has been a six percent rise in the proportion of adults accessing the internet via a mobile, although at 21% this still lags behind the UK average of 32%. Smartphone ownership is higher among ABC1 socio-economic groups and those aged 16-34.

Eight in ten homes in Scotland have a fixed-line phone, leaving 17% of households reliant on mobile telephony only (slightly higher than the UK figure of 15%). In Scotland, only 3% of households have neither fixed nor mobile telephony.

Broadband take-up across the UK increased by 3% to 74%, with year-on-year increases recorded in all of the UK nations with the exception of Scotland, which had the lowest level of broadband take-up (61%) Over half (54%) of those with broadband in Scotland use a social networking site.

The take-up of digital television – which stands at 97% in Scotland – has increased by 6% since 2012. This high level of adoption by Scots is linked to the digital switchover process which was under way at the time of OFCOM's research. http://www.ofcom.org.uk/cmr11

There is also more viewing of TV over the internet in Scotland: up by 7% since 2012. This perhaps reflects Scotland's traditionally high levels of TV watching transferring to the online platform.

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1.3   Strategy Development

This strategy has been developed by the Customer Services Champions Group, with membership from all service areas within the council. The strategy has also been informed by the feedback from the Delivering Better Outcomes engagement where customers were clear about how they wanted to interact with council services. The strategy sits as part of a suite of corporate strategies that together will deliver excellent services. These include the Improvement Strategy, ICT Strategy and People Strategy.

This strategy builds on the previous one (2011/14) which was developed with a wide range of customers. It has been further enhanced by work undertaken to develop a "channel shift" programme with services to ensure that customers are able to access services in the way that best suits them. As part of this development a range of customer personas were developed to take account of the wide range of customer types that council services interact with. This helped services focus on the types of channels that their customers currently use and may use in the future.

A significant part of the strategy development is linked to feedback received from customers during engagement on the development of the council's new website. This helped us to understand the types of interactions customers wanted to undertake, and the way in which they want to do this.

1.4   Ownership and Scope of the Strategy

This strategy will be driven by the Customer Services Champions Group. Individual services will be responsible for taking forward particular actions associated with the key outcomes. The Head of Area Services will oversee the progress of the strategy and performance against targets.

Governance		
Group	Governance/Scrutiny Role	Reporting Frequency
Council Executive	a. Engagement on the Customer Service Strategy and strategy outcomes b. Regular updates on the progress of specific programmes of work	Annual
Performance Committee	a. An Elected Member led programme of internal scrutiny, with the programme agreed in advance with the Committee b. Corporate and service performance reported to the Committee on a scheduled basis	Annual
Partnership and Resources PDSP	a. Engagement on the Customer Service Strategy and strategy outcomes b. Regular updates to the Panel on the progress of specific programmes of work	Quarterly (or as appropriate)
Corporate Management Team	a. Engagement on the Customer Service Strategy and strategy outcomes at the development stage	Quarterly (or as appropriate)
Customer Services Champions Group	a. Engagement on the Customer Service Strategy and strategy outcomes at the development stage b. Responsible for ensuring actions are carried out	Two-monthly meetings

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2   Council Priorities

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

Figure 1 illustrates where the Customer Service Strategy will *directly* contribute to a council priority or enabler.

Council Priorities	Customer Services Strategy
1. Improving the employment position in West Lothian	
2. Improving attainment and positive destinations for school children	
3. Delivering positive outcomes and early intervention for early years	
4. Improving the quality of life for older people	
5. Minimising poverty, the cycle of deprivation and promoting equality	
6. Reducing crime and improving community safety	
7. Protecting the built and natural environment	
8. Delivering positive outcomes on health	

Enablers	
Financial planning	
Corporate governance and risk	
Modernisation and improvement	✔

Figure 1: Council priorities and the Customer Service Strategy

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3   Strategy Outcomes

The Strategy will support the delivery of outcomes for West Lothian citizens by ensuring that we design, deliver and improve services based on customers' needs.

West Lothian Council will achieve this by:

1. Excellent Customer Service – All council services will ensure that customer requests and enquiries are dealt with in a timely, efficient and professional way.
2. Improving Access – Our customers are able to access council services in the way most convenient to them.
3. Transforming Services – We will change the way we deliver services to ensure our customers' journey from start to finish is taken by the best route possible.

These three themes form the basis of the Customer Service Strategy and provide a structured approach to improving the quality and consistency of customer service in West Lothian Council's services.

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Outcome 1: Excellent Customer Service

Purpose

The Customer Service Strategy defines the key drivers which will enable West Lothian Council to deliver 'customer service excellence' to our communities.

West Lothian Council has strong values and a clear set of outcomes which ensure the 'customer' is at the heart of everything we do. We endeavour to deliver high quality, responsive public services that meet local needs and are accessible to people living in the communities of West Lothian.

The provision of efficient and effective services is an important aim for the council. We must also ensure that we strive to meet customer expectations and deliver an excellent quality of customer service. The customer cares not only that the service is delivered but also about how it is delivered.

One experience of bad customer service can be very damaging. Our customers will judge the services they use based on their personal interaction, so we must ensure that there is a high level of quality and consistency for the customer. This means that every service has a responsibility to make sure that customer requests and enquiries are handled in a timely, efficient, professional and satisfactory way – at every stage of every process. Customers' impressions of the levels of service they receive start from the moment they contact us. Our challenge is to ensure we set out the standard of service they can expect from us irrespective of the point of contact. We will ensure customers are treated fairly and are given equal access to services.

It is important to understand what customers are saying and to use the information obtained through consultations, feedback and complaints to change the way we plan and develop services, policies and procedures. Across the organisation there has been a clearly defined approach to ensure that our customers are consulted and engaged in a robust and structured manner.

Activities

The main activities which will be undertaken in 2014/17 to achieve this priority outcome are:

■ **Expand the use of Customer Relationship Management (CRM) software across the council to create the "single view of the customer".**

Our customers expect that we have information about them at our fingertips when they contact us. The reality is that council services use a variety of different systems to record customer information, so currently we have no way of knowing which services within the council the customer is interacting with. By using a single source of this data, the CRM system, advisors can quickly understand the customer's whole needs, rather than just a narrow view. This integration will give generic advisors access to appropriate customer information.

- **Integrate CRM with main back office systems to allow end to end transfer of data.**

  By integrating the CRM systems with other back office systems customers will be able to self-serve, and staff will be able to enter information into one system and it will automatically populate other relevant systems. This will reduce the amount of time spent double keying information, which leads to delays and potential errors.

- **Roll out the Customer Service Professional Qualification across the council.**

  In order to increase the customer care skills of staff across the council, we will promote the national SQA accredited Customer Service Professional Qualification. This will be aimed at both frontline and back office staff within Customer Services.

- **Increase the range of contacts which are handled by the Customer Service Centre.**

  To ensure consistency of approach and to rationalise back office functions, more contacts will be directed to the Customer Service Centre where a team of well trained and dedicated advisors will deal with the enquiries.

- **Service improvement based on complaints**

  In 2013 the council agreed a strategic approach to recording, measuring and monitoring complaints across the council based on a national approach promoted by the Scottish Public Services Ombudsman. This has led to a consistent and regular reporting of complaints and the actions taken to improve service delivery.

Performance

The following performance indicators will be used to monitor progress in the outcome for the life span of the strategy:

	Performance				
	Performance Indicator Name	2013 Performance	2017 Target	Service	Responsible Officer
1	% of customers accessing front facing services rating the service they receive as excellent or good.	95%	98%	Customer service Development	Service Development Officer
2	% CSC customers rating the service they receive as excellent or good.	95%	98%	Customer service Development	CSC Co-ordinator
3	% of West Lothian Council employees that have a CRM user account	13.8%	15%	Performance and Improvement Service	Performance and Improvement Officer

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	Performance Indicator Name	2013 Performance	2017 Target	Service	Responsible Officer
4	% customer service staff gaining a customer service qualification	6%	12%	Customer Services Development	Service Development Officer
5	% of all customer enquiries dealt with by CSC.	25%	40%	CSC	Customer Service Centre Co-ordinator
6	Number of complaints received by the council per 1000 population	11.5	10	Customer Services	Customer Service Development Manager
7	Percentage of complaints responded to within the appropriate timescale	69%	80%	Customer Services	Customer Service Development Manager

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Outcome 2: Improving access

Purpose

The Customer Service Strategy outlines the commitment to provide choice to the customer in the way services are accessed and provided. This will include innovation, partnership working and optimising the use of technology within resource constraints.

Every customer has different requirements, skills and expectations. Our challenge is to ensure that the first contact gives fast, efficient access to services, however the customer chooses to approach the organisation. Our services will be:

• easy to access
• joined up
• accessible in different ways
• adapted to meet individual needs

We will develop seamless and consistent customer services through face-to-face, telephone and online contact. We will make best use of staff and information technology to ensure that enquiries are resolved at the first point of contact. We will have a co-ordinated and joined up approach to the development and use of different methods of accessing services, built around customer needs and not organisational structures. This will reduce the end-to-end costs of delivering services to customers across multiple methods. This joined-up approach adds value for the customer and the organisation, and ensures best value.

We recognise customers will continue to use a variety of contact methods, perhaps starting off a transaction on the web and then finding it more convenient to talk to someone over the phone to ask for updates on progress. Customers do not expect to explain their problem from the beginning every time they make contact. We will work towards a joined-up approach so that information is available in real time through all the contact methods using our CRM system.

The financial constraints that the council will face over the coming years means that we may have to rationalise services and encourage people to move to more self service and less costly options such as the telephone. Working within the resource constraints we will endeavour to use methods appropriate to customer need.

Broadband use is lowest among older people, those with health difficulties, and those on low incomes. For example, 33% of UK citizens over the age of 65 have an internet connection at home, as opposed to the UK-wide average of 71%. Only 48% of the DE social category have an internet connection at home.

Figures published in 2010 indicate that, across the UK, broadband use by people with visual impairments (42%), a hearing impairment (32%) or a mobility impairment (36%) was significantly below the UK average of 70%

Therefore, many people who would potentially benefit most from digital technology - whether it is online shopping, accessing public services such as telecare, or simply to increase employability and confidence - do not have the inclination or opportunity to use it.

Existing research tells us something about who these people are likely to be. The Office of National Statistics reports that in the first quarter of 2012, 8.12 million adults

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(16.1%) had never used the internet, including 3.35 million people aged 75 years and over and 4.04 million disabled adults. Of people who are employed, people on lower incomes are less likely to use the internet.

The council and partners are attempting to address the issues described above through the Anti-Poverty Strategy, which focuses on both financial and digital inclusion. http://www.westlothian.gov.uk/adviceshop

The mix of contact methods will change over time with increased acceptance of electronic services and it is important to anticipate and prepare for future changes.

