



# Delivering Better Outcomes

West Lothian Council

## Corporate Plan

2013 / 17

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## The Corporate Plan sets West Lothian Council's strategic direction and our priorities for the years between 2013 and 2017.

Directly influenced by the biggest consultation the council has ever undertaken, Delivering Better Outcomes, our Corporate Plan reflects the views and the needs and aspirations of the growing West Lothian community. The plan identifies the outcomes that we aim to achieve for West Lothian, it explains how we will deliver these outcomes and in doing so, the main challenges that we will face across the next four years.

The council's overall aim is to improve the quality of life for people in West Lothian. The Corporate Plan has identified eight priorities that we, and our community, believe to be the most critical factors to positive change in this aim. These priorities can make a lasting and sustainable impact on the local area and improve the lives of residents in West Lothian.

### Our priorities are:

- Delivering positive outcomes and early interventions for early years
- Improving the employment position in West Lothian
- Improving attainment and positive destinations for school children
- Improving the quality of life for older people
- Minimising poverty, the cycle of deprivation and promoting equality
- Reducing crime and improving community safety
- Delivering positive outcomes on health
- Protecting the built and natural environment

Each of these priorities represents a strategic and joined-up approach to maximising opportunities and tackling the issues and challenges that we must overcome to achieve successful outcomes.

The next four years will be a period of significant challenge for the council with public service reforms and spending constraints. However we remain confident that, by focusing on these priorities and supporting those most in need in our communities, we will deliver better outcomes for West Lothian.

Building on strong performance and a culture of continuous improvement, we will complete an ambitious programme of change that will modernise and improve services in the next four years. Working together with our partners and our community, we will

find new and more efficient ways of working that will make services more streamlined, accessible and cost effective.

The new Corporate Plan sets an ambitious direction of travel for the council, it asks our employees, partners and stakeholders to strive for excellence for the benefit of the whole community. We know we have the right people to meet this challenge and look forward to working to deliver better outcomes for the people, families and communities of West Lothian.



Councillor John McGinty  
Leader of the Council



Graham Hope  
Chief Executive

## Developing our Corporate Plan

The new Corporate Plan sets the strategic priorities for West Lothian Council from 2013 to 2017. These priorities are the focus for all council services in the next four years, as we work together to deliver better outcomes for West Lothian.

The Corporate Plan was developed taking into consideration the aspirations and needs of our local community, asking them to help us create a vision of what West Lothian should be in four years and how we can get there. Supporting national priorities for Scotland and reducing inequality in society were also key drivers.

The council is committed to making West Lothian a better place in which to live, work, do business and visit and we have already made significant progress because we focus on:

- Making a positive and lasting impact upon our community
- Delivering high performing public services
- Listening and responding to the needs and preferences of local citizens

- Finding new and innovative ways of working that help us to operate efficiently and provide value for money

In 2013/17 the council will build on years of strong performance and achievement with a new set of challenging priorities for West Lothian. The priorities in the Corporate Plan will support the delivery of positive outcomes for a growing and vibrant local community, the modernisation of council services and will target services to those most in need.

*We will aim to achieve meaningful and positive improvement in each of our priorities and will do this during a period of wide ranging public service reforms and extreme financial pressures.*

## Reforming Public Services in Scotland

The way that councils and their community planning partners plan and provide services is changing nationally. Prompted by a wide-ranging review of public services, partners will work together to design joined-up services that are focused on achieving targeted preventative interventions with people at an earlier stage. This will help people to experience more positive and fulfilling lives and it will reduce future pressures on services.

The council and our partners have been at the vanguard of these developments and will continue to modernise services through:

- **Integration:** working productively with our partners to provide services that are effective, flexible and affordable.
- **Early intervention and prevention:** reshaping services by assessing what delivers the greatest and earliest targeted impact on those in our local community most in need. With increasing demand on public services, and evidence strongly indicating that early intervention measures are critical in preventing negative social outcomes in later life, the council sees preventative action as integral to service delivery.
- **Empowerment:** enabling and empowering communities to work with us to design and deliver local solutions should ease future demands for services and lead to positive outcomes for individuals and families.
- **Modernising services:** improving the quality and efficiency of services by eliminating duplication, streamlining processes, harnessing technology and developing our workforce.

# Public Consultation: Delivering Better Outcomes

The council's priority setting has been influenced by the people who live and work in the local area. Council services should be designed to fit the needs of local people and resources prioritised in order to deliver the best possible outcomes for our communities. We actively and regularly engage people who receive and deliver services in the decision-making and planning processes of the council.

An extensive public consultation called Delivering Better Outcomes was carried out in 2012 to engage local citizens and businesses, as well as our partner agencies, employees, trade unions and the voluntary sector in setting the council's priorities and shaping spending plans for 2013/17.

The consultation sought people's views on what the council's priorities should be and how we can deliver

services in a better way and balance our budget in these challenging times. A significant and detailed response was returned from the community and our stakeholders on a wide range of issues, including their comments on our proposed priorities. Respondents overwhelmingly supported our priorities for West Lothian, and also ranked the priorities in terms of importance:

▶ Analysis summary:	Priority	Consultation: Average Ranking
<p>The responses were analysed to evaluate if the council had the right priorities for West Lothian and then to rank the importance of priorities.</p> <p>The top rankings were for priorities concerned with early years, school children, older people and those affected by joblessness and poverty. This confirms the community's support for the council's approach to target services and resources to those most in need.</p>	Ensuring children have the best possible start in life	1
	Improving job opportunities, especially for young people	2
	Improving qualifications and ensuring as many school leavers as possible get a job or go into further/higher education or training	3
	Improving the quality of life for older people	4
	Minimising the effects of poverty and deprivation and promoting equality	5
	Reducing crime and making our communities safer	6
	Improving people's health	7
	Looking after the environment	8

Figure 1: Priority Analysis from Delivering Better Outcomes Consultation 2012

The responses received have been used to inform our priority setting and shape the new corporate plan and have, and will continue to, influence important decisions about the way we deliver services in the next four years.

In summary, the Delivering Better Outcomes consultation feedback has been used to help:

- Set the priorities for the next four years and what we need to do to deliver them
- Inform the Corporate Plan
- Prioritise spending plans

It will also be used to influence future decisions about the way we deliver services and the West Lothian Community Planning Partnership's (CPP) development of a new Single Outcome Agreement for West Lothian.

For more information: [www.westlothian.gov.uk/yoursay](http://www.westlothian.gov.uk/yoursay)

# Planning for Better Outcomes

There are six national priorities to make Scotland a better and fairer place. Public services must demonstrate how they are working together locally to reduce inequalities in outcomes in:

- Early years and early intervention
- Outcomes for older people
- Employment
- Economic recovery and growth
- Health inequalities
- Safer and stronger communities

Locally, we have to plan and work collaboratively with other public services and the voluntary sector to meet the challenging national priorities.

The council and our CPP have identified a set of local priority outcomes called the Single Outcome Agreement (SOA).

