# transforming VourCouncil www.westlothian.gov.uk/transforming

It is expected that West Lothian Council will have to make estimated savings of £73 million over the next five years, resulting in changes to local services.

# What you need to know

The estimated budget gap of £73 million is based on the assumption that Scottish Government grant funding will not be enough to meet the increasing costs of providing existing council services



The council needs to make substantial savings across those services it is not required to deliver by law (known as non-statutory), including highlyvalued services that communities have become accustomed to

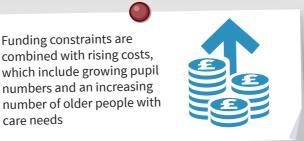
The council is going through a period of huge change and the future will likely see a council that has fewer staff operating from fewer offices, providing fewer direct services, but in a more joinedup and cost-effective way

Funding constraints are

care needs

combined with rising costs,

numbers and an increasing



Council officers have published a number of budget proposals which represent reductions and changes in services. If all these proposals are agreed the council will be able to balance its budget – something it is legally required to do

Given that the council has already made £92 million worth of savings since 2007, it is now extremely challenging to identify savings for the next five years that will not impact upon communities

**Please read this** document carefully and **provide** feedback on three areas:

#### What do you think:

West Lothian Council should focus its **resources** on over the next five years?

of the **budget** proposals that will result in changes to services?

**3** of the proposals to raise Council Tax to help protect local services?

#### Why we are consulting

Throughout the last ten years, the council consulted with West Lothian residents over changes to services.

The council believes strongly in working with local communities and is committed to working with customers, staff and community planning partners in every aspect of work.

Council officers have developed proposed budget measures which will allow the council to address an estimated £73 million budget gap. However they will significantly change some council services and the council want to know what you think about these measures. In particular the council is keen to hear from you if you think that there are alternatives to the proposals that we should consider. If any measure is to be removed, alternative measures would have to be put forward to balance the budget.

Council services have an impact on everyone in West Lothian and the council want to involve everyone in our budget consultation. The council will work with all citizens to find a way to address the budget pressures.

#### **Dear citizen**

West Lothian Council must change the way in which services are delivered in the years ahead.

Change is not a new concept to us. Since 2007 the council has had to make savings of £92 million, but the economic environment remains very challenging and the council still faces considerable budget pressures.

Over the past ten years, the council has consulted with citizens on changes to services. The feedback received has always helped shape local services whilst delivering the services that we know are important to you - your priorities.

However, changes in demographics mean that demand for council services continues to rise and the level of funding we receive from the Scottish Government continues to be insufficient to pay for the services we provide.

The council by law has to balance its budget and the council must therefore reduce the amount of money we spend on local services. Given the reductions in our budget since 2007, it is now extremely challenging to identify where savings can be made over the next five years that will not impact upon communities and highlyvalued services.

Five years from now, the council will be a different organisation.

The council has no choice but to reduce spending. However we do have a choice of how we reduce spending. It is vital that the council and the citizens of West Lothian continue to work together to address the challenges ahead. There are difficult but important decisions to be made about council services.

Council officers have developed a wideranging set of budget proposals which, if approved, would allow the council to reduce spending and balance the budget. They would also still ensure that the council could fulfil our legal obligation to

provide statutory services to local people. We are consulting with you to help us address the challenges we face over the next five years.

We are looking for feedback on three main areas: what are your priorities over the next five years; what are your views on the officer budget proposals contained within this document; and what are your views on Council Tax, which is used to help fund local services

Your views are important and I would encourage every citizen, community planning partner and business to get involved.

leun bul the

Graham Hope, Chief Executive, West Lothian Council

The council will be **working with you** to agree our priorities and to consult on budget proposals.



Turn over to find out more

### Our **journey** so far

West Lothian Council has been delivering public services since 1996 and is one of Scotland's leading local authorities.

The council is West Lothian's largest employer with over 8,000 staff members delivering a wide-range of services including: care for the elderly, schools, community facilities and libraries, roads, parks, waste services, council housing and much more. Over the years the council has continually sought to improve the lives of West Lothian's residents. The council has delivered a number of key achievements.