The key delivery methods are:

- Face-to-face
- Telephone service
- Online and mobile devices
- Self-service (the customer accessing services by themselves) eg. through the internet.
- Delivery through other organisations.

Activities

The main activities which will be undertaken in 2014/17 to achieve this priority outcome are:

■ **Increase the scope of services that the Customer Service Centre acts on behalf of.**

Telephone is currently the most popular way for customers to contact West Lothian Council and this is unlikely to change for some time. In 2013/14, the Customer Service Centre handled around 465,000 calls, with Customer Advisers in the Customer Service Centre acting as intermediaries and champions for customers. There is a potential for the Customer Service Centre to increase the scope of services it delivers on behalf of the council, as capacity is released when customers opt for more online and self service options for simple tasks. The Customer Service Centre will also expand the channels it uses to manage interactions to include more emails, text (SMS) and webchat.

■ **Ensure that the website is accurate, up to date, easy to use and device responsive.**

The council's website will be a key factor in the future delivery of customer service. During 2014 the website has overhauled and re-launched offering access to a range of relevant information, and an easy to use navigation system so that customers can quickly locate what they are looking for. Recent data from SOCITM suggests that in 2013 31% of visits to council websites was via a mobile device such as a tablet or smart-phone. This means of accessing council services will increase therefore the council has ensured that its website will give customers the same experience no matter what device they use to access it.

■ **Introduce "myaccount" to the council website**

In order to aid customers to self-serve on the website the council will introduce the national "myaccount" portal to enable customers to access their individual information held by the council through a secure personal log-in.

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■ **Increase the amount of self-service activity that customers can undertake on the website.**

Coupled with the development of the website will be the increased ability for customers to self-serve, by making end-to-end transactions available from the site. In addition, we will promote the use of self-service options within key locations around West Lothian. This will include self-service payment options and the use of technology to access services such as touch screen computers and direct dial telephones.

■ **Introduce the ability for parents to pay for all school related activity online.**

Currently parents have to pay for a variety of school related activity such as school meals, trips and uniforms using cash or cheques that are taken to the school. In order to make this a more streamlined and cost effective process the council will move school related payments to an online facility. If parents do not have access to the internet, they will still be able to pay at cash offices or over the phone. This will free up considerable staff time within the schools and reduce the amount of locations where staff handle cash.

■ **Investigate the feasibility of introducing a digital TV presence based on the web site**

The uptake of digital TV creates opportunities for the council to promote its services to new and existing audiences but using a different medium. Other councils in Scotland have harnessed the power of digital TV but have used their website as the basis for the information. The council will investigate the potential for this to be used in West Lothian with particular reference to the potential for Telehealthcare.

Performance

The following performance indicators will be used to monitor progress in the outcome for the life span of the strategy:

	Performance				
	Performance Indicator Name	2013 Performance	2017 Target	Service	Responsible Officer
1	Number of calls received in the Customer Service Centre	465,000	500,000	Customer Services	Customer Service Centre Co-ordinator
2	Number of customers accessing the website as a % of West Lothian population.	51%	65%	Customer services	Web services manager
3	% customers achieving end to end transactions on the website	0.2%	25%	Customer services	Web services manager
4	Number of customers with "myaccount" log-in details.	0	5000	Customer services	Web services manager
5	% of customer interaction using self service technology in libraries	36%	75%	Customer Services	Libraries Central Services Co-ordinator

Data Label: PUBLIC

	Performance Indicator Name	2013 Performance	2017 Target	Service	Responsible Officer
6	% of school payments made online	0%	50%	Education	Strategic Resource Manager Education
7	% of self-service payment transactions (excluding direct debit) received through income management system	8%	20%	Finance & Estates	Revenues Manager

Data Label: PUBLIC

Outcome 3: Transforming services

Purpose

The Customer Service Strategy will help us to change the way we deliver services utilising the latest technologies and linking to national frameworks. Working alongside both the Improvement Strategy and ICT Strategy, the Customer Service Strategy will ensure that the way services are delivered is transformed to meet the growing expectations of customers.

We can only provide customers with excellent access to services if the services themselves deliver to agreed standards. One of our key challenges will be to ensure that the information about our service processes and standards is easily understood and accessible for customers. We will need an in-depth understanding of the overall outcomes we are providing for customers and we will redesign our processes to deliver the required outcomes.

Throughout, the customer will expect to be able to track progress and be kept fully informed about any changes to the delivery they have been promised. Working in this way will be more sustainable – allowing us to become more efficient and deliver the outcomes people want, at costs we can afford.

Transforming services in this way will provide challenges for service managers in prioritising change around those areas that offer the most customer interfaces. This will involve an end-to-end analysis of the key processes and procedures and streamlining processes to make them more customer-focused.

The impact on staff could be significant and will require strong leadership and change management skills to support this. West Lothian's Performance and Improvement Service will work alongside service managers to support the transformation process.

Successful business transformation will be measured in terms of increased efficiency and customer satisfaction.

Activities

The main activities which will be undertaken in 2014/17 to achieve this priority outcome are:

■ **Continue the development of Partnership Centres across West Lothian.**

The council is committed to ensuring that customers will continue to be able to interact with us on a face-to-face basis. We currently have three Partnership Centres and a further six are planned over the next three years.

Frontline staff will continue to be the main contact for customers visiting offices in person. Where appropriate, front-line staff will be multi-skilled and trained to handle a wide range of enquiry types. In 2013/14 the Customer Information Services (CIS) centres handled 108,821 enquiries and 218,609 cash transactions. Staff are able to deal with sensitive enquiries and act as champions and intermediaries where necessary.

With the development of our new Partnership Centres we will continue to deliver a wide range of services in one location. This allows us to take an holistic approach to ensuring we join-up services to deal with customers' enquiries. Success will be measured by the end-to-end process being completed to

Data Label: PUBLIC

successful conclusion, rather than just through individual services completing their parts successfully.

- ■ **Creating tailored service provision based on need**

Future service delivery in communities would see a menu of services assessed on community need. Core services would be available from a range of properties using technology where possible, and an enhanced range of services would be available from selected locations ensuring that customers would always be able to speak to a member of staff should they choose to. This will mean changing the frontline operations of libraries, CIS and community centres to ensure the service offer reflects the customer need.

- ■ **Utilising mobile technology**

IT Services will continue to develop the products and services to include mobile devices and products that are appropriate for working within the secure environment of the Public Sector Network (PSN) and in the council's business network.

Services will ensure, where possible, that staff are enabled to work in the most efficient way possible by utilising mobile technology that reduces the need for staff to be based in one location. This is a key action for the ICT Strategy.

- ■ **Streamlining business processes and reshaping services**

Services will be transformed to meet the changing demands from customers and to react to the need to modernise as part of the ongoing desire to Deliver Better Outcomes.

Business processes will be mapped to ensure that customer journeys are made by the most direct route and that wasteful interaction is eliminated.

Performance

The following performance indicators will be used to monitor progress in this outcome for the life span of the strategy:

	Performance				
	Performance Indicator Name	2013 Performance	2017 Target	Service	Responsible Officer
1	% of overall footfall that accesses services via a partnership centre	New PI	40%	Area Services	Customer Service Development Manager
2	Total number of business improvement service / thematic reviews completed	New PI	10	Performance and Improvement service	Improvement Manager
3	% of frontline staff in Building Services using mobile devices	45%	75%	Housing Construction and Building Services	Head of Service

Data Label: PUBLIC

Appendix A

Action Plan						
Action	Description	Planned Outcome	Owner	Start	End	Status (Planned, Active, Complete)
Service improvements based on complaints	Detailed analysis of all complaints is used to carry out service improvements	Council services learn from mistakes and services improve.	Customer Services Development manager	April 2014	March 2017	Active
Expand the use of CRM	More council services us the CRM software to record and track customer enquiries	Provides a "single view of the customer"	Performance and Improvement Manager	April 2013	March 2017	Active
Integrate CRM with back office systems	The CRM and back office systems are integrated to ensure data is automatically shared between systems	Decrease the amount of double keying into systems for advisors	Performance and Improvement Manager	April 2014	March 2017	Active
Roll out customer service professional qualification	Customer facing staff achieve a recognised customer service qualification.	Staff are better qualified for the role they undertake.	Service Development Officer	April 2012	March 2017	Active
Increase range of calls handled by CSC	More phone calls to the council will be handled by the CSC.	Customers will have a consistent approach to their phone call	Customer Service Centre Co-ordinator	April 2013	March 2017	Active
Ensure website is up to date, easy to use and responsive	Councils website is up to date and accessible via a range of devices	Councils website is used by customers	Web Services Manager	April 2013	March 2017	Active

Data Label: PUBLIC

Action	Description	Planned Outcome	Owner	Start	End	Status (Planned, Active, Complete)
Increase self service activity on the website	Customers are able to carry out a range of activities on the website themselves	Less need for service intervention to deal with customer requests	Web Services Manager	April 2014	March 2017	Active
Implement the national "myaccount" on the council's website	Customers will have one generic log-in verified nationally to be able to access their personal information.	Enables self service on the website.	Web Services Manager	March 2015	Dec 2015	Planned
Introduce online school payments	Parents are able to pay for a range of school related costs online	More efficient use of admin staff within schools and better service for parents	Strategic Resource Manager Education	Jan 2015	Dec 2016	Planned
Investigate feasibility of introducing a digital TV presence via the website	More customers are able to access information about the council	Increase access channels for customers	Customer Services Development Manager	April 2015	Dec 2016	Planned
Develop partnership centres in Armadale, Blackburn, East Calder, Linlithgow, Winchburgh and Whitburn	Council and partner services are co-located to enhance the customer journey	Customers can access council services through a wider range of one stop shops.	Head of Area Services	Sept 2011	March 2017	Active
Create a menu of service provision	Services are delivered from a range of locations and facilities	Services are delivered in locations based on customer need	Head of Area Services	Jan 2015	March 2017	Planned

West Lothian Council

Customer Service Strategy 2015/17

Steve Field
Head of Area Services

January 2015

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West Lothian Civic Centre
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Data Label: PUBLIC

West Lothian Council

COUNCIL EXECUTIVE

MACMILLAN LIFE @ WEST LOTHIAN

REPORT BY HEAD OF AREA SERVICES

A.   PURPOSE OF REPORT

The purpose of this report is to inform the Council Executive of a new project in partnership between NHS, West Lothian Council and Macmillan Cancer Support.

B.   RECOMMENDATION

It is recommended that Council Executive approve the terms of the report and, in particular:

- £700,000 project funding allocated over three years by Macmillan Cancer Support;
- the creation of three new information and support points at Bathgate, Blackburn and Fauldhouse Partnership centres;
- refurbishment of the information and support point at Carmondean Connected;
- ten information and support stands in key locations;
- 2.5 fte fixed term posts to support the development of the project;
- recruitment of 30 volunteers;
- a target of 575 adults supported through their cancer journey; and
- the intention to ensure that the project becomes self-sustaining.