The SOA reflects the national outcomes but, based on the partnership's insight and understanding, has been shaped by local knowledge and work to date on driving the delivery of improved outcomes for local people.

A review, called a strategic assessment, was undertaken by the CPP in 2012 to use evidence, data analysis and forecasting to determine local priorities for the CPP.

The SOA provides the council and our partners with a shared set of priorities that must be driven down through every level of the planning framework. This link between strategic priorities and planning is referred to as a 'golden thread' and it ensures that there is a strong focus on the achievement of outcomes at every level of the council.



Figure 2: Planning Framework

**West Lothian CPP:** West Lothian Council | NHS Lothian | Lothian and Borders Police | Lothian and Borders Fire and Rescue | Voluntary Sector Gateway West Lothian | West Lothian College | Oatridge College | Scottish Enterprise | West Lothian Chamber of Commerce | Scottish Water | Association of Community Councils | JobCentreplus | West Lothian Leisure | West Lothian Youth Congress | Skills Development Scotland | SESTRAN | the Pension Service

## ▣ The planning framework:

- The Community Plan lasts ten years (2010/20) and sets out the Community Planning Partnership's priority outcomes for the local area.
- The Corporate Plan lasts four years (2013/17) and refines the outcomes of the Community Plan into eight council priorities and explains how they will be delivered.
- Management Plans are developed by each service area on a one-year cycle and they translate the Corporate Plan priorities into service level activities.
- Employee work plans translate the service activities into tasks and individual objectives.

# Council Finance

In an increasingly challenging financial climate, it is important that services delivered by the council continue to provide the greatest positive impact upon the people, families and communities living within West Lothian. The overall economic position has placed severe public expenditure constraints on council funding.

With the exception of council housing (which is funded by rents), all council services are funded through government grant and Council Tax, with the government grant by far providing the largest element. Government funding restrictions, combined with a freeze on Council Tax at current levels, will mean that the council faces a 10% real reduction in the budget over the next four years.

Meanwhile the overall population of West Lothian is increasing year on year. West Lothian has one of the youngest and fastest growing populations in the country, with a higher proportion of children living in the area. However, the most marked demographic increase over the next few years relates to the number of older people living in West Lothian, which is anticipated to increase by nearly 5,000 by the year 2020.

These population increases place additional demand on council services, in particular in relation to schools and social care. Although government grants will provide some allowance for a growing population it will not be sufficient to meet all the council's spending pressures. Inflationary pressures, including fuel and energy costs, together with legislative demands such as the impact of Welfare Reform, will require the council to focus on the delivery of priority outcomes.

*Despite the challenging financial environment, the council still has a significant budget to deliver services for our communities.*

# Information about West Lothian

West Lothian's population and economy have undergone significant change in the last 10 years and further changes will occur in future years. These changes have presented opportunities and challenges for the council.

## Demographics:

- West Lothian has a population of about 172,080, accounting for 3% of Scotland's total population.
- West Lothian has been one of the fastest-growing parts of Scotland and is predicted to continue this trend, with projections that it will rise by over 19% by 2035.
- The average age is 38, compared with the Scottish average age of 40.
- The split of population currently shows a high proportion of working age people (see figure 3).
- Over the next 25 years the population aged under 16 is projected to rise by 13.3% but the biggest area of growth will be people of pensionable age.
- It is anticipated that the number of 65-74 year olds will increase by 80% and the number of over 75s by 151% by 2033.

## West Lothian's Population

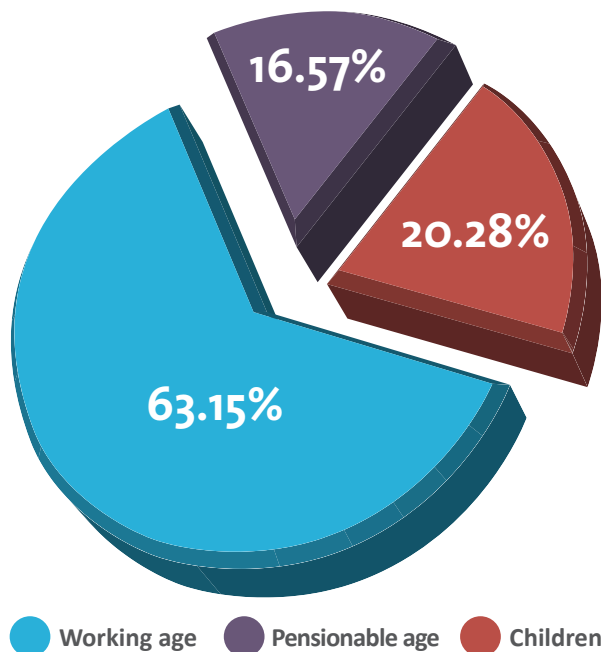


Figure 3: West Lothian's Population

## Economy:

- West Lothian's economy has reacted positively to constant change over the last 30 years, moving from one that was dominated by manufacturing, to strong growth in service sectors, including public services.
- In common with other areas, we have experienced a recent downturn, due to the global recession and unemployment has risen as a result. However the unemployment rate is currently below the national average.

## Inequalities:

- Almost 9,000 people in West Lothian live within some of the most deprived areas in Scotland, this accounts for around 5% of the West Lothian's total population.
- The proportion of children in families dependent on out of work benefits or child tax credit is 47% - which is higher than the Scottish average.



# Planning for Better Outcomes: **Priorities**

The council is committed to improving the quality of life for all of our citizens.

Our aim is, and always will be, to ensure that West Lothian continues to be a great place to live, work, visit and do business. To achieve this aim we will continue to prioritise the money that we spend on services to make sure that our investment has the biggest and most positive impact on the community.

In consultation with the community we have agreed eight priorities for West Lothian:

- Priority one** → **Delivering positive outcomes and early interventions for early years**
- Priority two** → **Improving the employment position in West Lothian**
- Priority three** → **Improving attainment and positive destinations for school children**
- Priority four** → **Improving the quality of life for older people**
- Priority five** → **Minimising poverty, the cycle of deprivation and promoting equality**
- Priority six** → **Reducing crime and improving community safety**
- Priority seven** → **Delivering positive outcomes on health**
- Priority eight** → **Protecting the built and natural environment**

This section will outline the value of each priority, in terms of the impact upon the community, and what we will do in the next four years to deliver the outcomes associated with each priority.

## **Measuring success in each priority:**

West Lothian Council has robust performance information that provides an in-depth view of the quality, efficiency and effectiveness of our service delivery and our impact on the community.

A performance scorecard has been created for the Corporate Plan with measures of success for each priority. The performance indicators will provide information on the level of achievement in the key activities that are critical to the delivery of outcomes in priorities.

This information will be used across the next four years to challenge and scrutinise performance in the priority and to provide transparent reporting of performance to the public.

Priority  
1

## Delivering positive outcomes and early interventions for early years



Children and young people deserve the best possible start in life. There is strong evidence to indicate what happens to children in their earliest years is key to influencing their future and positive outcomes in adult life.