- The council has improved literacy and numeracy for
- children and young peopleIn 2017 the best ever school exam results were recorded
- in West Lothian
- The council has supported and created employment in West Lothian
- The council has invested significantly in school buildings, community facilities and parks and have one of the best school estates in Scotland
- The council has created hugely successful and popular Partnership Centres across West Lothian
- The council is caring for more older people in their community
- The council is a Living Wage employer
- The council is one of the country's best-performing councils in terms of building new council homes and improving existing council homes
- The council is delivering positive outcomes on health and have built successful partnerships with Community Planning Partners

- The council has the best A class roads in Scotland and one of the best road networks in Scotland
- The council has significantly increased recycling rates and reduced West Lothian's carbon footprint

Over the years changes in demographics and the availability of new technologies mean that the council continually adapt to an ever changing landscape.

However a significant amount of change has been necessary over the past ten years as a result of budget pressures. The council has had to contend with rising costs and insufficient funding which has resulted in the council having to make over £92million of savings since 2007.

In order for the council to balance its budget, a significant programme of change has been ongoing since 2007. A wide-range of budget measures and new ways of working have been introduced to increase efficiency and focus services on our priority areas.

The council has also taken huge steps to ensure that services meet the needs of changing customer demands whilst using technology more effectively – this is often referred to as modernisation.

Throughout the last ten years, the council has consulted residents about changes to services. Despite all this, it is expected that West Lothian Council will have to make a further £73 million of savings over the next five years, resulting in more significant changes to local services. The impact of these future budget restrictions will transform local authorities and local services across Scotland.

#### Why do we need to **change** further?

West Lothian is experiencing a period of regeneration, expansion and development.

Our growth and aspirations are set against a backdrop of significant budget reductions and increased cost pressures.

#### Key points:

- The majority of the council's funding is received directly from the Scottish Government and Government funding is expected to be far less than the level needed to deliver existing services.
- Inadequate funding is combined with increasing rising costs. Not only do we have a growing elderly population but, unlike most areas of Scotland, we also have an increasing younger population. This means that there are increasing pressures on the council to provide more services such as schools, care for the elderly, care for adults

with complex needs, roads and housing, and increasing costs for goods, services and staffing.

- Public expectations and demands are increasing customers expect a faster more efficient service, often 24/7.
- New technology provides the council with an opportunity to deliver services in more effective ways.
- The council must, by law, deliver many statutory services such as care facilities, maintaining roads and education for young people.
- The council must focus resources on prevention and prioritise services that matter most to our communities.

#### What might West Lothian Council look like in five years?



**E165** It is estimated that the council will have **E73 million** less to spend over the next five years. By the end of this period, the council will have saved **E165 million** over a fifteen-year period

More focus on **providing care** for the elderly and vulnerable adults as the number of people aged over 75 will have increased by 25%

**Technology** will continue to play an increasing role in our day-to-day lives. More services



will be accessible online with less need for face-to-face interaction with council staff

An increase in the amount of care provided to West Lothian's population due to health conditions, disability or problems relating to old age

> West Lothian's total population will be approximately 190,000,
>  an increase of 10,000 on

the current population resulting in an increasing demand for council services

More people using our roads, paths and parks - increased pressure on the council to allow West Lothian to grow and prosper



1,200 more primary school children (an increase of 8%) and 1,400 more secondary



**school children (an increase of 13%).** More emphasis on providing school facilities, both in terms of new schools and improving existing facilities



### The number of people living alone is likely to increase.

More support and investment in technology will allow people to remain in their home and live safely

### What may **change**

West Lothian Council delivers a vast range of services to people living and working in our communities.

We provide many public services that help to enhance and protect West Lothian and importantly, provide vital support to those most in need. These include schools and nurseries for children, social care for older and vulnerable people, social housing and environmental services, such as recycling, land and roads management services. Our services have a positive impact on the local infrastructure and economy and contribute to improving outcomes in education attainment and the health and quality of life of local people. Many council services are statutory – which means that the council is legally required to continue to provide these services. The council also provides some non-statutory services that offer additional support to the community.

In the years ahead we will continue to prioritise and deliver those services that have the greatest positive impact on improving the quality of life for people in West Lothian. However, the way in which services are provided will change. Because of the financial pressures that the council will face, some services will have to be delivered in a different way, or at a different cost and some services will have to be stopped altogether.

