

DATA LABEL: PUBLIC



WEST LOTHIAN COUNCIL

REVENUE BUDGET 2021/22 AND 2022/23

REPORT BY HEAD OF FINANCE AND PROPERTY SERVICES

A. PURPOSE OF REPORT

The purpose of this report is to enable the Council to approve detailed General Fund revenue budgets for 2021/22 and 2022/23, to set council tax levels for 2021/22 and to take decisions on associated issues.

B. RECOMMENDATION

It is recommended that Council:

1. Notes that the council faces an estimated revenue budget gap of £20.6 million over the two years 2021/22 and 2022/23 as a result of Scottish Government grant funding not being sufficient to meet increasing costs;
2. Notes that the council is complying with the CIPFA Financial Management Code as agreed by Council Executive on 9 February 2021;
3. Notes the up to date position regarding the integrated impact assessments (IIAs) of the budget reduction measures and council tax, as set out in Appendix 8;
4. Agrees the budget reduction measures for 2021/22 and 2022/23, as set out in Appendix 1;
5. Notes that, based on current projections, the council will have delivered savings of nearly £152 million between 2007/08 and 2022/23;
6. Notes the risks to deliverability of the budget reduction measures, as summarised in Appendix 2;
7. Agrees the 2021/22 level of recurring resources associated with the functions delegated to the West Lothian Integration Joint Board (IJB) of £79.156 million, taking full account of West Lothian Council's share of Scottish Government funding for social care, and notes that any health and social care mobilisation funding not utilised in 2020/21 will be retained by the IJB in a reserve to meet continued future years costs in relation to the pandemic;
8. Agrees the proposed recurring revenue budgets for the two years 2021/22 and 2022/23, as set out in Appendix 4;
9. Agrees that should additional recurring revenue resources be forthcoming at a later date, that these should in the first instance be used to balance the 2022/23 budget on a recurring basis;
10. Agrees a council tax level for 2021/22;
11. Notes the anticipated time limited pressures arising from the Covid-19 pandemic, and other factors, and the resources that could be available to address these pressures, including the potential use of the national fiscal flexibilities announced by the Cabinet Secretary in October 2020;
12. Agrees the application of the identified one-off resources to address the Covid-19 pandemic in 2021/22 and 2022/23 and to provide additional one-off resources for a winter resilience fund, use of which would be delegated to the Head of Operational Services, and for investment to tackle road potholes;
13. Agrees the additional funding for West Lothian Leisure will be retained in a reserve to be paid quarterly in advance following a gateway review, delegated to the Head of Finance and Property Services to undertake, to assess if the funding is required to support West Lothian Leisure's financial position with a report to Council Executive only if payment is not to be authorised;
14. Agrees that, due to the unprecedented uncertainty arising from the pandemic, officers should keep developments around funding, including the fiscal flexibilities, and pressures under review;

15. Notes the position in regard to the General Fund Balance and other reserves, as set out in Appendix 6;
16. Approves a strategy of maintaining a minimum uncommitted General Fund Balance of £2 million;
17. Approves the prudential indicators as set out in Appendix 7;
18. Notes the council's established approach and principles for financial and corporate planning and agrees that, in accordance with Audit Scotland and CIPFA Best Practice, officers will commence initial preparatory work on a priority based revenue financial plan for 2023/24 to 2027/28.

C. SUMMARY OF IMPLICATIONS

I Council Values	Being honest, open and accountable, focusing on our customers' needs, making the best use of our resources and working in partnership.
II Policy and Legal (including Strategic Environmental Assessment, Equality Issues, Health or Risk Assessment)	<p>Approval of the Budget The Council must approve a balanced budget before 11 March each year to comply with statutory obligations. However, to initiate the collection of instalments from 1 April 2021, it is essential that Council sets the council tax for 2021/22 no later than 25 February 2021. This allows council tax bills and benefit notifications to be issued to customers and direct debits set up for collection from 1 April 2021.</p> <p>General Fund Balance When considering the budget, the Council must be provided with details of the General Fund Balance and other reserves.</p> <p>CIPFA Prudential and Financial Management Codes The Chartered Institute of Public Finance and Accountancy (CIPFA) Prudential Code for Capital Finance in Local Authorities stipulates that prudential indicators must be approved annually through the same process as setting the council's revenue budget.</p> <p>The Financial Management Code aims to support councils in building a financially sustainable future. Councils are required to comply with the code from 1 April 2021. An action plan to ensure compliance was approved by Council Executive on 9 February 2021.</p> <p>Integrated Impact Assessment (IIA) The equality impact of the budget has been assessed in compliance with the public sector duty requirements as set out in the Equality Act 2010, the Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012 and Fairer Scotland Duty, Part 1 of the Equality Act 2010.</p> <p>Reserve Powers Scottish Ministers have reserve powers to cap local authority expenditure through imposing a reduced council tax level where they consider an authority's expenditure, or expenditure increase, to be excessive.</p>
III Implications for Scheme of Delegations to Officers	The report proposes that deployment of the winter resilience fund is delegated to the Head of Operational Services in instances of severe weather.

The report proposes that delegated authority is provided to the Head of Finance and Property Services to undertake quarterly West Lothian Leisure gateway reviews for the release of additional funding and to authorise payment.

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| IV | Impact on performance and performance indicators | Ongoing government funding constraint has implications for the council's budget and performance. The impact of the proposed budget reduction measures on performance is summarised in Appendix 1. The revenue budget is predicated on maintaining or improving performance wherever possible and focusing on services that support council priorities in the Corporate Plan. |
| V | Relevance to Single Outcome Agreement | The revenue budget provides the resources necessary to help deliver the Single Outcome Agreement. Effective prioritisation of resources is essential to achieving key outcomes. |
| VI | Resources - (Financial, Staffing and Property) | <p>The outcome of the local government finance settlement for 2021/22 was reported to Council Executive on 9 February 2021. Following the settlement, the council faces an estimated budget gap of £9 million in 2021/22.</p> <p>Scottish Government grant funding is insufficient to meet the increasing costs and demands for services, resulting in a projected budget gap over the two years 2021/22 and 2022/23 of £20.6 million.</p> <p>Considering budget growth and savings measures, it is anticipated that the updated revenue budget will result in a net decrease of staff of 38.7 full time equivalents (FTE) in 2021/22 and 2022/23.</p> |
| VII | Consideration at PDSP | <p>Feedback from the council's Transforming Your Council (TYC) consultation was discussed at a series of PDSP meetings in December 2017. In line with agreed financial planning principles, PDSPs considered additional savings options in Autumn 2019.</p> <p>The Partnership and Resources PDSP considered a report on council tax scenarios on 5 February 2021.</p> |
| VIII | Other consultations | <p>The five year plan 2018/19 to 2022/23, agreed by Council on 13 February 2018, incorporated feedback from the TYC consultation which received 7,026 responses and over 45,000 comments.</p> <p>Since the five year financial plan was approved in February 2018, there have been consultations on specific reduction measures where it is assessed that a consultation is necessary. As specific measures are developed there will continue to be consultation and engagement with service users and relevant stakeholders, including staff and trade unions, as required.</p> <p>Meetings on the revenue budget have been held with teaching and non-teaching trade unions.</p> |

D. TERMS OF REPORT

D.1 The report covers the following:

- D.2 – Governance
- D.3 – Background and Financial Outlook
- D.4 – Transforming Your Council (TYC)
- D.5 – 2021/22 and 2022/23 Revenue Budget
- D.6 – General Fund Balance and Other Reserves
- D.7 – Prudential Code
- D.8 – Integrated Impact Assessment
- D.9 – Risks and Uncertainties
- D.10 – Future Financial Planning 2023/24 to 2027/28

D.2 GOVERNANCE

D.2.1 Budget Setting

The council's budget setting process is subject to statutory, regulatory and governance requirements. The Local Government Finance Act 1992 section 93(2) requires councils to formally agree council tax levels before 11 March each year. The Prudential Code requires councils to annually approve a defined set of prudential indicators for General Fund and Housing capital investment at the same meeting that approves the revenue budget.

To enable billing to take place for 2021/22, council tax levels need to be agreed no later than 25 February 2021. As the budget meeting is taking place on the latest practicable date, the 2021/22 council tax levels and budget must be agreed at this meeting. If the budget is not agreed on this date, it would have major implications for the council and its customers. Not meeting the latest practicable date would mean that council tax bills would not be issued in sufficient time to allow collection of the first instalment of council tax for 2021/22 at the start of April, creating budgetary concerns for customers. It could also jeopardise the implementation of budget savings to ensure the 2021/22 budget is balanced.

In previous years, especially where notification of the local government finance settlement (LGFS) was delayed, there was some uncertainty regarding budget and council tax setting responsibilities. In 2019/20 Audit Scotland's Professional Support set out a summary of the legal position and how legislative requirements should be applied. In particular, with regard to the potential decoupling of council tax from setting budgets, Audit Scotland concluded that the level of council tax flows from the budget process and council tax is therefore implicitly required when setting a budget.

The council's financial regulations state that the Head of Finance and Property Services is responsible for annually presenting a balanced revenue budget and prudential indicators to full Council. The revenue budget forms part of the council's integrated approach to financial and corporate planning, delivery of outcomes and performance monitoring.

The activity budget links activities, resources and outcomes and is part of the revenue strategy and annual management plans. The 2021/22 activity budget will be published on the intranet following approval of the budget. Management plans for each service for 2021/22 will be published on the council's website following consideration by PDSPs. The plans incorporate the outcomes that the council, working in conjunction with community planning partners, is seeking to deliver via the Single Outcome Agreement. Performance is monitored and reported using the council's performance management system, Pentana.

Audit Scotland and CIPFA have identified the need for councils to focus on their medium to long term financial sustainability. They have advised that public bodies should develop strategies that are based on defined priorities, providing a road map for service delivery within constrained budgets. Although councils receive one year funding from the Scottish Government, they are expected to produce medium to long term financial strategies.

Long term planning is essential for effective financial management and this is especially the case where councils have low usable reserves. As agreed by Council Executive in June 2018, the council's financial plans align with political administrations. A summary of the approach for future financial planning is included in section D.10 in advance of the next planning period which will commence in 2023/24.

This report seeks approval of the revenue budgets for the two years 2021/22 and 2022/23 and council tax levels for 2021/22.

D.2.2 CIPFA Financial Management (FM) Code

The CIPFA FM Code is designed to support good practice in financial management and assist in demonstrating financial sustainability. It is built on the Prudential and Treasury Management Codes and is based on a series of principles supported by specific standards which are considered necessary to:

- Financially manage short, medium and long term finances.
- Manage financial resilience to meet unforeseen service demands.
- Manage unforeseen shocks in financial arrangements and circumstances.

The council has a statutory duty to meet the requirements in section 12 of the Local Government in Scotland Act 2003, which requires councils to comply with proper accounting practices confirmed by external auditors. The FM Code is a published code with regard to proper accounting practices, therefore the council must demonstrate compliance with the code from 1 April 2021.

A report was considered by Council Executive on 9 February 2021 which agreed that the council shall comply with the Code. A number of actions were agreed to ensure compliance, two of which require additions to the budget report. A statement on reliability and robustness of reserve estimates is included in section D.6, along with a summary of the council's financial resilience and sustainability assessment in Appendix 6.

D.2.3 Integrated Impact Assessment (IIAs)

The Public Sector Equality Duty (PSED), often referred to as the 'general duty', requires public bodies in the exercise of their functions to have due regard for the need to:

1. Eliminate unlawful discrimination, harassment and victimisation and other prohibited conduct.
2. Advance equality of opportunity between those who share a protected characteristic and those who do not.
3. Foster good relations between those who share a protected characteristic and those who do not.

Supplementary legislation, the Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012, requires the council to be proactive in meeting the general duty of eliminating unlawful discrimination, advancing equality and fostering good relations. The council has due regard to section 149 of the Act, with the IIA process promoting consultation with all communities, including protected individuals and groups. In addition, the Fairer Scotland Duty, part 1 of the Equality Act 2010, places a legal responsibility on councils to pay due regard to how they can reduce inequalities of outcome caused by socioeconomic disadvantage when making strategic decisions.

The IIA process enables the council to identify potential impacts from the budget and to consider and develop mitigation measures. Integrated impact assessments inform the decision making process by making all relevant information available and are not intended to prevent decisions from being taken and implemented. Further detail on the process is included in section D.8 and in Appendix 8.

D.2.4 Best Value

The council has in place a resilient culture of effective planning and governance, with robust evidence to demonstrate how best value is delivered. The best value assurance report by the Accounts Commission in 2017 concluded that the council was improving outcomes for local people and performing well compared to others.

The council's Best Value Framework ensures compliance with the provisions within the Local Government in Scotland Act 2003 which require the council to:

- Secure best value in the performance of its functions.
- Balance the quality and cost of its functions and the cost of services to service users.
- Have regard to efficiency, effectiveness, economy and the need to meet equal opportunity requirements in maintaining that balance.
- Fully discharge its duty to secure best value in a way that contributes to the achievements of sustainable development.

D.2.5 Health and Social Care Integration Joint Board

The Public Bodies (Joint Working) (Scotland) Act 2014 established the framework for integration of health and social care. The West Lothian Integration Joint Board (IJB) assumed direct control of integrated services from 1 April 2016, with the delegation of relevant functions and resources by the council and NHS Lothian to the IJB. The IJB is responsible for the strategic planning and delivery of adult social care services.

The West Lothian Integration Scheme sets out the process through which the level of funding allocated to the IJB is determined. Throughout the year, officers supporting the IJB undertake discussions and negotiations on aspects such as service delivery, budget pressures, anticipated and planned financial savings and the requirement for the IJB to receive sufficient funding from the council and NHS Lothian to deliver the strategic plan.

The level of funding is provided on the basis it will fully meet estimated social care requirements and takes account of specific funding for health and social care confirmed as part of the LGFS. As set out in section D.5, the proposed level of recurring budget resources associated with the council functions delegated to the IJB in 2021/22 is £79.156 million, with a further £202,000 of council time limited resources related to the pandemic response.

In addition to the recurring budget provision outlined above, throughout the pandemic the IJB has received health and social care mobilisation funding from the Scottish Government to address pressures arising from the response to Covid-19. Given that the pressures will continue for some time to come, any resources allocated through the health and social care mobilisation plans for ongoing pressures associated with pandemic will be retained by the IJB in reserve to meet Covid-19 related pressures in future years.

D.3 BACKGROUND AND FINANCIAL OUTLOOK

On 13 February 2018, West Lothian Council agreed a long term financial plan for five years and detailed revenue budgets for three years 2018/19 to 2020/21. Approval of the plan and budgets was consistent with the strategic approach to financial and corporate planning agreed by Council on 20 February and 7 November 2017. It was also consistent with the recommendations of the Accounts Commission, Audit Scotland and CIPFA who emphasise the need for public bodies to focus on their medium to longer term financial sustainability.

Approval of the five year financial plan strengthened the council's approach to financial planning, which was positively acknowledged in the council's most recent Best Value Assurance Report. The assurance report, and reports from the council's external auditors on the annual accounts, all emphasise the council's robust financial management arrangements, highlighting good practice in forward financial planning and managing resources effectively.

Following an update of the plan in February 2019, Council approved detailed revenue budgets for the three year period 2020/21 to 2022/23 on 28 February 2020. These detailed budgets presented a balanced budget position, meaning the budget gap across all three years was addressed largely by recurring budget savings, although some one-off resources were used to balance the position in 2022/23.

An update on budget savings for 2021/22 and 2022/23 is included in section D.5.3, however, as demonstrated in the table below, the council has delivered total savings of £151.6 million since 2007/08.

Table 1: Revenue Budget Savings 2007/08 to 2022/23

	£'m
2007/08	3.6
2008/09	6.5
2009/10	2.8
2010/11	5.3
2011/12	16.7
2012/13	8.8
2013/14	7.7
2014/15	7.1
2015/16	12.1
2016/17	12.5
2017/18	8.8
2018/19	13.9
2019/20	14.7
2020/21	12.2
2021/22 (proposed)	9.0
2022/23 (proposed)	9.9
Total	151.6

The council currently has confirmation of Scottish Government funding for one year only. Changing economic circumstances, including the pandemic, the UK leaving the EU and uncertain levels of growth and productivity in the Scottish economy, will potentially impact on the overall resources available for funding Scottish public services. There therefore continues to be a high level of uncertainty around future funding beyond 2021/22.

Overall, funding to councils in 2021/22 increased in cash terms based on the comparison between 2020/21 and 2021/22 in Finance Circular 1/2021. A proportion of this cash increase is attributed to Scottish Government priorities and funding conditional on councils implementing a council tax freeze. Core revenue funding for local government will increase in cash terms for 2021/22 but funding is insufficient to meet the real terms increases in costs and demand for council services.

Table 2: Movement in Core Revenue Grant Funding After Ring Fenced Funding

	£'m
Cash Increase in Total Revenue Funding for Local Government	326.173
<u>Less: Funding for National Priorities</u>	
Early Learning and Childcare	(58.656)
Health and Social Care	(34.000)
Carers Act	(28.500)
Free Personal and Nursing Care	(10,100)
Additional Discretionary Housing Payment	(11.256)
Environmental Health Officers	(1.700)
Inter-Island Ferries	(7.739)
Compensation for Council Tax Freeze	(90.000)
Cash Increase in 2021/22 Core Revenue Funding for Local Government	84.222

As outlined by the Convention of Scottish Local Authorities (COSLA), the funding provided falls short of the amount required to protect local services and erode the funding gap from many years of reduced settlements. As acknowledged by the Accounts Commission, local government has seen its percentage share of the overall Scottish Budget falling year on year, with a greater reduction in funding over the last seven years than other areas of the Scottish Budget. In 2007/08, local government received 28.62% of the total revenue and capital budget. In 2021/22, the percentage share is 23%.

In addition, although the draft core funding position for councils has been outlined, there remains uncertainty regarding funding to specifically address the pressures arising from the pandemic. The Scottish Government announced £259 million of Covid-19 flexible funding as part of the local government finance settlement, with an announcement of further funding on 16 February 2021. The Settlement and Distribution Group (SDG) has agreed the basis of distribution for the £259 million, however the council has no detail on how any of the elements announced on 16 February 2021 will be distributed. In terms of any potential additional funding from the UK Government when the 2021 Budget is announced on 3 March 2021, it should be noted that the Cabinet Secretary has made a commitment to local government that, should any further local authority based Barnett Consequentials accrue to Scotland, above the amount assumed in the draft Scottish Budget, they will be passed in full to Scottish councils.

Although 2021/22 has seen a cash increase in funding, with further spending pressures and the unprecedented impact of the pandemic and the effect it may have on future social, political and funding norms, further debate is expected on the adequacy and sustainability of the local government finance settlement over the medium to longer term. Future public sector funding levels remain highly uncertain and it expected that this will be the case for some considerable time to come.

With the Scottish Government yet to outline their Spending Review plans for future years, the outlook for public services, and local government more specifically, remains unclear. However, as interpreted from the Scottish Government's Medium Term Financial Strategy (MTFS) and other political statements, it is clear that the Scottish Government's priority areas are health and social security. With health, local government and social security representing almost three quarters of the resource budget, increases in funding for NHS or social security could potentially constrain funding for councils.

D.4 TRANSFORMING YOUR COUNCIL (TYC)

D.4.1 Transforming Your Council Consultation

The council's five year financial plan incorporated feedback from the TYC consultation held in October and November 2017. The consultation sought stakeholder opinions on priorities for the five years to 2022/23, officer budget reduction proposals and future council tax levels. The TYC responses were used to inform the Corporate Plan and the financial plans, the priorities for the council and how resources are allocated to deliver those priorities.

The TYC consultation received 7,026 responses with over 45,000 comments from all respondents. There was continued agreement over the council's priorities and respondents agreed with the majority of officers' proposed saving measures. The feedback from respondents is available online at www.westlothian.gov.uk/transforming.

Since the TYC consultation the council has, as part of the development and implementation of specific budget saving measures, engaged and consulted with service users, community planning partners, staff and trade unions and other key stakeholders. For internal service changes, engagement has been undertaken with trade unions and staff. This approach to consultation and engagement on specific measures has been beneficial in supporting delivery of approved savings and will continue to be used to ensure all relevant stakeholders are aware of, and involved in, delivery of the approved revenue budget.

D.4.2 Transforming Your Council Priorities

The proactive approach to financial planning has enabled the council to direct constrained resources to deliver outcomes. It also helps to manage service demand within available resources. The Corporate Plan is directly influenced by the council's priorities and will help the community to grow and succeed, whilst also focusing resources towards key areas.

The Covid-19 pandemic is presenting unprecedented challenges for local communities and the council. Throughout 2020, and continuing into 2021, the council has had to respond to the challenges faced to ensure that individuals, families, communities and business can access services and be supported wherever possible. Examples of the changes made and support delivered throughout this period include:

- Continued delivery of free school meals and keyworker childcare support.
- The successful delivery of remote learning to ensure continuous progression in learning for all children and young people.
- Flexibility and adaptability of social care service provision, with some staff voluntarily moving into care areas where staffing resources were most needed and the successful introduction of significantly altered practices and approaches to manage health risks.
- Working in partnership with care providers, essential community health and care services have continued to be delivered, including providing financial sustainability support to providers to cover additional costs.
- The Community Equipment Stores assuming responsibility for management and delivery of the PPE Hub in November 2020, delivering over 1.8 million items of PPE to care homes, GP practices and carers.
- As part of the Connecting Scotland Programme, digital champions have been providing iPads and laptops since September 2020 to those identified as being socially isolated as a result of the pandemic. The champions have helped people increase their digital skills.
- Working in partnership with the third sector to provide support to 300 of the most vulnerable children and families, including weekly support sessions, hot meal provision and creation of a space for young people to attend.
- Providing support for the most vulnerable with over 6,175 applications for crisis grants being awarded between March and August 2020, a 117% increase on 2019/20, and a further 4,118 applications being awarded between September 2020 and January 2021, a 106% increase.
- Administering over 4,646 payments totalling over £36.5 million to support business in West Lothian since the initial lockdown in March 2020.
- Facilitation of a number of payments to support small businesses and the self employed including £300,000 awarded to 150 newly self employed businesses, £408,000 to over 270 local taxi drivers and £640,000 in discretionary grants to 320 local businesses.
- Over 5,500 children being provided with additional financial support via school meal, school clothing and other welfare payments.
- Since the first lockdown in March 2020, the Anti-Poverty Service has helped over 820 new individuals and families secure council tax reduction support.
- Support provided to over 5,600 at risk individuals in the shielding group.
- Creation of a guide for delivery and collection services for food, medicine and other support to help those needing support access services in a safe and easy way.
- Introduction of new ways to interact with customers e.g. click and collect library books.
- Effective mobilisation of IT resources and support to allow office based staff to undertake their roles at home.
- Continuation of employment support through digital means, to ensure those at threat of redundancy are provided with the necessary support.
- Continuing to deliver all kerbside household collections without interruption throughout the pandemic and reopening recycling centres at the earliest opportunity.
- Maintenance of the Safer Neighbourhood Team service providing support and assistance to communities to reduce antisocial behaviour (ASB).

Although there have been challenges in the past year from the Covid-19 pandemic, the financial plan has enabled the council to continue to address the Corporate Plan priorities of:

1. Improving attainment and positive destinations for school children

The council has improved literacy and numeracy for children and young people. There is a commitment to improving attainment with education resources being targeted in this area. The focus will always be on service delivery that has a tangible impact on attainment, even in this challenging time when teaching is being undertaken in new ways. The Raising Attainment Strategy aims to ensure that young people are well placed to move into employment or further/higher education.

Examples of some of the achievements during 2020/21 include:

- A continued year on year improvement in level 6 qualifications, with awards in 2020 showing an 18 percentage point improvement in pupils achieving five or more awards over the past five years.
- 94.8% of school leavers going into positive destinations, which is the highest level to date, following year on year improvement.
- National achievements include:
 - Knightsridge, Letham and Riverside primary schools receiving national recognition from the Scottish Book Trust for improvements in reading.
 - Bathgate Academy UK national winners of the Tomorrow's Engineers competition.
 - Inveralmond Community High School won the Science, Technology, Engineering and Mathematics (STEM) national award.
 - Whitburn Academy achieving the Reading Schools Gold Award.
 - Cedarbank School received a national award for their STEM leader engagement.
- Signing up to the Young Person's Guarantee, in partnership with West Lothian College, where everyone between 16 and 24 has the opportunity of work, education or training.

2. Delivering positive outcomes and early interventions for early years

By providing services that will give children and young people the best start in life, the council will continue to embed improved ways of working across partner. Activity will continue to focus on Getting it Right for Every Child (GIRFEC). The council continues to work with parents and carers to develop positive attitudes to learning and health and wellbeing, with particular emphasis on the most deprived communities. Continued partnership working seeks to ensure that all children have the best possible start.

Examples of some of the achievements during 2020/21 include:

- Continued delivery of the early learning and childcare expansion plan, giving greater flexibility and choice for parents.
- Education and Social Policy continuing to work together to improve outcomes for vulnerable young people.
- Continued redesign of services for looked after children so they can stay within a community setting within West Lothian wherever possible.
- Capacity of the Whole Family Support Service increased to focus on crisis intervention where children at imminent risk have more intensive interactions to improve educational engagement and live successfully in the community.

3. Minimising poverty, the cycle of deprivation and promoting equality

Action to minimise the impact of poverty is being delivered through the Anti-Poverty Strategy and coordinated by the Anti-Poverty Service. The council will continue to focus on in-work poverty and low pay, to make provision for the living wage and to emphasise the benefits of the living wage to contractors and local employers. The demand for interventions in this area has increased substantially during the past year, however the council and community partners have been innovative in developing services to ensure that those most in need continue to get the support they require.

Examples of some of the achievements during 2020/21 include:

- Increased support for the most vulnerable in the community through the Scottish Welfare Fund, Discretionary Housing Payments, Council Tax Reduction Support, clothing grants and free school meal payments.