A range of early intervention measures are in place across services to improve the health and wellbeing of families and promote play, early learning, childcare, maternal and infant nutrition. A further focus will be supporting young people leaving care and young carers in order to improve their employment prospects in adulthood.

This early intervention approach, combined with high quality pre-school education provision, gives children the best possible start in life.

The clear focus on working together with parents in pre-school education is essential to developing positive attitudes to learning. Early years centres, located in some of the most deprived communities deliver a joined up service across health, education and social care, and address social inequalities to ensure that children have the best chance of succeeding in later life.

## ▣ Challenges and opportunities

**The council will face the following challenges and opportunities in this priority:**

- Implementing the Early Years and Early Intervention Change Fund to support the significant shift towards early intervention and preventative measures.
- Extending nursery hours for three and four year old children, combined with early learning opportunities for two year old Looked After Children, will give children an enhanced pre-school experience.
- Recruiting and retaining a high quality, well trained school workforce to maintain a nationally recognised high standard of pre-school education in West Lothian.
- Reducing inequality and delivering positive health outcomes, to give children the best possible start in life.
- Ensuring parental involvement and engagement in pre-school, particularly in the most deprived communities and supporting young parents to achieve positive outcomes.

### ▣ Delivering Priority 1

**To deliver positive outcomes and early interventions for early years in West Lothian the council will focus on:**

- 1 Providing parenting support through key workers to young or vulnerable mothers.
- 2 Working with partners, including the voluntary sector, to improve access to high quality play for children from birth to three.
- 3 Providing a high quality, teacher led pre-school experience for all children aged three and four years old.
- 4 Continued professional development for all pre-school staff, including work with partner providers.
- 5 Implementing extended nursery hours, offering children the best possible start in life and a greater level of supported child care for working parents and carers.
- 6 Continuing support to pupils who face challenge in their learning as they progress through school through nurture activities.
- 7 Providing support to young carers through the youth inclusion project, and to help other vulnerable young people achieve sustainable positive destinations.

**More information on the activities described in this priority can be found in the following strategies/plans:**


**Strategies:**

Attainment Strategy  
Curriculum for Excellence information

**Management Plans:**

Education Services, Social Policy  
and Area Services



**Priority  
2****Improving the employment position  
in West Lothian**

Improving the employment position will positively impact on the quality of life and the overall well-being of residents in West Lothian. Our community needs a strong local economy to flourish as it has a contributory link to the success of other outcomes and priorities, particularly in education, poverty and health.

The council will aim to support the growth of a vibrant business sector, built around a highly motivated and skilled workforce. This will involve maximising the range of employment opportunities, with a particular focus on helping young people enter the job market.

## ▣ Challenges and opportunities

**The council will face the following challenges and opportunities in this priority:**

- An uncertain global economic climate and the danger that the economy might continue to fluctuate between periods of growth and recession.
- An increasing number of working age adults on out-of-work benefits. Especially young people, where the impact of joblessness has been particularly marked.
- Making sure that residents from all areas of the county have access and the necessary transport links to employment opportunities within and beyond the boundaries of West Lothian.
- Changes to the welfare system that will increase demand for support from council services and could impact on communities and the ability of individuals to access employment.
- A growing population that will require an increasing number of jobs just to maintain current employment rates.
- The availability of development finance is likely to be constrained on an on-going basis and this will hamper business development and the ability of business to secure start-up funding for expansion purposes.
- West Lothian has a small number of large public and private sector employers, which provide a disproportionate share of total jobs. The 10 largest employers employ 21,000 people. The area, therefore, remains potentially vulnerable to change and job losses that might occur amongst these key employers.

## ▣ Delivering Priority 2

**To improve the employment position in West Lothian, the council will focus on:**

- 1** Supporting businesses through building an entrepreneurial culture, supporting business start-ups and early stage company growth to increase the overall stock of businesses.
- 2** Supporting investment through collaboration with national and local agencies and other partners to develop new approaches to improving enterprise and increasing jobs. This will include, where appropriate, support for social enterprise.
- 3** Maximising the potential of West Lothian's town centres and visitor attractions through targeted investment and partnership working to increase the range of employment opportunities available, including the promotion of Fairtrade.
- 4** Targeting regeneration interventions on communities with the greatest need including areas suffering disadvantage, rural areas and isolated communities, whilst attracting investment and promoting sustainable growth in those areas.
- 5** Promoting access to employment by ensuring young people have an opportunity to progress into a positive destination on leaving school. This will involve continuation of current initiatives, including modern apprenticeships and the West Lothian Job Fund.
- 6** Investing in improving skills levels through initiatives such as community based learning and partnership working with other agencies, including West Lothian College, to deliver a joined up skills strategy for West Lothian.

**More information on the activities described in this priority can be found in the following strategies/plans:**

### **Strategies:**

Economic Strategy

### **Management Plans:**

Planning and Economic Development Services, Area Services and Education Services

Priority  
3

## Improving attainment and positive destinations for school children



The council aims to help our young people make the most of their opportunities in life and become effective contributors to our local community. Improving educational attainment and qualifications will better support school children to develop the essential skills for work and compete in a modern, integrated society.

Educational attainment makes a significant contribution to the community, including:

- Children's life chances: ensure that young people have high aspirations for themselves, and are in a position to fulfil their potential and have a successful life.
- Social and economic wellbeing: higher levels of educational achievement
- go hand in hand with improved local employment, greater inward investment, less poverty and increased optimism, especially among young people.
- Reputation and civic pride: West Lothian should be known as a place of educational success.



## ➤ Challenges and opportunities

### The council will face the following challenges and opportunities in this priority:

- Producing better-prepared school leavers more able to contribute to the prosperity of West Lothian. Employers expect young people with good literacy and numeracy skills, a sound work ethic, and positive attitudes towards lifelong learning.
- Meeting the needs of pupils with additional support for learning requirements in special schools and classes, and in mainstream establishments.
- Improving the learning and life chances of the growing number of young people for whom English is an additional language.
- Delivery of a relevant curriculum and vocational courses for an increasing number of students who will return to S5 and S6.
- Supporting professional learning and leadership opportunities for staff to enable them to provide a quality learning experience in every school.
- Ensuring that there is continued investment in high quality school buildings, Information Communication Technology (ICT) and resources to ensure the optimum learning environment for all our young people.