C.   SUMMARY OF IMPLICATIONS

I	Council Values	Focusing on our customers' needs; being honest, open and accountable; providing equality of opportunities; making best use of our resources; and working in partnership.
II	Policy and Legal (including Strategic Environmental Assessment, Equality Issues, Health or Risk Assessment)	None.
III	Implications for Scheme of Delegations to Officers	None.
IV	Impact on performance and performance Indicators	The project will impact positively on a number of indicators contained within the anti-poverty strategy.
V	Relevance to Single	SOA 5: People most at risk are protected and

1

	Outcome Agreement	supported to achieve improved life chances. SOA 7: We live longer, healthier lives and have reduced health inequalities.
VI	**Resources - (Financial, Staffing and Property)**	£700,000 funding from Macmillan Cancer Support.
VII	**Consideration at PDSP**	The report was considered by the Social Policy PDSP on 8 January 2015. The PDSP agreed that the report should be forwarded to the Council Executive with a recommendation that the proposed project be approved.
VIII	**Other consultations**	The project bid was undertaken through a working group consisting of NHS professionals, West Lothian Council: Advice Shop, Libraries and Customer Information Service, alongside current services users and volunteers. Legal Services and the Financial Management Unit have endorsed the recommendation to accept the offer.

D.   TERMS OF REPORT

D.1   Background

176,140 people live in West Lothian. Of this population, 3,567 people are on the cancer disease register. Information obtained from West Lothian Community Health and Care Partnership suggests that the cancer incidence in West Lothian (448 per 100,000 population) is significantly higher than Scottish average (421 per 100,000). Latest figures available for cause of death within West Lothian show that, 30.7% of male deaths and 31.6% of female deaths are related to cancer.

Analysis shows that the incidence of cancer diagnosis is greater in some communities than others with Armadale, Blackburn, Fauldhouse, Winchburgh, and

Whitburn being particularly affected. All available evidence suggests that the number of people living with cancer is likely to double by 2030. Not only will more people experience a cancer diagnosis, but many more will survive cancer and live longer. Cancer therefore represents a major public health issue in West Lothian and there is wide ranging evidence which shows that those diagnosed with cancer and their families need additional support of a non-clinical nature. In particular:

- Almost 25% of people diagnosed with cancer have no support available from friends or relatives during treatment and 18% of those who are isolated have become so as a result of their cancer diagnosis, simply losing touch with social contacts or, sometimes, due to an inability to meet the financial costs of keeping up relationships.

- Cancer often has serious financial implications. 30% of people with a cancer diagnosis experience a drop in income, with one in three stopping work permanently or temporarily. It is also common to incur increased outgoings, which may include the cost of hospital appointments or increased living expenses.

2

- People living with cancer need information to help them make informed choices and take ownership of their medical condition. The Healthcare Quality Strategy for NHS Scotland (Scottish Government 2010) recognises that high quality support and information is essential to assist patients in decision making and managing their illness.

D.2   Current Support

For a number of years, West Lothian Council's Advice Shop has delivered an East of Scotland cancer benefit service. The service operates a twice weekly, drop-in and ward visit advice session at the Western General Hospital in Edinburgh. In 2013/14 the service worked with nearly 700 customers and generated £3,179,947 of income maximisation. In 2014/15, the service has developed its offer further with drop-in sessions at St John's Hospital Palliative Care Centre as well as a session at the Macmillan information and support service in Carmondean Library.

The information and support service at Carmondean Library has been operating since 2008 and has four volunteers. It offers a range of information leaflets, a drop-in session and access to a clinical nurse specialist. The new project has worked with the volunteers and clinical nurse specialist alongside service users to identify good practice and consider how it is integrated into the proposed Macmillan Life @ West Lothian project.

D.3   Macmillan Life @ West Lothian

The new project will be an information and support service providing information on the non-clinical aspects of living with and beyond cancer. It represents a partnership between Macmillan Cancer Support, West Lothian Council and NHS Lothian and will offer:

- A network of drop in centres and information points staffed by volunteers and located within communities. Partnership Centres have been identified as the most appropriate venue for the service, as they are accessible, highly visible and trusted sources of local information. The specific locations of drop in services will reflect the needs of local populations and offer good transport links to serve smaller, isolated areas. It is envisaged that these will be located at Bathgate, Blackburn and Fauldhouse alongside the existing Carmondean venue.   Information points will be situated at other community centres, libraries and CPP locations.
- Trained volunteers with time to listen to service users and address individual needs identified.
- A welcoming and comfortable environment within local communities, co-located with other services where possible.
- High quality, accurate and appropriate information, presented in a variety of formats to suit the needs of service users. Crucially, information which is relevant to all stages of the cancer journey will be on offer and relevant to those living with and beyond cancer.
- A seamless service with established processes for referring service users to our partners, providing volunteers with a clear framework to undertake referrals at the point of contact with service users.
- Access to guidance, learning, accreditation and progression routes for both service users and volunteers to ensure they are equipped to make informed decisions about their future.
- Utilising new technology better to support service users to be able to self-support.

3

The project will link in with a range of services including primary care services, voluntary organisations, health and leisure, to address this, alongside services offered through the council and community planning partner. Many people with a cancer diagnosis may also experience other long term conditions. The project will develop links with services.

At the core of the service will be the recruitment, training and development of a volunteer team. Volunteers will be integral to the service and responsible for its day to day delivery. To achieve this, project staff will recruit, train and support thirty volunteers and ensure that the project follows the principles of the Volunteer Friendly Award, which was awarded to the Advice Shop and Adult Basic Education in 2013. The Volunteer Friendly Award 'is a user friendly quality standard to support, recognise and reward groups who are good at involving volunteers'.

Volunteers will undertake initial training to include induction, cancer awareness and treatments, boundaries, confidentiality, communication skills, introduction to Macmillan, Protection of Vulnerable Adults, health and safety and information provision and signposting. They will also engage in ongoing training and support which will consist of one to one sessions, volunteer meetings and regular awareness raising and update training sessions. It is our intention to offer each volunteer the opportunity to work towards accredited training including SQA awards and to ensure that staff adopt an accessible and supportive approach.

Each volunteer will have a clearly defined role description. The service has identified the following volunteering opportunities: Information and Support, Events and Promotions, IT Buddies, Communications and Information Management. Through ongoing monitoring of the project new roles for volunteers will be identified and perceived gaps in the service will be filled.

The project is initially funded for three years with the option of further funding subject to meeting the outcomes. Over the life of the project, the team will work with Macmillan Cancer Support to embed the project into local structures and to ensure that, as part of the exit strategy, there is a self-sustaining volunteer model is in place.

D.4   Consideration at PDSP

The report was considered by the Social Policy PDSP at its meeting on 18 January 2015. The PDSP agreed to forward the report to the Council Executive with a recommendation that the proposed Macmillan Life @ West Lothian project be approved.

E.   CONCLUSION

The proposed project will invest £700,000 over three years to help support those affected by cancer. Individuals, families, carers and friends will be in receipt of high quality information, advice and support. The project will offer volunteering opportunities and qualifications to thirty volunteers which will, in turn, support their employability and career aspirations.

The project has the potential to help join up a range of services, organisations and partnerships to improve the cancer journey and to help support those affected to make informed decisions about every aspect of life from emotions to finances.

The project will report on progress to the Social Policy PDSP annually in April of each year.

Appendices/Attachments: none

4

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Steve Field
Head of Area Services

Date: 27 January 2015

5

West Lothian Council

COUNCIL EXECUTIVE

SCHOOLS CAPITAL PROGRAMME REVIEW

JOINT REPORT BY HEAD FINANCE AND ESTATES AND HEAD OF SCHOOLS WITH EDUCATION SUPPORT

A. PURPOSE OF REPORT

The purpose of this report is to set out the results of a review of capital investment in the school estate.

B. RECOMMENDATION

It is recommended that the Council Executive:

1. Notes the approach adopted to reviewing the General Services capital programme investment in the school estate;

2. Agrees the additional capital investment outlined in the report for the primary schools at Torphichen, Kirkhill, Bellsquary and Livingston Village and notes that these are incorporated in the proposed General Services capital programme for 2015/16 to 2017/18 being reported to the full Council.

3. Notes the wider findings of the review in terms of emerging investment in relation to future School Estate capacity and developer funded projects.

C. SUMMARY OF IMPLICATIONS

I	Council Values	Focusing on our customers' needs, being honest, open and accountable, making best use of our resources
II	Policy and Legal (including Strategic Environmental Assessment, Equality Issues, Health or Risk Assessment)	None.
III	Implications for Scheme of Delegations to Officers	None.
IV	Impact on performance and performance Indicators	An effective capital and asset strategy is vital to supporting corporate and service performance.
		The school estate represents the largest proportion of the council's property assets and therefore has a material impact on the overall performance measures outlined in the Property Asset Management Plan.

1

V	Relevance to Single Outcome Agreement	The school estate helps support the delivery of the following outcomes:

Our children have the best start in life and are ready to succeed;

We are better educated and have access to increased and better quality learning and employment opportunities;

We live longer, healthier lives and have reduced health inequalities; and

We make the most efficient and effective use of resources by minimising our impact on the built environment.

VI	Resources - (Financial, Staffing and Property)	The council's General Services capital programme is managed within the stringent requirements set out in the Prudential Code. The integrated approach to asset management and capital planning complies with the provisions of the Prudential Code and with Best Value requirements in the 2003 Local Government (Scotland) Act.

Effective prioritisation of resources will be essential to achieve key outcomes in the years ahead.

VII	Consideration at PDSP	Not applicable.
VIII	Other consultations	Education Services, Planning Services and Construction Services

D. TERMS OF REPORT

D1 Background

On 29 January 2013 Council approved the General Services capital programme for 2013/14 to 2017/18 together with the Corporate Asset Management Strategy for the same period. The report outlined the overall aim of managing our assets efficiently and effectively and set out six strategic outcomes to demonstrate achievement of this. These outcomes are compliance, condition, suitability, sufficiency, accessibility and sustainability.

The Property Asset Management Plan approved by Council Executive on 4 June 2013 set out the importance of property assets in supporting the delivery of services and detailed the investment that would be made from 2013/14 until 2017/18 in the school estate which included planned improvements, statutory compliance and both council and developer funded projects.

This investment in school estate property assets was prioritised based on strategic outcomes, maintenance and other assessments. These have been reviewed on an annual basis to ensure they are still relevant and continue to be priorities.