- All schools, in partnership with parent councils, taking action and producing a statement on reducing the cost of the school day.
- Changes to the housing allocations policy to place greater focus on prioritising those assessed as being in urgent need and to minimise the impact of homelessness, with no one seeing a reduction in points.
- Housing benefit claims processed in 14 days compared to the Scottish average of 16 days, getting financial support to those who require it quicker.
- Establishment of a community food initiative and local food network where the council works with the third sector to help move individuals and families away from crisis interventions to more long term, positive interventions.

4. Improving the quality of life for older people

During a time that has been particularly challenging, due to the disproportionate effect that the pandemic has on older people, social care resources continue to be focused on supporting those most in need. The health and social care joint strategic commissioning plans are focused on supporting older people through this difficult time, whilst also continuing to deliver services in new and innovative ways such as expanding the use of technology. The increasing complexity of care requirements means there will be an ongoing need to develop more sustainable delivery models. This will result in a greater emphasis on prevention and supporting people within their home environment.

Examples of some of the achievements during 2020/21 include:

- A revised Strategic Commissioning Plan for Older People and People with Dementia.
- Working in partnership with Carers of West Lothian to publish a Carer's Strategy and Carer's Short Breaks Statement.
- Joint working with health to ensure continuation of health and social care support in communities, with additional protections implemented in light of the pandemic.
- Support to care providers including additional financial support to help ensure the sustainability of local care providers and continuation of service delivery to clients.
- Redesigned hospital discharge processes to support earlier interventions and more responsive discharge plans.

5. Improving the employment position in West Lothian

There is investment in time limited initiatives that support training and employment with additional investment to support those facing redundancy. The council's approach to economic development focuses on supporting businesses, business start-ups and early stage growth, however given the challenges faced there is an increased emphasis on supporting individuals' employment position. The council will continue to build upon previous successes in helping young people enter the job market.

Examples of some of the achievements during 2020/21 include:

- The participation rate for 16 to 19 year olds of those in education or employment has risen to 92.41%, an increase of five ranking places in the council's comparator group.
- Supporting over 190 new business start-ups, which have created over 240 jobs.
- Providing over £895,000 in grants from the Jobs Task Force to local businesses to create 360 new, higher value jobs.
- Creation of an online weekly jobs vacancy bulletin.
- Partnership working to ensure resources are targeted to support unemployed young people through initiatives such as Kickstart and the Youth Guarantee.
- Agreement of Economic Recovery and Growth Plan.

6. Delivering positive outcomes on health

In a year with a number of challenges in relation to health, the continued development of the IJB's role in the strategic planning of adult and older peoples' health and social care, and collaborative work to improve life expectancy, mental wellbeing and health outcomes, will help to support improvements in this area. The council will also continue to work with partners to improve health outcomes for children. The focus will be on working in partnership to deliver more accessible and integrated services which are jointly planned and community focused.

Examples of some of the achievements during 2020/21 include:

- Funding to support the formation of a mental health providers network to help collaborative working between all agencies providing mental health support.
- Development of the West Lothian Mental Health Supported Accommodation Strategy with new assessment processes that aim to see quality care and support being delivered alongside an enhanced menu of accommodation options.
- A mental health first aid programme implemented in all 11 secondary schools and being piloted in four primary schools.
- Family support workers providing joint, high quality mental health first aid training.
- Establishment of Housing First pilot to support those with drugs and alcohol problems and complex needs secure sustainable tenancies.
- A food service plan agreed to protect public health in relation to food.

7. Reducing crime and improving community safety

The council will continue to participate in community safety and community justice joint working. The council is an integral partner in the West Lothian Community Safety Partnership (CSP) and a lead in maintaining the joint operational and strategic meetings. The CSP maintained interventions despite the challenges faced by the pandemic.

Examples of some of the achievements during 2020/21 include:

- Working in partnership with Police Scotland to launch safety campaigns.
- Digital 16 Days of Action campaign to raise awareness of gender based violence.
- Promoting awareness of scams, particularly in relation to the pandemic.
- Supporting bonfire and firework strategic planning to improve community safety and reduce incidents of anti-social behaviour.
- Development of the National Off-Road Vehicle Working Group to reduce criminality.

8. Protecting the built and natural environment

The council will continue to increase recycling rates and reduce West Lothian's carbon footprint through introducing low carbon energy solutions such as LED street lighting. Resources will be focused on supporting economic and population growth through building strong, sustainable communities and protecting the local environment.

Examples of some of the achievements during 2020/21 include:

- Continued roll out of LED street lighting, reducing energy costs and carbon use.
- Investment on a range of energy efficiency measures through the Non-Domestic Energy Efficiency Framework (NDEEF).
- Reduction in greenhouse gas emissions by 40% in the last seven years, double the 20% target set in 2015.
- Continued installation of free public electric vehicle charging points, with 14 now operational and 11 set to be completed by the end March 2021.
- Despite the challenges facing construction from the pandemic, 95% of the school summer investment programme commenced as planned with 75% completed in time for the new school term in August 2020.
- Completion of the new Skolie Burn Bridge in Addiewell.
- Work underway on building new schools at Calderwood and Winchburgh.

In addition to the achievements in relation to specific priorities, the council's 2019/20 performance was assessed as best overall in Scotland for the second year running based on the data produced in the Improvement Service's Local Government Benchmarking Framework (LGBF). This achievement demonstrates that although the council faces significant challenges, most notably having insufficient funding to meet increasing costs, it has continued to provide excellent local services that perform well in comparison to other councils. The council also retained the corporate Customer Service Excellence (CSE) standard with 13 of the 51 successful criteria achieving Compliance Plus. The CSE standard recognises ongoing activity to engage and include customers in helping to set organisational priorities and inform local service redesign.

In the current climate, it is recognised that it is difficult to maintain or improve performance across all areas. However, in line with best practice, the council will direct resources to maintain or improve performance in priority areas. Key priority areas include:

- Raising attainment with a particular focus on reducing the poverty related attainment gap. This will include interventions and initiatives to close equity gaps in attainment and achievement, especially in the current remote learning environment, continuing to improve sustainable positive destinations.
- Expanding early learning and childcare provision, providing more choice and flexibility.
- Continued focus on protecting the built and natural environment, achieved through the implementation of the climate action plan and supported through council carbon reduction schemes. Council services will also work to ensure everyone supports the climate emergency declaration.
- Addressing poverty so everyone has the chance of a secure life without poverty, especially in these uncertain times. This includes working with community planning partners to address poverty at a local level through delivery of the Anti-Poverty Strategy.
- Continuing to support and provide social care for the elderly and most vulnerable adults and children in West Lothian.

Within the parameters of increasing costs and constrained funding settlements, the council will continue to spend a substantial amount of money in delivering essential services. Although the council faces the challenge of a budget gap of £20.6 million over the next two years, by 2022/23 it is estimated that the council's core budget will be over £460 million.

Closing the budget gap of £20.6 million in 2021/22 and 2022/23 means it is inevitable that there will be some changes to the services the council delivers. Through using a priority based approach to corporate and financial planning, the objective is to minimise the impact on essential services that deliver council priorities. Although savings will have to be made, financial sustainability is not viewed as the only driver for transformation, with changes also being driven by the need to improve outcomes and deliver priorities.

Given the extent of the financial challenge, there will be major changes over the next two years. The council will prioritise services meet the needs of the most vulnerable in the community, such as children, older people, vulnerable adults and families in poverty. Over the course of the next two years, the council will change and evolve by:

- Focusing on providing care for elderly and vulnerable adults to match population increases and to continue to meet assessed eligible demand.
- Building on the success of digital service delivery during the pandemic by increasing the use of technology in citizens' day to day life to support service delivery.
- Investing in roads, paths and parks to reflect population increases, allowing West Lothian to grow and prosper.
- Revising budgetary provision for schools to reflect population increases, making sure that the increased numbers of pupils all have the same opportunity to reach their potential.
- Modernising the support provided to looked after children and children with additional support needs to ensure that they can remain in their local communities, improving attainment and outcomes for these young people.
- Focusing on activities where the council is best placed to deliver effective and efficient services that maximise outcomes for local communities.
- Following the success of remote working and virtual meetings, continuing to adopt alternatives to business travel to reduce carbon emissions.
- Greater modernisation, streamlining and automation of many of the systems and functions that support front line service delivery.
- Using fewer council buildings to deliver services in communities, with more use of technology for virtual interactions and online forms.
- Continued delivery of statutory services, including changes so that these services are provided in the most cost efficient manner.
- Continuing to focus on prioritising evidence based preventative interventions, within available resources, to minimise future costs.

D.5 2021/22 AND 2022/23 REVENUE BUDGET**D.5.1 Overall Recurring Budget Position**

In line with established practice, officers have reviewed the budget model and refined assumptions to reflect current up to date budgets following the annual budget realignment process, latest inflation and indexation projections, unavoidable amendments to approved saving measures and to take account of the 2021/22 finance settlement.

The updated recurring budget position for 2021/22 and 2022/23 is summarised as follows. Pressures and funding in relation to the Covid-19 pandemic are considered time limited and these are addressed separately, along with some other time limited items, in section D.5.11.

Table 3: Estimated Expenditure and Funding 2021/22 and 2022/23

Incremental Movements	21/22 £'m	22/23 £'m	Total £'m
Expenditure			
Staffing Costs	6.4	5.8	12.2
Demographics & Demand Led Pressures	5.9	5.1	11.0
Revenue Consequences of Capital	1.0	1.3	2.3
Scottish Government Funded Developments	2.9	0.0	2.9
Service Pressures	3.4	0.5	3.9
Inflation & Indexation	2.9	3.9	6.8
Gross Expenditure Pressures	22.5	16.6	39.1
Income			
Council Tax	(1.4)	(3.5)	(4.9)
Ring Fenced Grant Funding	(6.6)	(1.5)	(8.1)
Core Grant Funding	(5.5)	0.0	(5.5)
Income Movements	(13.5)	(5.0)	(18.5)
Forecast Budget Gap	9.0	11.6	20.6

D.5.2 Recurring Expenditure and Funding Assumptions

The council faces an estimated £20.6 million recurring budget gap in 2021/22 and 2022/23 based on current assumptions. The high level funding assumptions over the two years are:

- A council tax freeze for 2021/22 and retention of the previously agreed 3% increase for 2022/23.
- Increased council tax from an additional 800 house completions in 2021/22 and 900 completions in 2022/23, a small reduction from previous assumptions to reflect the impact of the pandemic on the housing sector.
- For 2021/22, Scottish Government funding as per finance circular 1/2021.
- An assumed freeze in core Scottish Government grant funding for 2022/23 and an assumed increase of £1.5 million in health and social care funding in 2022/23.
- Assumed and confirmed funding from the Scottish Government to deliver national priorities and policies, including early learning and childcare and health and social care.
- Revising the 2021/22 ring fenced funding for Attainment Scotland Fund and Criminal Justice Social Work to reflect funding confirmed in the finance settlement.

The high level recurring expenditure assumptions over the two years include:

- Increased pay costs based on assumption of an average 2% pay award for all staff, the financial value of which corresponds with the Scottish Government pay policy of a 3% increase up to £25,000 and a 1% increase above £25,000. The pay award for both years remains subject to negotiation and agreement at a Scottish level.
- Budget provision in 2021/22 for consolidation of the living wage into the council's pay structure.

- Revision of the pension contribution rates for non-teaching staff following notification of a new schedule of contribution rates from Lothian Pension Fund.
- Updated school budgets reflecting updated school pupil projections based on the school census in September 2020.
- Fully addressing the cost of the council's health and social care commitments including increased costs for care services due to population movements, increasing demand for care services and inflationary increases in contract prices, including the cost of continuing to provide the living wage to care staff.
- Allocation of health and social care funding to meet additional care demands and increases in the cost and complexity of care for a growing elderly population.
- Increases in transport, roads and waste budgets to match population increases.
- Revenue consequences of the capital investment programme, including new schools at Winchburgh and Calderwood.
- Increased expenditure, assumed to be fully funded, to deliver priorities such as additional nursery hours, delivery of the Carers Act, additional council tax reduction costs and extra environmental health staffing resource.
- One-off funding of £700,000 in 2021/22 and £500,000 in 2022/23 to help implement the Rapid Rehousing Transition Plan (RRTP) and address budget pressures whilst the RRTP is implemented.
- Prudential borrowing to cover the substantial shortfall in general capital grant in both 2020/21 and 2021/22, and the anticipated reduction in funding for 2022/23, based on the Capital Spending Review published on 4 February 2021. This will ensure no reductions to the approved capital investment programme to 2022/23.
- Budget provision in 2022/23 to cover the unbudgeted costs of the loans fund repayment holiday in 2021/22 which will be used to offset Covid-19 budget pressures.
- Budget provision to address a £30 per tonne increase in the gate fees for recyclable materials due to further contraction in the recycling material market.
- Incorporating into the recurring base budget the recurring items funded from one-off resources that were agreed by Council in February 2020.
- In the absence of confirmation of funding for free school meals (FSM) during holidays beyond Easter 2021, recurring provision of £1.323 million, funded from council resources, to provide payments to those assessed as requiring FSM during all school holidays from Summer 2021 onwards.
- Funding to cover the automatic passporting of school clothing grants to those in receipt of council tax reduction as agreed by Council Executive in 2020.
- Inflationary increases for a range of contracts based on known contract commitments and Office for Budget Responsibility forecasts from the 2020 Spending Review.
- Reduction in NDR poundage for 2021/22 following the Scottish Budget announcement.

The assumptions outlined above are considered reasonable at this stage. The council only has grant funding confirmed for 2021/22 which includes the final year of funding for early learning and childcare (ELC). The ELC Finance Working Group are currently reviewing the quantum and distribution for early learning for 2022/23 and beyond. A decision on these matters is expected before summer 2021.

Officers will continue to closely monitor the economic position, funding announcements and budget assumptions to identify any potential impact. Updates will be provided to the Partnership and Resources PDSP on assumptions in the quarterly horizon scan report.

D.5.3 Budget Reduction Measures

The majority of the savings required to balance the 2021/22 and 2022/23 budgets are as agreed by Council in February 2020. In March 2019, Council agreed that future decisions by members which substantially change or delete budget reduction measures agreed when setting the revenue budget should be made by Council.

As part of the annual process to review the revenue budget, officers have updated the phasing of approved savings taking into account latest circumstances, most notably as a result of the pandemic, to ensure timescales for delivery of savings are achievable. Most of the phasing changes are minor in nature and between the two years, however due to the impact the pandemic is having on adult day care services, the 2021/22 saving has been rephased in full to 2022/23. In addition, £380,000 of the community asset transfer and revised leasing and management arrangements saving has been phased into 2023/24.

The twin stream recycling saving in 2022/23 has been reduced by £246,000 to reflect the impact the Scottish Government's approach to recycling has on the achievability of the saving. To deliver the revised saving of £727,000 investment of £1.6 million is required from the modernisation fund to support the implementation of a new approach to recycling.

One further minor amendment is proposed to the approved savings. The 2021/22 Corporate Communications advertising income saving of £35,000 has been assessed as undeliverable in the current climate and additional IT network savings are proposed to replace this saving.

Taking account of the changes noted above, the revised saving measures over two years total £18.9 million. Based on current assumptions, and the planned use of one-off resources to balance 2022/23 as agreed by Council on 28 February 2020, the council has a balanced recurring budget for 2021/22 and 2022/23.

Information on all budget reduction measures is included in Appendix 1. The appendix sets out any remaining actions required in relation to the savings, including further consultation or reporting to Council Executive or PDSP, and also provides information on the impact the measures may have on service performance and quality. The numbering of individual measures reflects the original references when the five year financial plan was approved in February 2018. Any gaps in references reflect saving measures delivered in full between 2018/19 and 2020/21.

As outlined in section D.9, an assessment of the risk to deliverability of each of the budget measures is included in Appendix 2. The table below summarises the proposed budget reduction measures by service in 2021/22 and 2022/23.

Table 4: Budget Reduction Measures by Service and One-Off Resources 2021/22 & 2022/23

Service	2021/22 £'m	2022/23 £'m	Total £'m
Budget Gap (as per table 3)	9.0	11.6	20.6
Corporate Services	(0.6)	(0.2)	(0.8)
Housing, Customer & Building Services	(0.3)	(0.6)	(0.9)
Operational Services	(0.5)	(1.3)	(1.8)
Social Policy – Delegated to IJB	(3.7)	(4.4)	(8.1)
Social Policy – Non IJB	(1.9)	(1.9)	(3.8)
Planning, Economic Development & Regeneration	(0.1)	(0.1)	(0.2)
Education	(1.1)	(0.9)	(2.0)
Chief Executive/Finance & Property Services	(0.8)	(0.5)	(1.3)
Total Savings	(9.0)	(9.9)	(18.9)
Use of One-Off Resources Agreed February 2020	0.0	(1.7)	(1.7)

Although £1.685 million of one-off resource is being used to balance the 2022/23 budget as approved by Council in February 2020, using recurring measures to balance the recurring budget remains preferable for robust and sustainable financial planning. Should additional recurring resources be identified at a later date, these could be used to balance the 2022/23 budget on a recurring basis. This would have the added benefit of releasing the time limited resources being used to balance the budget for other investment. Approval of the recurring savings will ensure the council has a balanced recurring budget for 2021/22 and 2022/23.

As noted in the quarterly revenue budget monitoring report to Council Executive, and the final accounts, the council has, or will, fully deliver all proposed savings. The council's external auditors also noted in their report on the 2019/20 final accounts that "the council has a strong track record of delivering planned savings to achieve balanced budgets". For the savings, officers have reviewed their deliverability and status. All of the measures, except for Corporate Communications advertising income, have been assessed as being green or amber which means savings are achieved or achievable or action is being progressed to implement a deliverable plan. None of the proposed savings are considered unachievable or a cause for concern at this stage, although due to the ongoing impact the pandemic could have on council income, officers will monitor income as part of the council's established risk based approach to budget and savings monitoring.

Savings that require further development or reporting include:

- Proposals for the balance of channel shift and digital transformation saving.
- Detailed proposals for collaboration and working in partnership including localised models of partnership working, shared services and collaborative working across authority boundaries and new models of working with voluntary organisations.
- Finalisation of options and reporting on the second phase of the review of adult day care, incorporating ongoing implications for service delivery from the pandemic.

Although the community asset transfer and revised leasing and management arrangements saving has been largely rephased into 2023/24, further work will be undertaken over the next two years to ensure it is fully deliverable in the next five year financial planning period.

Heads of Service and service managers will continue to work with the Corporate Transformation Programme Team to develop the above savings measures, with reports to committee as outlined in Appendix 1.

D.5.4 Income and Contributions

As outlined in the TYC consultation, West Lothian Council continues to have 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. It was agreed by Council in February 2018 to continue this approach to fees and charges for the period to 2022/23.

Council agreed a schedule of fees and charges for 2020/21 to 2022/23 on 28 February 2020 which provided certainty for customers. The agreed fees are net of VAT and VAT is applied to charges where appropriate. Officers continue to review fees and charges to ensure that they reflect national standards and that all council fees and charges are captured. No changes are currently proposed to the fees and charges agreed in February 2020, however the schedule did not include site licence application fees for mobile home sites due to an omission. For information, these fees are included in Appendix 3.

The Covid-19 pandemic has had an impact on council income from sales, fees and charges in 2020/21. As outlined in the budget monitoring reports to Council Executive, a number of council income streams have been adversely affected by the pandemic although some loss of income funding has been received from the Scottish Government. Continuation of restrictions to curb the transmission of the virus in 2021/22 will likely continue to have an impact on council income. Officers review individual income streams, identifying where possible mitigation measures or options to address pressures as part of the council's approach to budget monitoring. Sources of funding that will be substantially impacted by the pandemic, and therefore require some one-off resources to address substantial anticipated pressures, are included in section D.5.11.

D.5.5 Workforce Planning

The scale of budget measures over the next two years will inevitably impact on the council's workforce. The budget model provides for required increases in staffing to meet demographic pressures and new priorities. It also includes budget saving measures which will reduce staff numbers.

It is estimated that an additional 118.8 full time equivalent staff (FTE) will be required to take account of growth. This includes an additional 101.8 FTE in education to meet projected increases in school rolls and to deliver childcare commitments. These new posts offer opportunities for the redeployment of staff who may be affected by service restructures.

It is estimated that the savings measures will result in a reduction of 157.5 FTE, based on initial assumptions regarding how measures will be implemented. This is subject to change as proposals are further developed following consultation and restructures are implemented.

Taking both growth and budget reduction measures together, it is estimated, at this stage, that the revenue budgets for 2021/22 and 2022/23 will result in a net decrease in staff of 38.7 FTE. The estimated impact of the budget measures and budget growth on staffing FTE is summarised as follows:

Table 5: Forecast Impact on FTE Numbers 2021/22 and 2022/23

	2021/22 FTE	2022/23 FTE	Total FTE
Additional FTE from Budget Growth	77.3	41.5	118.8
Reductions in FTE from Saving Measures	(92.7)	(64.8)	(157.5)
Total Movement in FTE	(15.4)	(23.3)	(38.7)

All measures that impact on staffing will be implemented in consultation with staff and trade unions in accordance with agreed policies and procedures. The council has a well established process which has enabled many displaced employees to transfer to other posts.

It is essential that there continues to be proactive workforce planning to ensure that staffing changes are managed effectively. A vital element in the council's approach is the availability of the modernisation fund to cover the costs associated with employee exit packages. An approved financial plan, and effective workforce planning, are key tools in allowing workforce changes to be made in a proactive manner.

D.5.6 Community Choices

West Lothian Community Choices is a democratic process which empowers communities to design services and allocate specific budgets. A community can be a community of interest, identity or place. The budget areas for inclusion in community choices were approved by Council Executive in November 2019 and totalled £4.039 million across general fund revenue, general fund capital and HRA capital.

Council Executive on 15 December 2020 agreed plans on how community choices will be developed to meet the target date of the end of March 2021. Updates were provided on actions and experience to date, noting that community choices in West Lothian will be a continuous process of development. The phasing of approaches for individual areas of the budget has been updated to incorporate the impact of the pandemic, however officers continue to be committed to delivering community choices.

D.5.7 Summary of Detailed Recurring Revenue Budgets 2021/22 and 2022/23

As agreed by Council Executive in June 2018, detailed revenue budgets have been produced for 2021/22 and 2022/23. Although medium term planning horizons make it challenging to forecast income and expenditure, especially where funding settlements are only confirmed for one year, there is a need for more detailed plans to provide certainty for staff and local communities and to provide sufficient time to implement changes to deliver savings.

Reflecting the assumptions in section D.5.2 and the proposed budget savings in section D.5.3, Appendix 4 includes the revenue budget detailed analysis of budget changes for each service area for both 2021/22 and 2022/23. The core recurring budgets, excluding time limited investment and Covid-19 pressures, are summarised as follows:

Table 6: Service Base Budget Expenditure 2021/22 and 2022/23

Service	Base Budget 2021/22 £'m	Base Budget 2022/23 £'m
Corporate Services	10.3	10.3
Housing, Customer & Building Services	8.3	7.8
Operational Services	57.6	58.1
Social Policy – Delegated to IJB	79.2	80.9
Social Policy – Non IJB	34.0	33.4
Planning, Economic Development & Regeneration	3.9	3.9
Education	189.0	193.0
Chief Executive/Finance & Property Services	25.7	26.5
Non Service	45.7	46.5
Total	453.7	460.4

Although some elements of the budget may be subject to change, for example pay awards, this approach provides a best estimate of resources available to support recurring service delivery. It also allows officers to progress budget savings to ensure the council has a balanced budget. In line with regulatory requirements, council tax levels are required to be agreed annually by Council.

D.5.8 Scottish Government Revenue Grant Funding 2021/22

As reported to Council Executive on 9 February 2021, the Cabinet Secretary for Finance set out the 2021/22 funding allocations for individual authorities in finance circular 1/2021. In addition, councils received a letter outlining specific commitments to be delivered in return for the settlement received on 1 February 2021. These commitments include:

- Funding to integration authorities should be additional to 2020/21 recurring budgets.
- Maintenance of the pupil teacher ratio at a national level and provision of places for all probationer teachers who require one under the teacher induction scheme.

The settlement included £90 million to compensate councils who choose to freeze their council tax at 2020/21 levels and £259 million of non-recurring flexible Covid-19 funding, along with a further £110 million lost income funding for councils in 2020/21. Following the publication of the local government finance settlement, the Cabinet Secretary announced further one-off Covid-19 funding for councils for both 2020/21 and 2021/22 on 16 February 2021. For 2020/21 this included:

- An additional £275 million flexible funding for councils to address Covid-19 pressures, including lost income.
- An additional £40 million for safety mitigations in schools, taking the total schools logistics funding in 2020/21 to £90 million.
- A further £100 hardship payment for children receiving free school meals.
- An additional £20 million to tackle financial insecurity.

The announcement also included reference to measures and funding in 2021/22 covering:

- 100% non domestic rates relief for retail, hospitality, leisure and aviation for 2021/22.
- £60 million for education to support a longer term programme to enable children to catch up on missed education.
- £100 million to tackle poverty by helping low income households.
- £50 million capital investment for town centres and 20 minute neighbourhoods.
- £32 million for the maintenance of key lifeline bridges.

The announcements in the settlement in relation to the £259 million and lost income funding have been subject to discussion at Settlement and Distribution Group (SDG) which means, with relative certainty, the council can estimate the level of funding that will be received. For the announcements on 16 February 2021, neither COSLA or councils have received further information on how this funding will be distributed. On that basis, it is not possible at this stage to determine whether the council will receive any of this funding or the basis of how funding will be allocated. The Cabinet Secretary did confirm, however, that due to the late notification of the funding for 2020/21, this could be carried forward into 2021/22. Due to the fluid nature of grant support for the pandemic, it is likely that there will continue to be further funding announcements. Updates on funding will be provided once details are received.