## ➤ Delivering Priority 3

### To improve attainment and positive destinations in West Lothian, the council will focus on:

- 1 Improving the quality of learning and teaching and increasing attainment through the changes brought about in Curriculum for Excellence for all young people.
- 2 Creating an environment for success in our schools by continuing to develop a culture of aspiration and ambition in our young people.
- 3 Placing greater emphasis on curriculum support across all areas, with a particular focus on transition between school stages, support for children with special literacy and numeracy needs and improving positive outcomes for looked after children.
- 4 Embedding the engagement of parents as partners in their child's learning in a whole school and service strategy, as this is a critical factor in raising educational attainment.
- 5 Continuing commitment to professional learning, collaborative working to improve standards and sharing good practice to enhance the quality of the learning experience for young people.
- 6 Guaranteeing access to a free Breakfast Club for all primary pupils and for secondary pupils with free meal entitlement, in recognition of the link between health and attainment.
- 7 Integrating ICT with the learning experience, including, online and distance learning through GLOW, and the full implementation of the Anytime, Anywhere Learning project.
- 8 Improving positive destinations with an increase in the range of vocational options offered, including a suitably provisioned vocational workshop for the 16+ group, with an improved school and college partnership to increase the range of options for students.
- 9 Promoting lifelong learning through close working with community education colleagues, for example, in supporting adult literacy.
- 10 Collaborating with the business community to ensure that education and training produces skills which match market demands.

**More information on the activities described in this priority can be found in the following strategies/plans:**

#### **Strategies:**

Attainment Strategy  
Curriculum for Excellence information

#### **Management Plans:**

Education Services and Area Services



The council wants to improve the quality of life for older people by offering care and support that helps them to live well and have greater control, choice and independence.

We will work with our health, community and voluntary partners to enhance the continuity of care, allowing older people to live supported in their community and reduce the number of admissions to hospital or long-term institutional care.



## ▣ Challenges and opportunities

### The council will face the following challenges and opportunities in this priority:

- Projections that the over 75 population will increase by 20% in West Lothian over the next four years and the consequential impact on the cost of health and social care for the ageing population.
- The required shifts to anticipatory and preventative approaches to achieve and sustain required outcomes for older people, as maintaining the status quo will not be sustainable.
- Identifying the events that might have an adverse affect on the health and wellbeing of older people and intervening early enough to minimise or reduce admissions to hospital and care homes.
- Shifting the balance of care from acute and primary to community care will require whole system redesign of services.
- Improving the co-ordination and management of long term conditions, including dementia, will require further integration and streamlining of services and building greater community awareness, so people can remain well connected within their local networks.

## ▣ Delivering Priority 4

### To improve the quality of life for older people in West Lothian, the council will focus on:

- 1 Further integrating between the council and NHS Lothian through the West Lothian Community Health and Care Partnership (CHCP), with continued focus on developing and delivering integrated services for common client groups.
- 2 Redesigning services for older people with a focus on early intervention to make services which are more flexible and responsive to the needs of service users and their carers.
- 3 Developing a more sustainable service delivery model that has an increased emphasis on prevention and supporting people within their home environment.
- 4 The local implementation of Self Directed Support, to increase the range of options for older people to be in control of the support network which will deliver the best outcomes.
- 5 Utilising the Scottish Government Change Fund to facilitate service redesign and initiatives within five main thematic areas:
  - Development of integrated universal care at home re-ablement service
  - Development of integrated patient pathways for long term conditions
  - Development of a comprehensive out-of-hours crisis response and care management service
  - Supporting investment for growth of safe-at-home technology to support people to remain living in their own homes
  - Working with the voluntary and independent sector to strengthen communities and achieve the best outcomes for older people
- 6 Developing a Joint Commissioning Plan for older people's services with our partners in NHS Lothian and the voluntary and independent sectors. The plan will detail the high quality health and social care services that will be commissioned to meet the needs and outcomes of the people living in West Lothian.

**More information on the activities described in this priority can be found in the following strategies/plans:**

#### **Strategies:**

Reshaping Care for Older People Strategy  
Joint Commissioning Strategy

#### **Management Plans:**

Social Policy and Area Services

Priority  
5Minimising poverty, the cycle of deprivation  
and promoting equality

People living in poverty and deprivation have significantly worse life outcomes than those in average households, and this is often determined at a very early age by family circumstances.

This means that there is a human cost as individuals do less well at school, are more likely to be unemployed or in poorly paid jobs and will generally have poorer health and shorter lives.

The financial cost is significant also, with people having a greater reliance on public services throughout their lives.

## ▣ Challenges and opportunities

### The council will face the following challenges and opportunities in this priority:

- Some of our most disadvantaged communities have been so for over 30 years, and there is now a third generation of children and young people who have grown up in households that are benefit dependant.
- Minimising poverty during the difficult financial climate will be extremely challenging and the UK Government's proposed Welfare Reforms will have a significant negative impact on benefit recipients.
- It is estimated that the Welfare Reforms will reduce payments to West Lothian residents by £20 million per annum, with the changes likely to impact most heavily on those on the lowest incomes.
- The introduction of direct payments of housing benefit to tenants, some of whom have chaotic lifestyles, is likely to exacerbate the problem as they may increasingly fall into arrears and become homeless.
- Providing new build council housing in areas where people want to live and enhancing the housing options available.
- Achieving earlier interventions to increase the chance of improving life outcomes and preventing children growing up in poverty and deprivation.

## ▣ Delivering Priority 5

### To minimise the effects of poverty and deprivation and promote equality for people in West Lothian, the council will focus on:

- 1 Deploying anti poverty measures, offering a joined up approach from council services to address these issues. This includes, reducing costs (freezing Council Tax and rents), increasing income by extending Advice Shop and Credit Union services, and retaining the Pensioner Income Maximisation scheme.
- 2 Increasing the number of council houses available for rent through the New Build Council Housing Programme and the Local Housing Strategy. By building 1,000 council houses we will provide greater housing choice in communities where people want to live.
- 3 Addressing issues related to specific geographies, including traditional town centres, rural villages and disadvantaged estates through a new Community Regeneration Strategy, which will also look at opportunities arising from new developments in core development areas. This will specifically link to work going on in our most disadvantaged communities to develop local capacity to influence and lead change.
- 4 Providing a route out of poverty through work and continuing to support those further from the labour market to engage and progress towards work through access2employment and other specific initiatives.
- 5 Providing clothing grants, free school meals, and Education Maintenance Allowance to parents who qualify, and promoting these benefits and grants through all schools.

**More information on the activities described in this priority can be found in the following strategies/plans:**

#### **Strategies:**

Anti Poverty Strategy  
Local Housing Strategy: Homelessness

#### **Management Plans:**

Area Services, Housing, Construction and Building Services, Finance and Estates and Education Services





Community safety has a significant impact on the wellbeing of our residents and their quality of life. We want people to feel safe in their homes and on the streets of West Lothian, secure in the knowledge that they are living in strong and inclusive communities.

To ensure that residents are free from crime and danger, we will work with our partners in the police, fire and justice services to improve community safety.

Sharing intelligence and resources, the partners will focus on reducing reoffending and ensuring that people at risk are protected. We will also tackle antisocial behaviour through a range of preventative and diversionary activities and our ongoing Community Safety Unit partnership with Lothian and Borders Police.