2

On 27 May 2014 Council Executive noted the considered of a petition for additional capital investment for a Multi-Use Games Area at Kirkhill Primary School and noted that such requests require to be examined in the context of the overall capital programme. Officers were instructed to undertake a review of the entire schools capital programme and report back to a future Council Executive. This report outlines the approach adopted to the review and the findings.

D2   School Estate Capital Investment Programme Summary

Investment in the school estate forms a significant proportion of the General Services property capital programme. An updated General Services Capital Programme was approved by Council on 19 December 2013 outlining investment for the period 2014/15 to 2017/18. The programme was further updated to account for budget out-turns for financial year 2013/14 and was approved by Council Executive on 19 June 2014. The total General Services property capital programme including the school estate investment is in excess of £120m for the period 2014/15 to 2017/18.

Investment in the school estate comprises of the following categories:

- Schools Planned Improvements
- Schools General Property Projects
- School Developer Funded Property Projects
- ICT School Projects
- Highways – School Playground Projects
- Open Space – Synthetic turf/Multi-use game areas and grounds projects

Each of these areas has been reviewed to consider corporate priorities, potential additional investment and future capacity demands that may emerge from development in the area.

The council has over the past year also been successful in securing additional investment for school halls at Peel, Carmondean and Broxburn primary schools together with the upgrading of six school kitchens to production standard for the delivery of free school meals. Additional funding for Toronto primary school has also been secured together with additional investment approved for Armadale primary school, St Anthony's primary school and Livingston Village primary school.

Funding support to deliver a new West Calder High School has also been secured. The proposed site for the new West Calder High School is currently subject to ongoing consultation.

An update on the General Services capital programme for the period 2015/16 to 2017/18 will be presented to Council which will include detailed information on the investment proposed for the school estate.

D3   Review Approach

Investment identified as being specifically for the school estate was considered within the review and was subject to evaluation by the asset lead officer in association with colleagues from Education and Construction Services.

Statutory compliance investment which covers matters such as Asbestos, Fire Safety and Legionella is prioritised based on regulatory requirements and is critical to ensure the safe functioning of the school estate. Budgets for these areas are subject to their own annual review as part of the updating of the capital programme.

3

Expenditure relating to any planned improvements and projects that were already progressing during 2014/15 was not reviewed, as any potential changes to such committed works would have led to abortive costs and legal challenges.

Projects that have been funded by the Scottish Government or projects where there is a legal commitment to deliver or which have already commenced have not been considered in the review as any changes could lead to withdrawal of funding or will lead to significant abortive costs and reputational risk.

D4   School Estate Planned Improvements

Primarily concentrating on the condition and suitability of our school estate, planned improvements are reviewed by the asset lead officer in association with Construction and Education Services on an annual basis. This annual review ensures that works are prioritised based on need as identified through maintenance assessments and condition surveys. It should be recognised that whilst the council has one of the best condition school estates in Scotland there are still considerable levels of investment required to sustain standards and move all schools to a good condition rating.

This means that there is limited scope for non-priority and non-condition related works to be incorporated. Given the rolling nature of the planned improvements programme for the school estate, any changes will continue to be reported through the established budget monitoring and review process. The current condition of the school estate is 99.6% of schools are considered in satisfactory or better condition.

Based on the review of planned improvements, various small savings within minor works have been identified which would enable a number of priority projects to be added into the programme. These are:

- Bellsquary Primary School – Boiler & Minor Roof Works – Replacement of boilers is now considered a higher priority due to potential obsolescence and supply of parts which therefore represents a risk of being unable to repair should they be subject to failure. Replacement of a small flat roof section is also proposed. The total cost of these works is estimated at £15,000.

- Livingston Village Primary School, Nursery/Community Wing – Minor Improvements - Minor internal improvements to kitchen/playgroup area and general purpose/community rooms to improve condition and utilisation. The cost of these works is estimated at £25,000.

Suitability of the school estate is currently at a high level with 95.27% of schools being considered satisfactory or better. However, there are still areas for improvement and therefore it is beneficial for some appropriate additional investment to be directed to improve this performance measure. The works proposed are:

- Torphichen Primary School and Kirkhill Primary School, Broxburn – Multi Use Games Areas – The investment would support the delivery and diversity of physical education curriculum delivery and be available for community use. The cost of this is estimated at £50,000 for each site.

D5   Schools General Investment

Expenditure within this area is prioritised through the Strategic Outline Business Case (SOBCs) process which incorporates corporate priorities, school estate specific priorities, property asset management requirements and the impact on performance criteria. Investment in this area generally concentrates on the suitability of the school estate and the improvement of service delivery.

4

On the basis of the key requirement outlined in section D2, there is limited scope for savings to be achieved without causing detriment to priority projects. It is therefore not considered appropriate to reuse budgets in this area at present but to continually monitor and challenge costs projects through the monitoring of the capital programme by the asset lead officer.

As part of the review, the need for investment in additional school capacity at Simpson Primary School, Bathgate has been identified and will be included in the General Services capital programme for 2015/16 to 2017/18 being reported to Council.

D6   Developer Funded Investment

Investment within this category primarily relates to providing additional school capacity to support private residential development. Such investment is likely to be funded through direct contributions from developers or forward funded by the Council and recovered through Section 75 planning/land agreements. Given the externally funded nature of projects there is no scope for the diversion of resources to other projects or planned improvement works.

It is worth noting that a number of developer funded projects are being forward funded by the council. These include Armadale Primary School temporary units (completed), the new primary school in Armadale (due for completion Summer 2016) and the phased extension at St Anthony's Primary School, Armadale (due for completion Spring 2016).

Officers undertake regular liaison to ensure that projected costs, budgets and supplementary planning guidance are compatible and fully aligned to ensure that no unfunded expenditure occurs.

As a result of the continued growth in the West Lothian population and improving market conditions for house building both nationally and locally, a number of potential developments are emerging which would increase the school estate capacity.

The evaluation of developer funded school estate investment will continue to seek to identify any additional expenditure that may require progression prior to April 2018. To aid the determination of any such investment in terms of timescales, the investment is analysed into the following categories:

- High Priority/Short timescale - will require design and potentially construction to commence prior to April 2018.

- Medium Priority/Medium timescale – will require design to be undertaken but construction unlikely to commence prior to April 2018.

- Low Priority/Long Timescale – may require outline feasibility only prior to April 2018 with construction unlikely to commence prior to April 2020.

In most cases increased capacity will be funded by the developers and while the council expects new education capacity required to support future development to be fully developer funded there may still be a requirement for forward funding by the council or other funders such as Scottish Futures Trust / Schools for the Future.

D7   School Estate Management Plan

Officers are currently progressing the development a new School Estate Management Plan (SEMP) for 2015/16 to 2020/21. This will set out how the council will continue to

5

effectively and efficiently manage its school estate with outcomes to maintain ongoing statutory compliance and improve condition, suitability, sufficiency, accessibility and sustainability performance measures. This review has supported the development of the SEMP particularly in relation to sufficiency/capacity. The SEMP will be reported to the Education Policy Development and Scrutiny Panel in spring 2015.

E.   CONCLUSION

This report outlines the results of an evaluation of investment in education property assets. The findings of the review have also identified that it is essential future additional emerging increased capacity must be funded from developer contributions.

The updated General Services capital programme for 2015/16 to 2017/18 being reported to Council will incorporate the additional investment identified in this report.

F.   BACKGROUND REFERENCES

Council Executive 27 May 2014 – Petition Multi Use Games Area, Kirkhill Primary

Property Asset Management Plan - Report by Head of Finance and Estates to Council Executive 4 June 2013

Appendices / Appendix: None

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Date: 27 January 2014

6

![West Lothian Council logo]

COUNCIL EXECUTIVE

SUPPORT TO BLACKBURN, SEAFIELD AND DISTRICT CREDIT UNION

REPORT BY HEAD OF FINANCE AND ESTATES AND HEAD OF AREA SERVICES

A.   PURPOSE OF REPORT

This report sets out for consideration by the Council Executive proposals for one off funding in 2014/15 for financial and other support to be provided to the Blackburn, Seafield and District Credit Union.

RECOMMENDATION

It is recommended that the Council Executive:

1. notes that Blackburn, Seafield and District Credit Union has undertaken the council executive approved voluntary sector health check;
2. agrees to grant the credit union £23,573 to support the development of their service; and
3. agrees to provide in-kind support to the credit union to develop and promote the service to make it more accessible to potential customers.

C.   SUMMARY OF IMPLICATIONS

I	**Council Values**	Focusing on our customers' needs; providing equality of opportunities; making best use of our resources; and working in partnership.
II	**Policy and Legal (including Strategic Environmental Assessment, Equality Issues, Health or Risk Assessment)**	None.
III	**Implications for Scheme of Delegations to Officers**	None.
IV	**Impact on performance and performance Indicators**	None.
V	**Relevance to Single Outcome Agreement**	The measures support the outcome 'People most at risk are protected and supported to achieve improved life chances'.
VI	**Resources - (Financial, Staffing and Property)**	The report proposes funding to the credit unions from the funding for credit unions and wider financial inclusion services agreed by the Council Executive on 29 October 2013.

1

VII	Consideration at PDSP	The report fulfils a commitment in the report 'Proposals in response to the impact of welfare reforms changes' approved by the Council Executive on 29 October 2013. The report is linked to the 'Support to Credit Unions' paper approved by Council Executive on 15 April 2014.
VIII	Other consultations	Consultation has taken place with partners in the West Lothian Anti-Poverty Strategy Board and with officers and board members of Blackburn Seafield and District Credit Union.

D. TERMS OF REPORT

D.1 Background

It is recognised that credit unions are an extremely important mechanism to help people affected by financial exclusion and, therefore, at risk of poverty to save and borrow money to meet essential needs. Both locally managed credit unions (West Lothian Credit Union and Blackburn, Seafield and District Credit Union) are effective in helping people save and borrow. In addition, the Edinburgh based Capital Credit Union has a common bond that allows it to operate throughout West Lothian.

Officers have consulted separately and jointly with the credit unions to identify a package of support from West Lothian Council which will:

- increase adult membership;

- increase young persons' membership;

- increase the number of community access points; and

- expand the range of support and partnership working.

On 15 April 2014 a report entitled 'Support to Credit Unions' was approved by the Council Executive. The paper set out detailed activity which West Lothian Credit Union would undertake to increase membership, promote activity and become more accessible. The paper outlined that further work and discussion would be undertaken with Blackburn, Seafield and District Credit Union and a paper would be presented to the Council Executive at a later date.