Due to the timing of the announcement of the draft Scottish Budget and local government finance settlement for 2021/22, the reading of the budget bills will commence in the Scottish Parliament on 25 February 2021, with stages two and three scheduled for 8 and 9 March 2021 respectively. Over the past three years changes to the settlement have been announced as part of the budget debate, generally before stage one of the budget process.

At the time of publication of this report readings have not commenced, therefore there is some uncertainty regarding potential changes to the settlement. It is anticipated, however, that should there be any change it would be to increase the 2021/22 settlement, not reduce it. Although the council has a balanced budget for 2021/22 and 2022/23, this includes the use of one-off resource in 2022/23 to balance the recurring budget position. Robust financial planning principles emphasise that, where possible, recurring pressures should be addressed on a recurring basis. Should further resources become available, these could be used to replace one-off resource with recurring funding.

Estimated total revenue grant funding for the council is £354.334 million, as set out below:

Table 7: Movements in West Lothian Council Grant Funding for 2021/22

	£'m	£'m
2020/21 Scottish Government Grant Funding (less one-off funding)		342.266
Increase in Core Scottish Government Grant Funding		5.458
Conditional Council Tax Freeze Funding		2.699
Ring Fenced Funding		
Early Learning and Childcare	1.691	
Health and Social Care and Carers Act	1.970	
Other Movements in Specific Grants	0.250	3.911
2021/22 Scottish Government Grant Funding		354.334

The continued use of ring fenced funding contributes to the total resources available to support existing local service delivery being constrained. Since 2014/15, the council has received a cash increase in funding of £38.657 million. In that same period, funding of £49.234 million has been provided for Scottish Government commitments. This means that since 2014/15, the council has received a cash cut of £10.577 million in core revenue funding.

Table 8: Movement in Core Scottish Government Grant Funding 2014/15 to 2021/22

Year	Ring Fenced Funding £'m	Net Movement in Core Funding £'m	Gross Movement £'m
2014/15	4.307	(0.173)	4.134
2015/16	6.465	(0.505)	5.960
2016/17	2.084	(6.664)	(4.580)
2017/18	5.052	(5.851)	(0.799)
2018/19	5.331	2.384	7.715
2019/20	9.462	(1.707)	7.755
2020/21	9.923	(3.519)	6.404
2021/22	6.610	5.458	12.068
Total	49.234	(10.577)	38.657

D.5.9 Council Tax Income 2021/22

The remainder of the council's recurring funding is raised through council tax, where increases in income received are calculated on an incremental basis. In line with legislative requirements, whereby council tax has to be agreed annually, the following council tax assumptions have been made for 2021/22:

- Band D council tax for 2021/22 will be frozen at 2020/21 levels.
- The budgeted council tax collection rate for 2021/22 is 97.75%. This is assessed as the absolute maximum achievable, given current circumstances and other support available for those in financial difficulty.
- The council tax yield for 2021/22 is calculated using the Band D return which was submitted to the Scottish Government in August 2020.
- The estimated total income raised from 2021/22 council tax billing is £89.189 million, including £1.428 million from new house building up to August 2020.
- Other council tax income of £884,000 is based on the recovery of prior year council tax.

Taking account of Scottish Government allocated grants and council tax income, total funding for the council for 2021/22 will be £453.713 million as set out in the table below:

Table 9: Total Recurring Funding 2021/22

	Total Funding 2020/21 £'m	Movement 2021/22 £'m	Total Funding 2021/22 £'m
Scottish Government Grant Funding	342.266	12.068	354.334
Historic Health and Social Care Funding	10.190	0.000	10.190
Council Tax – Current Year per Band D Report	86.917	1.428	88.345
Council Tax – Prior Year	0.844	0.000	0.844
Total Recurring Funding	440.217	13.496	453.713

D.5.10 Council Tax Bands 2021/22

Based on the above assumptions, the estimated Band D council tax product is £69,213 in 2021/22 and council tax levels for each property band would be as follows:

Table 10: Council Tax Bands 2021/22

Council Tax Band	Number of Chargeable Dwellings	% of Chargeable Dwellings	Council Tax 2020/21 £	Council Tax 2021/22 £
A	16,912	21.4%	850.95	850.95
B	24,354	30.6%	992.77	992.77
C	10,089	12.7%	1,134.60	1,134.60
D	8,656	10.9%	1,276.42	1,276.42
E	10,049	12.6%	1,677.07	1,677.07
F	6,386	8.0%	2,074.18	2,074.18
G	2,846	3.6%	2,499.66	2,499.66
H	187	0.2%	3,127.23	3,127.23
Total	79,479	100.0%		

There are 15,210 households in receipt of a council tax reduction through the Council Tax Reduction Scheme (CTRS), of which 11,735 are in receipt of a 100% reduction with the remainder receiving a tapered amount based on their excess income above the council tax reduction threshold. The highest proportion of households receiving CTRS are in bands A and B where 28.4% of households receive CTRS.

The Covid-19 pandemic has seen a substantial increase in CTRS awards in 2020/21 to help support council tax payers who are struggling financially. There are also other discounts available to reduce the tax burden for the most vulnerable in society. CTRS and other discounts continue to be actively promoted to encourage uptake.

D.5.11 Covid-19 and Other Time Limited Pressures

Following the confirmation of the Covid-19 pandemic in March 2020, the impact on council services and budgets has been unprecedented. The pandemic will have a continued impact on the council's financial position in 2021/22 and beyond. As acknowledged in the Accounts Commission's local government financial overview report, the financial impact of the pandemic on public services is extreme and has created significant financial pressure and uncertainty. The Accounts Commission also believes that reserves are a key tool to manage the medium term financial impacts of Covid-19, noting that reserves play an important role in effective financial management and provide a cushion for future unexpected events.

The continuation of the pandemic, and restrictions to manage the health impacts, means there will be continued additional costs and reduced income for the council. In identifying potential pressures over the remaining two years of the current financial planning period, officers considered pressures already being incurred in 2020/21 along with assumptions regarding potential restrictions. Consideration was given to areas of the budget, particularly welfare support, where additional grant funding was provided in 2020/21 but not in 2021/22. In addition, officers also considered where there could be an increased demand for council services or support, particularly in relation to anti-poverty. The impact of the pandemic on the individuals and families is likely to be felt for some time and sufficient budget provision is required to ensure those who require support receive it. This means that there may be a requirement for some additional investment to proactively address some of the hardships faced in the community during this difficult time.

The extended period of severe winter weather has highlighted the need for some one-off investment to create a winter resilience fund and to address an increased number of potholes across the road network. The proposed resilience fund would be retained to be used to support additional investment when adverse weather events take place, with deployment of the fund delegated to the Head of Operational Services. The roads capital investment programme would be enhanced with additional one-off funding for potholes.

Appendix 5 includes full details of the pressures and investment requirements. As outlined in the appendix, it is proposed that a quarterly gateway review of West Lothian Leisure's financial position is undertaken in advance of payment of support. It is proposed that this review, and the authorisation of payment, is delegated to the Head of Finance and Property Services. If payment is not to be authorised a report will be presented to Council Executive. In summary the additional costs and investment in 2021/22 and 2022/23 are:

Table 11: Covid-19 Pressures and Other Time Limited Investment

	2021/22 £'m	2022/23 £'m	Total £'m
Covid-19 Pressures			
Corporate Services	0.058	0.020	0.078
Housing, Customer & Building Services	0.083	0.030	0.113
Operational Services	5.163	3.079	8.242
Social Policy IJB	2.350	0.940	3.290
Education	5.836	1.614	7.450
Finance & Property Services	1.900	1.900	3.800
Non Service	2.061	1.173	3.234
Total Covid-19 Pressures	17.451	8.756	26.207
Covid-19 Investment in Social Policy & Social Care	0.347	0.347	0.694
Winter Resilience Fund	1.000	0.000	1.000
Investment for Potholes	0.750	0.000	0.750
Total	19.548	9.103	28.651

To fund the pressures and proposed investment, the council will have to make provision for how these costs are covered to ensure it meets the requirement to have a balanced budget.

As noted in section D.3 the Cabinet Secretary announced £259 million of one-off flexible funding to councils in relation to the pandemic. The Settlement and Distribution Group (SDG) agreed on 10 February 2021 that it should be distributed on the standard and established methodology of grant aided expenditure (GAE) plus special islands needs allowance, although distribution has still to be formally confirmed. Using GAE the council could expect in the region of £8.7 million. An extra £110 million was also announced for the lost income scheme in 2020/21. In recognition of the substantial lost income forecast for 2021/22, it is proposed to earmark this funding, less the amounts received for West Lothian Leisure, for pressures in 2021/22 and 2022/23. As noted in section D.5.8 it is not possible at this stage to estimate what additional funding may be forthcoming from the announcement by the Cabinet Secretary on 16 February 2021. Once further information has been received, an update will be provided to elected members, including any potential changes to the funding assumptions included in this report to address the anticipated Covid-19 pressures.

The recurring revenue budget, as outlined in section D.5.7, baselines recurring expenditure and savings items funded by one-off resources that were approved by Council in February 2020. By incorporating these items into the recurring budget position, this releases the one-off resources in 2021/22 and 2022/23 that were originally allocated to fund them.

In addition, following the finalisation of payments in relation to holiday pay, it has been identified that £1 million can be released from the provision in the Insurance Fund it is not required to address the council's outstanding liability. Finally, as reported during 2020/21 the council's General Fund Balance is currently £994,000 greater than the minimum balance of £2 million. Originally this amount was earmarked for managing the projected 2020/21 overspend, however Council Executive agreed on 9 February 2021 that the £994,000 should be considered as part of the revenue budget report. Accordingly, reflecting the recommendation in section D.6 that the balance is retained at £2 million, the £994,000 can be utilised to offset Covid-19 related pressures.

On 8 October 2020 the Cabinet Secretary wrote to COSLA regarding financial flexibilities for local government. The letter confirmed three measures which could provide councils with a substantial additional package of spending power equivalent to £600 million. Although further details were to be brought forward in statutory guidance, councils were informed they could plan on the basis that the following measures would be available to them:

- Use of capital receipts to fund revenue Covid-19 expenditure in 2020/21 and 2021/22.
- Extension of PPP and other similar contracts debt repayment periods to reflect asset life.
- Loans fund repayment holiday in either 2020/21 or 2021/22.

The capital receipts and loans repayment holiday are only to be used for the purposes of addressing Covid-19 related costs, whereas the change to PPP accounting may provide a wider flexibility for councils. The loans fund holiday should also only be used by councils as an option of last resort and must be repaid within 20 years. Following the announcement of the flexibilities, local authority Directors of Finance (DoF) and COSLA have been liaising with the Scottish Government to clarify the practicalities of the flexibilities and to resolve ongoing technical and legislative issues. The revised legislation for capital receipts and loans repayments was considered by the Local Government and Communities Committee on 17 February 2021 where there was unanimous cross party committee support. A report on the loans repayments will be reported to the Scottish Parliament as a formality, however to date the accounting approach for the revisions to PPP debt remains unresolved.

Until the Cabinet Secretary confirms whether an annuity or straight line methodology should be used to reprofile PPP debt repayment periods, the council cannot calculate the level of resources that could be available. If an annuity basis is allowed this will mean that additional resources would be available, however no confirmation has been received prior to the publication of this report. If councils must use straight line this would result in no benefit to the council. Use of annuity could confer additional resources, however given the uncertainty surrounding it, the council cannot assume any resources from this source at this time.

If there is confirmation of the position regarding the PPP flexibility, officers will provide an update at a later date on the potential level of resources that could be released including options for the utilisation of these resources. Rephrasing the future payments in the PPP models is an extremely complex matter with substantial and detailed work required to funding models. Following any confirmation of revised statutory parameters, officers will need to liaise with the council's treasury advisors, Link, to rework the model. This will require significant time and resources to complete.

If additional resources do become available, either following confirmation of the PPP position or from additional funding announcements from the Scottish Government, potential options for use of any resources will include provision to meet pressures arising from the health and economic consequences of the pandemic and to support capital investment which is facing severe funding constraint. Any such flexibility may also mean that additional resources would replace the use of the loans fund holiday repayment which was to be used as a last resort.

With regard to the other two flexibilities, given the current affordability pressures in the approved capital programme, use of capital receipts is not recommended. As a last resort the council is able to use the loans fund repayment holiday in 2021/22 which would release £6.6 million to address Covid-19 pressures and this has been assumed for the purposes of this report. This will result in an immediate recurring revenue budget pressure in 2022/23 which is incorporated into the recurring budget model in section D.5.7.

In summary, the potential resources available to address the pressures in table 11 include:

Table 12: One-Off Resources Available for Covid-19 and Other Time Limited Pressures

	£'m
IJB Health and Social Care Assumed Grant Funding	3.290
Scottish Government Confirmed Additional Funding to Support Education Recovery	3.694
Scottish Government £259 million Flexible Funding (assumed GAE share at 3.37%)	8.728
Time Limited Resources Released Following the Baseline of Recurring Items Agreed by Council in February 2020	2.593
Balance of Holiday Pay Provision in the Insurance Fund No Longer Required	1.000
2020/21 Additional Lost Income Funding Earmarked for Future Year Pressures (Estimated share based on initial £90 million distribution less £558,000 for WLL)	1.752
National Flexibility - Loans Fund Repayment Holiday 2021/22	6.600
Surplus in General Fund Balance Above Minimum Level of £2 million	0.994
Total	28.651

The resources as they stand currently, without the PPP flexibility, are sufficient to address anticipated pressures in 2021/22 and 2022/23. Due to the ongoing nature of the pandemic, and the likelihood that the pressures will be experienced for some time to come, it is proposed that the resources are retained in a Covid-19 reserve to be drawn down to match the agreed pressures as outlined in table 11 and Appendix 5.

The level of uncertainty surrounding the pandemic is unprecedented with regular and unanticipated changes, disruptions to service delivery and budget pressures. Due to the fluid nature of the circumstances, it is recommended that the Head of Finance and Property Services keeps the allocations detailed in Appendix 5 under review as part of the council's risk based approach to budget monitoring, identifying refinements to assumptions, whilst also considering potential new pressures.

D.5.12 Service Budget Expenditure 2021/22

The recurring budget for 2021/22 is £453.713 million, equivalent to the total funding available as set out in section D.5.9 of the report. The recurring position takes account of the proposed reduction measures for 2021/22. The service budgets for 2021/22 are summarised in the table below and are set out in more detail in Appendix 4.

Total budgets for 2021/22 include time limited investment of £21.226 million, funded from earmarked reserves in the General Fund Balance and the resources outlined in table 12. Time limited investment includes the Covid-19 pressures and investment, as outlined in Appendix 5, in addition to one-off investment agreed in February 2020 and items such as training and employment and anti-poverty.

Table 13: Overall Service Budget Expenditure 2021/22

Service	Base Budget 2020/21 £'m	Base Movement 2021/22 £'m	Base Budget 2021/22 £'m	Time Limited 2021/22 £'m	Total Revenue Budget 2021/22 £'m
Corporate Services	10.695	(0.392)	10.303	0.122	10.425
Housing, Customer & Building Services	8.217	0.100	8.317	0.120	8.437
Operational Services	55.474	2.160	57.634	5.653	63.287
Social Policy – Delegated to IJB	76.057	3.098	79.156	2.552	81.708
Social Policy – Non IJB	34.726	(0.684)	34.042	0.145	34.187
Planning, Economic Development & Regeneration	3.814	0.060	3.874	2.647	6.521
Education	182.554	6.409	188.963	5.839	194.802
Chief Executive/Finance & Property Services	24.239	1.445	25.684	2.087	27.771
Non Service/Council Wide	44.441	1.299	45.739	2.061	47.801
Total Revenue Budget	440.217	13.495	433.713	21.226	474.939

D.6 GENERAL FUND BALANCE AND OTHER RESERVES

Local authority accounting standards require that when reporting the annual revenue budget, the section 95 officer provides Council with a statement of the General Fund Balance and other reserves. The statement, including a strategy for managing reserves, is set out in Appendix 6.

The council's external auditor, EY LLP, continues to note each year that the council has one of the lowest unallocated General Fund Balances of all Scottish local authorities. Although this level of uncommitted reserves represents a risk, especially in this extremely uncertain time where unbudgeted financial pressures can arise due to factors outwith the council's control, EY assessed the council's reserves arrangements and targets to be appropriate considering its wider financial position. EY noted in the 2019/20 annual accounts audit report that the council has identified 100% of the savings required to balance budgets over the three years to 2022/23 and that the council has a strong track record of delivering planned savings to achieve balanced budgets.

In the Accounts Commission local government financial overview report published in January 2021, it was noted that the pandemic is a once in a lifetime event and council reserves can be a key tool to manage the medium term impacts of Covid-19. Councils will continue to face the challenge of additional mobilisation and recovery costs, as well as lost income, as outlined in section D.5.11 of this report, therefore reserves will play a key role in ensuring the continued financial resilience and sustainability of councils. In the short term, the Accounts Commission expect reserves in councils in Scotland to increase to help ensure there are sufficient resources to address Covid-19 related pressures over the medium term.

In order to ensure that sufficient funds are held in reserve to deal with the financial consequences of uncertain future events, and to provide an appropriate reasonable sum to address the potential impact of risks and uncertainties, it is recommended that the uncommitted General Fund Balance is maintained at a minimum of £2 million in 2021/22. As the current balance is in excess of the minimum level, £994,000 is available at the current time to offset Covid-19 pressures as outlined in section D.5.11.

The proposed minimum level of £2 million for the General Fund Balance represents 0.44% of the core revenue budget for 2021/22. Despite the uncertainty faced, this level is assessed as appropriate as the council has an approved medium term financial strategy which is underpinned by clear financial planning arrangements, sound financial management and substantial earmarked reserves. The retention of any additional resources to address any emerging Covid-19 pressures should also enhance the council's financial resilience.

The level of reserves, and in particular the capital fund, is assessed as being required for its stated purpose and any reduction in these reserves would impact on the council's ability to retain effective financial management and planning. In particular, where council reserves are underpinned by independent valuations, it would not be prudent to reduce the level of reserves beyond the parameters outlined in Appendix 6.

If the reserves were reduced beyond the recommended levels, further changes would have to be made to revenue and capital budgets to mitigate the risk and ensure that the council's financial plans remain prudent, affordable and sustainable. Any proposal to reduce the capital fund, which is currently fully committed to delivering the capital investment programme to 2027/28, would require corresponding reductions to be identified in the capital budget.

In summary, as the Head of Finance and Property Services and in compliance with Standard K of the CIPFA Financial Management Code, I can confirm that the estimates used to determine the level of reserves and balances are robust. In addition, following the comprehensive review of the reserves and balances, I can confirm that the proposed financial reserves as outlined in this report are adequate for the purposes intended. Officers have also undertaken a financial resilience assessment, in line with Standard F of the Financial Management Code. A summary of the key aspects of this review, which demonstrate the council's financial resilience and sustainability, is included in Appendix 6.

D.7 PRUDENTIAL CODE

The Prudential Code requires councils to ensure that capital spending is affordable, prudent and sustainable in the long term. The council's role is fulfilled by agreeing and monitoring prudential indicators. The prudential indicators for West Lothian are set out in Appendix 7 and incorporate the housing capital investment programme agreed by Council on 16 February 2021 and the proposed general services capital programme being considered by Council on 25 February 2021. In approving, and subsequently monitoring the indicators, the council is fulfilling its duty to ensure that spending plans are prudent, affordable and sustainable. Council is accordingly asked to approve the prudential indicators.

D.8 INTEGRATED IMPACT ASSESSMENT

Following the key principles of relevance and proportionality within the Equality Act 2010, an integrated equality impact assessment of policies and decisions of the council is a requirement of the Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012. This process is well established within the council's budget setting process.

The TYC consultation provided an opportunity for partners, staff, trade unions, service users and members of the public to provide their views on the proposed priorities and budget saving measures. Specific sessions were facilitated with equality forums and networks in West Lothian as part of this exercise. As well as contributing to the overall consultation feedback, these sessions provided input to help inform integrated impact assessments. As projects progress, there continues to be further engagement with representative groups and service users to help inform IIAs in advance of proposals being considered by Council or Council Executive. Further engagement will continue as other projects are developed.

Prior to the presentation of the five year financial plan to Council in February 2018, and as part of the reports to individual PDSPs on the potential additional budget saving measures in Autumn 2019, an initial equality relevance assessment was undertaken on all officer measures. This assessment identifies where full assessments are required to ensure appropriate consideration is given to the impact of proposals on protected groups, with judgements being undertaken regarding relevance and proportionality.

Although the savings remain largely the same as those agreed in February 2020, it is acknowledged that circumstances may change. All assessments have been reviewed and updated where necessary, in addition to the continuous review of IIAs as part of the project development process. Reflecting on the potential impact council tax levels could have on specific protected groups, the IIA for council tax has been provided in this report.

Appendix 8a provides a summary of the relevance assessments undertaken for all proposed budget saving measures. Where it has been assessed that a full IIA is required for measures not yet agreed and those implemented between 2018/19 and 2020/21, details of the protected groups and a summary of issues and mitigating measures are contained in the appendix. The full detailed assessments for relevant items, including council tax levels, are attached in Appendix 8b.

D.9 RISKS AND UNCERTAINTIES

There are significant risks and uncertainties associated with the short, medium and long term financial assumptions in this report. Due to economic uncertainty the key risk remains Scottish Government grant assumptions, as any major shocks or variations could have a substantial impact on the council's ability to continue to have a balanced revenue budget.

The emergence of the Covid-19 pandemic in March 2020 has created unprecedented risk and uncertainty for everyone. The uncertainty regarding the financial implications of the pandemic will continue to be a significant risk for councils and the wider economy. As outlined in section D.5.11 the council faces unpredictable cost pressures and the likelihood that income from fees and charges will remain impacted for some time to come. During the course of 2020/21 the council's robust risk management approach to budget monitoring has enabled early identification and reporting of pandemic related budget pressures.

The pandemic will represent significant operational and financial challenges whilst the council deals directly with the impact of Covid-19 and continues to deliver core services, some of which have been directly impacted by ongoing restrictions aimed to reduce the spread of the virus. Despite the uncertainty, officers have tried to assess the potential impact on the council's business and finances and the provisions within this budget are intended to provide protection against the worst impacts going forward. Officers, however, will continue to monitor this unprecedented situation to ensure any adverse impacts are minimised.

In addition to specific funding and pandemic related risks, there are a number of risks, uncertainties and potential cost pressures that could impact on the council's ability to balance the revenue budget. These include:

- The UK Budget to be announced on 3 March 2021 may contain announcements which will impact the Scottish Budget.
- Budget negotiations are continuing in the Scottish Parliament on the Scottish Budget.
- Potential additional funding from the UK and Scottish governments to address current and emerging financial pressures as a result of the Covid-19 pandemic.
- The level of grant funding for 2022/23, including the proportion of the overall funding envelope that will be allocated to councils, introduction of new legislation where inadequate funding is provided and redirection of core council resources to support national commitments constraining how councils allocate their resources to local priorities.
- Policy changes by the UK or Scottish governments which restrict the council's flexibility to decide how to deliver services locally, including implications arising from the review of adult social care.
- Pay awards for 2021/22 and 2022/23 which have still to be agreed within a context where the Scottish Government has confirmed that the pay restraint in England will not be applied in Scotland.
- Increase in costs in demand led services greater than forecasts, creating additional pressures.
- Contract inflation being higher than assumed, in particular for areas where contract prices have still to be agreed.

- Actual pupil numbers exceeding forecasts, requiring additional expenditure.
- Revised house building assumptions of 800 and 900 houses per year are not realised resulting in changes to the council tax and school demographic assumptions.
- Economic uncertainty, where economic growth is not in line with forecasts.
- The impact of leaving the European Union and the ongoing pandemic on public spending levels.
- Full delivery of approved budget reduction measures, although good progress has been made to date, even when services were impacted by the pandemic in 2020/21.

At this point it is difficult to assess any longer term impact of the UK leaving the EU and the implications for the council specifically and for public funding more widely, however the council continues to keep the position under review as part of the EU Exit Working Group. Updates on how this might impact on the financial strategy will continue to be provided as part of the quarterly horizon scan update report to Partnership and Resources PDSP.

Reflecting on the Accounts Commission's recommendation that risks should be explicit and considered by councillors as part of their scrutiny role whilst approving budgets, an assessment of the risk to deliverability of each of the budget measures is included in Appendix 2. This includes an assessment of the level of risk, the potential impact of the risk materialising and mitigating actions to help manage the risk. The approach to assessing these risks was developed in conjunction with the Audit, Risk and Counter Fraud Manager.

As noted above, the council's risk based approach to budget monitoring will ensure that effective action is taken to manage risks during the course of the financial year. Officers will provide updates on risks to the council's financial position as part of the quarterly budget monitoring reports to Council Executive.

D.10 FUTURE FINANCIAL PLANNING 2023/24 TO 2027/28

With the end of the current five year planning period to 2022/23 approaching, attention will turn in the coming two years to the development of the revenue and capital financial plans for the next five year period 2023/24 to 2027/28. In January 2013, the council implemented a new approach to corporate and financial planning which aligned plans, activities and budgets to provide links between resources, performance targets and outcomes. This approach was used for the five year financial plans for 2013/14 to 2017/18 and 2018/19 to 2022/23.

Following a review of elected member involvement in financial planning the following principles for future planning were agreed by Council Executive in June 2018.

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

In addition to the principles, other recommendations in relation to budget consultation were agreed:

- The broad scope and high level design of any future consultation document should be set out for consideration at Council Executive by the end of June following a local election.
- The future reporting of consultation results should be to the Council Executive, with a single report summarising all feedback to provide a truncated process.
- PDSPs should be scheduled, in advance of the revenue plan for future years being reported to full Council, to consider the substance of budget measures in the consultation and to consider suggestions on potential budget savings received from stakeholders.