## ▣ Challenges and opportunities

### The council will face the following challenges and opportunities in this priority:

- Building strong communities where people are invested and involved in their community and low-level community safety issues are effectively tackled.
- Tackling serious and organised crime by making West Lothian a hostile environment for organised crime; with a focus on disrupting the supply of drugs and deterring young people who are at risk of involvement in serious and organised crime.
- Protecting people at risk, ensuring that vulnerable groups are protected, including vulnerable adults, children and people experiencing domestic abuse, as well as managing those who pose a high risk of harm.
- Reducing the impact of alcohol-related community safety issues and offending behaviour.
- Reducing reoffending by targeting prolific and persistent offenders, women who offend and young offenders.
- Supporting our key partners, Lothian and Borders Police as they move to a single police force and Lothian and Borders Fire and Rescue Service to a single fire service for Scotland.

## ▣ Delivering Priority 6

### To reduce crime and improve community safety in West Lothian, the council will focus on:

- 1 Working with our partners in the Community Safety Unit (CSU), a recognised good practice model of partnership working in Scotland. The CSU will continue to share resources, intelligence and daily multi agency tasking. All of which will allow smarter and earlier interventions, thereby preventing crimes and escalation of incidents within the communities.
- 2 Reducing antisocial behaviour and hate crime within our communities and ensuring that violence within our communities is not tolerated through a range of preventative, diversionary and educational interventions.
- 3 Working in partnership by sharing information intelligence, joint tasking and coordinating resources to prevent instances of and target, disrupt and deter those involved in serious and organised crime.
- 4 Reducing the casualty rates from fires and road traffic collisions by continuing to work in partnership with Fire and Rescue Services and Road Safety through enforcement, engineering, education and effective early interventions.
- 5 Protecting those in our community who are most at risk by providing effective services for domestic abuse, child protection and young people at risk of offending.
- 6 Working with our partner agencies to deliver the priorities agreed in the Reducing Reoffending plan; these are focused on addressing housing needs of offenders, employability, substance misuse, women offenders, domestic abuse and Community Payback.
- 7 Increasing development in the key themes of: alcohol, parenting, early years, prevention, deprivation and repeat service users.
- 8 Reducing the 'revolving door' of short term sentences of imprisonment for less serious offending. We will do this by designing services around earlier interventions for young offenders and targeting prolific offenders. Also, we will continue to work with HMP Addiewell to reduce the use of short term sentences.

**More information on the activities described in this priority can be found in the following strategies/plans:**

#### **Strategies:**

Community Safety Strategy  
Reducing Reoffending Strategy

#### **Management Plans:**

Housing, Construction and Building Services, Social Policy, Area Services and Operational Services





Promoting the health and wellbeing of West Lothian citizens and reducing inequalities of health across our communities is a key priority for the Community Health and Care Partnership (CHCP).

Inequalities in health status are increasing across Scotland, meaning significantly greater increases in life expectancy in more affluent parts of Scotland compared to the least affluent.

## ▣ Challenges and opportunities

### The council will face the following challenges and opportunities in this priority:

- An aging population and significant growth in the over 75 population that will have a direct impact on the demand and cost of health and social care.
- Persistent health inequalities, which links low income with a range of social and health issues, including lower life expectancy.
- Continuing growth in the number of people affected by long term conditions and those with multiple conditions and complex needs affecting demand for all council and NHS services
- People with learning and physical disabilities are living longer and there are more people with complex needs requiring higher levels of care and support from council services.
- The growing population of children and young people, (approximately 20.4% of the overall population) places greater demand for parenting and early intervention services that will help them achieve the best start in life and have a long term impact on health and wellbeing.
- Affecting the long term cultural changes required to impact on lifestyle choices and health improvement.

## ▣ Delivering Priority 7

### To improve the health of people living in West Lothian, the council will focus on:

- 1 Working collaboratively through our CHCP to plan services and support for the people of West Lothian and to consider integrated or joint funding and commissioning arrangements.
- 2 Addressing life expectancy by improving levels of fitness, addressing high levels of problematic substance misuse (particularly alcohol) and taking an anticipatory approach to long-term and chronic conditions.
- 3 Improving mental wellbeing by developing approaches for early intervention and anticipatory care.
- 4 Improving maternal and child health by focusing on reducing alcohol and smoking in pregnancy, infant nutrition and child healthy weight, including food and healthy physical activity. The aim is to have long term benefits in prevention of long term conditions, improve mental wellbeing and promote self management as well as addressing the inequalities gap and eliminating barriers to healthy choices.
- 5 Delivering effective and integrated equipment and technology solutions to support the ongoing shift in the balance of care, reduce and prevent hospital admissions and facilitate speedier hospital discharge.
- 6 Providing a Health Improvement programme that is focused on prevention, early intervention and tackling health inequalities. With particular emphasis on; infant feeding and child nutrition, physical activity, smoking cessation with focussed activity in areas of deprivation and reducing alcohol and drugs use, including rapid access to support and treatment.
- 7 Addressing the inequalities gap across West Lothian with regard to life expectancy and Healthy Life Expectancy. Further work is being undertaken to determine social, environmental and health related factors and identify priorities for targeted interventions.
- 8 Personalising public service development and delivery, including a strategic shift towards early intervention and prevention.
- 9 Improving the health and wellbeing of service users through rehabilitation and reablement, which will, in turn, have a positive impact on carers. The development of more targeted care at home, the use of assistive technology and provision of reablement will positively contribute to improved outcomes for people.
- 10 Improving support to carers over the next four years through improved identification of carers, assessment, information and advice, health and wellbeing, carer support, participation and partnership.

**More information on the activities described in this priority can be found in the following strategies/plans:**

#### **Strategies:**

Health Improvement Health Inequalities Alliance Action Plan, Joint Commissioning Strategy

#### **Management Plans:**

Social Policy, Area Services, Operational Services and Education Services



Priority  
8

## Protecting the built and natural environment



This priority will address our ongoing aim to develop a strong, inclusive and sustainable West Lothian. We want to build communities and services that are well designed and that protect the built and natural environment for current residents and future generations.

We will focus on ensuring that we have the infrastructure to succeed; that there is access to the council services, schools, housing and roads and transportation networks for people, families and business to continue to grow and achieve.

This will include delivering services that contribute to the local culture and heritage and services that protect and enhance the cleanliness and appearance of our environment. Our aim will be to provide services that support healthier lifestyles, inclusion and social equity and sustainable economic growth.



## Challenges and opportunities

### The council will face the following challenges and opportunities in this priority:

- The current and projected economic conditions for the next four years will constrain local residential and commercial development, as set out in the West Lothian Local Plan.
- In particular this will impact on the ability of developers to build new houses and thereby increase the demand for social housing.
- The UK Government's planned Welfare Reforms, the introduction of the Scottish Social Housing Charter, and Scotland's Homelessness Target will all need to be overcome to meet West Lothian's current and future housing need.
- The objectives of the Scottish Government's Zero Waste Strategy which places strict targets on councils on how they collect, treat and recycle household waste will be an ongoing challenge for West Lothian Council.
- Meeting the Scottish Government's carbon reduction and renewable energy targets will also continue to be a challenge for the council.