D.2 Blackburn, Seafield and District Credit Union

Blackburn, Seafield and District Credit Union has faced a period of uncertainty and the board has worked hard with its membership to make changes to the way it operates to ensure it is able to work effectively.   This included agreeing to undertake the council's voluntary sector health check. The aim of the health check is to help organisations become more robust and sustainable. The health check framework is segmented into eight key elements: Governance, Finance, Partnerships, Performance, Policies and Procedures, Staffing, User Feedback and Volunteers. There are fifty nine indicators with a 'traffic light system' to help rate performance. The more 'reds' recorded the greater is the risk to the organisation and the council as a purchaser of outcomes. The more 'greens' recorded suggests the organisation is less of a risk and may be a source of good practice from which other voluntary organisations could learn. By undertaking the health check, the credit union has been able to self-evaluate how it is performing and it is using the outcomes of the health check to produce an improvement plan to take to its board.

2

D.3   Proposed funding support

Blackburn, Seafield and District Credit Union is seeking funding totalling £23,573 to:

- increase the number of schools which have a collection to twenty-three (from twenty one);
- create 200 new accounts;
- open a new twice weekly service in Armadale, which will increase membership by 150;
- create a new account that allows members to budget for rent, council tax, and insurance and energy bills (this will be targeted at those who move onto the new, universal credit benefit);
- train six volunteers to support promotional work; and
- introduce Real-Time Remote Collection using mobile broadband.

D.4   General support

This is considered to be an appropriate use of the funding that remains approved by Council Executive on 29 October 2104.

It is proposed that, through the Anti-Poverty Strategy Board, the council, community planning partners and the credit unions work in partnership to deliver services as follows:

1. Publicising credit union services. This would include a range of activities such as:

   - joint promotions/write ups in the Bulletin and on council Facebook and Twitter pages;
   - closer working with Advice Shop and other council services to promote credit union membership; and
   - promotion through payslips, on plasma screens and on public access computers

2. Facilitating opportunities in a range of locations to enable new members to join credit unions. By March 2015, one or both credit unions will have a presence in each of the nine council wards that will increase their accessibility to members and potential members.

3. Information for staff in West Lothian Council and Community Planning Partners will increase the number of membership referrals from customer facing staff.

3

E.   **CONCLUSION**

Local credit unions have a valuable and valued part to play in alleviating poverty among vulnerable people in West Lothian, through helping them save and allowing them to borrow small amounts of money for essential needs. Both credit unions effectively help vulnerable people in their common bond areas.

It is recommended that the Council Executive approves the funding of £23,573 to Blackburn, Seafield and District Credit Union. The Council Executive is asked to note that council and its community planning partners will continue to promote credit unions as part of its overall financial inclusion plan.

Non-financial support from the council and community planning partners will build membership in West Lothian and increase accessibility to potential members.

F.   **BACKGROUND REFERENCES**

Reports to Council Executive on 29 October 2013 and 15 April 2014.

Appendices / Attachments : None.

Contact Person: Elaine Nisbet, Acting Welfare Advice and Adult Basic Education Manager
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Donald Forrest   Steve Field
Head of Finance and Estates   Head of Area Services

27 January 2015

4

West Lothian Council

COUNCIL EXECUTIVE

DEPOT MODERNISATION

REPORT BY HEAD OF FINANCE AND ESTATES

A.   PURPOSE OF REPORT

To advise the Council Executive of progress towards the provision of modernised depot accommodation for key council services and a new waste transfer facility.

B.   RECOMMENDATION

It is recommended that the Council Executive:
1. notes the progress being made towards the provision of modernised accommodation,
2. notes the intention to market the surplus properties, and
3. approves the naming of the new facilities as Whitehill Service Centre and Kirkton Service Centre.

`C.   SUMMARY OF IMPLICATIONS

I.	Council Values	Focusing on customers' needs, being honest, open and accountable, making best use of our resources.
II.	Policy and Legal (including Strategic Environmental Assessment, Equality Issues, Health or Risk Assessment)	None.
III.	Implications for Scheme of Delegations to Officers	None.
IV.	Impact on performance and performance indicators	None.
V.	Relevance to Single Outcome Agreement	None.
VI.	Resources (Financial, Staffing and Property)	The immediate costs of acquisition, development and operation are being met from existing capital allocations and revenue budgets. There will be future revenue savings from reduced property maintenance.
VII.	Consideration at PDSP	Not applicable.

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| VIII. | Details of consultations | Local elected members have been provided with a copy of this report for their information. |

D.   TERMS OF REPORT

At its meeting on 27 May 2014 the Council Executive noted the terms of a report on the progress of the project to provide modernised depot accommodation, including the acquisition and conversion of a properties at Inchmuir Road, Whitehill Industrial Estate, Bathgate and Lister Road, Kirkton Campus, Livingston. This report provides a further update as follows:

Lister Road

The purchase of the property at Lister Road, which will become the base for Building Services, Archives, Museums and Records Management and the Community Inclusion unit, was completed at the beginning of June 2014. A tender for the conversion has been awarded to Maxi Construction Ltd of Livingston. The contractor started on site on 12 January 2015 and the conversion work is programmed to be completed in June 2015, for immediate occupation by the council.

Whitehill Industrial Estate

The project for the relocation of Operational Services consists of the acquisition and conversion of the former Mahle Engineering plant at 4 Inchmuir Road, and the demolition and redevelopment of the former Highlander Snacks factory, and Building Services base at Whitehill House. This will provide a consolidated, single location for Waste, Highways and NETs operatives; the Fleet maintenance garage; and Operational Services headquarter staff. It will also include a new waste transfer facility and salt store.

At the time of the last report in May 2014 detailed planning applications were due to be submitted, following the completion of the required Pre-Application Consultation. Planning consents were received in November 2014, allowing the suspensive conditions in the agreement to acquire 4 Inchmuir Road to be removed. The purchase of the building was concluded on 28 November 2014.

Detailed design on the internal layout of the building is continuing, with the conversion of the building programmed to go to tender in spring 2015, and a start on site in summer 2015. Completion of the conversion, and occupation by Operational Services, is programmed for summer 2016.

The project has been designed to incorporate renewable energy sources, and the efficient use of energy. Rainwater harvesting is also being investigated. The completed service centre will provide a sustainable solution for the longer term needs of the council. Modernised buildings will also reduce the need for day to day maintenance in the medium term, offering financial efficiencies for the council.

The overall project cost of £22.731 million remains fully funded, being supported by allocated capital expenditure of £9.831 million; capital receipts income of £3.5 million from the sales of the existing depots; and prudential borrowing of £9.4 million supported by identified savings arising specifically from the depot modernisation project. This includes savings arising from the reduced use of energy, and additional income expected from the provision of renewable energy sources, i.e. feed-in tariffs and renewable heat incentives

2

Surplus Properties

The report to the Council Executive in June 2013 identified those properties that would become surplus to requirements in the event of the modernisation project proceeding, which would contribute to the capital receipts that form part of the funding package. These include Guildiehaugh depot and Waverley Street in Bathgate; the Operational Services depots, garage and other properties at Deans, and Carmondean House, in Livingston.

In order to minimise the time during which these surplus properties remain empty after the services have moved, marketing of these properties will commence during the spring 2015.

Naming of the New Properties
The completed sites will have a distinct identity as council operational properties, and as such it is proposed that the properties will now be referred to as Kirkton Service Centre and Whitehill Service Centre.

E.   **CONCLUSION**

The provision of new service centres continues to progress, with occupation at Kirkton programmed for summer 2015, and Whitehill in summer 2016.

F.   **BACKGROUND REFERENCES**

Depot Modernisation. Report to the Council Executive. 27 May 2014

Contact Person: Paul Furbank, Economic Property Development Manager.

Tel – 01506 281824. Paul.Furbank@westlothian.gov.uk

Donald Forrest
Head of Finance and Estates

27 January 2014

3

West Lothian Council

COUNCIL EXECUTIVE

LINLITHGOW PARTNERSHIP CENTRE – OPTIONS APPRAISAL

REPORT BY HEAD OF FINANCE AND ESTATES

A.   PURPOSE OF REPORT

The purpose of this report is to update the Council Executive on the results of an options appraisal exercise relating to a partnership centre in Linlithgow, and to seek authority to proceed with the preferred option.

B.   RECOMMENDATIONS

It is recommended that the Council Executive:

1. Notes the contents of the options appraisal report,
2. Approves the development of a revised partnership centre as the preferred option,
3. Approves the funding package for the project as set out in the report,
4. Declares Annet House and the former caretaker's house at County Buildings surplus to requirements, and,
5. Authorises officers to proceed to implement the proposals in accordance with this report.

C.   SUMMARY OF IMPLICATIONS

I.	**Council values**	Making best use of our resources; working in partnership
II.	**Policy and Legal (including Strategic, Environmental Assessment, Equality Issues, Health or Risk Assessment)**	The council's General Services capital programme is managed within the stringent requirements set out in the Prudential Code.
III.	**Implications for Scheme of Delegations to Officers**	None.
IV.	**Impact on performance and performance indicators**	None
V.	**Relevance to Single Outcome Agreement**	None.
VI.	**Resources (Financial, Staffing and Property)**	The capital expenditure set out in the report is incorporated in the updated

1

		General Services capital programme being reported to Council.
VII.	Consideration at PDSP	None.
VIII.	Other consultations	Initial consultations have been carried out with a range of prospective partners in preparing this report. Further detailed discussion will take place with potential partners if this report is approved by the Council Executive.

D. TERMS OF REPORT

D.1 Background

Proposals to develop a new Partnership Centre at County Buildings in Linlithgow were approved by the Council Executive in January 2013. Following that approval, a detailed programme of community consultation took place, and a project brief was developed which covered all aspects of the proposals.

The proposals contained in the brief included the following partners and services being located in the building.
- Linlithgow library/CIS
- Local history library
- Family History Society
- Planning, Building Standards, Environmental Health and Trading Standards
- SESplan (South East Scotland Planning Authority)
- Police Scotland

A project budget of £900,000 was approved by the council in January 2013.

Following the relocation of all staff from County Buildings, a detailed programme of asbestos surveys and intrusive testing was carried out in the building. This revealed that the amount of asbestos present, together with its locations, would severely impact on the proposed refurbishment works. Further professional advice was sought from both internal and external asbestos consultants to consider if works could be carried out to leave the asbestos in situ and manage its presence safely during the refurbishment programme. The advice concluded that it was not practical to carry out the works with the asbestos left in place, and the only viable option was for complete removal of all the known asbestos in the parts of the building which would be affected by the proposed works.

D.2 Options Appraisal and Information Gathering

Council Executive, at its meeting on 10 June 2014 considered a project update report on Linlithgow Partnership Centre from the Head of Area Services and agreed that "officers carry out a full review of the options available to deliver a partnership centre in Linlithgow and provide a further update report to Council Executive once the options appraisal report has been completed." Furthermore, the meeting agreed the following motion "Council Executive agrees the recommendations set out in the report at Section B, and agrees that the Council remains committed to the delivery of the Linlithgow Partnership Centre."