The likelihood of a continuation of the constrained financial position into the next five years means that the council will have to prioritise how resources are used to deliver services, as well as identifying savings to balance the annual revenue budget each financial year. The challenging financial environment strengthens the need for a longer term appreciation of finances and corporate priorities.

To meet the agreed financial planning principles, initial officer preparatory work will commence in 2021/22 on preparing projections for a priority based five year revenue plan for 2023/24 to 2027/28, allowing for an initial high level estimation of the five year budget gap to be reported to elected members in advance of the next council elections in May 2022.

E. CONCLUSION

This report enables Council to agree revenue budgets for 2021/22 and 2022/23. It supports the Council to make decisions that will meet the statutory obligation to agree a balanced budget and set council tax levels for 2021/22. It will enable the council to build upon the established strategic approach to financial planning, to deliver the Corporate Plan priorities and to balance the 2021/22 budget.

The report sets out proposed savings of £18.9 million over the two years, allowing the council to have balanced budgets to 2022/23 based on current assumptions. Detailed savings proposals are included for 2021/22 and 2022/23, with £9 million of savings identified to deliver a balanced budget in 2021/22.

The report also outlines the anticipated time limited expenditure and income pressures associated with the ongoing Covid-19 pandemic, including funding options to address them to ensure the council continues to have a balanced budget.

The report recommends maintaining the uncommitted general fund balance at a minimum of £2 million. Council is also asked to approve the mandatory prudential indicators as required by the Prudential Code.

The council has a robust process for conducting integrated impact assessments on changes to policy and resources related to the budget setting process. Officers have given due regard to the findings of the assessments in the continued development and implementation of individual savings and the analysis has been considered as part of the process for finalising the proposed two year revenue budget.

F. BACKGROUND REFERENCES

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

Revenue Budget 2020/21 to 2022/23 – Report by Head of Finance and Property Services to West Lothian Council on 28 February 2020

West Lothian Community Choices Update on Delivery – Report by Head of Finance and Property Services to Council Executive on 15 December 2020

Council Tax Scenarios 2021/22 and 2022/23 – Report by Head of Finance and Property Services to Partnership and Resources PDSP on 5 February 2021

Scottish Budget and Local Government Finance Settlement 2021/22 – Report by Head of Finance and Property Services to Council Executive on 9 February 2021

2020/21 General Fund Revenue Budget – Month 9 Monitoring – Report by Head of Finance and Property Services to Council Executive on 9 February 2021

CIPFA Financial Management Code – Report by Head of Finance and Property Services to Council Executive on 9 February 2021

2021/22 Activity Budget – available on the council intranet

Relevant Legislation, Regulations and Codes of Practice

- Local Government (Scotland) Act 1973
- Local Government Finance Act 1992
- Local Government in Scotland Act 2003
- Equality Act 2010
- Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012
- CIPFA Prudential Code for Capital Finance in Local Authorities
- CIPFA Treasury Management Code of Practice
- CIPFA Financial Management Code
- Fairer Scotland Duty, Part 1 of the Equality Act 2020 (applicable from 2018/19)

Appendices/Attachments:

Appendix 1 – Budget Reduction Measures 2021/22 and 2022/23

Appendix 2 – Assessment of Risk of Deliverability of Budget Reduction Measures

Appendix 3 – Addendum to Schedule of Fees and Charges 2021/22 and 2022/23

Appendix 4 – Detailed Analysis of Budget Change 2021/22 and 2022/23

Appendix 5 – Covid-19 and Other Time Limited Pressures

Appendix 6 – Statement on General Fund Balance and Other Reserves

Appendix 7 – 2021/22 Prudential Indicators

Appendix 8 – Revenue Budget Strategy – Approach to Integrated Impact Assessment

Appendix 8a – Summary of Integrated Impact Assessments 2021/22 and 2022/23

Appendix 8b – Integrated Impact Assessments

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Donald Forrest
Head of Finance and Property Services
25 February 2021

Appendix 1 – Budget Reduction Measures 2021/22 and 2022/23**Corporate Services – Service Redesign, Integration and Modernisation**

Ref	Measure	2021/22 £'000	2022/23 £'000	Total £'000	Estimated Staffing Reduction (FTE)	Prioritisation/ Efficiency	Further Consultation/ Reporting or Delegation to Officers	Impact on Service Performance and Quality
C1b	Legal Services staffing efficiencies	132	0	132	3.0	Efficiency	Officers to deliver as operational measure, following consultation with staff and trade unions.	Reduced resources will require the review of service level agreements to focus on key tasks. Use of external agents may result in some delays.
C1d	Redesign of HR and payroll functions (full year saving from measure implemented in 2020/21)	141	0	141	4.0	Efficiency	Officers to deliver as operational measure, following consultation with staff and trade unions.	Reduced resources will require the review of service level agreements to focus on key tasks. Managers will be required to use more self-service options.
C1h	Charge licensing staff to lifetime income	0	110	110	0.0	Efficiency	Officers to deliver as operational measure.	No adverse impact on performance anticipated with the quality of service maintained.
C1p	Additional staffing saving	48	0	48	2.0	Efficiency	Officers to deliver as operational measure.	Reduced resources will require the review of service level agreements to focus on key tasks.
	Total	321	110	431	9.0			

Corporate Services – Channel Shift and Digital Transformation

Ref	Measure	2021/22 £'000	2022/23 £'000	Total £'000	Estimated Staffing Reduction (FTE)	Prioritisation/ Efficiency	Further Consultation/ Reporting or Delegation to Officers	Impact on Service Performance and Quality
C2c	Review of Scottish Wide Area Network (SWAN) arrangements	35	0	35	0.0	Efficiency	Officers to deliver as operational measure.	No adverse impact on performance anticipated with the quality of service maintained.
	Total	35	0	35	0.0			

Corporate Services – Income and Contributions

Ref	Measure	2021/22 £'000	2022/23 £'000	Total £'000	Estimated Staffing Reduction (FTE)	Prioritisation/ Efficiency	Further Consultation/ Reporting or Delegation to Officers	Impact on Service Performance and Quality
C3c	Advertising including Bulletin and the council website	0	42	42	0.0	Efficiency	Officers to deliver as operational measure.	No negative impact on service performance and quality.
C3d	Indexation increase in discretionary licensing charges	8	8	16	0.0	Efficiency	Officers to deliver as operational measure.	No negative impact on service performance and quality.
	Total	8	50	58	0.0			

Corporate Services – Centralisation of Learning and Development Activity

Ref	Measure	2021/22 £'000	2022/23 £'000	Total £'000	Estimated Staffing Reduction (FTE)	Prioritisation/ Efficiency	Further Consultation/ Reporting or Delegation to Officers	Impact on Service Performance and Quality
C4a	Review of corporate learning and development provision	51	0	51	1.0	Efficiency	Officers to deliver as operational measure.	No adverse impact on performance anticipated with the quality of service maintained.
	Total	51	0	51	1.0			

Corporate Services – Centralisation of Performance and Assurance

Ref	Measure	2021/22 £'000	2022/23 £'000	Total £'000	Estimated Staffing Reduction (FTE)	Prioritisation/ Efficiency	Further Consultation/ Reporting or Delegation to Officers	Impact on Service Performance and Quality
C5a	Review of performance and assurance activities (full year saving from measure implemented in 2020/21)	24	73	97	2.0	Efficiency	Officers delivering as operational measure, following consultation with staff and trade unions.	No adverse impact on performance anticipated with the quality of service maintained.
	Total	24	73	97	2.0			

Corporate Services – Administration Support

Ref	Measure	2021/22 £'000	2022/23 £'000	Total £'000	Estimated Staffing Reduction (FTE)	Prioritisation/ Efficiency	Further Consultation/ Reporting or Delegation to Officers	Impact on Service Performance and Quality
C6a	Expansion of administration hubs (full year saving from measure implemented in 2020/21)	200	0	200	6.1	Efficiency	Officers delivering as operational measure, following consultation with staff and trade unions.	Standardising support within a consolidated hub will have no adverse impact. There may be an initial reduction in processing performance as the new approach is embedded.
	Total	200	0	200	6.1			

TOTAL CORPORATE SERVICES	639	233	872	18.1				
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Housing, Customer and Building Services – Review of External Funding for Police and Community Safety

Ref	Measure	2021/22 £'000	2022/23 £'000	Total £'000	Estimated Staffing Reduction (FTE)	Prioritisation/ Efficiency	Further Consultation/ Reporting or Delegation to Officers	Impact on Service Performance and Quality
H1c	Review of Safer Neighbourhood Team aligning officers to ward structure	56	0	56	1.6	Efficiency	Officers to deliver as operational measure, including consultation with community planning partners, staff and trade unions.	The work of the Safer Neighbourhood Team has been reprioritised to minimise any potential reduction in performance.
	Total	56	0	56	1.6			

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

Ref	Measure	2021/22 £'000	2022/23 £'000	Total £'000	Estimated Staffing Reduction (FTE)	Prioritisation/ Efficiency	Further Consultation/ Reporting or Delegation to Officers	Impact on Service Performance and Quality
H2d	Additional staffing savings	41	0	41	1.6	Efficiency	Officers to deliver as operational measure.	No adverse impact on performance anticipated with the quality of the service maintained.
H2e	Focusing on prevention in housing needs following delivery of Rapid Rehousing Transition Plan (RRTP)	0	34	34	1.0	Efficiency	Officers to deliver as operational measure.	The successful delivery of the RRTP will focus on preventing homelessness through reducing the number of presentations and budget pressures. This will generate an efficiency saving with no impact on performance.
	Total	41	34	75	2.6			

Housing, Customer and Building Services – Modernised Library, Information and Partnership Centre Saving

Ref	Measure	2021/22 £'000	2022/23 £'000	Total £'000	Estimated Staffing Reduction (FTE)	Prioritisation/ Efficiency	Further Consultation/ Reporting or Delegation to Officers	Impact on Service Performance and Quality
H3d	Revised opening hours at Fauldhouse swimming pool	10	0	10	0.4	Efficiency	Officers to implement as an operational measure in consultation with staff, partners and service users. Subject to full IIA in Appendix 8b.	The service will be retained during times of peak usage therefore there should be no negative impact. Reduction in core opening hours is proposed at the quietest periods of use based on current usage.

Ref	Measure	2021/22 £'000	2022/23 £'000	Total £'000	Estimated Staffing Reduction (FTE)	Prioritisation/ Efficiency	Further Consultation/ Reporting or Delegation to Officers	Impact on Service Performance and Quality
H3e	Review of service delivery within Customer and Community Services	14	0	14	0.6	Efficiency	Officers to implement as an operational measure in consultation with staff and trade unions, partners and service users. Subject to relevance assessment in Appendix 8b.	Further detailed proposals are being developed however it is anticipated this efficiency saving will have no impact on performance.
	Total	24	0	24	1.0			

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

Ref	Measure	2021/22 £'000	2022/23 £'000	Total £'000	Estimated Staffing Reduction (FTE)	Prioritisation/ Efficiency	Further Consultation/ Reporting or Delegation to Officers	Impact on Service Performance and Quality
H4b	Community asset transfer and revised leasing and management arrangements (£125,000 of saving phased to 2023/24)	0	100	100	4.0	Prioritisation	Officers to implement stage 1 as an operational measure in consultation with staff and trade unions and partners. Report on options to Partnership and Resources PDSP and Council Executive for next stage of savings scheduled in 2023/24.	For the first phase in 2022/23, this efficiency saving is anticipated to have no adverse impact on performance with the quality of the service maintained.
	Total	0	100	100	4.0			

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

Ref	Measure	2021/22 £'000	2022/23 £'000	Total £'000	Estimated Staffing Reduction (FTE)	Prioritisation/ Efficiency	Further Consultation/ Reporting or Delegation to Officers	Impact on Service Performance and Quality
H5a	Channel shift and digital transformation	0	123	123	TBC	Prioritisation	Digital Transformation Strategy approved by Council Executive on 12 June 2018. Officers to deliver as operational measure. Subject to relevance assessment in Appendix 8b.	Further detailed proposals are being developed however it is anticipated that the introduction of more self-service and digital options will provide a better service to users who are demanding this type of service delivery model.

Ref	Measure	2021/22 £'000	2022/23 £'000	Total £'000	Estimated Staffing Reduction (FTE)	Prioritisation/ Efficiency	Further Consultation/ Reporting or Delegation to Officers	Impact on Service Performance and Quality
H5b	Automation of calls into Customer Service Centre (full year saving from measure implemented in 2020/21)	50	50	100	3.1	Efficiency	Officers delivering as operational measure, with consultation with customers as service changes are implemented.	Redesigning the customer service channel interface through the introduction of artificial intelligence technology for high demand, routine activity is intended to improve voice and written/digital channels for customers. Ability to process requests more effectively and efficiently will improve customer satisfaction and reduce abandonment rates.
H5c	Review and refinement of systems administration	0	50	50	2.0	Efficiency	Officers to deliver as operational measure, including consultation with community planning partners, staff and trade unions.	The centralisation of systems administration functions will improve consistency in the maintenance and development of systems. It will remove duplication and there is no adverse impact on performance anticipated with the quality of the service maintained.
H5d	Consolidation and reduction in council IT systems	0	75	75	0.0	Efficiency	Officers to deliver as operational measure, including consultation with relevant staff and service areas.	Removal of duplication in system functionality and introducing a consistent approach to systems across the council will have no adverse impact on performance or the quality of service.
	Total	50	298	348	5.1			

Housing, Customer and Building Services – Income and Contributions

Ref	Measure	2021/22 £'000	2022/23 £'000	Total £'000	Estimated Staffing Reduction (FTE)	Prioritisation/ Efficiency	Further Consultation/ Reporting or Delegation to Officers	Impact on Service Performance and Quality
H6a	Indexation increase in rent and service charges	69	71	140	0.0	Efficiency	Rent consultation undertaken annually. HRA budget agreed annually by Council to approve rent and service charges. Council approved a 3% rent increase for 2021/22 on 16 February 2021.	The income increases will have no negative impact on service performance and quality.
H6b	Indexation increase in Registration charges	8	8	16	0.0	Efficiency	Officers to deliver as operational measure.	The income increases will have no negative impact on service performance and quality.
	Total	77	79	156	0.0			

Housing, Customer and Building Services – Collaboration, Modernisation and Working in Partnership

Ref	Measure	2021/22 £'000	2022/23 £'000	Total £'000	Estimated Staffing Reduction (FTE)	Prioritisation/ Efficiency	Further Consultation/ Reporting or Delegation to Officers	Impact on Service Performance and Quality
H8a	Localised models of partnership working	0	37	37	TBC	Efficiency	Officers to deliver as operational measure. Impact on equality and consultation to continue to be assessed as detailed proposals are developed. Subject to relevance assessment in Appendix 8b.	New models of partnership working will be developed to make most efficient use of resources, reduce overlap and enhance collaborative practice. No adverse impact is anticipated.
	Total	0	37	37	TBC			

TOTAL HOUSING, CUSTOMER AND BUILDING SERVICES	248	548	796	14.3				
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Operational Services – Green Fleet and Travel

Ref	Measure	2021/22 £'000	2022/23 £'000	Total £'000	Estimated Staffing Reduction (FTE)	Prioritisation/ Efficiency	Further Consultation/ Reporting or Delegation to Officers	Impact on Service Performance and Quality
O2b	Green travel further reduction in mileage	0	156	156	0.0	Efficiency	Officers to deliver as operational measure.	Smarter working, reducing mileage will create an overall reduction. Positive impact on emissions.
	Total	0	156	156	0.0			

Operational Services – Service Redesign, Integration and Modernisation

Ref	Measure	2021/22 £'000	2022/23 £'000	Total £'000	Estimated Staffing Reduction (FTE)	Prioritisation/ Efficiency	Further Consultation/ Reporting or Delegation to Officers	Impact on Service Performance and Quality
O3d	Additional efficiency saving	27	0	27	0.0	Efficiency	Officers to deliver as operational measure.	Will require the review of statutory requirements and prioritisation of services to focus on key tasks.
	Total	27	0	27	0.0			

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

Ref	Measure	2021/22 £'000	2022/23 £'000	Total £'000	Estimated Staffing Reduction (FTE)	Prioritisation/ Efficiency	Further Consultation/ Reporting or Delegation to Officers	Impact on Service Performance and Quality
O6c	Continue current programme to convert street lighting to LED	0	126	126	0.0	Efficiency	Officers to deliver as operational measure.	This will have a positive impact on energy efficiency through reducing carbon emissions.
	Total	0	126	126	0.0			

Operational Services – Revised Service Standards & Delivery Models – Waste Services

Ref	Measure	2021/22 £'000	2022/23 £'000	Total £'000	Estimated Staffing Reduction (FTE)	Prioritisation/ Efficiency	Further Consultation/ Reporting or Delegation to Officers	Impact on Service Performance and Quality
O7e	Waste Services review: <ul style="list-style-type: none"> • twin stream recycling (2022/23) • generic working and changes to shift patterns and rural road end collections (measure agreed by Council Executive on 4 December 2018)	160	727	887	0.0	Efficiency	Amended service standards approved by Council Executive on 4 December 2019. Officers to implement as an operational measure including further consultation with stakeholders and service users.	The introduction of twin stream recycling will increase recycling rates whilst reducing the net cost of disposal per household. Overall working patterns and collection changes will have no impact on performance and customer service delivery from changes in shift patterns. Improvements in service efficiency will improve performance indicators. Overall the proposals should not adversely affect service performance.
	Total	160	727	887	0.0			

Operational Services – Income and Contributions

Ref	Measure	2021/22 £'000	2022/23 £'000	Total £'000	Estimated Staffing Reduction (FTE)	Prioritisation/ Efficiency	Further Consultation/ Reporting or Delegation to Officers	Impact on Service Performance and Quality
O8a	Indexation increase in school meals prices	84	87	171	0.0	Efficiency	Officers to deliver as operational measure.	Indexation income increases should have no negative impact.
O8b	Price increase for cemetery lairs and interments	70	57	127	0.0	Efficiency	Officers to deliver as operational measure. Subject to full IIA in Appendix 8b.	Subject to actions regarding affordable funerals to mitigate the impact of funeral poverty, income increases should have no negative impact.
O8c	Indexation increase in roads inspections and consents	12	12	24	0.0	Efficiency	Officers to deliver as operational measure.	The income increases should have no negative impact.
O8d	Indexation increase in external cleaning and catering	15	16	31	0.0	Efficiency	Officers to deliver as operational measure.	The income increases should have no negative impact.
O8e	Indexation increase in countryside charges	8	8	16	0.0	Efficiency	Officers to deliver as operational measure.	The income increases should have no negative impact.
O8f	Introduction of charges for new and replacement bins (measure agreed by Council Executive on 4 December 2018)	35	35	70	0.0	Efficiency	Approved by Council Executive on 4 December 2018. Officers to deliver as an operational measure.	The introduction of charging for bins should have no negative impact on service performance and quality.
O8g	Increase in bulky uplift charge to £35	23	0	23	0.0	Efficiency	Officers to deliver as operational measure.	Income increases should have no negative impact on service delivery.
	Total	247	215	462	0.0			

Operational Services – Collaboration, Modernisation and Working in Partnership

Ref	Measure	2021/22 £'000	2022/23 £'000	Total £'000	Estimated Staffing Reduction (FTE)	Prioritisation/ Efficiency	Further Consultation/ Reporting or Delegation to Officers	Impact on Service Performance and Quality
O9a	Localised models of partnership working	0	38	38	TBC	Efficiency	Impact on equality and consultation to be assessed as detailed proposals are developed. Consultation to be undertaken as appropriate. Subject to relevance assessment in Appendix 8b.	New models of partnership working will be developed to make most efficient use of resources, reduce overlap and enhance collaborative practice. No adverse impact is anticipated.
	Total	0	38	38	0.0			

Operational Services – Channel Shift and Digital Transformation

Ref	Measure	2021/22 £'000	2022/23 £'000	Total £'000	Estimated Staffing Reduction (FTE)	Prioritisation/ Efficiency	Further Consultation/ Reporting or Delegation to Officers	Impact on Service Performance and Quality
H5d	Consolidation and reduction in council IT systems	5	0	5	0.0	Efficiency	Officers to deliver as operational measure, including consultation with relevant staff and service areas.	Removal of duplication in system functionality and introducing a consistent approach to systems across the council will have no adverse impact on performance or the quality of service.
	Total	5	0	5	0.0			
TOTAL OPERATIONAL SERVICES		439	1,262	1,701	0.0			

Social Policy Integration Joint Board – Care for Adults

Ref	Measure	2021/22 £'000	2022/23 £'000	Total £'000	Estimated Staffing Reduction (FTE)	Prioritisation/ Efficiency	Further Consultation/ Reporting or Delegation to Officers	Impact on Service Performance and Quality
SJ1a	Review of adult day care services including efficiencies in community transport, external day care provision and the Community Inclusion Team (full year saving from measure implemented in 2020/21)	0	248	248	3.6	Prioritisation and Efficiency	Detail of second phase of saving to be considered by Social Policy PDSP and Council Executive, incorporating implications from the pandemic on day care services. Subject to full IIA in Appendix 8b.	The council will continue to focus on service users with substantial and critical needs. The new model of adult day care will promote individual personal outcomes and independence of service users where possible.
SJ1b	Development of West Lothian core and cluster residential facilities and 16 new tenancies for adults with learning disabilities (full year saving from measure implemented in 2020/21)	230	344	574	0.0	Efficiency	Officers to deliver as operational measure, following consultation with service users.	Will result in an improved local service for those adults with learning disabilities whose needs require tenancy support.
SJ1d	Assessment and eligibility for service – reduction in sleepover costs (policy agreed by Council Executive 11 September 2018)	100	100	200	0.0	Efficiency	Officers to deliver as operational measure. Policy agreed by Council Executive on 11 September 2018.	New model will consider how the service can be delivered more efficiently by redesigning existing services and augmenting overnight support with greater use of technology.
	Total	330	692	1,022	3.6			

Social Policy Integration Joint Board – Adults and Older People Assessment

Ref	Measure	2021/22 £'000	2022/23 £'000	Total £'000	Estimated Staffing Reduction (FTE)	Prioritisation/ Efficiency	Further Consultation/ Reporting or Delegation to Officers	Impact on Service Performance and Quality
SJ2a	Assessment and eligibility for service – increase eligibility criteria to critical and substantial (saving from measure agreed by Council Executive on 11 September 2018)	761	470	1,231	0.0	Prioritisation	Eligibility policy agreed by Council Executive on 11 September 2018. Delivered as an operational measure from 2018/19. No further action required.	Service users with low and moderate level needs may no longer be eligible for paid care and support. The council will continue to focus on service users with substantial and critical needs. Service users with lower level needs will be provided with information and advice and signposted to appropriate support.

Ref	Measure	2021/22 £'000	2022/23 £'000	Total £'000	Estimated Staffing Reduction (FTE)	Prioritisation/ Efficiency	Further Consultation/ Reporting or Delegation to Officers	Impact on Service Performance and Quality
SJ2d	Assessment and eligibility for service – focusing resources on the support of those most in need (saving from measure agreed by Council Executive on 11 September 2018)	345	345	690	0.0	Prioritisation	Eligibility policy agreed by Council Executive on 11 September 2018. Officers delivering as an operational measure.	Internal resources will be focused on areas of greatest need taking into account coverage provided by externally sourced care. Service users with low and moderate level needs will be provided with information and advice and signposted to appropriate support. The council will continue to focus on service users with substantial and critical needs.
SJ2f	Assessment and eligibility for service – review short visits/ increase technology enabled care (TEC) to support care at home through new contract (saving from measure agreed by Council Executive on 11 September 2018)	548	547	1,095	0.0	Prioritisation	Eligibility policy agreed by Council Executive on 11 September 2018. Officers delivering as an operational measure.	Savings will largely be delivered through new care at home contract and introduction of electronic call monitoring. Investment in further technology solutions will also contribute to savings requirements. Service users with low to moderate needs will be provided with information and advice and be signposted to appropriate support. The council will continue to focus on service users with substantial and critical needs.
SJ2g	Assessment and eligibility for service – review of high cost care packages (saving from measure agreed by Council Executive on 11 September 2018)	225	80	305	0.0	Efficiency	Eligibility policy agreed by Council Executive on 11 September 2018. Delivered as an operational measure in 2018/19.	High cost care packages reviewed to ensure that they are being delivered in the most efficient manner. Service users with low and moderate level needs will be provided with information and advice and signposted to appropriate support. The council will continue to focus on service users with substantial and critical needs.
SJ2h	Assessment and eligibility for service – alignment of criteria to aids and equipment (saving from measures agreed by Council Executive on 11 September 2018)	120	98	218	0.0	Efficiency	Eligibility policy agreed by Council Executive on 11 September 2018. Officers to deliver as an operational measure.	Reflects the impact of applying existing eligibility criteria to aids and equipment. There will be no further impact on service users as this measure was effectively implemented at the same time as the other changes to eligibility criteria. Service users with low and moderate level needs will be provided with information and advice. The council will continue to focus on service users with substantial and critical needs.
	Total	1,999	1,540	3,539	0.0			

Social Policy Integration Joint Board – Income and Contributions

Ref	Measure	2021/22 £'000	2022/23 £'000	Total £'000	Estimated Staffing Reduction (FTE)	Prioritisation/ Efficiency	Further Consultation/ Reporting or Delegation to Officers	Impact on Service Performance and Quality
SJ3a	Housing with Care 3% rent increase	30	30	60	0.0	Efficiency	Officers to deliver as operational measure.	The income increase will have no negative impact on service performance and quality.
SJ3b	Contributions Policy (income from measure agreed by Council Executive on 11 September 2018)	70	299	369	0.0	Efficiency	Policy agreed by Council Executive on 11 September 2018. Policy was introduced on 1 October 2018. Officers delivering as an operational measure.	No impact on service delivery. Robust risk assessments are in place to ensure that service performance and quality is not impacted. Financial assessment processes have been established and are supported by the work of the Anti-Poverty Team who focus on income maximisation.
SJ3c	Inflationary increase in Telecare charges	20	20	40	0.0	Efficiency	Officers to deliver as operational measure. Subject to full IIA in Appendix 8b.	No impact on service delivery. Robust risk assessments are in place to ensure that service performance and quality is not impacted.
SJ3d	2% increase in care home accommodation recoveries based on assumed UK Government maximum	40	40	80	0.0	Efficiency	Officers to deliver as operational measure.	Income increases will have no negative impact on service performance and quality.
	Total	160	389	549	0.0			

Social Policy Integration Joint Board – Commissioned Services

Ref	Measure	2021/22 £'000	2022/23 £'000	Total £'000	Estimated Staffing Reduction (FTE)	Prioritisation/ Efficiency	Further Consultation/ Reporting or Delegation to Officers	Impact on Service Performance and Quality
SJ4c	Assessment and eligibility for service – remaining former supporting people arrangements amalgamates with care at home framework (saving from measure agreed by Council Executive on 11 September 2018)	408	320	728	0.0	Prioritisation	Eligibility policy agreed by Council Executive on 11 September 2018. Officers to deliver as an operational measure.	Impact will be limited as the service will continue to be delivered to eligible service users. Service users with low and moderate level needs will be provided with information and advice and signposted to appropriate support. The council will continue to focus on those with high level needs.