## Delivering Priority 8

### To protect the built and natural environment in West Lothian, the council will focus on:

- 1 Supporting the sustainable residential and commercial development of the local area through the council's 10 year West Lothian Development Plan. This will involve continuation of the co-ordinated, creative and flexible approach to funding, lobbying, negotiation and policy development that was successful in Armadale and will be key to delivering core development projects at Winchburgh and Calderwood.
- 2 Helping people to access housing appropriate to their needs by supporting them to sustain their accommodation and repairing, maintaining, improving and building social housing.
- 3 Working with private landlords to ensure that housing need can be met in a planned manner and that we maximise the supply of affordable housing.
- 4 Ensuring that West Lothian has a transport and roads network to support and sustain economic and population growth in the local area. Through effective planning and maintenance we aim to minimise local congestion and environmental deterioration and improve road safety.
- 5 Providing high-quality customer services and community facilities that are accessible and tailored to meet the needs and preferences of customers.
- 6 Providing a range of cultural services with the aim of encouraging the public to take an active interest in community arts, libraries and the culture within their local area.
- 7 Protecting the environment through a range of regulatory and enforcement activities that will protect the health, wellbeing and safety of local people.
- 8 Enhancing and protecting the local environment for residents, visitors and future generations by maintaining public spaces, gardens and the provision of country parks and encouraging the community to play a more active role in looking after their local environment.
- 9 Addressing street cleanliness with regular street cleansing in our towns and villages and by taking enforcement action and by supporting a variety of community initiatives, in partnership with local schools and community groups, to help educate the community about the problem of litter and encourage everyone to play their part in looking after our local environment.
- 10 Improving waste recycling rates across West Lothian by implementing the Scottish Government's Zero Waste Strategy.
- 11 Introducing low carbon and renewable energy solutions and encouraging behavioural change across all council activities to ensure that services are delivered with the minimum environmental impact from energy consumption to meet challenging targets for reducing energy consumption and carbon emissions.

**More information on the activities described in this priority can be found in the following strategies/plans:**

#### Strategies:

West Lothian Local Development Plan, Local Transport Strategy, Local Housing Strategy, Open Space Strategy

#### Management Plans:

Operational Services, Planning and Economic Development Services, Housing, Construction and Building Services and Area Services

# Planning for Better Outcomes: Enablers

The council has identified three themes that comprise the co-ordinated “enablers” activities that will support the delivery of priorities and outcomes.

## Financial planning

The current financial conditions faced by every local authority are very challenging. The Government budget restrictions, and cost pressures such as increasing demographic costs, make it difficult for the council to balance the budget. This makes effective medium term financial planning key to supporting the delivery of vital council services.

Financial planning allows the council to take a strategic approach to delivering budget reductions, whilst also considering the impact of decisions on the quality and quantity of services that can be delivered within the budgets available. The financial planning enabler function ensures that the council’s resources are allocated in the more effective way to achieve desired outcomes.

### Challenges and opportunities

**The council will face the following challenges and opportunities in this enabler:**

- Delivering effective financial planning in the current economic context within which councils are operating. Public spending will continue to reduce significantly in the coming years, resulting in a reduction in the level of grant support provided to all Scottish councils.
- Although the council has the draft Scottish Government grant figures for 2013/14 and 2014/15, there continues to be a lot of uncertainty in the economy generally, especially with regard to economic growth assumptions. If economic growth is slower than expected, it could be that the estimated low point in spending is extended, creating a longer period of reduced budgets.
- Added to the reduction in government funding, the council will also face increasing costs for council services. West Lothian has an increasing population and it is forecast to grow even further, especially young children and older people. This increase will result in a greater demand for council services which will increase the cost of service provision.
- The council will also face higher fuel and energy costs and costs related to the requirements of implementing new legislation, including the impact of the Welfare Reform Act.

### Delivering financial planning strategy outcomes

**For effective financial planning that will support the delivery of our priorities, the council will focus on:**

- 1** The council’s high level revenue and capital plans will provide robust budgeting for better outcomes and plans that are the result of extensive consultation. We will continue to work to deliver the plans and regularly review to ensure they are fit for purpose and continue to support service areas in delivering essential services to local communities.
- 2** The four year plans will provide a financial direction for the council, incorporating funding and expenditure assumptions, and will outline the substantial resources still available for service delivery. This longer-term approach allows the council to look beyond the short-term pressure of balancing budgets to developing a strategic assessment of service costs to create more effective prioritisation of resources.
- 3** The council’s budgeting for better outcomes approach ensures that future savings decisions are focused on long term financial sustainability linked to the organisation’s aims, objectives and outcomes to be delivered, as required by Audit Scotland.
- 4** The council’s new Asset Management strategy will allow the council to plan ahead and put in place a sustainable long-term strategy for the management of assets. Effective asset management will ensure that the council’s assets are in good condition, fit for purpose and sufficient to cover sustainable service demand.
- 5** The council’s Climate Change strategy will help the council to deliver reductions in carbon emissions in line with Scottish Government requirements, as well as create potential efficiency savings.

**More information on the activities described in this enabler can be found in the following strategies/plans:**

**Strategies:**

Revenue Budget and Capital Strategies  
Asset Management Strategy  
Climate Change Strategy

**Management Plans:**

Finance and Estates, Operational Services,  
Planning and Economic Development Services,  
Corporate Services, Housing,  
Construction and Building Services

## Corporate governance and risk

Corporate Governance is the system by which local authorities direct and control their functions and relate to their communities. The council believes that effective corporate governance is achieved not only by putting in

place sound control systems and processes but by regularly checking to make sure those systems and processes are working in practice.

### Challenges and opportunities

**The council will face the following challenges and opportunities in this enabler:**

- Managing the effects of the economic downturn and changing demographics that present an unprecedented challenge for the council to deliver its statutory obligations with the social implications common within a recessionary environment.
- Maintaining openness and inclusivity to ensure that stakeholders have confidence and the opportunity to engage appropriately in the decision making and management processes of the council.
- Establishing integrity based on honesty, selflessness and objectivity and involving a high standard of propriety and probity in the stewardship of public funds and the management of the council's affairs.
- Ensuring accountability, where the elected members and officers are responsible for their actions and decisions.
- Having the council exercise leadership through decision making and other actions that provide vision and leadership for the local community and by elected members and officials conducting themselves in accordance with a high standard of conduct.

### Delivering corporate and governance and risk strategy outcomes

**For effective financial planning that will support the delivery of our priorities, the council will focus on:**

- 1 Ensuring that the council continues to develop a clear vision and corporate strategy in response to corporate needs and demonstrates the values of good governance through upholding high standards of conduct and behaviour.
- 2 Continuing to operate and review the political and managerial structures and processes to govern council decision-making; making sure that members and officers work together to achieve a common purpose with clearly defined functions and roles.
- 3 Annually defining a series of local procedures and practices which together create the framework for good corporate governance as described in the CIPFA/SOLACE Framework Corporate Governance in Local Government: A Keystone for Community Governance.
- 4 Taking informed and transparent decisions which are subject to effective scrutiny and managing risk;
- 5 Engaging the community in the decision making processes of the council, through a range of open and targeted forums.
- 6 Continuing to develop efficient and effective procurement strategies and procedures.
- 7 Managing health and safety through effective policies and procedures and monitoring activity.
- 8 Ensuring that effective policies and procedures are implemented to secure and manage information and that compliance is monitored across the council.