Following the remit from the Council Executive, the main objectives of the options appraisal were to:

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- Consider the possible future use of County Buildings, given its importance as a category B Listed Building at the heart of the town centre, together with its historic importance in the town.
- Consider the continued use of County Buildings, as a location for the delivery of local services.
- Consider where the range of services could be delivered in Linlithgow, if not from County Buildings.
- Consider all of the above in relation to the council's Property Asset Management Plan.
- Develop a range of options in relation to the above objectives for consideration in more detail.

A range of options were considered in some depth by council officers and relevant information was gathered, including collection and analysis of the following:

- Floor areas and spatial information from records relating to existing buildings and also where available additional partnership uses under consideration. No surveys were carried out except in the case of vacant areas and/or buildings.
- Valuations were obtained for the various buildings under consideration – these were either capital or revenue depending on the property concerned.
- Estimated costs of refurbishment works were obtained based on the limitations of the information gathered.
- Existing revenue and capital budget information was collated for those properties included in the appraisal.
- Staffing information was obtained relating to numbers and locations of staff in properties included in the appraisal.
- Most of the information gathered was limited to what was available on record.

Some further discussions were held with prospective partners, in addition to those involved in the original Linlithgow Partnership Centre project

D.3   **Options Assessment and Analysis**

The options were assessed and scored against a list of set criteria, namely:

- Partnership working and service delivery
- Estimated capital cost
- Estimated revenue costs and income associated with each option
- Estimated capital receipts from disposal of surplus assets
- Compliance with Property Asset Management Plan objectives (including Corporate Objectives)

A weighted scoring system was used against the assessments outlined for each option and once these criteria are applied, the highest scoring option was a revised partnership centre. As such, a revised partnership centre using all of County Buildings, is the recommended option. This option potentially includes the following range of partners and uses:

Linlithgow library; CIS; local history library; Family History Society; Annet House; St Michael's day centre for the elderly; Police Scotland; possible offices for council staff; council Worksmart; possible business incubation centre and/or letting of offices to small businesses. SESPlan who were originally listed as partners have now been accommodated at the Civic Centre in Livingston. However, they could still be involved as partners at a later stage.

3

D.4   Potential Funding Package for Preferred Option

The cost of implementing the revised partnership centre, which is the preferred option, has been estimated at a total of £3.9 million. Consequently, an exercise has been carried out to identify a potential funding package for the project. This involved reviewing the capital programme and considering all potential sources of funding.

In addition to the existing capital budget of £878,000, it is proposed to utilise a capital receipt from East Mains Industrial Estate. This had previously been earmarked for re-investment in the council's commercial portfolio, but there are no suitable opportunities at this time for investment in the portfolio.. There is also existing capital budget available from a saving on the purchase price at St David House, and a contribution of £300,000 potentially available from the Community Property Integration and Modernisation capital budget which was created to support development in local areas. The potential use of £1.254 million of capital grant was highlighted in a report to the Council Executive on 28 October 2014 on the Scottish Budget. That report noted that the council will receive an additional £1.254 million in capital grant funding in 2015/16 and that this extra grant would represent a potential source of funding for the Linlithgow Partnership Centre. The other proposed elements of the funding package are capital receipts from the sale of Annet House and the former caretaker's house and external funding.

County Buildings/ Linlithgow Partnership Centre- Proposed Funding Package	
	£
Existing capital budget	878,000
Proposed funding - capital	
East Mains Industrial Estate - capital receipt (already received)	530,000
St David House (saving on purchase) (confirmed saving)	120,000
Community Property Integration and Modernisation Capital Budget	300,000
Additional capital grant	1,254,000
Capital receipt from sale of Annet House	400,000
Capital receipt from sale of former caretaker's house	150,000
External funding sources	268,000
Total of capital funding available	**3,900,000**

E.   CONCLUSION

Following the earlier decision of the Council Executive, an exercise has been carried out to evaluate possible options for the creation of a Linlithgow Partnership Centre.

Of the options considered as part of the appraisal, the one which ranks ahead of the others in terms of the scoring criteria is the option to fully refurbish County Buildings as a partnership centre to include the following partners:

Linlithgow library; local history library; Family History Society; Annet House; St Michael's day centre for the elderly; Police Scotland; possible offices for council staff; council Worksmart; possible business incubation centre and/or letting of offices to small businesses.

Accordingly, it is considered that approval of this option represents the best course of action to follow in order to achieve the council's stated objective of creating a sustainable Partnership centre in Linlithgow.

4

F. BACKGROUND REFERENCES

Linlithgow Partnership Centre – Project Update – Report by Head of Area Services to Council Executive 10 June 2014

General Services Capital Programme – Report by Head of Finance to Council Executive 19 June 2014

Appendices/attachments: None

Contact Person: Jack Orr, Estates Manager Tel: 01506 281829;
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Donald Forrest
Head of Finance and Estates

Date: 27 January 2015

West Lothian Council

COUNCIL EXECUTIVE

WEST LOTHIAN COMMUNITY HEALTH AND CARE PARTNERSHIP BOARD

REPORT BY DEPUTE CHIEF EXECUTIVE, COMMUNITY HEALTH AND CARE PARTNERSHIP

A.   PURPOSE OF REPORT

To update members on the business and activities of West Lothian Community Health and Care Partnership (CHCP) Board.

B.   RECOMMENDATION

To note the terms of the minutes of meeting of West Lothian CHCP Board on 7 October 2014 in the Appendix to this report.

C.   SUMMARY OF IMPLICATIONS

I	**Council Values**	Focusing on our customers' needs Being honest, open and accountable Working in partnership.
II	**Policy and Legal (including Strategic Environmental Assessment, Equality Issues, Health or Risk Assessment)**	Council requires the activities of certain outside bodies to be reported to elected members on a regular basis, as part of its Code of Corporate Governance.
III	**Implications for Scheme of Delegations to Officers**	None.
IV	**Impact on performance and performance Indicators**	None.
V	**Relevance to Single Outcome Agreement**	None.
VI	**Resources - (Financial, Staffing and Property)**	None.
VII	**Consideration at PDSP**	None.
VIII	**Other consultations**	None required.

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D. TERMS OF REPORT

On 29 June 2010 the Council Executive decided that the activities of certain outside bodies should be reported within the council to ensure all elected members are aware of the business of those bodies and to help to ensure their activities are more effectively scrutinised.

In accordance with that decision the business of West Lothian CHCP Board was to be reported to this meeting by the production of its minutes. The relevant documents are produced as appendices to this report.

Please note that the appended minute was approved subject to noting that Alison Mitchell had tendered her apologies for the meeting.

E. CONCLUSION

This report ensures that members are kept appraised of the activities of West Lothian CHCP Board as part of the council's Code of Corporate Governance.

F. BACKGROUND REFERENCES

West Lothian Council Code of Corporate Governance.

Council Executive, 29 June 2010

Appendices/Attachments: 1

1   Minute of meeting of West Lothian CHCP Board held on 7 October 2014

Contact Person: Jim Forrest, Depute Chief Executive, CHCP

01506 281977

Jim.Forrest@westlothian.gov.uk

Date: 27 January 2015

2

MINUTE of MEETING of the WEST LOTHIAN COMMUNITY HEALTH AND CARE PARTNERSHIP BOARD of WEST LOTHIAN COUNCIL held within STRATHBROCK PARTNERSHIP CENTRE, 189(A) WEST MAIN STREET, BROXBURN, EH52 5LH, on 7 OCTOBER 2014

Present – Frank Toner (Chair), Brian Houston, Jane Houston, John McGinty, Anne McMillan, Ed Russell-Smith

Apologies – Janet Campbell and Alison Mitchell

In Attendance – Jim Forrest (CHCP Director), Jennifer Scott (Head of Council Services), Marion Christie (Head of Health Services), Gill Cottrell (Chief Nurse, NHS Lothian), Dr Elaine Duncan, (Clinical Director), Carol Bebbington (Primary Care Manager, NHS Lothian); Alison Milne (Keep Well Team Lead); John Richardson (PPF)

1.   DECLARATIONS OF INTEREST

        Councillor Frank Toner declared a non-financial interest as he was the council's appointment to the Board of NHS Lothian as Non-Executive Director.

2.   MINUTE

        The Board approved the minute of its meeting held on 12th August 2014 as a correct record.

3.   CHCP RUNNING ACTION NOTE

        The Board considered the Running Action Note (which had been circulated).

        Decision

        To note and agree the Running Action Note.

4.   NOTE MINUTE OF MEETING OF THE CHCP SUB-COMMITTEE

        The Board noted the minute of the CHCP Sub-Committee held on 10th July 2014.

5.   WEST LOTHIAN KEEP WELL

        The Board considered a report (copies of which had been circulated) by the Head of Health Services presenting the Keep Well in NHS Lothian Annual Report 2013-14 which had been provided as an appendix to the report.

        The report recalled the history and purposes of the programme and

provided details on the model of delivery in Lothian. Key points arising from the report were as follows:-

- NHS Lothian had exceeded the target of delivering 4800 Keep Well checks in a year and continued to develop its relationships with General Practices with 58 practices throughout Lothian engaged by March 2014 and partners who supported vulnerable groups.

- Scottish Government funding contributions would continue largely unchanged in 2014 (£1,119,000 for NHS Lothian) and would reduce nationally from £11 million in 2014-15 to £7 million and £3 million for 2015-16 and 2016-17 respectively.

- Work had commenced to develop an options appraisal to explore how Keep Well would evolve, given the changing environment and changes to funding arrangements.

The report concluded that during the review process, the project would remain focussed on the main objective of reducing inequalities and continue to improve focus on person centred care, with further communications with CHCPs to follow as work developed.

Decision

1.   To note the content of the Keep Well in NHS Lothian Annual Report 2013-14.

2.   To note that the annual report had been approved by NHS Lothian Board and submitted to the Scottish Government.

3.   To note that work was ongoing to explore the evolution of Keep Well in Lothian.

6.   FALLS RESPONSE PATHWAY – CRISIS CARE AND SCOTTISH AMBULANCE SERVICE

The Board considered a report (copies of which had been circulated) by the Head of Social Policy advising of the recent partnership work with the Scottish Ambulance Service to develop a falls response pathway focussed on better outcomes for those at risk of falls.

The report recalled that in 2012 a report had been commissioned by NHS Scotland to examine the resources, costs and benefits associated with implementing care bundles to prevent falls in the community which had concluded that care bundles improved people's quality of life, decreased morbidity and mortality and enabled people to be independent for longer. The financial implications of not implementing care bundles was expected to result in a 40% rise in costs by 2020 which would place a major strain on the ability to co-ordinate care effectively and with compassion for increasingly frail people.