Ref	Measure	2021/22 £'000	2022/23 £'000	Total £'000	Estimated Staffing Reduction (FTE)	Prioritisation/ Efficiency	Further Consultation/ Reporting or Delegation to Officers	Impact on Service Performance and Quality
SJ4d	Assessment and eligibility of service – review of all third party and commissioned IJB services (saving from policy agreed by Council Executive on 11 September 2018)	0	295	295	0.0	Efficiency	Eligibility policy agreed by Council Executive on 11 September 2018. Officers to deliver as an operational measure.	Reflects the impact of applying existing eligibility criteria to services purchased from external providers. Service users with low and moderate level needs will be provided with information and advice and signposted to appropriate support. The council will continue to focus on service users with substantial and critical needs.
	Total	408	615	1,023	0.0			

Social Policy Integration Joint Board – Building Based Care

Ref	Measure	2021/22 £'000	2022/23 £'000	Total £'000	Estimated Staffing Reduction (FTE)	Prioritisation/ Efficiency	Further Consultation/ Reporting or Delegation to Officers	Impact on Service Performance and Quality
SJ5b	Remodel housing with care provision	392	301	693	19.7	Efficiency	Officers to deliver as operational measure, including consultation with staff and trade unions and service users. Subject to full IIA in Appendix 8b.	Changes will focus on more efficient delivery of support, including changes to sleepover arrangements. Housing with care will continue as an in house model with efficiencies derived from management and ancillary support.
SJ5c	Development of health and social care drop in community hubs	0	75	75	2.0	Prioritisation	Officers to deliver as operational measure, including consultation with staff and trade unions and service users. Subject to full IIA in Appendix 8b.	This will have a positive impact on service users, with increased access to social work services in the community. The introduction of hubs has the potential to improve performance in relation to waiting lists and times. This improvement has been evidenced in other authorities that have implemented this model.
	Total	392	376	768	21.7			

Social Policy Integration Joint Board – Management and Support

Ref	Measure	2021/22 £'000	2022/23 £'000	Total £'000	Estimated Staffing Reduction (FTE)	Prioritisation/ Efficiency	Further Consultation/ Reporting or Delegation to Officers	Impact on Service Performance and Quality
SJ6a	Review of Social Policy management	0	140	140	2.0	Efficiency	Officers to deliver as operational measure, following consultation with staff and trade unions.	No impact on service delivery. Posts will be matched to support services.

Ref	Measure	2021/22 £'000	2022/23 £'000	Total £'000	Estimated Staffing Reduction (FTE)	Prioritisation/ Efficiency	Further Consultation/ Reporting or Delegation to Officers	Impact on Service Performance and Quality
SJ6b	Review of Social Policy administration support to deliver 25% reduction	171	175	346	11.8	Efficiency	Officers to deliver as operational measure, following consultation with staff and trade unions.	No impact on service delivery. Posts will be matched to support services.
SJ6c	Review of contract and commissioning and service development to deliver 25% reduction	0	175	175	3.6	Efficiency	Officers to deliver as operational measure, following consultation with staff and trade unions.	No impact on service delivery. Posts will be matched to support services.
SJ6e	Integration of occupational therapy between the council and health	111	108	219	0	Efficiency	Officers to deliver as operational measure, following consultation with staff and trade unions.	No impact on service delivery. The council will continue to focus on service users with substantial and critical needs. Saving will be delivered through reduction in expenditure on aids and adaptations alongside any opportunities to further expand collaborative working with NHS Lothian.
SJ6f	Additional staffing savings	130	81	211	7.4	Efficiency	Officers to deliver as operational measure, following consultation with staff and trade unions.	No impact on service performance and quality.
SJ6g	Review of operational of Community Equipment Store in partnership with health	0	75	75	1.0	Efficiency	Officers to deliver as operational measure, following consultation with staff and trade unions.	Consideration of all operational aspects of the store should improve access to equipment for users and reduce waiting times.
	Total	412	754	1,166	25.8			

Social Policy Integration Joint Board – Channel Shift and Digital Transformation

Ref	Measure	2021/22 £'000	2022/23 £'000	Total £'000	Estimated Staffing Reduction (FTE)	Prioritisation/ Efficiency	Further Consultation/ Reporting or Delegation to Officers	Impact on Service Performance and Quality
SJ8a	Direct access to care plans to inform care reviews	0	63	63	2.0	Efficiency	Officers to deliver as operational measure.	Will improve care review process with access to more direct information from providers.
SJ8b	Introduction of self-assessment framework	25	0	25	0.5	Efficiency	Officers to deliver as operational measure.	Thorough testing of applications and technological solutions, with a focus on security of information and efficiencies in current processes. Training and support for providers to undertake assessment process to minimise any potential impact on service performance and quality,
	Total	25	63	88	2.5			

TOTAL SOCIAL POLICY INTEGRATION JOINT BOARD	3,726	4,429	8,155	53.6				
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Social Policy Non Integration Joint Board – Care and Education for Children with a Disability or Additional Support Needs (ASN)

Ref	Measure	2021/22 £'000	2022/23 £'000	Total £'000	Estimated Staffing Reduction (FTE)	Prioritisation/ Efficiency	Further Consultation/ Reporting or Delegation to Officers	Impact on Service Performance and Quality
S1a	Development of education placements and care arrangements for children with disabilities (full year saving from measure implemented in 2020/21)	400	438	838	0.0	Efficiency	Officers to deliver as operational measure.	This measure has had a positive impact with children continuing to be supported within their local communities wherever possible through transition to adulthood and beyond.
S1b	External day placements replaced with internal provision within West Lothian (full year saving from measure implemented in 2020/21)	200	45	245	0.0	Efficiency	Officers to deliver as operational measure.	It is expected that this measure will have a positive impact as development of provision in West Lothian will mean that more young people will have their educational needs met within West Lothian.
	Total	600	483	1,083	0.0			

Social Policy Non Integration Joint Board – Care and Education for Looked After Children (LAC) and Children with Social, Emotional and Behavioural Needs (SEBN)

Ref	Measure	2021/22 £'000	2022/23 £'000	Total £'000	Estimated Staffing Reduction (FTE)	Prioritisation/ Efficiency	Further Consultation/Reporting or Delegation to Officers	Impact on Service Performance and Quality
S1c	Reduce average cost of residential placements through increasing internal capacity	400	425	825	0.0	Efficiency	Officers to deliver as operational measure. Subject to full IIA in Appendix 8b.	It is expected that this will have a positive impact. This measure focuses on developing internal capacity to ensure that young people and their families are supported from an early stage and continue to receive this support while it is required. This will reduce the requirement for high cost external placements and provide better outcomes for young people.
	Total	400	425	825	0.0			

Social Policy Non Integration Joint Board – Family and Parenting Support

Ref	Measure	2021/22 £'000	2022/23 £'000	Total £'000	Estimated Staffing Reduction (FTE)	Prioritisation/ Efficiency	Further Consultation/ Reporting or Delegation to Officers	Impact on Service Performance and Quality
S1e	Review family support provision – closure of centre based facilities moving to supporting children in communities (measure agreed and implementation commenced in 2018/19)	393	300	693	15.8	Efficiency	Officers delivering as operational measure with appropriate consultation with service users. Changes have been steadily implemented since 2018/19.	This will have a positive impact on the service as support will be delivered for children and families in their own homes and communities, lessening the need for centre based care and support.
S1f	Focusing the activity of early intervention and prevention support teams	141	135	276	6.9	Prioritisation	Officers to deliver as operational measure. Subject to full IIA in Appendix 8b.	This will have a limited impact on the service as the redesign of services for early years takes account of the significant additional investment in this area.
S1g	Service review of Social Care Emergency Team	0	20	20	1.0	Efficiency	Officers to deliver as operational measure, following consultation with staff and trade unions. Subject to full IIA in Appendix 8b.	This will have no impact on the service as the review will focus on finding more efficient ways of working.
S1j	Children and Families Practice Team review of skills and staffing mix	0	30	30	0.0	Efficiency	Officers to deliver as operational measure, following consultation with staff and trade unions.	No impact anticipated. Change should allow more appropriate support to be provided, matching available support resources to demand for services.
S1k	Review of criminal justice	150	103	253	0.0	Efficiency	Officers to deliver as operational measure, following consultation with staff and trade unions.	Minimal impact. Focus on efficiencies through process redesign and service amalgamation.
S1l	Review of youth justice service	0	70	70	1.4	Efficiency	Officers to deliver as operational measure, following consultation with staff and trade unions.	No impact anticipated. The service will continue to be provided in a more efficient way, with changes to processes and streamlining of activity.
	Total	684	658	1,342	25.1			

Social Policy Non Integration Joint Board – Management and Support

Ref	Measure	2021/22 £'000	2022/23 £'000	Total £'000	Estimated Staffing Reduction (FTE)	Prioritisation/ Efficiency	Further Consultation/ Reporting or Delegation to Officers	Impact on Service Performance and Quality
S4a	Review of Social Policy management	0	70	70	1.0	Efficiency	Officers to deliver as operational measure, following consultation with staff and trade unions.	No impact on service delivery. Posts will be matched to support the continuing services.

Ref	Measure	2021/22 £'000	2022/23 £'000	Total £'000	Estimated Staffing Reduction (FTE)	Prioritisation/ Efficiency	Further Consultation/ Reporting or Delegation to Officers	Impact on Service Performance and Quality
S4b	Review of Social Policy administration support to deliver 25% reduction	107	111	218	7.7	Efficiency	Officers to deliver as operational measure, following consultation with staff and trade unions.	No impact on service delivery. Posts will be matched to support the continuing services.
S4c	Review of contract and commissioning and service development to deliver 25% reduction	0	88	88	1.4	Efficiency	Officers to deliver as operational measure, following consultation with staff and trade unions.	No impact on service delivery. Posts will be matched to support the continuing services.
S4d	Review of all third party and commissioned non IJB services	0	50	50	0.0	Efficiency	Officers to deliver as operational measure, with appropriate consultation with service users and partners.	No impact on service performance and quality.
S4e	Additional staffing savings	136	40	176	6.2	Efficiency	Officers to deliver as operational measure, following consultation with staff and trade unions.	No impact on service performance and quality.
	Total	243	359	602	16.3			

TOTAL SOCIAL POLICY NON INTEGRATION JOINT BOARD	1,927	1,925	3,852	41.4				
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Planning, Economic Development and Regeneration – Funding of Community Groups, Organisations and Business Improvement Districts (BIDs)

Ref	Measure	2021/22 £'000	2022/23 £'000	Total £'000	Estimated Staffing Reduction (FTE)	Prioritisation/ Efficiency	Further Consultation/ Reporting or Delegation to Officers	Impact on Service Performance and Quality
P1c	Cessation of pilot funding to support implementation of Community Choices	75	0	75	0.0	Prioritisation	Officers to deliver as operational measure with continued engagement with stakeholders. Subject to full IIA in Appendix 8b.	No impact anticipated. Following the establishment of community choices, this pilot funding to support implementation will no longer be required. Saving is a reduction in council resources to facilitate the funding process rather than a reduction in grant funding.
	Total	75	0	75	0.0			

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

Ref	Measure	2021/22 £'000	2022/23 £'000	Total £'000	Estimated Staffing Reduction (FTE)	Prioritisation/ Efficiency	Further Consultation/ Reporting or Delegation to Officers	Impact on Service Performance and Quality
P2b	Environmental Health and Trading Standards efficiencies including increasing	5	5	10	0.0	Prioritisation and Efficiency	Officers to deliver as operational measure, with consultation with staff and trade unions.	No impact on service performance and quality anticipated.
P2h	Additional staffing savings	26	0	26	0.0	Efficiency	Officers to deliver as operational measure, with consultation with staff and trade unions.	No impact on service performance and quality anticipated.
	Total	31	5	36	0.0			

Planning, Economic Development and Regeneration – Collaboration, Modernisation and Working in Partnership

Ref	Measure	2021/22 £'000	2022/23 £'000	Total £'000	Estimated Staffing Reduction (FTE)	Prioritisation/ Efficiency	Further Consultation/ Reporting or Delegation to Officers	Impact on Service Performance and Quality
P4a	Opportunity for shared services and collaborative working across authority boundaries	0	100	100	TBC	Efficiency	Opportunities to be considered by Partnership and Resources PDSP and Council Executive. Consultation as appropriate. Subject to relevance assessment in Appendix 8b.	No impact on service performance and quality anticipated. It is anticipated that this will deliver the same functions as are currently delivered but in a more efficient way.
	Total	0	100	100	TBC			

TOTAL PLANNING, ECONOMIC DEVELOPMENT AND REGENERATION	106	105	211	0.0				
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Education – Restructure of Adult Learning and Youth Services

Ref	Measure	2021/22 £'000	2022/23 £'000	Total £'000	Estimated Staffing Reduction (FTE)	Prioritisation/ Efficiency	Further Consultation/ Reporting or Delegation to Officers	Impact on Service Performance and Quality
E1b	Reduce adult learning budget by 50% (full year saving from measure implemented in 2020/21)	121	0	121	2.6	Prioritisation	Officers have delivered as operational measure.	The scope of adult learning and development will focus on agreed priority areas.
	Total	121	0	121	2.6			

Education – Review Approach to Delivery of Culture and Sports

Ref	Measure	2021/22 £'000	2022/23 £'000	Total £'000	Estimated Staffing Reduction (FTE)	Prioritisation/ Efficiency	Further Consultation/ Reporting or Delegation to Officers	Impact on Service Performance and Quality
E2c	Recurring reduction in net management fee for West Lothian Leisure (WLL) (noting that additional time limited funding for WLL is proposed for 2021/22 and 2022/23 due to the pandemic)	250	259	509	0.0	Prioritisation	Officers to deliver as operational measure with continued engagement with WLL who are aware of the proposed reductions.	WLL are implementing a financial strategy which takes account of the reduction in the management fee to 2022/23 and the time limited impact of the pandemic. The impact on performance is dependent on the nature of service redesign identified through WLL's modernisation programme.
	Total	250	259	509	0.0			

Education – Redesign of Early Learning and Childcare

Ref	Measure	2021/22 £'000	2022/23 £'000	Total £'000	Estimated Staffing Reduction (FTE)	Prioritisation/ Efficiency	Further Consultation/ Reporting or Delegation to Officers	Impact on Service Performance and Quality
E3g	Reduction in education officers' team	0	145	145	2.0	Efficiency	Officers to deliver as operational measure.	The reduction in central quality improvement resources will place greater emphasis on head teachers to ensure quality assurance and school improvements. This activity will continue in schools with reduced central support.
	Total	0	145	145	2.0			

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

Ref	Measure	2021/22 £'000	2022/23 £'000	Total £'000	Estimated Staffing Reduction (FTE)	Prioritisation/ Efficiency	Further Consultation/ Reporting or Delegation to Officers	Impact on Service Performance and Quality
E4a	Review of DSM scheme (full year saving from measures agreed and implemented since 2020/21)	691	236	927	13.3	Efficiency	Officers delivering as operational measure.	No adverse impact on performance anticipated with the quality of service maintained.
	Total	691	236	927	13.3			

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

Ref	Measure	2021/22 £'000	2022/23 £'000	Total £'000	Estimated Staffing Reduction (FTE)	Prioritisation/ Efficiency	Further Consultation/ Reporting or Delegation to Officers	Impact on Service Performance and Quality
E5b	Revised staffing structure following co-location of services at new Cedar bank School	0	125	125	2.0	Efficiency	Officers to deliver as operational measure.	By consolidating resources and the service into one location, service performance will improve. No adverse impact on performance anticipated.
	Total	0	125	125	2.0			

Education – Collaboration, Modernisation and Working in Partnership

Ref	Measure	2021/22 £'000	2022/23 £'000	Total £'000	Estimated Staffing Reduction (FTE)	Prioritisation/ Efficiency	Further Consultation/ Reporting or Delegation to Officers	Impact on Service Performance and Quality
E8a	Localised models of partnership working	0	75	75	TBC	Efficiency	Impact on equality and consultation to be assessed as detailed proposals are developed. Consultation to be undertaken as appropriate. Subject to relevance assessment in Appendix 8b.	New models of partnership working will be developed to make most efficient use of resources, reduce overlap and enhance collaborative practice. No adverse impact is anticipated.
	Total	0	75	75	TBC			

Education – Income and Contributions

Ref	Measure	2021/22 £'000	2022/23 £'000	Total £'000	Estimated Staffing Reduction (FTE)	Prioritisation/ Efficiency	Further Consultation/ Reporting or Delegation to Officers	Impact on Service Performance and Quality
E9a	Indexation increase in primary school lets	2	2	4	0.0	Efficiency	Officers to deliver as operational measure.	No adverse impact on performance anticipated with the quality of service maintained.
E9b	Indexation increase in charges at Burgh Halls in Linlithgow	2	2	4	0.0	Efficiency	Officers to deliver as operational measure.	No adverse impact on performance anticipated with the quality of service maintained.
E9d	Indexation increase in instrumental music tuition fees	12	13	25	0.0	Efficiency	Officers to deliver as operational measure.	No adverse impact anticipated with quality maintained. May have an impact on the numbers of pupils engaging with the service.
	Total	16	17	33	0.0			

Education – Channel Shift and Digital Transformation

Ref	Measure	2021/22 £'000	2022/23 £'000	Total £'000	Estimated Staffing Reduction (FTE)	Prioritisation/ Efficiency	Further Consultation/ Reporting or Delegation to Officers	Impact on Service Performance and Quality
E10a	Further development of parent portal to increase online transactions (measure agreed and implementation commenced in 2020/21)	13	50	63	1.9	Efficiency	Officers delivering as operational measure with service users and parents consulted throughout implementation.	Streamlined processes and improved use of technology will have no adverse impact. It will improve efficiency and access channels for parents, reflecting requests for more online service provision.
	Total	13	50	63	1.9			

TOTAL EDUCATION	1,091	907	1,998	21.8				
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Chief Executive/Finance and Property Services – Integrated Anti-Poverty Service

Ref	Measure	2021/22 £'000	2022/23 £'000	Total £'000	Estimated Staffing Reduction (FTE)	Prioritisation/ Efficiency	Further Consultation/ Reporting or Delegation to Officers	Impact on Service Performance and Quality
F2a	Anti-Poverty Service - staffing saving including opportunities for integration of services	331	0	331	7.3	Efficiency	Officers to deliver as operational measure in consultation with staff and trade unions. A new structure has been agreed that will deliver the saving in full. Subject to full IIA in Appendix 8b.	The revised structure has incorporated scope for integration and new ways of working, including initial meetings with customers. Performance will be maintained in key areas.
	Total	331	0	331	7.3			

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

Ref	Measure	2021/22 £'000	2022/23 £'000	Total £'000	Estimated Staffing Reduction (FTE)	Prioritisation/ Efficiency	Further Consultation/ Reporting or Delegation to Officers	Impact on Service Performance and Quality
F3a	Efficiencies in reactive and cyclical maintenance through economies of scale in consolidating hard facilities management (FM) contracts	163	120	283	0.0	Efficiency	Officers to deliver as operational measure.	Maintenance will be delivered in line with contract requirements. Response times will be established within contracts to ensure changes have no adverse impact.
F3c	Energy efficiency and renewable energy projects	113	74	187	0.0	Efficiency	Officers to deliver as operational measure.	No adverse impact on performance anticipated. It will assist the council in achieving the Climate Change Strategy and Carbon Management Plan targets.
E3f	Property modernisation through reconfiguration of office floor space, rationalisation of surplus offices and increased rental income	0	45	45	0.0	Prioritisation	Officers to deliver as operational measure in consultation with stakeholders and service units.	No impact on service performance and quality.
F3g	Consolidation of property services and soft facilities management (FM) activity	70	0	70	1.0	Efficiency	Officers to deliver as operational measure in consultation with trade unions and staff. A new structure has been agreed and will deliver the saving in full.	No adverse impact anticipated – streamlining of service delivery, and removing duplication, will ensure resources are directed to support need.
	Total	346	239	585	1.0			

Chief Executive/Finance and Property Services – Revised Property Requirements from Service Proposals

Ref	Measure	2021/22 £'000	2022/23 £'000	Total £'000	Estimated Staffing Reduction (FTE)	Prioritisation/ Efficiency	Further Consultation/ Reporting or Delegation to Officers	Impact on Service Performance and Quality
F4c	To reduce and rationalise non-core properties to reflect changes to service delivery	44	66	110	0.0	Efficiency	Officers to deliver as operational measure.	These are properties that are surplus following service changes. There is no adverse impact on performance or quality.
	Total	44	66	110	0.0			

Chief Executive/Finance and Property Services – Income and Contributions

Ref	Measure	2021/22 £'000	2022/23 £'000	Total £'000	Estimated Staffing Reduction (FTE)	Prioritisation/ Efficiency	Further Consultation/ Reporting or Delegation to Officers	Impact on Service Performance and Quality
F5c	Increased tenanted non-residential property income	107	106	213	0.0	Efficiency	Officers to deliver as operational measure.	No impact on service performance and quality. May have an impact on tenancy levels.
	Total	107	106	213	0.0			

Chief Executive/Finance and Property Services – Collaboration, Modernisation and Working in Partnership

Ref	Measure	2021/22 £'000	2022/23 £'000	Total £'000	Estimated Staffing Reduction (FTE)	Prioritisation/ Efficiency	Further Consultation/ Reporting or Delegation to Officers	Impact on Service Performance and Quality
F8a	New models of working with voluntary organisations, including co-location and effective use of assets	0	100	100	0.0	Efficiency	Update on new models to Partnership and Resources PDSP. Officers to deliver as operational measure in consultation with stakeholders as proposals are developed. Subject to relevance assessment in Appendix 8b.	Improved joint working with community partners and increased co-location of partners will have a positive impact on performance. It will improve the utilisation of both the council and community partners' assets.
	Total	0	100	100	0.0			

Chief Executive/Finance and Property Services – Channel Shift and Digital Transformation

Ref	Measure	2021/22 £'000	2022/23 £'000	Total £'000	Estimated Staffing Reduction (FTE)	Prioritisation/ Efficiency	Further Consultation/ Reporting or Delegation to Officers	Impact on Service Performance and Quality
H5d	Consolidation and reduction in council IT systems	20	0	20	0.0	Efficiency	Officers to deliver as operational measure, including consultation with relevant staff and service areas.	Removal of duplication in system functionality and introducing a consistent approach to systems across the council will have no adverse impact on performance or the quality of service.
	Total	20	0	20	0.0			
TOTAL CHIEF EXECUTIVE/FINANCE AND PROPERTY SERVICES		848	511	1,359	8.3			
TOTAL SAVINGS		9,024	9,920	18,944	157.5			

Appendix 2 – Assessment of Risk of Deliverability of Budget Reduction Measures

To assist elected members in considering risks associated with proposed budget reduction measures for 2021/22 and 2022/23 an updated assessment of the risk of deliverability of the budget reduction measures has been undertaken. The risks have been assessed on the basis that the proposed budget reduction measures are approved by Council on 25 February 2021.

A risk matrix, developed in consultation with the Audit, Risk and Counter Fraud Manager, is used to assess the level of risk. The matrix and the parameters for assessment are as follows:

RISK MATRIX

LIKELIHOOD	Very Likely 4	4 Medium	8 High	12 Very High	16 Very High
	Very Possible / Likely 3	3 Low	6 Medium	9 High	12 Very High
	Possible 2	2 Low	4 Medium	6 Medium	8 High
	Unlikely 1	1 Low	2 Low	3 Low	4 Medium
		Minor 1	Significant 2	Major 3	Very Major 4
		IMPACT			

GUIDANCE

The assessed level of risk should take account of mitigating actions currently in place to manage the risk.