### Key points

- At this stage the council is consulting on officer budget proposals. Decisions on what will change will not be made by councillors until after the consultation is complete.
- Financial pressures and the increasing levels of demand mean that services can no longer be provided in the same way.
- It is anticipated that in the future the council will have fewer staff and there will be a further reduction in the number of council offices and buildings.
- Some services may be delivered or accessed in different ways in future years, with a greater number delivered through automated, selfservice or online methods.

- In the future the council may not deliver all of the services it currently provides.
- Some services currently delivered by the council may in the future be delivered by partners, communities or other organisations.
- The council will continue to prioritise our resources and ensure that we have the right people, partners and assets to deliver positive outcomes for West Lothian and address needs.
- We will continue to focus resources on those in our community who are most in need, such as children, older and vulnerable people.

#### **Budget proposals**

Council officers have developed proposals under seven themes (See pages 6 to 10):

Modernising services and managing our workforce
Modernising Social Care
Modernising Social Care
Managing our relationships with customers
Morking with partners to deliver outcomes
Managing our assets and reducing energy
Reviewing income and concessions

Environment



### How will we meet the challenges ahead?



**Develop a Financial Plan** that sets out the council's priorities and plan ahead for the next five years



**Consult** with residents, Community Planning Partners and local organisations on the choices that lie ahead



Agree our **Financial Plan** and our **Corporate Plan** including priorities, following consultation



Introduce a programme of **transformation** over the next five years that will radically change how some services are delivered



Ensure the **local community** is consulted throughout

#### At all times seek to prioritise, deliver and improve local services

## How the council is **funded**

West Lothian Council receives its funding from several sources.



General Revenue Funding from Scottish Government £308.137 million



Other £4.786 million

£10.3 million on footpaths, street lighting,

roads, winter maintenance, structures and

flood prevention



Scottish Government Health and Social Care Funding £10.190 million

Council Tax £75.010 million

#### Here are some examples of where we will spend the 2017/18 budget



E69.6 million on **Primary School** education £54.7 million on

Secondary School education



£7 million on country parks/open spaces, play areas, street cleaning and cemeteries



£10.1 million on waste management and recycling



£9.5 million on public (including school transport) and community transport including bus subsidies for privately owned bus providers

£12 million on facilities management, including school meals, cleaning council buildings, janitorial staff and street crossing patrol guides



£11.3 million

on Additional

**Education Support** 

Needs

£6.7 million on the council's fleet and community transport service



£7.6 million on

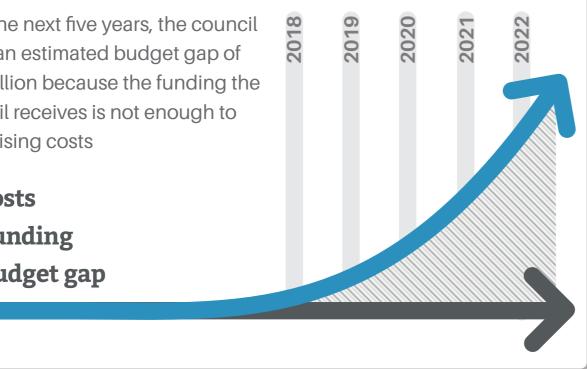
**Early Learning** 

and Childcare

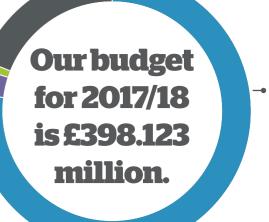
£3.5 million on homelessness services and community safety

Over the next five years, the council faces an estimated budget gap of £73million because the funding the council receives is not enough to meet rising costs

Costs **Funding** 📎 Budget gap



4 Complete the Transforming Your Council consultation online. Visit www.westlothian.gov.uk/transforming





£42.6 million on

services for older

people

planning, economic development, trading standards and environmental health

£31.3 million is spent on social work services for children and families £26.8 million on

services for vulnerable adults

£6.6 million on culture, sports services and adult learning £4.5 million on partnership centres, including libraries, registration services, community centres, and customer care

A CONTRACTOR OF THE OWNER

**Financial planning** 

West Lothian Council is taking a robust approach to financial planning and is looking to agree a five year Financial Plan for 2018/19 to 2022/23.

This will allow us to identify where savings need to be made and where investment is needed. This approach is endorsed by Audit Scotland – the independent body which gives independent assurance to the people of Scotland that public money is spent properly, efficiently and effectively.