The report explained that nationally, 80% of individuals the Scottish Ambulance Service (SAS) responded to post fall were conveyed to A&E

which was not always clinically warranted or in the best interests of the individual. In addition, patients responded to by the SAS did not have access falls bundles which resulted in falls and bone health risk factors not being fully assessed and appropriate interventions to decrease risks being put in place. The report provided details of new national guidance which had been developed by the SAS to reduce the number of people who attended A&E when it was not clinically warranted. Under the guidance, if an individual was clinically stable but had new support needs, there was now a pathway between the SAS and health and social care services to ensure a same day or next day response to conduct an assessment of needs.

Within West Lothian, a Crisis Care Service had been developed that had a significant and positive impact in improving and streamlining response to falls. Appropriate screening and development tools had been developed to enable those at risk of future falls to be identified and an appropriate preventative programme to be implemented. Over the last year, pathways had been developed to ensure falls bundles were available.

The report concluded that whilst some challenges remained, the introduction of an integrated pathway with the SAS would ensure falls response services were better targeted and integrated.

Decision

1.   To note the partnership developments with the Scottish Ambulance Service (SAS).

2.   To agree to support the key aim of ensuring that falls response services were well targeted and integrated.

3.   To agree that a report should be brought to a future meeting of the Board to provide up-to-date information on the overall crisis care service, including the performance of the falls prevention service.

7.   CLINICAL GOVERNANCE – DISTRESS TOLERANCE PROJECT

The Board considered a report (copies of which had been circulated) by the Clinical Director advising of the progress of the distress tolerance project and the findings of an interim report.

The report recalled the background to the introduction of the project which aimed to assist patients who had difficulty coping with distress caused by life events through the provision of a 12 week course to teach new methods of coping with internal feelings of distress. The three key aims of the project were provided within the report.

The feedback from course attendees had been overwhelmingly positive and indicated that it had made a substantial improvement to their lives. Furthermore, feedback from health professionals indicated that the programme was the most advanced of its kind in Scotland and an

excellent example of evidence based treatment for Borderline Personality Disorder that was fully implemented and supported by all local statutory agencies.

The report concluded that a sustainability working group was analysing how the project could be taken forward in the longer term on a more sustained basis by examining the cost benefits to a range of frontline statutory services (Primary Care and Secondary Care, A&E, SAS, Social Work and Police).

<u>Decision</u>

1. To note the contents of the report.

2. To agree to support the progress being made to provide appropriate, accessible care for the patient group.

3. To agree that Board members should be provided with an electronic copy of the Distress Tolerance Project Interim Report June 2014.

8. <u>CARE GOVERNANCE – UPDATE ON ADULT PROTECTION AND CHILD PROTECTION</u>

The Board considered a report (copies of which had been circulated) by the Head of Council Services providing an update on adult protection and child protection activity in the CHCP over the last 6 months as follows:-

- Employment of an additional administrative assistant to support the Adult Protection Committee in view of the 25% increase in the number of meetings and to assist with meeting performance targets.

- Active engagement with the voluntary sector to supplement and enhance the future development of the Safe and Sound Adult Protection Service User and Forum.

- A suite of Adult Protection Performance Indicators approved by the APC which provided greater emphasis on outcomes than previous indicators and focussed on ensuring timescales were measured. Further work to be carried out to include an audit of assessment and plans used in the adult protection process.

- A new Adult Protection Committee action plan had been developed that would focus on the adult protection case conference process. Two audits had been carried out which had resulted in a number of recommendations and improvement actions being implemented.

- The Learning and Development Sub-Committee of the APC had developed an action plan focussed on assessment training and scoping further skills-based training. The current training programme required a degree of revision to take account of the

increasing complexity of adult protection work.

- The APC would submit it biennial report for 2012-14 on Adult Protection Activity when it submitted to the Scottish Government in October 2014.

- The priorities of the Child Protection Committee (CPC) continued to be self-evaluation, promotion of good practice, training and staff development to improve outcomes for children involved in the child protection system.

- The quality of joint investigative interviews conducted by Social Workers and police continued to be assessed with a more consistent approach having been noted.

- The Quality Assurance and Self Evaluation subcommittee scrutinised cases where the names of unborn children had been placed on the register and remained after 12 months of agencies' intervention.

- Following an audit of the quality of all aspects of Child Protection Case Conferences (CPCC), changes had been made to ensure CPCCs focussed on the risks to children and the planning to reduce those risks. CPCC chair's had been provided with a script to ensure consistency. A further audit carried out in 2014 had identified that whilst there had been an improvement in focussing CPCCs on the impact of risk factors of the child and planning to reduce the impact, auditors had noted that some improvements were still required and that work would continue to address those issues.

- The Practice and Training subcommittee had focussed on sexual abuse and had provided seminars on child protection and the internet and the impact of sexual abuse. A seminar raising awareness of child exploitation and West Lothian's procedure would be held in October 2014.

Decision

To note the ongoing work within adult and child protection.

9. FINANCIAL GOVERNANCE - 2014/15 REVENUE BUDGET – MONITORING REPORT AS AT 31 JULY 2014

The Board considered a report (copies of which had been circulated) by the Head of Social Policy and Head of Health Services providing a joint report on financial performance in respect of West Lothian Community Health and Care Partnership (WLCHCP) based on figures for the period 31 July 2014.

The report advised that the anticipated out-turn for both the CHCP council services and the CHCP health services was forecast to breakeven.

Decisions

1. To note the information in the report regarding financial performance in the CHCP to 31 July 2014.

2. To note that the CHCP Council services outturn for the year was forecast to break even.

3. To note that the CHPC health services outturn for the year was expected to break even.

4. To note that service managers were taking management action to address areas of financial pressure within their own service area to ensure spend was contained within the budget available.

10. STAFF GOVERNANCE

The Board considered a report (copies of which had been circulated) by the Head of Social Policy and the Head of Health Services providing a comprehensive update on staff issues within the CHCP.

Decision

To note the updates provided in relation to:-

- Person Centred Health and Care Programme

- National learning session

- Delivering Better Care Leadership Programme

- General Practice Nursing

- NHS Scotland Staff Survey

- West Lothian Council Absence Management

11. DIRECTOR'S REPORT

The Board heard a report by the CHCP Director providing an update on key areas of work in which the partnership had been involved in since the last meeting of the Board.

Decision

To note the information and work undertaken in relation to:-

a) Integrated Care Fund

b) Draft Regulations relating to Public Bodies (Joint Working) (Scotland) Act 2014.

c)   Re-offending Rates in West Lothian.

d)   Children's Services Information Day.

e)   Transforming Care After Treatment.

f)   New Hearing Aid Battery Distribution Service.

![West Lothian Council logo]

COUNCIL EXECUTIVE

ST JOHN'S HOSPITAL STAKEHOLDER GROUP

REPORT BY DEPUTE CHIEF EXECUTIVE, COMMUNITY HEALTH AND CARE PARTNERSHIP

A. PURPOSE OF REPORT

To update members on the business and activities of St John's Hospital Stakeholder Group.

B. RECOMMENDATION

To note the terms of the minutes of meetings of St John's Hospital Stakeholder Group held on 17 December 2014 in the appendix to this report.

C. SUMMARY OF IMPLICATIONS

I	Council Values	Focusing on our customers' needs
		Being honest, open and accountable
		Working in partnership.
II	Policy and Legal (including Strategic Environmental Assessment, Equality Issues, Health or Risk Assessment)	Council requires the activities of certain outside bodies to be reported to elected members on a regular basis, as part of its Code of Corporate Governance.
III	Resources - (Financial, Staffing and Property)	None.
IV	Consultations	None required.

D. TERMS OF REPORT

On 29 June 2010 the Council Executive decided that the activities of certain outside bodies should be reported within the council to ensure all elected members are aware of the business of those bodies and to help to ensure their activities are more effectively scrutinised.

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In accordance with that decision the business of St John's Hospital Stakeholder Group was to be reported to this meeting by the production of its minutes. The relevant documents are produced as appendices to this report.

E.   CONCLUSION

This report ensures that members are kept appraised of the activities of St John's Hospital Stakeholder Group as part of the council's Code of Corporate Governance.

F.   BACKGROUND REFERENCES

West Lothian Council Code of Corporate Governance.

Council Executive, 29 June 2010

Appendices/Attachments: 1

Minute of meeting of the St John's Hospital Stakeholder Group held on 17 December 2014

Contact Person: Jim Forrest, Depute Chief Executive, CHCP

01506 281977

Jim.Forrest@westlothian.gov.uk

Date: 27 January 2015

2

West Lothian Civic Centre
Howden Road South
Livingston
EH54 6FF

Waverley Gate
2-4 Waterloo Place
Edinburgh
EH1 3EG

ST JOHN'S HOSPITAL STAKEHOLDER GROUP MEETING

DATE: **WEDNESDAY 17 DECEMBER 2014**

TIME: **2:30 P.M.**

VENUE: **BOARDROOM 1, ST. JOHN'S HOSPITAL, HOWDEN ROAD WEST, LIVINGSTON, WEST LOTHIAN EH54 6PP.**
(And by video conference call from Waverley Gate)

Members are reminded that they should declare any financial and non-financial interests they have in the items of business for consideration, identifying the relevant agenda item and the nature of their interest.

Item		**Lead**	
	Apologies for Absence		
1.	Minutes of the Meeting held on 22 October 2014	**BH**	*
2.	Matters Arising	**BH**	v
3.	Paediatric Services Update	**JC**	v
4.	Work Plan	**BH**	*
5.	Key Quality Indicators Quarterly Update	**AR**	#
6.	Any Other Competent Business		
7.	Date of Next Meeting: 21 January 2015		
8.	2015 Dates		

- 21 January
- 18 February
- 25 March
- 29 April
- 27 May
- 24 June
- 22 July
- 26 August
- 23 September
- 21 October
- 25 November
- 16 December

Merry Christmas & Happy New Year

* = paper attached   **# = to follow**   **v = verbal report**   **p = presentation**

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DRAFT

1.