**More information on the activities described in this enabler can be found in the following relevant strategies/plans:**

**Strategies:**

Corporate Procurement Strategy  
Risk Management Strategy  
Information Strategy

**Management Plans:**

Finance and Estates and Corporate Services

## Modernisation and improvement

The council is committed to the delivery of high-quality and cost-effective public services. All services, managers and employees are tasked with maintaining standards whilst developing and implementing new improved methods of service delivery.

The council has always had a reputation for innovation in service delivery. This is needed even more so now, in the current economic climate to ensure that the council continues to deliver high quality services. The council's strategies have been designed to ensure that the council can confidently respond to this unprecedented challenge.

### ▣ Challenges and opportunities

**The council will face the following challenges and opportunities in this enabler:**

- It is likely that public services in the future will be very different to today. Demands from citizens, business and visitors, and advances in technology will lead to increased consultation, co-operation and collaboration with other public and voluntary sector bodies to deliver joined-up public services in as efficient and cost-effective manner as possible.
- The council has to make sure that we have leaders and managers who are capable of delivering consistently improving services.
- The period covered by the Corporate Plan is likely to see a fundamental difference in the way our services are delivered as the council examines different ways of working and explores partnership and shared service opportunities.
- Regardless of the delivery arrangements, staff dealing with our front-line services will need to be equipped with the technology, information and training to offer the broadest possible service response.

### ▣ Delivering modernisation and improvement strategy outcomes

**For effective financial planning that will support the delivery of our priorities, the council will focus on:**

- 1 Providing our local communities with excellent services, looking for new and innovative ways to improve the way we plan, manage and deliver services.
- 2 Ensuring that service provision is designed and delivered to meet local needs and that service improvements are customer-led and outcome focused, as outlined in the council's Customer Service Strategy.
- 3 Giving our communities a voice in the shaping of services, helping to build a stronger, more responsive organisation. Greater insight into the differing needs and preferences of our various customer groups will inform the development and prioritisation of services.
- 4 Developing a skilled, healthy, well informed, highly motivated and diverse workforce to support the changes necessary, as a key part of the new People Strategy.
- 5 Designing and delivering manager and leadership development activities and programmes that meet the development needs of individuals and the organisation as a whole.
- 6 Ensuring that each service within the council has a strong performance culture where there is accountability and effective management of performance at all levels and that all employees understand how their role contributes to the achievement of service aims.
- 7 Investing in IT resources that will assist services to modernise and deliver efficiencies.
- 8 The ICT Strategy will also provide an overview of how the council will deploy new technology in support of new, more efficient, sustainable, flexible, and customer-focused ways of working whilst minimising risks to business-critical ICT systems. Successful transformation will be dependent on the combination and balance of people, processes and technology.
- 9 The ICT Strategy will assist the council in the secure and confidential sharing of information between professionals both within the council and with partner organisations.

**More information on the activities described in this enabler can be found in the following strategies/plans:**

#### **Strategies:**

ICT Strategy, People Strategy  
Customer Service Strategy  
Improvement Strategy

#### **Management Plans:**

Corporate Services and Area Services

# Delivering our Priorities: Workstreams

The council's financial position means that we have to prioritise how we spend our money. These workstreams aim to support the council's plans and help to deliver our priorities.

## Working with partners to deliver outcomes

The council will explore opportunities to integrate certain services in order to provide services that are effective, flexible and affordable. A key consideration will be providing services in a more efficient way which would reduce the amount of duplication in support services and management.

## Preventing negative outcomes

Services that take preventative action offer a better outcome for people, supporting them to make better choices in their lives. This way of working is less expensive than dealing with issues when they reach a stage of crisis. With preventative spend we want to change the way services are delivered to try to alter the behaviours that can badly affect lives at an early stage.

## Modernising services

The council recognises that we need to make our services more streamlined, accessible and cost effective. To achieve this we will explore and develop new ways of working, which will help us to improve services. We will eliminate areas of duplication and inefficiency throughout the council, as well as creating improved processes.

Some services which make a more limited contribution to delivering the council's key priorities may be reduced, and some services may no longer be provided, or may be provided in different ways.

## Managing our workforce

The council has approximately 8,000 staff delivering a wide range of vital services that bring significant benefit to people living in West Lothian. Across the council, we aim to ensure that staff have the right skills, knowledge and capability to deliver the highest quality services. Over half of the council's overall spending is on staff related costs. To address the funding gap over the next four years, the council will consider new ways to deliver services which may result in changes to staffing and working practices.

## Managing our assets

The council's assets include schools and other property, open spaces, information technology and roads. We will continue to work to ensure that these assets are available to support service delivery. The council will build on the strong base which has been developed over the years.

## Delivering effective procurement

The council buys a large number of goods and services from many different suppliers and providers. We will continue to review what we purchase and make sure that we buy the appropriate quantity and quality of supplies and services, at the right price.

## Reviewing income and concessions

It is important that we generate income to pay for services, and also that we make sure services are affordable. The council will identify where we currently do not have direct service fees or where charges are substantially less than the Scottish average. This will help the council to develop a clear and fair pricing strategy and concession scheme to ensure that fees and charges generate income to support services, in a way that is consistent with the council's Anti Poverty Strategy. This will ensure that vulnerable people in our communities are not adversely affected.

## Managing our relationship with customers

Our customers expect access to council information 24 hours a day, seven days a week and to access services in a format that best suits their needs. We know that the most cost effective ways for us to provide customer services are online and through telephone contact. We will develop services to ensure ease of use and encourage more people to contact us and carry out business online.

## Reducing energy use

We will aim to reduce demand for energy in council buildings to save money and help the environment. The council will improve the way we use energy by adopting new renewable energy sources at our buildings and by encouraging council building users to make changes to the way they use energy.



# Delivering our Priorities: Equality Outcomes and Assessment

## ▶ Equality Outcomes

Following implementation of the Public Sector Equality Duty in Scotland, the council will be working towards our corporate equality outcomes over the period of this Plan. Our equality outcomes, published in April 2013 in line with legislative requirement, outline an evidence-based approach to tackling the most significant and persistent inequalities in society.

As well as a review of local and national data and evidence, extensive involvement with representatives of the community and the council's workforce took place to identify the outcomes most relevant to West Lothian Council and the services we provide. While, for legislative compliance purposes, these outcomes are distinct from the priorities outlined within this Plan, the council recognises that achieving our equality outcomes will add direct value to everything that we do as an organisation.