The council aims to agree a five year Financial Plan in early 2018.



### Our priorities

In 2012 the council set eight priorities for West Lothian in a consultation with the local community, partners, stakeholders and our staff.

These priorities set challenging targets for improving the quality of life in West Lothian and the council has been striving to improve and deliver in each priority, targeting resources for the last four years.



The council believes that the eight priorities below are still the right priorities to make a better West Lothian. Are these still the priorities that matter most to you?



#### We are seeing meaningful change and improvement:

- The quality of education and attainment results are improving in our schools, with the best exam results ever in 2017
- We are building more council housing in West Lothian than any other area in Scotland
- Older people and vulnerable people are living longer and healthier lives with a range of options for support and care in their communities
- There has been significant investment in improving our roads, parks and open spaces, making West Lothian a more attractive place to live, work and visit.

Are these still the priorities that matter most to you? Turn to page 11 to take part in our consultation

### Modernising services and managing our workforce

Measures totalling £25.3 million over the next five years have been identified, which would make council services more efficient, accessible and cost effective. Services with a limited contribution to the council's eight priorities may be reduced, and some services may no longer be provided, or provided in different ways. This may result in changes to how staff work.

#### Service Redesign, 1a **Integration & Modernisation**

#### Estimated Saving: £4 million

The council has a range of internal functions that provide management, business and financial support to council services and support statutory requirements. These functions, and the units which provide them, could be improved through redesign, integration and further use of technology to increase efficiency and effectiveness. This would include consolidating and reducing management and administrative support functions, as well as continuing to generate savings in systems costs. There will also be changes to how the council works with partner organisations providing services.



#### **Rationalisation of Central Support to Schools**

#### Estimated Saving: £2.5 million

With an increased focus at a national level on giving schools and Head Teachers responsibility for attainment and more direct control over funding, a number of changes to central support are proposed. This will include the restructure, redesign and reduction in central educational services such as business support provision and quality assurance activities, an advisory approach to educational psychology, and integrating a reduced instrumental music provision into the mainstream curriculum. The overall aim is to embed teaching resources, processes and activities within schools.

#### **Redesign Scheme of Devolved School** Management

#### Estimated Saving: £3.6 million

Following the publication of the national review of devolved school management (DSM), there is an opportunity for the council to review its own DSM scheme to ensure that it is fit for purpose. The review will include greater use of existing resources for service delivery, including further use of technology. Revised staffing models will also be introduced that will make changes to management, administrative and support staffing arrangements.

There is a need to review current service provision to make sure that it is providing the best and most efficient service.

The council believes changes can be made in management restructures and support arrangements, a revised DSM funding model and review provision by third party providers to maximise efficiency whilst continuing to protect service provision.

#### **Redesign of Early 1**d Learning & Childcare

#### Estimated Saving: £1.5 million

The national commitment to deliver 1,140 hours of early learning and childcare provides an opportunity to review and change how we deliver services to children and their families. The council will make sure that all resources available for early learning and childcare are appropriately used to support service delivery. The focus will be on consistency of service delivery,

both with the national commitments but also across all nursery provision in West Lothian with nurseries being managed by Head Teachers at associated primary schools.



#### Estimated Saving: £1.6 million

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

The focus will be on MCMC, with other initiatives and work supported through closer working between schools and community learning partners. The council will continue to deliver statutory adult learning and English as a Second Language through a smaller team.



#### Estimated Saving: £300,000

The council's pupil placement team and education customer care team will be consolidated into one team with more rationalisation and streamlining of activities.



#### Estimated Saving: £1.4 million

Staffing costs represent the largest proportion of the council's budget. Faced with a substantial budget gap, a review of terms and conditions is proposed, including pay enhancements and allowances, to make savings in staffing costs. The focus will be on changes to overtime arrangements and allowances that meet service requirements whilst also demonstrating value for money.

#### **General Balance of** 1h Savings to be **Identified**

#### **Estimated Saving:** £10.4 million

The nature of medium to long-term financial planning means that it becomes increasingly difficult to identify with certainty expenditure, income and savings. As the five year programme progresses, the council will develop specific measures to meet the estimated remaining budget gap.

This will include looking at the scope to work with other councils and public authorities to deliver shared services.