Likelihood – Measures the Likelihood of Failure

- Unlikely – less than 10%
- Possible – 10% to 40%
- Very Possible / Likely – 41% to 60%
- Very Likely – above 60%

Impact – Measures the Value of Any Failure to Achieve the Budget Reduction Measure

- Minor – less than £100,000
- Significant - between £100,000 and £500,000
- Major - £500,001 to £1 million
- Very Major – above £1 million

Corporate Services

Ref	Measure	Total Value £'000	Level of Risk	Description of Main Identified Risks	Potential Impact of Identified Risks	Mitigating Actions to Manage Risk
C1b	Legal Services staffing efficiencies	132	Low (2)	Inability to achieve staffing reductions through natural changes in workforce may mean staff have to be redeployed. Changes to activities to accommodate saving may not be acceptable to customers. Demand for support does not reduce in line with assumptions.	If staffing reductions are not achieved voluntarily, such as through retirement, changes to hours or natural churn, staff will need to be redeployed which may mean delays in achieving the saving. If legal support is required it may have to be externally procured at a higher cost.	Workforce management policies will be used to minimise the impact on staff. Workload will be streamlined and prioritised to ensure an effective service continues to be provided. Other changes proposed across the council should result in reduced demand in the medium to long term.
C1d	Redesign of HR and payroll functions	141	Low (2)	Inability to achieve staffing reductions through natural changes in workforce may mean staff have to be redeployed. Changes to activities to accommodate saving may not be acceptable to customers. Demand for support does not reduce in line with assumptions. Delays in implementation of new HR/payroll system.	If staffing reductions are not achieved voluntarily, such as through retirement, changes to hours or natural churn, staff will need to be redeployed which may mean delays in achieving the saving. Delays in the implementation of the new system will have an impact on the timing of the saving.	Workforce management policies will be used to minimise the impact on staff. Workload will be streamlined and prioritised to ensure an effective service continues to be provided. Other changes proposed across the council should result in reduced demand in the medium to long term. Saving has been phased to reflect anticipated timescales for the new system.
C1h	Charge licensing staff to lifetime income	110	Low (2)	Available income is insufficient to meet anticipated costs.	Expenditure may only be covered for a short period meaning the savings becomes undeliverable on a recurring basis.	Review of licensing charges and monitoring level of income available to support service delivery.
C1p	Additional staffing saving	48	Low (1)	Inability to achieve staffing reductions through natural changes may mean staff have to be redeployed.	If staffing reductions are not achieved voluntarily, staff will need to be redeployed which may mean delays in achieving the saving.	Workforce management policies will be used to minimise the impact on staff.
C2c	Review of Scottish Wide Area Network (SWAN) savings	35	Low (1)	No risks identified.	No risks identified.	No mitigating actions required.
C3c	Advertising including Bulletin and the council website	42	Low (3)	Inability to generate sufficient interest in advertising in the Bulletin and the website.	Level of income is less than anticipated meaning the saving is not deliverable.	Working with partners and other organisations to generate interest in advertising.
C3d	Indexation increase in discretionary licensing charges	16	Low (1)	No risks identified – indexation increases should not impact materially on income.	No risks identified – indexation increases should not impact materially on income.	No mitigating actions required other than to monitor collection rates to ensure targeted income can be achieved.

Ref	Measure	Total Value £'000	Level of Risk	Description of Main Identified Risks	Potential Impact of Identified Risks	Mitigating Actions to Manage Risk
C4a	Review of corporate learning and development provision	51	Low (1)	Changes to learning and development provision are not supported by a reduction in demand.	Continued requirement for support may result in the saving becoming undeliverable.	Development of systems for e-learning to support a change in how learning and development is delivered across the council.
C5a	Review of performance and assurance activities	97	Low (2)	Inability to achieve staffing reductions through natural changes may mean staff have to be redeployed.	If staffing reductions are not achieved voluntarily, staff will need to be redeployed which may mean delays in achieving the saving.	Workforce management policies will be used to minimise the impact on staff.
C6a	Expansion of administration hubs	200	Low (2)	Inability to achieve staffing reductions through natural changes may mean staff have to be redeployed.	If staffing reductions are not achieved voluntarily, staff will need to be redeployed which may mean delays in achieving the saving.	Workforce management policies will be used to minimise the impact on staff.
	Total	872				

Housing, Customer and Building Services

Ref	Measure	Total Value £'000	Level of Risk	Description of Main Identified Risks	Potential Impact of Identified Risks	Mitigating Actions to Manage Risk
H1c	Review of Safer Neighbourhood Team aligning officers to ward structure	56	Low (1)	Potential impact on level of community safety activity, creating concerns about support provided by community planning partners and victims of crime.	There may be a perceived or real reduction in community safety activity and programmes which could result in pressure to reinstate funding for these services.	It is anticipated that any potential negative impact will be minimised through effective prioritisation and continued effective partnership working.
H2d	Additional staffing savings	41	Low (1)	Inability to achieve staffing reductions through natural changes in workforce may mean staff have to be redeployed. Changes to activities to accommodate saving may not be acceptable to customers.	If staffing reductions are not achieved voluntarily, staff will need to be redeployed which may mean delays in achieving the saving. Changes to activities and support may result in reduced customer satisfaction.	Workforce management policies will be used to minimise the impact on staff. Workload will be streamlined and prioritised. It is anticipated this can be delivered without impacting frontline service delivery.
H2e	Focusing on prevention in housing needs following delivery of Rapid Rehousing Transition Plan (RRTP)	34	Low (1)	Inability to achieve staffing reductions through natural changes in workforce may mean staff have to be redeployed. Delays in the implementation of the Rapid Rehousing Transition Plan (RRTP).	If staffing reductions are not achieved voluntarily, staff will need to be redeployed which may mean delays in achieving the saving. Delays in the implementation of the RRTP may mean staffing resources cannot be reduced.	Workforce management policies will be used to minimise the impact on staff. Significant resources are being invested to ensure progress of the RRTP. Workload will be streamlined and prioritised to ensure an effective service continues to be provided. It is anticipated this can be delivered without impacting frontline service delivery.
H3d	Revised opening hours at Fauldhouse swimming pool	10	Low (2)	Changes to activities to accommodate saving may not be acceptable to customers.	Changes to activities and support may result in reduced customer satisfaction.	The pool will remain open for use seven days a week. The proposed revised hours reflect current demand. Information to be provided to customers on alternative swimming facilities (e.g. Whitburn).
H3e	Review of service delivery within Customer and Community Services	14	Low (2)	Changes to activities to accommodate saving may not be acceptable to customers.	Changes to activities and support may result in reduced customer satisfaction.	The proposed revised hours largely reflect demand for services. Consultation with regular lets will be undertaken to discuss potential alternatives. Potential to introduce charges to cover the cost of use out with designated hours.

Ref	Measure	Total Value £'000	Level of Risk	Description of Main Identified Risks	Potential Impact of Identified Risks	Mitigating Actions to Manage Risk
H4b	Community asset transfer and revised leasing and management arrangements	100	Low (2)	Inability to achieve staffing reductions through natural changes may mean staff have to be redeployed.	If staffing reductions are not achieved voluntarily, staff will need to be redeployed which may mean delays in achieving the saving.	Workforce management policies will be used to minimise the impact on staff.
H5a	Channel shift and digital transformation	123	Medium (4)	As detailed proposals are currently being developed for the balance of savings, there is a risk that there are few opportunities for transformation. Implementation timescales could be more than anticipated. There may be a lack of acceptance from customers and staff.	Channel shift and digital transformation proposals are not achievable, meaning the saving is not deliverable. Delays in implementing new technology could have reputational risk consequences for the council.	New processes will be developed in conjunction with services and customers. A holistic approach to service planning will be used to maximise the use of any new technologies through the Digital Transformation Strategy. Digital Transformation Team to help facilitate identification and implementation of digital changes.
H5b	Automation of calls into Customer Service Centre	100	Medium (4)	Automation technology is not consistent with council systems, requiring substantial changes to infrastructure and processes. Revised approach may not be acceptable to customers.	Delays in implementing new technology or potential system down time. The delivery of saving could be delayed or there could be a reputation risk to the council. Changes may result in reduced customer satisfaction or customers being unable to access services.	Working with potential suppliers. Automation for contact centres is well established therefore the risk should be minimal. Clearly communicating changes to customers and continuing to offer alternative channels for customers who are not comfortable with automation.
H5c	Review and refinement of systems administration	50	Low (1)	Ability to effectively consolidate systems administration, which is currently dispersed across the council. Difficulty in realising staffing FTE reduction due to current structure of support.	If staffing reductions are not achieved voluntarily, staff will need to be redeployed which may mean delays in achieving the saving. Delays in consolidating activities may have an impact on timing.	A full review of systems administration to be undertaken in partnership with service areas. Workforce management policies will be used to minimise the impact on staff.
H5d	Consolidation and reduction in council IT systems	75	Low (3)	Limited ability to consolidate systems without impacting on the integrity of what the original systems were aiming to achieve. Availability of appropriate solutions.	Consolidation cannot be fully implemented meaning that the council will have to continue to use multiple systems with no reduction in costs.	Working closely with all services and relevant partners to ensure all service objectives continue to be met. Understanding of available solutions, including enhancements that can be made to existing systems. Digital Transformation Team to help analyse and consolidate reduction in systems.

Ref	Measure	Total Value £'000	Level of Risk	Description of Main Identified Risks	Potential Impact of Identified Risks	Mitigating Actions to Manage Risk
H6a	Indexation increase in rent and service charges	140	Low (2)	Although rent needs to be agreed annually, following consultation most favoured a 3% increase per year to 2022/23. Welfare reform may have an impact on the benefit support.	Additional income may not be achievable if collection rates reduce due to tenants perceiving the increase as unaffordable.	Support and assistance will continue to be available for tenants who fall into arrears, including agreeing realistic repayment plans that take into account income and expenses.
H6b	Indexation increase in Registration charges	16	Low (1)	No risks identified – indexation increases should not impact materially on income.	No risks identified – indexation increases should not impact materially on income.	No mitigating actions required other than to monitor collection rates.
H8a	Localised models of partnership working	37	Low (3)	Detailed proposals have still to be fully developed. There are potential risks around reaching agreement on new models of working.	Failure to agree new models of working will mean that savings will not be fully achieved.	Officers will consider opportunities for new ways of working and engage with community planning partners, other local authorities and agencies, as appropriate, to develop new proposals and ensure a smooth transition to new service models.
	Total	796				

Operational Services

Ref	Measure	Total Value £'000	Level of Risk	Description of Main Identified Risks	Potential Impact of Identified Risks	Mitigating Actions to Manage Risk
O2b	Green travel further reduction in mileage	156	Medium (4)	Services may be unable to meet business mileage targets.	If business mileage is not reduced, the full saving will not be achieved.	Working with services to minimise travel and mileage through promoting green travel and digital options.
O3d	Additional efficiency saving	27	Low (2)	Services may be unable to meet cost reduction target without impacting service levels.	Service levels may be impacted.	Working with services to seek to ensure service levels are not impacted when costs are reduced.
O6c	Continue current programme to convert street lighting to LED	126	Low (2)	There is a risk that energy and LED unit prices may be higher than estimated, reducing the impact of consumption savings. In addition, there is a risk that installation is not in line with programme timescales.	Ability to achieve the savings could be compromised if prices increase. Timescales could be compromised if installation is delayed.	Effective procurement of energy and LED units. Installation of the units will be progressed as per programme timescales. Savings appropriately phased after installation of LED units to allow savings to be delivered.
O7e	Waste Services review including: <ul style="list-style-type: none"> twin stream recycling (£727,000 in 2022/23) generic working, changes to shift patterns and rural road end collections 	887	Medium (6)	There are no major deployment risks identified for the twin stream recycling element. A route map for implementation has been established. The generic working/shift pattern changes will require further engagement with trade unions and employees. Changeover of 1,200 individual property presentation points to road end locations.	No major risks identified for twin stream recycling. If the working pattern changes are not implemented the full saving may not be delivered.	For twin stream recycling no mitigating actions required other than to monitor implementation of the route map and to continue to challenge contamination within recycling streams. Engagement with staff and trade union representatives and benchmarking proposed patterns with other Scottish councils. Individual engagement with customers regarding changes to collections to address any concerns.
O8a	Indexation increase in school meals prices	171	Low (2)	No risks identified – increases should not impact materially on income.	No risks identified – increases should not impact materially on income.	No mitigation actions required other than to monitor meal uptake and income to ensure income targets can be achieved.
O8b	Price increase for cemetery lairs and interments	127	Low (2)	Increases need to take account of funeral poverty, although West Lothian Council continues to have some of the lowest charges in relation to cemeteries.	Customers may not be able to afford funerals, resulting in funeral poverty and creating pressures for other council services.	Mitigating measures to help address funeral poverty, such as the West Lothian Respectful Funeral. Support for low income families through the national funeral expense assistance scheme. Support is provided by the Anti-Poverty Service. No other mitigating actions required other than to monitor collection rates to ensure income can be achieved.

Ref	Measure	Total Value £'000	Level of Risk	Description of Main Identified Risks	Potential Impact of Identified Risks	Mitigating Actions to Manage Risk
O8c	Indexation increase in roads inspections and consents	24	Low (1)	No risks identified – indexation increases should not impact materially on income.	No risks identified – indexation increases should not impact materially on income.	No mitigating actions required other than to monitor income to ensure income targets can be achieved.
O8d	Indexation increase in external cleaning and catering	31	Low (1)	No risks identified – indexation increases should not impact materially on income.	No risks identified – indexation increases should not impact materially on income.	No mitigating actions required other than to monitor income to ensure income targets can be achieved.
O8e	Indexation increase in countryside charges	16	Low (1)	No risks identified – indexation increases should not impact materially on income.	No risks identified – indexation increases should not impact materially on income.	No mitigating actions required other than to monitor income to ensure income targets can be achieved.
O8f	Introduction of charges for new and replacement bins	70	Low (2)	Level of forecast demand is not met resulting in a shortfall in income. Ability to recover charges from developers.	Refusal of developers to pay section 75 contributions. Actual income is less than budgeted income.	Media campaign to inform the public of changes. Updating section 75 agreements to ensure developers pay for new bins.
O8g	Increase in bulky uplift charge to £35	23	Low (2)	A drop in demand for bulky uplifts may result in a reduction in income.	Level of income is less than anticipated meaning the saving is not deliverable.	Continue to monitor income and uptake levels. If levels reduce, service promotion and advertising in comparison to private sector uplift charges could increase uptake.
O9a	Localised models of partnership working	38	Low (3)	Detailed proposals have still to be fully developed. There are potential risks around reaching agreement on new models of working.	Failure to agree new models of working will mean that savings will not be fully achieved.	Officers will consider opportunities for new ways of working and engage with community planning partners, other local authorities and agencies, as appropriate, to develop new proposals and ensure a smooth transition to new service models.
H5d	Consolidation and reduction in council IT systems	5	Low (2)	Limited ability to consolidate systems without impacting on the integrity of what the original systems were aiming to achieve. Availability of appropriate solutions.	Consolidation cannot be fully implemented meaning that the council will have to continue to use multiple systems with no reduction in costs.	Working closely with all services and relevant partners to ensure all service objectives continue to be met. Understanding of available solutions, including enhancements that can be made to existing systems. Digital Transformation Team to help analyse and consolidate reduction in systems.
	Total	1,701				

Social Policy Integration Joint Board

Ref	Measure	Total Value £'000	Level of Risk	Description of Main Identified Risks	Potential Impact of Identified Risks	Mitigating Actions to Manage Risk
SJ1a	Review of adult day care services including efficiencies in community transport, external day care provision and the Community Inclusion Team	248	Medium (4)	The longer term impact of Covid-19 on service user demands for adult day care services makes assessing future levels of demand for council run day care centres challenging. Ability to restructure community transport provision within Operational Services.	Future changes to service delivery may be required to reflect actual demand. If community transport is unable to be restructured to reflect revised requirements, full saving may not be deliverable.	Day support will continue to be provided to service users in line with assessed eligibility. Social Policy and Operational Services will work together to design transport provision that meets service requirements and takes account of the consequences of the Covid-19 pandemic.
SJ1b	Development of West Lothian core and cluster supported tenancies facilities and 16 new tenancies for adults with learning disabilities	574	Low (3)	Service contracts cannot be secured at budgeted average cost per placement. Ability to identify appropriate service users for placement in residential facilities, to ensure places are used for high tariff individuals only. Long term transition model may not meet expectations.	If average cost per placement is greater than budgeted, the saving will not be fully realised. Service users and their families may request alternative service delivery models at additional cost.	Careful long term planning will be undertaken to ensure the best match of service user and placement, whilst delivering value for money. Working closely with care providers and Corporate Procurement Unit to help meet affordable average cost per placement.
SJ1d	Assessment and eligibility for service – reduction in sleepover costs	200	Low (3)	To date progress on deliver is in line with assumptions but this requires to be closely monitored on an ongoing basis.	If future demand changes are understated the saving may not be fully deliverable.	New model of delivery including augmenting overnight support through greater use of technology will help to deliver the saving.
SJ2a	Assessment and eligibility for service – increase eligibility criteria to critical and substantial	1,231	Low (3)	Future forecasts are based on assumptions regarding demographic increases and demands for services. To date progress on delivery is in line with the assumptions but this requires to be closely monitored on an ongoing basis.	If future demand changes are understated the saving may not be fully deliverable.	Continually review assumptions to take account of latest information, forecasts and statistics.
SJ2d	Assessment and eligibility for service – focusing resources on the support of those most in need	690	Low (3)	Future forecasts are based on assumptions regarding demographic increases and demands for services. If these assumptions are understated this would impact on the ability to fully deliver the saving.	If demographic changes are understated the saving will not be fully deliverable.	Continually review assumptions to take account of latest information, forecasts and statistics.

Ref	Measure	Total Value £'000	Level of Risk	Description of Main Identified Risks	Potential Impact of Identified Risks	Mitigating Actions to Manage Risk
SJ2f	Assessment and eligibility for service – review short visits/ increase technology enabled care (TEC) to support care at home through new contract	1,095	Medium (6)	Alternative options to short care visits continue to be explored and developed. The new care at home contract which includes electronic call monitoring continues to be monitored closely but to date savings are on track to be realised. Demographic and demand risks could impact on savings and will continue to be kept under close review. Further development of technology enabled care will be required on an ongoing basis.	Inability to meet the needs of service users for short visits through alternative approaches would mean that the saving could not be fully delivered.	Changes to eligibility will have an impact on demand. It will continue to be delivered to those with an appropriate assessed level of need. Close working with potential care at home providers will be undertaken at all points to monitor the new contract to ensure that it meets both the needs of the council and the providers. New technology solutions will continue to be tested and rolled out to meet the assessed demands of service users.
SJ2g	Assessment and eligibility for service – review of high cost care packages	305	Low (2)	Future forecasts are based on assumptions regarding demographic increases and demands for services. If these assumptions are understated this would impact on the ability to fully deliver the saving.	If demographic changes are understated the saving will not be fully deliverable.	Continually review assumptions to take account of latest information, forecasts and statistics.
SJ2h	Assessment and eligibility for service – alignment of criteria to aids and equipment	218	Low (2)	Future forecasts are based on assumptions regarding demographic increases and demands for services. If these assumptions are understated this would impact on the ability to fully deliver the saving.	If demographic changes are understated the saving will not be fully deliverable.	Continually review assumptions to take account of latest information, forecasts and statistics.
SJ3a	Housing with care 3% rent increase	60	Low (1)	No risks identified – increases should not impact materially on income.	No risks identified – increases should not impact materially on income.	No mitigating actions required other than to monitor collection rates to ensure income can be achieved.
SJ3b	Contributions Policy	369	Medium (4)	Changes to eligibility, and the requirement for service users to make a contribution to their care packages, may result in demand that differs from forecasts and models.	Reduced demand for services may result in the under recovery of income.	Any shortfall in contributions recovered should be offset against a similar reduction in the cost of care provided.
SJ3c	Inflationary increase in Telecare charges	40	Low (1)	No risks identified – increases should not impact materially on income.	No risks identified – increases should not impact materially on income.	No mitigating actions required other than to monitor collection rates to ensure income can be achieved.

Ref	Measure	Total Value £'000	Level of Risk	Description of Main Identified Risks	Potential Impact of Identified Risks	Mitigating Actions to Manage Risk
SJ3d	2% increase in care home accommodation recoveries based on assumed UK Government maximum	80	Low (1)	No risks identified – increases should not impact materially on income.	No risks identified – increases should not impact materially on income.	No mitigating actions required other than to monitor collection rates to ensure income can be achieved.
SJ4c	Assessment and eligibility for services – remaining former supporting people arrangements amalgamated with care at home framework	728	Medium (6)	Risk that external care at home framework alongside redesigned internal services does not have additional capacity.	There may be a need to deliver the service internally at an additional cost to the council.	Support will continue to be provided to those with substantial and critical needs. Working closely with suppliers and Corporate Procurement Unit to facilitate supply.
SJ4d	Assessment and eligibility for services – review of all third party and commissioned IJB services	295	Low (2)	Changes to eligibility, and the requirement for service users to make a contribution to their care packages, may result in demand that differs from forecasts and models. Availability of suitable providers for revised contracts.	Contracts for service delivery may deviate from anticipated demand, creating a budget pressure. There may not be suitable providers from which to commission required services.	Support will continue to be provided to those with substantial and critical needs. Working closely with potential providers and Corporate Procurement Unit to facilitate the commissioning process. Modelling of services based on demand forecasts.
SJ5b	Remodel housing with care provision	693	Medium (4)	Consultation with stakeholders including tenants and their families, registered social landlords, staff and trade unions may result in unforeseen issues. Potential further Covid-19 pressures may adversely impact proposed timelines.	Delay in implementation and achievement of associated savings creating budget pressures.	Regular project board in place to monitor progress and manage any emerging risks or issues. Stakeholder engagement plan being developed to ensure clear, consistent and coordinated communication on the proposals.
SJ5c	Development of health and social care drop in community hubs	75	Low (1)	No risk identified – hub model to be implemented but will have a positive impact on service delivery.	No risk identified – hub model to be implemented but will have a positive impact on service delivery.	No mitigating actions required.
SJ6a	Review of Social Policy management	140	Low (2)	No risk identified, management savings delivered.	No risk identified.	No mitigating actions required.
SJ6b	Review of Social Policy administration support to deliver 25% reduction	346	Low (2)	No risk identified, savings delivered.	No risk identified.	No mitigating actions required.
SJ6c	Review of contract and commissioning and service development to deliver 25% reduction	175	Low (2)	As services change, support will be realigned. A revised model has to be finalised, making it difficult to fully assess support requirements. Inability to achieve staffing reductions through natural changes may mean redeployment.	Revised structure may not adequately support the service. Staff will need to be redeployed which may mean delays in achieving the saving.	Revised requirements will be determined and developed in line with agreed and implemented changes to service delivery. Remaining activity will focus on delivering key outcomes.

Ref	Measure	Total Value £'000	Level of Risk	Description of Main Identified Risks	Potential Impact of Identified Risks	Mitigating Actions to Manage Risk
SJ6e	Integration of occupational therapy between the council and health	219	Low (2)	No risk identified – the council will continue to focus on service users and savings will be delivered in partnership with NHS Lothian.	No risk identified.	No mitigating actions required.
SJ6f	Additional staffing efficiencies	211	Medium (4)	Inability to achieve staffing reductions through natural changes may mean redeployment.	Staff will need to be redeployed which may mean delays in achieving the saving.	Workforce management policies will be used to minimise the impact. It is anticipated this can be delivered without impacting frontline delivery.
SJ6g	Review of operation of Community Equipment Store in partnership with health	75	Low (1)	Revised service model to be developed in partnership with health. Availability of appropriate suppliers to deliver equipment in line with the new model.	Inability to agree revised model may mean the saving cannot be delivered. Delays in clients receiving essential equipment.	Close working with Health to develop a new service model. Working closely with potential suppliers to ensure appropriate supply contracts are available.
SJ8a	Direct access to care plans to inform care reviews	63	Low (2)	Availability of secure technological solutions to ensure appropriate sharing of information to support delivery of care.	If information cannot be shared in a secure and efficient way, the saving would become undeliverable.	Thorough testing of applications and technological solutions, with a focus on security of information and efficiencies in current processes.
SJ8b	Introduction of self-assessment framework	25	Low (2)	Availability of secure technological solutions to ensure appropriate sharing of information to support delivery of care. Ability of care providers to undertake assessment.	If information cannot be shared in a secure and efficient way, or providers are unable to complete the self-assessment process, the saving would be undeliverable.	Thorough testing of applications and technological solutions, with a focus on security of information and efficiencies in current processes. Training and support for providers to undertake assessment process.
	Total	8,155				

Social Policy Non Integration Joint Board

Ref	Measure	Total Value £'000	Level of Risk	Description of Main Identified Risks	Potential Impact of Identified Risks	Mitigating Actions to Manage Risk
S1a	Development of education placements and care arrangements for children with disabilities	838	Medium (4)	Ability to provide the appropriate education and care support for young people and their families.	If the revised model does not meet expectations, the council will have to continue with the current model at a significant cost. This would mean the saving could not be delivered.	This proposal will generate positive outcomes for service users and their families. Working in partnership with Education and careful management through the transition process will help deliver better services and reduce costs.
S1b	External day placements replaced with internal provision within West Lothian	245	Low (2)	Ability to develop additional internal provision to support the needs of young people locally.	If local provision and capacity cannot be developed and strengthened, the council will have to continue to commission placements externally and the saving could not be delivered.	Working in partnership with Education to secure education provision along with care support.
S1c	Reduce average cost of residential placements through increasing internal capacity	825	Medium (6)	Looked after children services are undergoing fundamental changes and reform to increase the capacity to develop local solutions to support children in West Lothian. Current demand, and associated financial pressures, within the service area are not reversed.	If the changes to the system are unsuccessful, this saving will not be fully delivered. In addition, given current trends in this area, if changes are not implemented, it could result in a further budget pressure for the council. The impact of the first phase of changes has however been positive.	Redesign of internal services will be undertaken. This will include changing the nature of provision and making it more flexible. Budget will remain for residential care. The focus will shift to increase support to maintain children and young people within community settings with a reduced reliance on residential care.
S1e	Review family support provision – closure of centre based facilities moving to supporting children in communities	693	Low (3)	Demand for outreach services are less than anticipated. Inability to achieve staffing reductions in final year through natural changes may mean redeployment.	Unforeseen demand for service provision that is no longer available. If staffing reductions are not achieved voluntarily staff will need to be redeployed which may mean delays in achieving the saving.	Focus will be on risk areas most likely to escalate. Family support will continue to be delivered, including support within the family home. Workforce management policies will be used to minimise the impact.
S1f	Focusing the activity of early intervention and prevention support teams	276	Medium (4)	Inability to achieve staffing reductions through natural changes may mean redeployment.	If staffing reductions are not achieved voluntarily staff will need to be redeployed which may mean delays in achieving the saving.	Council workforce management policies will be used to minimise the impact on staff.
S1g	Service review of Social Care Emergency Team	20	Low (1)	No risks identified – savings can be applied to budget immediately with no impact on service delivery.	No risks identified – savings can be applied to budget immediately with no impact on service delivery.	No mitigating actions required.