## ▶ Equality Impact Assessment

West Lothian Council has made significant progress towards mainstreaming equality impact assessment within our organisational processes and structures. An equality relevance assessment was conducted on the Corporate Plan at draft stage.

This process did not recommend a full assessment due to the strategic nature of the plan, however in order to ensure that relevant and proportionate assessment is conducted on the activities to implement the priorities set out within the Plan, the relevance assessment recommended that the various underpinning work streams are subject to equality impact assessment.

These assessments will be conducted by council officers at the appropriate stage for each individual work stream prior to implementation.



# Appendix A: More information and references

## West Lothian Council

**Web:** [www.westlothian.gov.uk](http://www.westlothian.gov.uk)

**Facebook:** [www.facebook.com/westlothiancouncil](http://www.facebook.com/westlothiancouncil)

**Twitter:** <https://twitter.com/OfficialWLC>

**Email:**

[customer.service@westlothian.gov.uk](mailto:customer.service@westlothian.gov.uk)

**Telephone:** 01506 280000

**Address:** West Lothian Council, West Lothian Civic Centre, Howden South Road, Livingston, West Lothian, EH54 6FF

### Corporate Strategies

Strategies are developed by the council to achieve a particular outcome, or outcomes, within the corporate planning period (2013/17). These are published on the council's website.

**Strategies:** Economic Strategy | Attainment Strategy | Reshaping Care for Older People Strategy | Joint Commissioning Strategy | Anti Poverty Strategy | Community Safety Strategy | West Lothian Local Development Plan | Local Transport Strategy | Open Space Strategy | Health Improvement Health Inequalities Alliance Action Plan | Revenue Budget Strategy | Capital Strategy | Asset Management Strategy | Climate Change Strategy | Corporate Procurement Strategy | Risk Management Strategy | Information Strategy | ICT Strategy | People Strategy | Customer Service Strategy | Improvement Strategy

### Management Plans

Plans developed by each council service annually, to set out the key activities and outcomes that services will work to achieve in the year and the required resources. These are published on the council's website.

Plans: Education Services | Area Services | Planning and Economic Development Services | Corporate Services | Housing, Construction and Building Services | Operational Services | Social Policy | Finance and Estates

### West Lothian Community Planning Partnership

- West Lothian Council: [www.westlothian.gov.uk](http://www.westlothian.gov.uk)
- NHS Lothian: [www.nhsllothian.scot.nhs.uk](http://www.nhsllothian.scot.nhs.uk)
- Lothian and Borders Police: [www.lbp.police.uk](http://www.lbp.police.uk)
- Lothian and Borders Fire and Rescue [www.lothian.fire-uk.org](http://www.lothian.fire-uk.org)
- Voluntary Sector Gateway West Lothian: [www.voluntarysectorgateway.org](http://www.voluntarysectorgateway.org)
- West Lothian College: [www.west-lothian.ac.uk](http://www.west-lothian.ac.uk)
- Oatridge College: [www.oatridge.ac.uk](http://www.oatridge.ac.uk)
- Scottish Enterprise: [www.scottish-enterprise.com](http://www.scottish-enterprise.com)
- West Lothian Chamber of Commerce: [www.wlchamber.com](http://www.wlchamber.com)
- Scottish Water: [www.scottishwater.co.uk](http://www.scottishwater.co.uk)
- Association of Community Councils: [www.wlacc.org.uk](http://www.wlacc.org.uk)
- JobCentreplus: [www.dwp.gov.uk/about-dwp/customer-delivery/jobcentre-plus](http://www.dwp.gov.uk/about-dwp/customer-delivery/jobcentre-plus)
- West Lothian Leisure: [www.westlothianleisure.com](http://www.westlothianleisure.com)
- West Lothian Youth Congress
- Skills Development Scotland: [www.skillsdevelopmentscotland.co.uk](http://www.skillsdevelopmentscotland.co.uk)
- SESTRAN: [www.sestran.gov.uk](http://www.sestran.gov.uk)
- The Pension Service: [www.dwp.gov.uk/about-dwp/customer-delivery/the-pension-service](http://www.dwp.gov.uk/about-dwp/customer-delivery/the-pension-service)







# Delivering Better Outcomes

West Lothian Council | Corporate Plan | 2013 / 17

هذه المعلومات متوفرة بلغة بريل وعلى شريط ويخط كبير وبلغات الجالية.  
الرجاء الإتصال بخدمة الترجمة على الهاتف **01506 280000**

এই তথ্য আপনি ব্রেইল, টেপ, বড় অক্ষরে এবং কমিউনিটির বিভিন্ন ভাষালিভেও পাবেন। অনুগ্রহ করে ইন্টারপ্রেটেশন অ্যান্ড ট্রান্সলেশন সার্ভিসের সঙ্গে যোগাযোগ করুন। টেলি: **01506 280000**

這份資料是可以凸字、錄音帶、大字印刷及社區語言的式本提供。請聯絡傳譯及翻譯服務部，電話：**01506 280000**

ਇਹ ਜਾਣਕਾਰੀ (ਬ੍ਰੇਲ) ਨੈਤ੍ਰੀਨ ਦੇ ਪੜ੍ਹਣ ਵਾਲੀ ਲਿਖੀ, ਟੈਪ, ਵੱਡੇ ਫਿੰਟ ਅਤੇ ਸਮਾਜ ਦੀਆਂ ਹੋਰ ਭਾਸ਼ਾਵਾਂ ਵਿਚ ਉਪਲਬਧ ਹੈ। ਲਿਖਾ ਕਰਕੇ ਇੰਟਰਪ੍ਰੀਟੇਸ਼ਨ ਅਤੇ ਟਰਾਂਸਲੇਸ਼ਨ ਸਰਵਿਸ ਨੂੰ ਇਸ ਨੰਬਰ ਤੇ ਸੰਪਰਕ ਕਰੋ : **01506 280000**

یہ معلومات بریل (اندھوں کے رسم الخط)، ٹیپ، بڑے حروف کی طباعت اور کیسٹوں میں بولی جانے والی زبانوں میں دستیاب ہے۔ براہ مہربانی انٹرپرائز سٹیٹنگ سروس سے ٹیلیفون نمبر **01506 280000** پر رابطہ قائم کریں۔

Informacje te mogą być przelozone na jezyk Braille'a, dostepne na tasmie magnetofonowej lub wydane duzym drukiem oraz przetlumaczone na jezyki mniejszosci narodowych. Prosimy o kontakt z Uslugami Tlumaczeniowymi pod numerem **01506 280000**

Information is available in Braille, tape, large print and community languages. Please contact the interpretation and translation service on **01506 280000**.

Text phones offer the opportunity for people with a hearing impairment to access the council. The text phone number is **18001 01506 464427**.

A loop system is also available in all offices. Published by West Lothian Council.

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**Telephone** | 01506 280000 **Address** | West Lothian Council, West Lothian Civic Centre,

Howden South Road, Livingston, West Lothian, EH54 6FF