Given that the majority of the council's budget is staffing costs, it is highly likely that the balance will be met by changes to service delivery and staffing levels across the council's workforce.



# 2)Modernising Social Care

Measures totalling £20.6 million over the next five years have been identified that would change the way we deliver services. These alter behaviours and factors that can have a detrimental impact on lives at an early stage, and/or deal with issues before they reach a crisis stage.

The West Lothian Integration Joint Board (IJB) is responsible for a wide range of health and social care functions in West Lothian. They include adult and elderly social care services. They are legally delegated to the IJB. The council operationally delivers those services in accordance with the IJB's strategic plan and directions. This consultation includes saving proposals which have been identified by council officers and relate to adult and elderly care services and those are included below.



#### Care for Children Estimated Saving: £5.2 million

Proposed changes to reshaping care for families and young people will allow more effective use of resources to create better outcomes for young people. The council will modernise internal teams and processes to focus on highest risk cases and early intervention and prevention, with family support being undertaken on an outreach basis.

Changes will be made to residential placements to make greater use of council provision and allow children with disabilities to remain in their local community, focusing on keeping young people in West Lothian.



#### Estimated Saving: £8.8 million

The council is faced with growing numbers of people needing care services, combined with severe budget pressures. Many local authorities have already changed their assessment criteria with access to care based on people's needs and risks to independence.

The council is proposing that the threshold levels would be set at critical/substantial for all new clients for care, respite provision and private adaptation grants. Social Work resources would be focused on supporting those most in need and short care visits would be reviewed to identify if more appropriate interventions are required. The council would also expand on the successful use of technology to support care at home provision.



Estimated Saving: £2.5 million

The introduction of self-directed support, where individuals can make choices regarding their care packages, has seen a change in the nature of services requested. Incorporating the change in demand, there is a greater need for outreach interventions therefore it is proposed that day care facilities currently provided at three different locations are combined into one at Pathways, in Livingston.

Local solutions will be developed to allow people to stay in supported accommodation in their communities rather than other residential facilities.

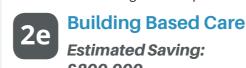
Changes to the sleepover model, including greater use of technology and sharing resources with other providers, are also proposed.

#### 2d Commissioned Services

#### Estimated Saving: £2.1 million

How the council buys care services will be reviewed to ensure services delivered by external partners meet people's needs.

The care services bought by the council will reduce as the proposals in this document are implemented. Although support will continue to be given to those providers who deliver services to the most vulnerable in our communities. This will include reducing the council's contribution over and above the level of external funding received for initiatives such as the Alcohol and Drug Partnership Service.



£800,000 The council provides a number of care services in purpose built buildings.

Council owned day centres for older people would close with the service continuing to be delivered by existing external partners. Following the opening of Rosemount Gardens in Bathgate, and reflecting the changes in client choice following the introduction of self-directed support, a more flexible model for housing with care for older people would be adopted throughout West Lothian.



#### Estimated Saving: £1.2 million

Taking into account the changes to social care services proposed by the council, there is an opportunity to review and reduce management and administrative requirements.

As well as streamlining and consolidating internal processes to make efficiency savings, opportunities to integrate further with partners will be progressed.



# ) Managing our relationship with customers



Measures totalling £1.4 million over the next five years have been identified, which will improve the quality and accessibility of customer services in the council, resulting in more cost effective customer contact.

### 3a Channel Shift and Digital Transformation

#### Estimated Saving: £600,000

The council has the opportunity to look at how customers access services, introducing digital solutions to meet demand. A transformational change programme will be developed based on a *digital by choice* ethos and more online and self-service solutions will be introduced to support council employees in delivering services. This would allow the council to continue to provide support whilst delivering a more efficient service at a lower cost.



#### Estimated Saving: £200,000

The council has successfully developed the partnership model over the last five years, allowing staff to provide services to customers in one location. Provision in Library and Customer Information Services (CIS) would be rationalised.



#### Integrated Anti-Poverty Service Estimated Saving: £600,000

Given the recent welfare changes, and the increasing demands from communities for advice and support, all anti- poverty related financial support, which would include the Advice Shop and Benefits Team would be combined into one team to allow a more targeted and focused advice service. This team would provide a joined up service for the public, giving those in most need an improved service whilst also generating efficiency savings through removal of duplication.