Ref	Measure	Total Value £'000	Level of Risk	Description of Main Identified Risks	Potential Impact of Identified Risks	Mitigating Actions to Manage Risk
S1j	Children and Families Practice Team review of skills and staffing mix	30	Low (1)	Inability to achieve staffing reductions through natural changes may mean redeployment.	If staffing reductions are not achieved voluntarily staff will need to be redeployed which may mean delays in achieving the saving.	Council workforce management policies will be used to minimise the impact on staff.
S1k	Review of criminal justice	253	Medium (4)	Potential reductions in Scottish Government grant funding for criminal justice.	If Scottish Government grant funding is reduced changes to criminal justice would be difficult to achieve.	The service will be redesigned to ensure priority areas and statutory requirements are met.
S1l	Review of youth justice service	70	Low (1)	Inability to achieve staffing reductions through natural changes may mean redeployment.	If staffing reductions are not achieved voluntarily staff will need to be redeployed which may mean delays in achieving the saving.	Council workforce management policies will be used to minimise the impact on staff.
S4a	Review of Social Policy management	70	Low (1)	No risk identified, management savings delivered.	No risk identified.	No mitigating actions required.
S4b	Review of Social Policy administration to deliver 25% reduction	218	Low (2)	No risk identified, savings delivered.	No risk identified.	No mitigating actions required.
S4c	Review of contract and commissioning and service development to deliver 25% reduction	88	Low (2)	As services change, support will be realigned. A revised model has to be finalised, making it difficult to fully assess support requirements. Inability to achieve staffing reductions through natural changes may mean redeployment.	Revised structure may not adequately support the service. Staff will need to be redeployed which may mean delays in achieving the saving.	Revised requirements will be determined and developed in line with agreed and implemented changes to service delivery. Remaining activity will focus on delivering key outcomes.
S4d	Review of all third party and commissioned non IJB services	50	Low (1)	No risk identified – saving arises from aligning supply with current demand.	No risk identified – saving arises from aligning supply with current demand.	No mitigating actions required. Supply will continue to be monitored in line with need and available resources.
S4e	Additional staffing savings	176	Low (2)	Inability to achieve staffing reductions through natural changes may mean redeployment.	If staffing reductions are not achieved voluntarily staff will need to be redeployed which may mean delays in achieving the saving.	Council workforce management policies will be used to minimise the impact on staff.
	Total	3,852				

Planning, Economic Development and Regeneration

Ref	Measure	Total Value £'000	Level of Risk	Description of Main Identified Risks	Potential Impact of Identified Risks	Mitigating Actions to Manage Risk
P1c	Cessation of pilot funding to support implementation of Community Choices	75	Low (2)	Successful implementation of the new model for community grants through West Lothian Community Choices.	Budget to be removed supports implementation of Community Choices. If this is delayed, the saving could not be delivered in 2021/22.	Focus on establishing successful pilots for new Community Choices approach. Supporting organisations with the transition to the new model.
P2b	Environmental Health and Trading Standards efficiencies	10	Low (2)	This level of charging may not be achievable or sustainable, with customers potentially using the private sector.	Substantial increases may lead to the loss of customers to the private sector, meaning that income targets are not achieved.	If full cost recovery is not achieved, the service could be withdrawn. In these circumstances the private sector is likely to step in to provide a service.
P2h	Additional staffing savings	26	Low (1)	Inability to achieve staffing reductions through natural changes may mean redeployment.	If staffing reductions are not achieved voluntarily staff will need to be redeployed which may mean delays in achieving the saving.	Council workforce management policies will be used to minimise the impact on staff.
P4a	Opportunity for shared services and collaborative working across authority boundaries	100	Low (2)	Work is ongoing to identify projects which will achieve the full saving. Full implementation will, in part, be reliant on agreement with partner organisations and the review of existing contracts and service level agreements, however this is not expected to present barrier to achieving the saving.	If collaborative arrangements, which are suitable for all partners, cannot be secured the full saving will have to be delivered through alternative means.	Discussion and close working with local authority partners to identify and develop in partnership collaborative working opportunities.
	Total	211				

Education

Ref	Measure	Total Value £'000	Level of Risk	Description of Main Identified Risks	Potential Impact of Identified Risks	Mitigating Actions to Manage Risk
E1b	Reduce adult learning budget by 50%	121	Low (2)	Adult learning strategy targets may be difficult to achieve, resulting in reduced performance.	Pressure to reinstate services to increase adult learning opportunities would mean saving is undeliverable.	The adult learning strategy will focus on priority areas with revised targets created.
E2c	Recurring reduction in net management fee for West Lothian Leisure (WLL)	509	Medium (6)	The continued operational capacity of WLL within the current trading climate.	May impact on the long term financial sustainability of WLL resulting in a financial pressure for the council.	WLL have an agreed financial strategy which includes full delivery of this saving.
E3g	Reduction in education officers team	145	Low (2)	Reduced central support for interventions on quality issues may impact on attainment.	Attainment levels and positive inspections could reduce, requiring specific interventions to improve performance.	Capacity will be developed in schools to replace central provision.
E4a	Review of DSM scheme	927	Low (3)	Revised level of funding is insufficient to support effective service delivery in schools. Although the saving is medium due to the financial value, it is unlikely that the saving will not be delivered.	There could be pressure to increase funding for schools which would have an adverse impact on the council's overall budget.	Use of new initiatives, such as increased use of technology and greater cluster working arrangements, to support changes.
E5b	Revised staffing structure following co-location of services at new Cedarbank School	125	Low (2)	Subject to outcome of statutory consultation, and projected demand being within forecasts, there are no risks to delivery.	Subject to outcome of statutory consultation, and projected demand being within forecasts, there are no risks to delivery.	No mitigating actions required.
E8a	Localised models of partnership working	75	Low (3)	Detailed proposals have still to be fully developed. There are potential risks around reaching agreement on new models of working.	Failure to agree new models of working will mean that savings will not be fully achieved.	Officers will consider opportunities for new ways of working and engage with community planning partners, other local authorities and agencies, as appropriate, to develop new proposals and ensure a smooth transition to new service models.
E9a	Indexation increase in primary school lets	4	Low (1)	No risks identified – indexation increases should not impact materially on income and occupancy levels.	No risks identified – indexation increases should not impact materially on income and occupancy levels.	No mitigating actions required other than to monitor income against budget.

Ref	Measure	Total Value £'000	Level of Risk	Description of Main Identified Risks	Potential Impact of Identified Risks	Mitigating Actions to Manage Risk
E9b	Indexation increase in charges at Burgh Halls in Linlithgow	4	Low (1)	Given current occupancy levels, this increase could result in a further drop in demand. The proposed level of charging may not be achievable or sustainable over the five year period.	Additional income may not be achievable if demand for services at Burgh Halls, Linlithgow remains low.	Service to investigate options to increase demand for services. Collection rates to be monitored to ensure targeted income can be achieved.
E9d	Indexation increase in instrumental music tuition fees	25	Low (1)	Further increases in fees could result in reduced uptake of instrumental music service.	Reduced uptake could have an impact on budgeted income levels, creating a budget pressure.	Service to continue to monitor income and uptake levels. If levels reduce, service provision could be further reviewed to align with demand.
E10a	Further development of parent portal to increase online transactions	63	Low (1)	Parents may not engage with this technological solution, although based on feedback received there is an increasing demand for online services in this area.	If parents do not move to the portal, associated administrative savings could not be delivered.	Continue to engage with parents to increase use of portal.
	Total	1,998				

Chief Executive/Finance and Property Services

Ref	Measure	Total Value £'000	Level of Risk	Description of Main Identified Risks	Potential Impact of Identified Risks	Mitigating Actions to Manage Risk
F2a	Anti-Poverty Service – staffing saving, including opportunities for integration of services	331	Low (2)	Greater than anticipated demand, potential changes from the Scottish Government on poverty initiatives and delays in modernising internal systems may have an adverse impact on the revised delivery model.	Changes to activities and support may result in reduced customer satisfaction. If workload is greater than anticipated this may impact on customer satisfaction and the ability to support those in poverty.	Significant work has been undertaken to develop the service to meet the increasing demand for support. Where possible services and activities have been integrated and consolidated. Changes which could affect the service are continually reviewed. Managers work closely with staff and customers to embed changes to minimise risks. Workforce management policies have minimised the impact on staff.
F3a	Efficiencies in reactive and cyclical maintenance through economies of scale in consolidating hard facilities management (FM) contracts	283	Medium (4)	Savings in maintenance contracts are not realised. The contractor may not meet the performance required.	Uncertain tender prices may mean the council cannot secure a revised maintenance contract at an appropriate cost, resulting in budget pressures. Supplier performance could compromise statutory compliance and quality standards.	Close review of contracts and working closely with potential suppliers and Corporate Procurement Unit. Close management of statutory compliance and quality to ensure legislative requirements are met.
F3c	Energy efficiency and renewable energy projects	187	Low (2)	Nature of energy efficiency and renewable projects means actual benefits and costs may not reflect initial assumptions.	If implementation differs from plans, this could result in additional costs for the council or lesser than anticipated savings.	Use of established approaches and technologies. Undertaking robust business cases and review before approving projects.
F3f	Property modernisation through reconfiguration of office floor space, rationalisation of surplus offices & increased rental income	45	Low (1)	Staff adapting to new working practices. Market conditions may mean delays in bringing surplus sites to the market.	Council will not be able to dispose of buildings as originally anticipated and will incur additional revenue and capital costs in keeping the buildings operational.	Working with staff to help effectively embed new approaches and facilitate consolidation of sites. Cost/benefit analysis to be completed for specific sites to maximise benefit.
F3g	Consolidation of property services and soft facilities management (FM) activity	70	Low (2)	Consolidation of property services is not delivered.	If a new structure was not implemented, savings may not be delivered.	A restructure of Property Services has been agreed, including streamlining of activities.
F4c	To reduce and rationalise non-core properties to reflect changes to service delivery	110	Low (2)	Services do not make changes to delivery models, meaning that buildings are not surplus to requirements. Market conditions may mean delays in bringing surplus sites to the market.	Council will not be able to dispose of buildings as originally anticipated and will incur additional revenue and capital costs in keeping the buildings operational.	Working with services to ensure proposals have been progressed to allow saving to be achieved. Cost/benefit analysis to be completed for specific surplus sites to maximise benefit for the council.

Ref	Measure	Total Value £'000	Level of Risk	Description of Main Identified Risks	Potential Impact of Identified Risks	Mitigating Actions to Manage Risk
F5c	Increase tenanted non residential property income	213	Medium (4)	This increase is the equivalent to growth of approximately 8% on current charges. This level of charging may not be achievable or sustainable. Loss of tenants could impact on ability to achieve income targets.	Increases may lead to the loss of tenants to the private sector, meaning that income targets are not achieved. Experience of implementing changes in previous years has not seen a material impact on tenancy levels.	Market conditions will be carefully monitored to ensure that council properties remain competitive to reduce the possibility of charges becoming unsustainable. Proposed increase should bring the council in line with other landlords.
F8a	New models of working with voluntary organisations, including co-location and effective use of assets	100	Low (2)	As detailed proposals have yet to be developed and agreed with voluntary organisations, there is a risk that there are insufficient opportunities for partnership working. Partners are unwilling, or are unable, to consider co-location and effective use of assets opportunities.	Partnership working proposals for effective use of shared assets are not achievable, meaning the saving is not deliverable.	Officers to engage with community planning partners to develop detailed proposals that will benefit all parties and help ensure the smooth implementation of new methods of partnership working. Detailed modelling of all assets available in communities across West Lothian.
H5d	Consolidation and reduction in council IT systems	20	Low (2)	Limited ability to consolidate systems without impacting on the integrity of what the original systems were aiming to achieve. Availability of appropriate solutions.	Consolidation cannot be fully implemented meaning that the council will have to continue to use multiple systems with no reduction in costs.	Working closely with all services and relevant partners to ensure all service objectives continue to be met. Understanding of available solutions, including enhancements that can be made to existing systems. Digital Transformation Team to help analyse and consolidate reduction in systems.
	Total	1,359				

Appendix 3 – Addendum to Schedule of Fees and Charges 2021/22 and 2022/23 (2020/21 for Information)

Environmental Health & Trading Standards - Site Licence Application Fees for Mobile Home (Permanent Resident) Sites	2020/21 For Information	2021/22	2022/23	Basis of charge	Discretionary/ Non-discretionary
Licence application for 1-10 residential units – new application	£618.00	£636.00	£655.00	Per application	Discretionary
Licence application for 1-10 residential units – renewal (5 years)	£511.00	£526.00	£542.00	Per application	Discretionary
Licence application for 11-20 residential units – new application	£1236.00	£1273.00	£1311.00	Per application	Discretionary
Licence application for 11-20 residential units – renewal (5 years)	£1023.00	£1053.00	£1084.00	Per application	Discretionary
Licence application for 21-40 residential units – new application	£2471.00	£2545.00	£2621.00	Per application	Discretionary
Licence application for 21-40 residential units – renewal (5 years)	£2045.00	£2106.00	£2169.00	Per application	Discretionary
Licence application for 41-70 residential units – new application	£4326.00	£4455.00	£4588.00	Per application	Discretionary
Licence application for 41-70 residential units – renewal (5 years)	£3579.00	£3686.00	£3796.00	Per application	Discretionary
Licence application for 71-100+ residential units – new application	£6183.00	£6368.00	£6569.00	Per application	Discretionary
Licence application for 71-100+ residential units – renewal (5 years)	£5114.00	£5267.00	£5425.00	Per application	Discretionary

APPENDIX 4 - DETAILED ANALYSIS OF BUDGET CHANGE - CORPORATE SERVICES

	£	£
<u>REVENUE BUDGET 2021/22</u>		
BASE BUDGET 2020/21		10,695,153
<u>BASE BUDGET MOVEMENTS 2021/22</u>		
STAFFING		
Pay	<u>247,265</u>	247,265
INFLATION AND INDEXATION		
Fuel - Petrol / Diesel	<u>14</u>	14
SERVICE REDESIGN, INTEGRATION AND MODERNISATION		
Legal Services staffing efficiencies	(132,000)	
Redesign of HR and payroll functions	(141,000)	
Additional staffing saving	<u>(48,000)</u>	(321,000)
CHANNEL SHIFT AND DIGITAL TRANSFORMATION		
Review of Scottish Wide Area Network (SWAN) arrangements	<u>(35,000)</u>	(35,000)
INCOME AND CONTRIBUTIONS		
Indexation increase in discretionary licensing charges	<u>(8,000)</u>	(8,000)
CENTRALISATION OF LEARNING AND DEVELOPMENT ACTIVITY		
Review of corporate learning and development provision	<u>(51,000)</u>	(51,000)
CENTRALISATION OF PERFORMANCE AND ASSURANCE		
Redesign of performance and assurance activities	<u>(24,000)</u>	(24,000)
ADMINISTRATIVE SUPPORT		
Expansion of administrative hubs	<u>(200,000)</u>	(200,000)
TOTAL BASE BUDGET INCREASE 2021/22		(391,721)
TOTAL BUDGET 2021/22 - BASE BUDGET		<u><u>10,303,432</u></u>
TIME LIMITED INVESTMENT AND COVID-19 PRESSURES		
Lifetime Alcohol Licensing Fund		64,000
Reduction in Licensing Income		58,000
TOTAL BUDGET 2021/22 - BASE BUDGET, TIME LIMITED AND COVID-19 PRESSURES		<u><u>10,425,432</u></u>

APPENDIX 4 - DETAILED ANALYSIS OF BUDGET CHANGE - HOUSING, CUSTOMER & BUILDING SERVICES

REVENUE BUDGET 2021/22

	£	£
BASE BUDGET 2020/21		8,218,519

BASE BUDGET MOVEMENTS 2021/22

STAFFING

Pay	244,517	244,517
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SERVICE PRESSURES AND DEVELOPMENTS

Homelessness	150,000	
Rapid Rehousing Transition Plan	(1,000)	
Homelessness Transport	(50,000)	99,000

INFLATION AND INDEXATION

Electricity - Buildings	(120)	
Gas	320	
Passenger Transport Contracts	2,702	2,902

REVIEW OF EXTERNAL FUNDING FOR POLICE AND COMMUNITY SAFETY

Review of Safer Neighbourhood Team aligning officers to ward structure	(56,000)	(56,000)
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SERVICE REDESIGN, INTEGRATION AND MODERNISATION

Additional staffing savings	(41,000)	(41,000)
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MODERNISED LIBRARY, INFORMATION AND PARTNERSHIP CENTRE SERVICE

Revised opening hours at Fauldhouse swimming pool	(10,000)	
Review of service delivery within Customer and Community Services	(14,000)	(24,000)

CHANNEL SHIFT AND DIGITAL TRANSFORMATION

Automation of calls into Customer Service Centre	(50,000)	(50,000)
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INCOME AND CONTRIBUTIONS

Indexation increase in rent and service charges	(69,000)	
Indexation increase in Registration charges	(8,000)	(77,000)

TOTAL BASE BUDGET INCREASE 2021/22

98,419

TOTAL BUDGET 2021/22 - BASE BUDGET

8,316,938

TIME LIMITED INVESTMENT AND COVID-19 PRESSURES

Staffing Resources for Private Sector Leases		37,000
Reduction in Registration Income		83,000

TOTAL BUDGET 2021/22 - BASE BUDGET, TIME LIMITED AND COVID-19 PRESSURES

8,436,938

APPENDIX 4 - DETAILED ANALYSIS OF BUDGET CHANGE - OPERATIONAL SERVICES**REVENUE BUDGET 2021/22**

£ £

BASE BUDGET 2020/21

55,473,565

BASE BUDGET MOVEMENTS 2021/22**STAFFING**Pay 1,019,066 1,019,066**DEMOGRAPHICS AND DEMAND LED PRESSURES**

Roads and Footpaths	46,000	
Waste	60,152	
Additional Support Needs - Transport	<u>64,700</u>	170,852

REVENUE CONSEQUENCES OF CAPITAL PROGRAMMESchool Estate Expansion - Additional Staffing Costs 176,022 176,022**SERVICE PRESSURES**

Additional Grounds Maintenance Staff for Cemeteries	30,000	
Reinstate Reactive Cutting on Pitches	31,000	
Reinstate Opening Hours at Community Recycling Centres	320,000	
Containers for Reusable Items	5,000	
Waste Pressure - increase in gate fees	<u>445,000</u>	831,000

INFLATION AND INDEXATION

Electricity - Street Lighting	(33,428)	
Water and Sewerage	10	
Non Domestic Rates - Poundage	(82)	
Fuel - Petrol/Diesel	54,077	
Waste Disposal Gate Fees and Landfill Tax	173,224	
Passenger Transport Contracts	116,498	
Operational Material - General	40,887	
Operational Material - Bitumen	7,527	
Food	<u>43,640</u>	402,353

SERVICE REDESIGN, INTEGRATION AND MODERNISATIONAdditional efficiency saving (27,000) (27,000)**REVISED SERVICE STANDARDS AND DELIVERY MODELS - WASTE SERVICES**Waste Services review (160,000) (160,000)**CHANNEL SHIFT AND DIGITAL TRANSFORMATION**Consolidation and reduction in council IT systems (5,000) (5,000)**INCOME AND CONTRIBUTIONS**

Indexation increase in school meal prices	(84,000)	
Price increase for cemetery lairs and interments	(70,000)	
Indexation increase in roads inspections and consents	(12,000)	
Indexation increase in external cleaning and catering	(15,000)	
Indexation increase in countryside charges	(8,000)	
Introduction of charges for new and replacement bins	(35,000)	
Increase in bulky uplift charge to £35	<u>(23,000)</u>	(247,000)

TOTAL BASE BUDGET INCREASE 2021/22

2,160,293

TOTAL BUDGET 2021/22 - BASE BUDGET57,633,858**TIME LIMITED INVESTMENT AND COVID-19 PRESSURES**

Mainstream School Transport	190,000
Transport Fund	300,000
Increased Waste Tonnages	1,488,000
Facilities Management Income and Costs	760,000
Additional Cleaning in Schools	2,621,000
Additional Vehicle Hire Costs	294,000

TOTAL BUDGET 2021/22 - BASE BUDGET, TIME LIMITED AND COVID-19 PRESSURES63,286,858

APPENDIX 4 - DETAILED ANALYSIS OF BUDGET CHANGE - SOCIAL POLICY INTEGRATION JOINT BOARD

	£	£
<u>REVENUE BUDGET 2021/22</u>		
BASE BUDGET 2020/21		76,057,463
<u>BASE BUDGET MOVEMENTS 2021/22</u>		
STAFFING		
Pay	751,033	751,033
DEMOGRAPHICS AND DEMAND LED PRESSURES		
Adults and Older People Demographics	3,471,793	3,471,793
SERVICE PRESSURES AND DEVELOPMENTS		
Carers Act	826,000	
WiFi in Council Care Homes & Day Care Centres	33,000	859,000
INFLATION AND INDEXATION		
Non Domestic Rates - Poundage	(6)	
Learning Disabilities	538,070	
Physical Disabilities	155,437	
Mental Health	89,204	
Older People	950,066	
Food	9,829	1,742,600
CARE FOR ADULTS		
Development of West Lothian core & cluster supported tenancies facilities for adults with learning disabilities	(230,000)	
Assessment & eligibility for service - reduction in sleepover costs	(100,000)	(330,000)
ADULTS AND OLDER PEOPLE ASSESSMENT		
Assessment & eligibility for service - increase eligibility criteria to critical and substantial	(761,000)	
Assessment & eligibility for service - focusing resources on the support of those most in need	(345,000)	
Assessment & eligibility for service - review short visits/increase technology enabled care (TEC)	(548,000)	
Assessment & eligibility for service - review of high cost care packages	(225,000)	
Assessment & eligibility for service - alignment of criteria to aids and equipment	(120,000)	(1,999,000)
INCOME AND CONTRIBUTIONS		
Housing with care 3% rent increase	(30,000)	
Contributions Policy	(70,000)	
Increase in Telecare charges and increase in uptake of service	(20,000)	
2% increase in care home accommodation recoveries based on assumed UK Government maximum	(40,000)	(160,000)
COMMISSIONED SERVICES		
Assessment & eligibility for service - remaining former supporting people arrangements	(408,000)	(408,000)
BUILDING BASED CARE		
Remodel housing with care provision	(392,000)	(392,000)
MANAGEMENT AND SUPPORT		
Review of Social Policy administrative support to deliver 25% reduction	(171,000)	
Integration of occupational therapy between the council and health	(111,000)	
Additional staffing savings	(130,000)	(412,000)
CHANNEL SHIFT AND DIGITAL TRANSFORMATION		
Introduction of self-assessment framework	(25,000)	(25,000)
TOTAL BASE BUDGET INCREASE 2021/22		3,098,426
TOTAL BUDGET 2021/22 - BASE BUDGET		79,155,889
TIME LIMITED INVESTMENT AND COVID-19 PRESSURES		
Funding to Support the Food Train		22,000
Funding to Support Befriending of Older People		30,000
Community Hub Development Officer		30,000
Independent Counselling Services for Individuals Who Have Experienced Trauma Relating to Violence & Abuse		75,000
Enhanced Budget Provision for Drugs and Alcohol Team		45,000
TOTAL BUDGET 2021/22 - BASE BUDGET, TIME LIMITED AND COVID-19 PRESSURES		79,357,889
Health and Social Care Assumed Mobilisation Costs (Funded via IJB Reserves)		2,350,000
OVERALL TOTAL		81,707,889

APPENDIX 4 - DETAILED ANALYSIS OF BUDGET CHANGE - SOCIAL POLICY NON INTEGRATION JOINT BOARD

<u>REVENUE BUDGET 2021/22</u>	£	£
BASE BUDGET 2020/21		34,726,330
<u>BASE BUDGET MOVEMENTS 2021/22</u>		
STAFFING		
Pay	<u>473,956</u>	473,956
DEMOGRAPHICS AND DEMAND LED PRESSURES		
Children Placements / Kinship Care	<u>376,629</u>	376,629
INFLATION AND INDEXATION		
Non Domestic Rates - Poundage	(6)	
Fuel - Petrol / Diesel	35	
External Placements / Kinship Care	431,554	
Food	<u>669</u>	432,252
SERVICE PRESSURES AND DEVELOPMENTS		
Community Justice Community Planning Partnership Funding	12,000	
Reduction in Criminal Justice Social Work	(70,000)	
Enhanced Independent Living Support	<u>18,000</u>	(40,000)
CARE AND EDUCATION FOR CHILDREN WITH A DISABILITY OR ADDITIONAL SUPPORT NEEDS (ASN)		
Development of education placement and care arrangements for children with disabilities	(400,000)	
External day placements replaced with internal provision within West Lothian	<u>(200,000)</u>	(600,000)
CARE AND EDUCATION FOR LOOKED AFTER CHILDREN (LAC) AND CHILDREN WITH SOCIAL, EMOTIONAL AND BEHAVIOURAL NEEDS (SEBN)		
Reduce average cost of residential placements through increasing internal capacity	<u>(400,000)</u>	(400,000)
FAMILY AND PARENTING SUPPORT		
Review family support provision - closure of centre based facilities moving to support children in communities	(393,000)	
Focusing the activity of early intervention and prevention in support teams	(141,000)	
Review of criminal justice	<u>(150,000)</u>	(684,000)
MANAGEMENT AND SUPPORT		
Review of Social Policy administration to deliver 25% reduction	(107,000)	
Additional staffing savings	<u>(136,000)</u>	(243,000)
TOTAL BASE BUDGET INCREASE 2021/22		(684,163)
TOTAL BUDGET 2021/22 - BASE BUDGET		<u>34,042,167</u>
TIME LIMITED INVESTMENT AND COVID-19 PRESSURES		
Funding to Support Unpaid Carers and Young People		25,000
Support for Personal Care at Home for Children with a Disability		50,000
Advocacy Services for Children		70,000
TOTAL BUDGET 2021/22 - BASE BUDGET, TIME LIMITED AND COVID-19 PRESSURES		<u>34,187,167</u>