ST JOHN'S HOSPITAL STAKEHOLDER GROUP

Minutes of the Meeting held on Wednesday 22 October 2014 at 2.30pm in Board Room 1, St John's Hospital, Howden South Road, Livingston, West Lothian EH54 6PP (and by video conference call from Waverley Gate)

Present:

Mr Brian Houston (Chair)	Non-Executive Lay Member of NHS Lothian
Professor John Iredale	Non-Executive Stakeholder Member, NHS Lothian
Councillor John McGinty	Leader West Lothian Council
Councillor Anne McMillan	West Lothian Council Livingston North Ward
Councillor Frank Toner	West Lothian Council East Livingston & East Calder
Mr Jim Forrest	Director of West Lothian CHCP
Mrs Maureen Anderson	Patient Representative

In Attendance:

Ms Libby Tait	Associate Director, Strategic Planning, NHS Lothian
Professor Alex McMahon	Director of Strategic Planning Performance Reporting and Information
Ms Agnes Ritchie	St John's Hospital Site Chief Nurse, NHS Lothian
Mr Jim Crombie	Director of Scheduled Care, NHS Lothian
Mr Chris Stirling	St John's Hospital Site Manager, NHS Lothian
Ms Anne Jepson	Parliamentary Liaising Officer, NHS Lothian
Ms Julie Cassidy	Public Involvement Co-ordinator, West Lothian CHCP
Mr Chris Graham	Committee Administrator

Apologies:

Professor Alison McCallum	Director of Public Health and Health Policy, NHS Lothian
Mr Alex Joyce	Employee Director, Non-Executive Member NHS Lothian

Declaration of Financial and Non-Financial Interest

The Chair reminded members they should declare any financial and non-financial interests they had in the items of business for consideration, identifying the relevant agenda item and the nature of their interest. There were no declarations of interest.

Councillor Frank Toner declared a non-financial interest as a non-Executive Director of Lothian Health Board and as Chair of the West Lothian Community Health and Care Partnership.

Opening Remarks

Mr Houston welcomed members and those present to the meeting.

1. Notes of Previous Meeting

1.1 The Notes of the previous inquorate meeting held on 24 September 2014 were homologated subject to the addition of Professor Iredale's apologies for the meeting.

2. Matters Arising

2.1 NHS in Scotland £400m funding gap 2015-17 - Cllr McGinty asked for an update in relation to plans for assessing and dealing with budget cuts. Professor McMahon outlined that the November Board Development Session will be addressing some of these areas and also looking at the process of councils and the health board linking into the planning cycle. The budgets will also form a major part of the Integration discussions going forward.

3. Strategic Plan Update

3.1 Ms Tait gave an update on the 'Our Health, Our Care, Our Future' Consultation Feedback. The presentation covered details of the Engagement process and it was noted that there had been 918 responses received to the consultation between May and July 2014. There had been a number of consultation events to a variety of audiences including the Stakeholder Group. The presentation also looked at response rates to certain questions in the Strategic Plan for example 71% believed the plan addresses the most important issues whereas 51% believed that significant GP issues were being missed.

3.2 The Group also noted the criteria comparison rankings between NHS Staff and Non NHS Staff:

NHS Staff Rankings	Non NHS Staff Rankings
1. Safe	1. Patient Centred
2. Effective	2. Safe
3. Patient Centred	3. Effective
4. Timely	4. Timely
5. Efficient	5. Efficient
6. Equitable	6. Equitable

3.3 The summary of topics raised was discussed with the top topics being 'Access to Primary Care' and 'IT Innovation'. The specific issues relating to West Lothian were also covered, these issues included:
- Support of integration, seamless care, involving 3rd sector
- Support of patient pathways- providing care to meet people's needs
- Primary care need for more capacity – premises and staff
- Local communities should all have a GP practice
- Bangour Village- potential as a 'care village' vs sell for profit
- Improve care for older people – community nursing, care homes/at home
- More specialist services to be provided at SJH

2

3.4   Ms Tait outlined that the next steps for the consultation would be to:
- consider the implications of feedback
  - Primary care access a big issue for public
  - Pathways supported as driver of joined up local care
  - Technology potential to increase efficiency, reduce travel
  - Transport and access needs to be considered alongside any changes to services
- revise plan and priorities to shift care to communities – integrated, local, team based
- consider acute vs community conundrum
- engage through Integrated Joint Boards strategic plan consultation on new models of care, especially for older people's
- target - revised proposals to February 2015 Board; linking to the 15/16 Local Delivery Plan and Integrated Joint Boards.

3.5   Mr Houston reminded the Group that strategic planning sat centrally with the integration agenda which would significantly alter the process of strategic planning. Between now and March 2015 the plans for each IJB need to be built taking into account what NHS Lothian and Council Partners have to do. There would be an increase in the amount of detail, analysing options going forward with challenging funding and resources.

3.6   Professor McMahon stated that the integration process going forward needs to be inclusive of what is happening within acute services as well as primary and community care. The process the board and four councils are undertaking to deliver four integration schemes requires delegation of aspects of acute services to IJBs. The targets were to have the draft scheme by the end of the year and the draft strategic commissioning plan by end of March 2015.

3.7   Cllr McGinty asked how the IJBs work would tie in with the single outcome agreement and the community planning process. There was also a concern that the timescales may be too tight. Professor McMahon explained that processes would be developed over the next few months. It was important not to set up IJBs to fail and that there had to be planning alignment. Mr Houston added that there was a role for community planning to be the interface. Professor McMahon stated that it was clear that the IJBs as legal entities would be responsible for the development of community empowerment and also compelled to work closer at local community level as well to tie into the timelines everyone is working with.

Ms Tait and Professor McMahon left the meeting.

3

4.   Paediatric Services Update

4.1   Mr Crombie reported that the staffing situation for October remaining stable; the November rota has been populated and discussions for the December rota are underway with particular focus over the festive period.

4.2   Cllr Toner asked for an update on hospital recruitment. Mr Crombie stated that the hyperlink consistently demonstrating vacancies at St. John's was now available and there were ongoing discussions around an additional recruitment for the early part of November.

4.3   Cllr McGinty asked about the current gaps in staffing compliment. Mr Crombie stated that he did not have the figures to hand but these remained the same as previously reported and agreed to confirm these levels for inclusion with the meeting minute.

JC

5.   Site Master Planning Work Update

5.1   Mr Stirling reminded the Group that the Site Master Planning Work process was established under sponsorship from the Director of Finance, Susan Goldsmith. This gave each site a strategic framework for developing its campus. Options would then be provided to the Board in order to support the strategic planning process, with particular focus on additional beds and theatre capacity. It was noted that there had been a lot of development work recently on the St John's site, e.g. SCBU; MRI and Dental Decontamination.

5.2   The proposals for the St John's site were to increase additional bed and theatre capacity within head and neck to reduce the amount of activity currently being sent out to the private sector. It had originally been hoped to present options to the Board in October, however this had now been deferred to the new year as there was a significant range of options. Planning work was continuing along with work on the preferred option of developing a theatre with critical capacity to the rear of the hospital. Feedback for this had been supportive; however advice had also been received that a programme of developments for the site would be preferred over individual developments. The more comprehensive, longer term view and package of work will continue to be work on over the next couple of months. Parking and travel issues also continue to be looked at in conjunction with capital planning colleagues and council planning officers.

6.   St John's HEI Unannounced Inspection Report & Improvement Action Plan

6.1   The circulated full report was noted. Mr Stirling reported on the August visits. The inspection team had visited seven different clinical areas including the emergency department and had also spoken to over seventy patients. It was noted that overall most areas were being complied with; however the inspection had picked up concerns over the A&E standard of cleanliness and the area of dress code.

4

6.2   Cllr Toner asked about the cleanliness issue raised in media in relation to six contaminated beds and whether this was an ongoing problem. Mr Stirling stated that given the A&E environment there was a high patient turnover and there needed to be a system to respond quickly and reliably. It was fair to say that the report highlighted areas where the system was not up to standard and this was being addressed. It was noted that scale of blood found on trolleys was described as 'microscopic'.

6.3   Ms Ritchie added that there were systems in place to ensure trolleys were as clean as they could be and that blood had been found on the wheels and undercarriage of the trolleys. There is and always had been a cleaning schedule in place however this had now been amended, taking cognisance of the report, and trolleys are now receiving a deep clean every 24 hours. The trolleys are always cleaned between patients and new trolleys have been procured to ensure there is always a rotation of clean trolleys when the department is busy.

6.4   The report had also highlighted dust on high rails/high level cables some of these being within an x-ray room within the department. This had been addressed as part of an area deep cleaning once a week and was now monitored by the emergency department and x-ray department staff.

6.5   Mr Houston stated that he and the Chief Executive had visited the highlighted areas and were satisfied with the additions to processes to address the problems, along with the nursing staff's high motivation to tackle the issues. Mr Stirling added that the number of domestic colleagues had also been increased within the department, which was now seeing more and more patients and faced a challenge to maintain throughput.

6.6   Cllr McGinty stated that it was useful to see the full report; however it was not clear if staff were not doing what they should be doing or if there were expectations that staff had not released were there. Ms Ritchie replied that within the emergency department it was probably a bit of both, whereby staff were cleaning trolleys but did not realise they had to turn trolleys to the side and upside down to clean also. Mr Houston added that the trolley design was perhaps not the most conducive to easy cleaning. Cllr McGinty asked about staff training and management moving forward. Ms Ritchie was satisfied that nursing staff and other colleagues were now clear what is expected and what needs to be done going forward.

6.7.   Cllr McGinty also asked about staff complying with the dress code and the national uniform standard. Ms Ritchie stated that staff should be aware of the uniform policy and adherence to this was part of the heads of department role. It was noted that since the report all staff had been reminded of the uniform policy as had all department leads. This was also covered in basic training and was part of the policies all staff acknowledged as being read and received. Mr Stirling added that the expectation would be that individual charge nurse would approach anyone entering their ward dressed unsuitably and there was also a responsibility for senior staff, consultants and clinical directors to set a good example for junior staff. If there was an issue that the charge nurse could not deal with then this would come to either Mr Stirling or Ms Ritchie to address.

5

7.   Work Plan

7.1   The Work Plan was noted.

8.   Any Other Competent Business

8.1   There was no other business.

9.   Date of Next Meeting

9.1   It was noted that the next meeting of the Stakeholder Group would be held on Wednesday, 19 November at 2.30pm *(subsequently cancelled)*

Remaining 2014 Date:
17 December 2014

10.   Proposed 2015 Dates

The dates for 2015 were noted as:

21 January
18 February
25 March
29 April
27 May
24 June
22 July
26 August
23 September
21 October
25 November
16 December

6

ST JOHN'S HOSPITAL STAKEHOLDER

GROUP

4.

Work Plan as at 17 December 2014

	SUBJECT	OFFICER	MEETING DATE
1	Paediatric Services *Updates – Standing Item*	Jim Crombie	**Standing item**
2	Key Quality Indicators *Quarterly Updates*	Agnes Ritchie	**17 December 29 April 26 August 16 December**
3	Activity and Performance *Regular Updates*	Jim Crombie Andrew Jackson	**Q3 – February 2015**
4	Hospital Working at Weekends *Medical & Nursing Staff Appointments Update*	Chris Stirling	**25 March 2015**
5	MRI Scanner *Progress Update*	Jim Crombie	**29 April 2015**