## )Working with partners to deliver outcomes

Measures totalling £3.6 million over the next five years have been identified which would enable the council to deliver more effective, flexible and affordable services.

#### 4a Review Approach to Delivery of Culture & Sports

#### Estimated Saving: £1.5 million

Based on the proposed priorities, some arts and sports activities will no longer be provided. The council will focus on Youth Music Initiative, Active Schools, developer funded public art and arts programming at Howden Park Centre in partnership with West Lothian Leisure. Reflecting the council's reduced income, the funding provided to West Lothian Leisure will be reduced.

#### 4b Support for Community Groups & Organisations

#### Estimated Saving: £600,000

The council currently works in partnership with a number of voluntary community groups and organisations. The council's financial contributions to these groups would be reviewed to focus on priority areas, meaning the removal of support for non-priority areas or where alternative programmes are more effective. Reflecting the change in funding, the team which delivers support to these groups would also be reviewed.



#### Estimated Saving: £200,000

As BIDS are not a statutory function, and should become sustainable without council support after the initial set-up period, it is proposed that support for BIDS would be reviewed.



#### **Estimated Saving: £600,000** The council has an excellent track

record of working successfully with our partners to provide services that are effective, flexible and affordable. There are opportunities to further explore the integration of services, resources and activities removing duplication and sharing best practice.



#### Estimated Saving: £700,000

The council currently provides Police Scotland with funding for 21 police officers, vehicles and analyst support. Few local authorities in Scotland provide funding for additional police officers. The Scottish Government has given a commitment that Police Scotland's budget is to be protected. No such commitment has been given for council budgets. Given that the provision of adequate levels of policing is the responsibility of Police Scotland, it is proposed that this funding is removed.

# 5 Managing our assets and reducing energy

Measures totalling £3.5 million over the next five years have been identified, which would ensure that the council continues to have efficient and effectively managed assets to support service delivery.



#### **5a** Empowering Communities & Reducing the Number of Community Facilities

#### Estimated Saving: £600,000

Over the years the council has significantly reduced the number and cost of buildings and the council will continue to modernise and rationalise all properties across the estate. As the number of buildings required to deliver council services reduces, community groups will have the opportunity to request ownership of properties through the provisions of the Community Empowerment (Scotland) Act 2015. As the council has moved to the partnership model, there is an opportunity to consolidate the number of community centres and village halls. It is proposed to review the provision of facilities at community centres.

#### **5b** Revised Property Requirements from Service Proposals

#### Estimated Saving: £700,000

As the proposals contained within this consultation are implemented, and changes are made to service provision and delivery, there will be a reduced need for specific properties. Any surplus properties will be available for asset transfer or disposal, creating property related savings.

#### **5c** Efficiencies from Improved Use & Management of Council Properties

#### Estimated Saving: £1 million

The council is developing a ten year programme for investing in its assets to

support service delivery. This approach reduces the need for reactive maintenance work, improving how the council invests in property assets. Following the success of previous energy efficiency initiatives, the council will continue to reduce energy consumption and related costs through new energy efficiency and renewable energy projects.



#### Estimated Saving: £800,000

The council has a long history of effective and efficient financial management. Continued successful and proactive management of the council's insurance and treasury management budgets will generate more savings in these areas of the council's budget.

#### **5e** Reducing Carbon Emissions & Improving Energy Efficiency

#### Estimated Saving: £400,000

The council's previous street lighting conversion project has been very successful with substantial financial and carbon emissions reductions being achieved. It is proposed that these works are continued, with more street lights converted to LED technology to generate further savings.

## **6** Reviewing Income and Concessions

The council has one of the lowest levels of income through sales, fees and charges per head of population in Scotland. The council established an approach to income and concessions in 2015 where all discretionary charges are benchmarked with Scottish averages or other local providers. Measures totalling £5.4 million over the next five years have been identified, which would raise additional income.

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

This would include an assumed increase in non housing rents of 3% subject to a separate consultation on rent levels with tenants. Areas where the council could investigate opportunities for additional sources of income include:

- Introduction of administrative charge of £20 for blue badges
- Introduction of charging for council car parks
- Maximising the rental income from the council's commercial property portfolio
- Introduction of a charge for transport services reflecting greater use of outreach services

With an ageing population, and increasing demand for services, the council must ensure that appropriate fees and charges

are considered. It is proposed that a contributions policy for non-residential care services is introduced subject to the financial assessment of affordability. This would mean that only those who could afford to pay would be required to make a contribution and older people would continue to be eligible for free personal and free nursing care.

#### transforming **your**COUNCIl

# **7** Environment

Measures totalling £13.2 million over the next five years have been identified that would change the services we provide to improve the local environment and infrastructure. This will include new standards and delivery models that will ensure we continue to protect the built and natural environment in West Lothian more cost effectively.

# Revised Catering & **7c** Revised Catering & **7c** Standards

#### Estimated Saving: £700,000

The council will continue to provide a school meal service, reviewing how meals are prepared and delivered to make sure that the service meets both statutory requirements and is affordable. This will involve reviewing transportation methods, menu options and other efficiency improvements. The council is also proposing further changes to cleaning specifications in buildings, focusing more on the education and awareness of building users whilst meeting statutory cleaning requirements.

#### 7b Revised Facilities Management in Schools

#### Estimated Saving:£300,000

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

#### **7C** Revised Service Standards & Delivery Models - Waste Services

#### Estimated Saving: £2.6 million

There is a requirement to review all service provision and standards to make sure that the service is delivered in an effective and efficient way whilst meeting council priorities. Changes will be made to the waste collection service including consideration of revised recycling models, scheduling of routes and working arrangements. It is proposed to introduce charges for bulky uplifts and use of brown bins. In addition, the review would include removal of the commercial waste service and closure of three community recycling sites to focus on key sites in West Lothian.

#### 7d Reprioritised Passenger Transport Strategy

#### Estimated Saving:£3.9 million

The council currently subsidises around 20% of bus routes as well as providing a number of other services such as school transport and concessionary transport schemes. A public transport review is proposed to focus on connecting communities and businesses in a way which is affordable and effective. This will include ceasing some services and exploring alternative transport models. An updated transport strategy would focus on statutory minimum mileage limits for school transport, use of concessionary bus, Handicabs and Dial-a-Ride schemes, and removal of subsidies for bus routes that are not commercially available or viable.

#### 7e Green Fleet & Travel Estimated Saving: £500,000

The council has delivered substantial savings in internal vehicle costs over the last five years. There are opportunities to achieve more savings and changes are proposed to council services which will have an impact on the type and number of vehicles. In addition, the council is looking to achieve a further 20% reduction in business mileage and to reduce the mileage rate payable to staff using their own vehicles for business.

#### **7f** Revised Service Standards & Delivery Models - NETs, Land & Countryside

#### Estimated Saving:£2.7 million

There is a requirement to review all service provision and standards to make sure that the service is delivered in an effective and efficient way whilst meeting council priorities. Focusing grounds maintenance on a priority basis in line with the council's Open Space Strategy, service delivery will be reviewed with maintenance, enforcement and management activities integrated and consolidated. Generic working will be introduced to ensure resources are utilised effectively to support service delivery.

#### **7g** Revised Service Standards and Delivery Models - Roads & Transportation

#### Estimated Savings: £2.5 million

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

All service delivery, including winter maintenance, will be changed to focus on statutory requirements with an updated approach to asset management. This will mean some services, such as festive lighting, will no longer be provided by the council.

Where it is cost effective, contractors will be used for capital investment works and for services which need specialist equipment to deliver services.

## How to take part

#### **Online**

Respondents are encouraged to complete the consultation response form online by going to: westlothian.gov.uk/transforming or scan the QR code with your mobile device.

The consultation will close on Sunday 12 November.



#### **Paper copy**

You can complete this form (please complete both sides), cut it out and hand it in to any Customer Information Service (CIS) centre, your local housing office, library, West Lothian Civic Centre, community or partnership centre. Parents/carers can also hand their completed form into their child's school. Or you can post your completed form to:

West Lothian Council Freepost BULLETIN SURVEY Livingston EH54 6FF

Please note: Photocopies will not be accepted. All completed forms must have been received by Sunday 12 November.

#### What will happen next?

Following analysis of the feedback received, a series of special Policy Development and Scrutiny Panels (PDSPs) will take place in December. This will provide a platform for elected members and community organisation representatives to discuss the findings of the consultation, and put questions to council officers relating to the consultation.

transforming

**Vour**coŭncil

The feedback from the PDSPs will go towards shaping the council's budget which will be set early in 2018. *Thank you for taking the time to complete this consultation document.* 

#### Have your say on priorities for a better West Lothian Rate our priorities in order of importance from 1 to 8 The council believes that the eight priorities are still right ones to (1 = most important to 8 = least important) make a better West Lothian. Please comment below: Delivering positive outcomes and early intervention for early years Supporting children and young people to get the best possible start in life. Improving the employment position in West Lothian Supporting business and economic growth in West Lothian and helping people into employment. Improving attainment and positive destinations for school children Improving the quality of learning and teaching in our schools and helping young people to succeed. Improving the quality of life for older people Supporting older people by offering care and support that helps them to live well and have greater control, choice and independence. Minimising poverty, the cycle of deprivation and promoting equality Helping people living in poverty and deprivation through housing, money advice and employability schemes. Reducing crime and improving community safety Reducing crime, reoffending, antisocial behaviour and protecting the most vulnerable people in our community. Delivering positive outcomes on health Working collaboratively with our partners in health to improve the health and wellbeing of local people. Protecting the built and natural environment Building strong, sustainable communities and protecting the local environment

#### Have your say on Council Tax

In 2017/18, the Scottish Government introduced a new scheme to increase the amount of Council Tax collected for properties in the higher bands of E-H. In addition, for the first time in nine years, the Scottish Government allowed councils to adopt a flexible approach to Council Tax and allows for Council Tax to be raised by up to 3% for all bands.

A Council Tax rise of 3% each year for all Council Tax bands has not been agreed by West Lothian Council. However the council is basing its long term financial planning on the assumption that Council Tax will increase by 3% for all properties each year between 2018/19 and 2022/23.

Council Tax only makes up 19 % of our funding. However Council Tax is still very important and an increase in Council Tax would help to reduce the amount of cuts necessary and increase the amount of funding the council has to spend on local services. If Council Tax is not increased by 3% each year, the council's £73 million budget gap will increase further and additional cuts to services will be required.

- Do you support the council's planned changes to Council Tax?
- If Council Tax was not increased by 3% per annum this would increase the budget gap by £16.9 million. If you don't support the annual increase how would you find the additional income to bridge that increased budget gap?
- Would you support an increase of more than 3% if all funding raised above 3% were spent on specific priorities, such as Social Care?

#### **Please comment below:**

ember.

Have your say on West Lothian's proposals.	Provide your comments here (please include the budget measure reference, for example: 1a)
If you need more space please go online to take part or attach an additional s	theet of naner

**Please complete the details below** The data you provide is confidential and individuals cannot be identified from the information provided.

I am responding as	Do you consider yourselfYESto have a disability?NO	What is your ethnic group - Choose one section fr describes your ethnic group or background	rom A to E, then tick ONE box which best
An individual:	Do you have caring and/or parenting responsibilities for a child, children or for anyone else (e.g. a family member, friend, neighbour etc)? Yes (children under 18) Yes other No Prefer not to say	White         Scottish       British         English       Irish         Welsh       Gypsy/Traveller         Northern Irish       Polish         Any other White ethnic group, please write in:	<ul> <li>C Asian, Asian Scottish or Asian British</li> <li>Pakistani, Pakistani Scottish or Pakistani British</li> <li>Indian, Indian Scottish or Indian British</li> <li>Bangladeshi, Bangladeshi Scottish or Bangladeshi British</li> <li>Chinese, Chinese Scottish or Chinese British</li> <li>Other, please write in</li> </ul>
How would you describe your gender identity?         Man       Woman         In another way       Prefer not to say         If you are responding as an individual or an employee of the council, please complete the following information:         Age:       Nearest town/village:	If you consider that you have a disability, please indicate if you have any of the following conditions: A learning disability A longstanding illness or other health condition A mental health condition A physical impairment A sensory impairment Other condition	<ul> <li>B Mixed or multiple ethnic groups</li> <li>Any mixed or multiple ethnic groups, please write in</li> <li>D African, Caribbean or Black</li> <li>African, African Scottish or African British</li> <li>Caribbean, Caribbean Scottish or Caribbean British</li> <li>Black, Black Scottish or Black British</li> <li>Other, please write in</li> </ul>	E Other ethnic group Arab Other, please write in