APPENDIX 4 - DETAILED ANALYSIS OF BUDGET CHANGE - EDUCATION

<u>REVENUE BUDGET 2021/22</u>	£	£
BASE BUDGET 2020/21		182,554,520
<u>BASE BUDGET MOVEMENTS 2021/22</u>		
STAFFING		
Pay - Teachers	2,310,818	
Pay - Non Teachers	<u>869,808</u>	3,180,626
DEMOGRAPHICS AND DEMAND LED PRESSURES		
Schools	<u>1,803,300</u>	1,803,300
REVENUE CONSEQUENCES OF CAPITAL PROGRAMME		
School Estate Expansion - Additional Staffing Costs	<u>318,200</u>	318,200
SERVICE PRESSURES AND DEVELOPMENTS		
Reduction in Scottish Attainment Funding	(3,000)	
Educational Psychologist Adjustment	(15,000)	
School Holiday Activity Clubs	175,000	
Early Learning & Childcare - Expansion of Hours	<u>1,691,000</u>	1,848,000
INFLATION AND INDEXATION		
Public Private Partnership (PPP) Unitary Charge	336,351	
Scottish Qualification Authority Fees	11,925	
Food	<u>1,160</u>	349,436
RESTRUCTURE OF ADULT LEARNING AND YOUTH SERVICES		
Reduce adult learning budget by 50%	<u>(121,000)</u>	(121,000)
REVIEW APPROACH TO DELIVERY OF CULTURE AND SPORTS		
Recurring reduction in net management fee for West Lothian Leisure (WLL)	<u>(250,000)</u>	(250,000)
REDESIGN OF SCHEME OF DEVOLVED SCHOOL MANAGEMENT (DSM)		
Review of DSM scheme	<u>(691,000)</u>	(691,000)
INCOME AND CONTRIBUTIONS		
Indexation increase in primary school lets	(2,000)	
Indexation increase in charges at Burgh Halls in Linlithgow	(2,000)	
Indexation increase in instrumental music tuition fees	<u>(12,000)</u>	(16,000)
CHANNEL SHIFT AND DIGITAL TRANSFORMATION		
Further development of parent portal to increase online transactions	<u>(13,000)</u>	(13,000)
TOTAL BASE BUDGET INCREASE 2021/22		6,408,562
TOTAL BUDGET 2021/22 - BASE BUDGET		<u>188,963,082</u>
TIME LIMITED INVESTMENT AND COVID-19 PRESSURES		
Targeted Intervention		3,000
Education Recovery Funded by Additional Scottish Government Funding		3,694,000
Additional Waste Collection Charges		114,000
Lost Income for School Lets		141,000
Reduced Income Instrumental Music Service		194,000
Lost Income for Burgh Halls in Linlithgow		193,000
Increased Management Fee for West Lothian Leisure (WLL)		1,500,000
TOTAL BUDGET 2021/22 - BASE BUDGET, TIME LIMITED AND COVID-19 PRESSURES		<u>194,802,082</u>

APPENDIX 4 - DETAILED ANALYSIS OF BUDGET CHANGE - CHIEF EXECUTIVE/FINANCE & PROPERTY SERVICES

	£	£
<u>REVENUE BUDGET 2021/22</u>		
BASE BUDGET 2020/21		24,238,785
<u>BASE BUDGET MOVEMENTS 2021/22</u>		
STAFFING		
Pay	<u>284,620</u>	284,620
REVENUE CONSEQUENCES OF CAPITAL PROGRAMME		
Utilities, Non Domestic Rates and Maintenance of Operational Properties	<u>472,714</u>	472,714
SERVICE PRESSURES		
School Clothing Grant	200,000	
Free School Meals School Holiday Payments	1,323,000	
Audit fees	<u>36,282</u>	1,559,282
INFLATION AND INDEXATION		
Electricity - Buildings	(86,956)	
Gas	145,791	
Carbon	26,244	
Water and Sewerage	24,601	
Fuel - Petrol / Diesel	31	
Food Indexation	46	
Non Domestic Rates - Poundage	(140,755)	
Public Conveniences	<u>7,386</u>	(23,612)
INTEGRATED ANTI-POVERTY SERVICE		
Anti-Poverty Service – staffing saving, including opportunities for integration of services	<u>(331,000)</u>	(331,000)
EFFICIENCIES FROM IMPROVED USE AND MANAGEMENT OF COUNCIL PROPERTIES		
Efficiencies in reactive and cyclical maintenance through economies of scale in consolidating hard facilities (FM) contracts	(163,000)	
Energy efficiency and renewable energy projects	(113,000)	
Consolidation of property services and soft facilities management (FM) activity	<u>(70,000)</u>	(346,000)
REVISED PROPERTY REQUIREMENTS FROM SERVICE PROPOSALS		
To reduce and rationalise non-core properties to reflect changes to service delivery (Whitdale and Livingston Family Centres, Whitdale Day Care Centre and Carmondean Connected)	<u>(44,000)</u>	(44,000)
CHANNEL SHIFT AND DIGITAL TRANSFORMATION		
Consolidation and reduction in council IT systems	<u>(20,000)</u>	(20,000)
INCOME AND CONTRIBUTIONS		
Increase tenanted non residential property income	<u>(107,000)</u>	(107,000)
TOTAL BASE BUDGET INCREASE 2021/22		1,445,004
TOTAL BUDGET 2021/22 - BASE BUDGET		<u>25,683,789</u>
TIME LIMITED INVESTMENT AND COVID-19 PRESSURES		
Anti-Poverty Strategy		187,000
Tenanted Non Residential Property (TNRP) Reduced Rental Income		200,000
Scottish Welfare Fund (SWF)		1,000,000
Food Network Additional Payments		600,000
School Clothing Grant		100,000
TOTAL BUDGET 2021/22 - BASE BUDGET, TIME LIMITED AND COVID-19 PRESSURES		<u>27,770,789</u>

APPENDIX 4 - DETAILED ANALYSIS OF BUDGET CHANGE - NON SERVICE EXPENDITURE**REVENUE BUDGET 2021/22**

£ £

BASE BUDGET 2020/21**44,440,634****BASE BUDGET MOVEMENTS 2021/22****SERVICE PRESSURES AND DEVELOPMENTS**

Historical Supported Borrowing	205,000	
Barclay Act - Valuation Joint Board	4,000	
Council Tax Reduction	279,000	
Employers Contribution Pension Rates (costs will be met from services now)	(404,100)	
Pay Award	514,907	
Prudential Borrowing to Offset Reduction in Scottish Government Capital Grant	<u>700,000</u>	1,298,807

TOTAL BASE BUDGET INCREASE 2021/22**1,298,807****TOTAL BUDGET 2021/22 - BASE BUDGET****45,739,441****TIME LIMITED INVESTMENT AND COVID-19 PRESSURES**

Council Tax Reduction Scheme (CTRS) and Income		2,061,000
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TOTAL BUDGET 2021/22 - BASE BUDGET, TIME LIMITED AND COVID-19 PRESSURES**47,800,441**

APPENDIX 4 - DETAILED ANALYSIS OF BUDGET CHANGE - CORPORATE SERVICES**REVENUE BUDGET 2022/23**

£ £

BASE BUDGET 2021/22

10,303,432

BASE BUDGET MOVEMENTS 2022/23**STAFFING**

Pay

228,959 228,959**INFLATION AND INDEXATION**

Fuel - Petrol / Diesel

14 14**SERVICE REDESIGN, INTEGRATION AND MODERNISATION**

Charge licensing staff to lifetime income

(110,000) (110,000)**INCOME AND CONTRIBUTIONS**

Advertising including Bulletin and the council website

(42,000)

Indexation increase in discretionary licensing charges

(8,000) (50,000)**CENTRALISATION OF PERFORMANCE AND ASSURANCE**

Redesign of performance and assurance activities

(73,000) (73,000)**TOTAL BASE BUDGET INCREASE 2022/23****(4,027)****TOTAL BUDGET 2022/23 - BASE BUDGET****10,299,405**

APPENDIX 4 - DETAILED ANALYSIS OF BUDGET CHANGE - HOUSING, CUSTOMER & BUILDING SERVICES

REVENUE BUDGET 2022/23

	£	£
BASE BUDGET 2021/22		8,316,938
<u>BASE BUDGET MOVEMENTS 2022/23</u>		
STAFFING		
Pay	<u>221,413</u>	221,413
SERVICE PRESSURES AND DEVELOPMENTS		
Homelessness	<u>(200,000)</u>	(200,000)
INFLATION AND INDEXATION		
Electricity - Buildings	294	
Gas	130	
Passenger Transport Contracts	<u>3,646</u>	4,070
SERVICE REDESIGN, INTEGRATION AND MODERNISATION		
Focusing on prevention in housing needs following delivery of Rapid Rehousing Transition Plan (RRTP)	<u>(34,000)</u>	(34,000)
EMPOWERING COMMUNITIES AND REDUCING THE NUMBER OF COMMUNITY FACILITIES		
Community asset and revised leasing and management arrangements	<u>(100,000)</u>	(100,000)
CHANNEL SHIFT AND DIGITAL TRANSFORMATION		
Channel shift and digital transformation	(123,000)	
Automation of calls into Customer Service Centre	(50,000)	
Review and refinement of systems administration	(50,000)	
Consolidation and reduction in council IT systems	<u>(75,000)</u>	(298,000)
INCOME AND CONTRIBUTIONS		
Indexation increase in rent and service charges	(71,000)	
Indexation increase in Registration charges	<u>(8,000)</u>	(79,000)
COLLABORATION, MODERNISATION AND WORKING IN PARTNERSHIP		
Localised models of partnership working	<u>(37,000)</u>	(37,000)
TOTAL BASE BUDGET INCREASE 2022/23		(522,517)
TOTAL BUDGET 2022/23 - BASE BUDGET		<u><u>7,794,421</u></u>

APPENDIX 4 - DETAILED ANALYSIS OF BUDGET CHANGE - OPERATIONAL SERVICES**REVENUE BUDGET 2022/23**

£ £

BASE BUDGET 2021/22**57,633,858****BASE BUDGET MOVEMENTS 2022/23****STAFFING**Pay 863,339 863,339**DEMOGRAPHICS AND DEMAND LED PRESSURES**

Roads and Footpaths	34,000	
Waste	67,022	
Additional Support Needs Transport	49,600	150,622

REVENUE CONSEQUENCES OF CAPITAL PROGRAMMESchool Estate Expansion - Additional Staffing Costs 151,276 151,276**INFLATION AND INDEXATION**

Electricity - Street Lighting	81,899	
Water and Sewerage	11	
Non Domestic Rates - Poundage	134	
Fuel - Petrol/Diesel	54,077	
Waste Disposal Gate Fees and Landfill Tax	198,504	
Passenger Transport Contracts	157,194	
Operational Material - General	55,170	
Operational Material - Bitumen	7,554	
Food	56,012	610,555

GREEN FLEET AND TRAVELGreen travel further reduction in mileage (156,000) (156,000)**REVISED SERVICE STANDARDS AND DELIVERY MODELS - ROADS AND TRANSPORTATION**Continue current programme to convert street lighting to LED (126,000) (126,000)**REVISED SERVICE STANDARDS AND DELIVERY MODELS - WASTE SERVICES**Waste Services review (727,000) (727,000)**INCOME AND CONTRIBUTIONS**

Indexation increase in school meal prices	(87,000)	
Price increase for cemetery lairs and interments	(57,000)	
Indexation increase in roads inspections and consents	(12,000)	
Indexation increase in external cleaning and catering	(16,000)	
Indexation increase in countryside charges	(8,000)	
Introduction of charges for new and replacement bins	(35,000)	(215,000)

COLLABORATION, MODERNISATION AND WORKING IN PARTNERSHIPLocalised models of partnership working (38,000) (38,000)**TOTAL BASE BUDGET INCREASE 2022/23****513,792****TOTAL BUDGET 2022/23 - BASE BUDGET****58,147,650**

APPENDIX 4 - DETAILED ANALYSIS OF BUDGET CHANGE - SOCIAL POLICY INTEGRATION JOINT BOARD

<u>REVENUE BUDGET 2022/23</u>	£	£
BASE BUDGET 2021/22		79,155,889
<u>BASE BUDGET MOVEMENTS 2022/23</u>		
STAFFING		
Pay	<u>669,106</u>	669,106
DEMOGRAPHICS AND DEMAND LED PRESSURES		
Adults and Older People Demographics	<u>36,411,443</u>	36,411,443
INFLATION AND INDEXATION		
Learning Disabilities	601,022	
Physical Disabilities	165,959	
Mental Health	96,824	
Older People	1,031,101	
Non Domestic Rates - Poundage	10	
Food	<u>12,636</u>	1,907,552
CARE FOR ADULTS		
Review of adult day care services including efficiencies in community transport, external day care provision and the Community Inclusion Team	(248,000)	
Development of West Lothian core and cluster supported tenancies facilities and 16 new tenancies for adults with learning disabilities	(344,000)	
Assessment & eligibility for service - reduction in sleepover costs	<u>(100,000)</u>	(692,000)
ADULTS AND OLDER PEOPLE ASSESSMENT		
Assessment & eligibility for service - increase eligibility criteria to critical and substantial	(470,000)	
Assessment & eligibility for service - focusing resources on the support of those most in need	(345,000)	
Assessment & eligibility for service - review short visits/increase technology enabled care (TEC) to support care at home through new contract	(547,000)	
Assessment & eligibility for service - review of high cost care packages	(80,000)	
Assessment and eligibility for service – alignment of criteria to aids and equipment	<u>(98,000)</u>	(1,540,000)
INCOME AND CONTRIBUTIONS		
Housing with care 3% rent increase	(30,000)	
Contributions Policy	(299,000)	
Increase in Telecare charges and increase in uptake of service	(20,000)	
2% increase in care home accommodation recoveries based on assumed UK Government maximum	<u>(40,000)</u>	(389,000)
COMMISSIONED SERVICES		
Assessment & eligibility for service - remaining former supporting people arrangements amalgamated with care at home framework	(320,000)	
Assessment & eligibility for service - review of all third party and commissioned IJB services	<u>(295,000)</u>	(615,000)
BUILDING BASED CARE		
Remodel housing with care provision	(301,000)	
Development of health and social care drop in community hubs	<u>(75,000)</u>	(376,000)
MANAGEMENT AND SUPPORT		
Review of Social Policy management	(140,000)	
Review of Social Policy administrative support to deliver 25% reduction	(175,000)	
Review of contract and commissioning and service development to deliver 25% reduction	(175,000)	
Integration of occupational therapy between the council and health	(108,000)	
Additional staffing savings	(81,000)	
Review of operational of Community Equipment Store in partnership with health	<u>(75,000)</u>	(754,000)
CHANNEL SHIFT AND DIGITAL TRANSFORMATION		
Direct access to care plans to inform care reviews	<u>(63,000)</u>	(63,000)
TOTAL BASE BUDGET INCREASE 2022/23		34,559,101
TOTAL BUDGET 2022/23 - BASE BUDGET		<u>#####</u>

APPENDIX 4 - DETAILED ANALYSIS OF BUDGET CHANGE - SOCIAL POLICY NON INTEGRATION JOINT BOARD

<u>REVENUE BUDGET 2022/23</u>	£	£
BASE BUDGET 2021/22		34,042,167
<u>BASE BUDGET MOVEMENTS 2022/23</u>		
STAFFING		
Pay	<u>431,727</u>	431,727
DEMOGRAPHICS AND DEMAND LED PRESSURES		
Children Placements / Kinship Care	<u>394,341</u>	394,341
INFLATION AND INDEXATION		
Non Domestic Rates - Poundage	9	
Fuel - Petrol / Diesel	35	
External Placements / Kinship Care	454,094	
Food	<u>861</u>	454,999
CARE AND EDUCATION FOR CHILDREN WITH A DISABILITY OR ADDITIONAL SUPPORT NEEDS (ASN)		
Development of a long term West Lothian based education placement and care arrangements for children with disabilities	(438,000)	
External placements replaced with internal provision within West Lothian	<u>(45,000)</u>	(483,000)
CARE AND EDUCATION FOR LOOKED AFTER CHILDREN (LAC) AND CHILDREN WITH SOCIAL, EMOTIONAL AND BEHAVIOURAL NEEDS (SEBN)		
Reduce average cost of residential placements through increasing internal capacity	<u>(425,000)</u>	(425,000)
FAMILY AND PARENTING SUPPORT		
Review family support provision - closure of centre based facilities moving to support children in communities	(300,000)	
Focusing the activity of early intervention and prevention in support teams	(135,000)	
Service review of Social Care Emergency Team (SCET)	(20,000)	
Children and Families Practice Team review of skills and staffing mix	(30,000)	
Review of criminal justice	(103,000)	
Review of youth justice service	<u>(70,000)</u>	(658,000)
MANAGEMENT AND SUPPORT		
Review of Social Policy management	(70,000)	
Review of Social Policy administration to deliver 25% reduction	(111,000)	
Review of contract and commissioning and service development to deliver 25% reduction	(88,000)	
Review of all third party and commissioned non IJB services	(50,000)	
Additional staffing savings	<u>(40,000)</u>	(359,000)
TOTAL BASE BUDGET INCREASE 2022/23		(643,933)
TOTAL BUDGET 2022/23 - BASE BUDGET		<u><u>33,398,234</u></u>

APPENDIX 4 - DETAILED ANALYSIS OF BUDGET CHANGE - PLANNING, ECONOMIC DEVELOPMENT & REGENERATION

<u>REVENUE BUDGET 2022/23</u>	£	£
BASE BUDGET 2021/22		3,874,404
<u>BASE BUDGET MOVEMENTS 2022/23</u>		
STAFFING		
Pay	<u>113,084</u>	113,084
INFLATION AND INDEXATION		
Electricity - Buildings	29	
Non Domestic Rates - Poundage	320	
Operational Material - General	16	
Passenger Transport Contracts	<u>308</u>	673
SERVICE REDESIGN, INTEGRATION AND MODERNISATION		
Environmental Health and Trading Standards efficiencies including increasing pest control income to full cost recovery	<u>(5,000)</u>	(5,000)
COLLABORATION, MODERNISATION AND WORKING IN PARTNERSHIP		
Opportunity for shared services and collaborative working across authority boundaries	<u>(100,000)</u>	(100,000)
TOTAL BASE BUDGET INCREASE 2022/23		8,757
TOTAL BUDGET 2022/23 - BASE BUDGET		<u><u>3,883,161</u></u>

APPENDIX 4 - DETAILED ANALYSIS OF BUDGET CHANGE - EDUCATION

<u>REVENUE BUDGET 2022/23</u>	£	£
BASE BUDGET 2021/22		188,963,082
<u>BASE BUDGET MOVEMENTS 2022/23</u>		
STAFFING		
Pay - Teachers	2,291,694	
Pay - Non Teachers	<u>687,044</u>	2,978,738
DEMOGRAPHICS AND DEMAND LED PRESSURES		
Schools	<u>905,300</u>	905,300
REVENUE CONSEQUENCES OF CAPITAL PROGRAMME		
School Estate Expansion - Additional Staffing Costs	<u>644,300</u>	644,300
INFLATION AND INDEXATION		
Public Private Partnership (PPP) Unitary Charge	402,094	
Scottish Qualification Authority Fees	16,093	
Food	<u>1,491</u>	419,678
REVIEW APPROACH TO DELIVERY OF CULTURE AND SPORTS		
Recurring reduction in net management fee for West Lothian Leisure (WLL)	<u>(259,000)</u>	(259,000)
REDESIGN OF EARLY LEARNING AND CHILDCARE		
Reduction in education officers team	<u>(145,000)</u>	(145,000)
REDESIGN OF SCHEME OF DEVOLVED SCHOOL MANAGEMENT (DSM)		
Review of DSM scheme	<u>(236,000)</u>	(236,000)
ADDITIONAL SUPPORT NEEDS/SOCIAL, EMOTIONAL AND BEHAVIOURAL NEEDS (SEBN)		
Revised staffing structure following co-location of services at new Cedarbank School	<u>(125,000)</u>	(125,000)
COLLABORATION, MODERNISATION AND WORKING IN PARTNERSHIP		
Localised models of partnership working	<u>(75,000)</u>	(75,000)
INCOME AND CONTRIBUTIONS		
Indexation increase in primary school lets	(2,000)	
Indexation increase in charges at Burgh Halls	(2,000)	
Indexation increase in instrumental music tuition fees	<u>(13,000)</u>	(17,000)
CHANNEL SHIFT AND DIGITAL TRANSFORMATION		
Further development of parent portal to increase online transactions (e.g. data and consent forms)	<u>(50,000)</u>	(50,000)
TOTAL BASE BUDGET INCREASE 2022/23		4,041,016
TOTAL BUDGET 2022/23 - BASE BUDGET		<u>193,004,098</u>

APPENDIX 4 - DETAILED ANALYSIS OF BUDGET CHANGE - CHIEF EXECUTIVE/FINANCE & PROPERTY SERVICES

<u>REVENUE BUDGET 2022/23</u>	£	£
BASE BUDGET 2021/22		25,683,789
<u>BASE BUDGET MOVEMENTS 2022/23</u>		
STAFFING		
Pay	<u>268,932</u>	268,932
REVENUE CONSEQUENCES OF CAPITAL PROGRAMME		
Utilities, Non Domestic Rates and Maintenance of Operational Properties	<u>513,289</u>	513,289
INFLATION AND INDEXATION		
Electricity - Buildings	213,061	
Gas	59,047	
Carbon	6,893	
Water and Sewerage	25,095	
Non Domestic Rates - Poundage	229,527	
Fuel - Petrol / Diesel	31	
Public Conveniences	<u>8,917</u>	542,571
EFFICIENCIES FROM IMPROVED USE AND MANAGEMENT OF COUNCIL PROPERTIES		
Efficiencies in reactive and cyclical maintenance through economies of scale in consolidating hard facilities (FM) contracts	(120,000)	
Energy efficiency and renewable energy projects	(74,000)	
Property modernisation through reconfiguration of office floor space, rationalisation of surplus offices and increased rental income	<u>(45,000)</u>	(239,000)
REVISED PROPERTY REQUIREMENTS FROM SERVICE PROPOSALS		
To reduce and rationalise non-core properties to reflect changes to service delivery (Whitdale and Livingston Family Centres, Whitdale Day Care Centre and Carmondean Connected)	<u>(66,000)</u>	(66,000)
INCOME AND CONTRIBUTIONS		
Increase tenanted non residential property income	<u>(106,000)</u>	(106,000)
COLLABORATION, MODERNISATION AND WORKING IN PARTNERSHIP		
New models of working with voluntary organisations, including co-location and effective use of assets	<u>(100,000)</u>	(100,000)
TOTAL BASE BUDGET INCREASE 2022/23		813,792
TOTAL BUDGET 2022/23 - BASE BUDGET		<u>26,497,581</u>

APPENDIX 4 - DETAILED ANALYSIS OF BUDGET CHANGE - NON SERVICE EXPENDITURE**REVENUE BUDGET 2022/23**

£ £

BASE BUDGET 2021/22**45,739,441****BASE BUDGET MOVEMENTS 2022/23****SERVICE PRESSURES AND DEVELOPMENTS**

Prudential Borrowing to Offset Reduction in Scottish Government Capital Grant

523,000

Pay Award

10,319

Revenue Cost of Loans Fund Holiday National Flexibility

200,000

733,319

TOTAL BASE BUDGET INCREASE 2022/23**733,319****TOTAL BUDGET 2022/23 - BASE BUDGET****46,472,760**

Appendix 5 – Covid-19 and Other Time Limited Pressures

The pressures identified are based on an assumption that restrictions will remain in place for 2021/22 but that tier 1 restrictions will apply to 2022/23. In 2020/21 the council received specific funding to address pressures in a number of these areas (e.g. school logistics funding and lost income). General one-off funding from the Scottish Government for Covid-19 pressures in 2021/22 is general flexible funding so areas that have been funded in 2020/21 are estimated as a pressure in 2021/22 and 2022/23.

School related items are notated with **(S)**

Covid-19 Cost and Income Pressures

Pressure	2021/22 £'000	2022/23 £'000	Total £'000	Additional Information
Corporate Services				
Reduction in Licensing Income	58	20	78	Continued reduction in licensing income due to the effects of Covid-19. It is difficult to anticipate the exact amount of reduced income as the impact on the hospitality trade is hard to estimate.
Housing, Customer and Building Services				
Reduction in Registration Income	83	30	113	Continued reduction in income due to a fall in the number of marriages and no uplift in statutory fees.
Operational Services				
Increased Waste Tonnages	1,488	258	1,746	With changes to people's working arrangements and leisure activities, there has been an increase in waste which has had an impact on household waste tonnages. The volume of recycling and waste being collected and processed has increased and is assumed to remain elevated whilst a significant proportion of people continue to work from home. There has also been a rescheduling of the implementation of revised shift patterns and road end collections, resulting in a timing pressure in 2021/22.
Facilities Management Income and Costs (S)	760	200	960	There has been a reduced demand for school meal, café and other catering services which has reduced income. This is a net pressure with savings in reduced variable costs (e.g. food) offset against reduced income.

Pressure	2021/22 £'000	2022/23 £'000	Total £'000	Additional Information
Additional Cleaning in Schools (S)	2,621	2,621	5,242	When schools returned in late summer 2020 an additional cleaning regime was implemented to minimise the potential for the virus to spread on surfaces in schools. In 2020/21 this additional cost was funded from the Scottish Government school's logistics funding. It is expected that this enhanced cleaning will continue, with additional staffing and consumable costs.
Additional Vehicle Hire Costs	294	0	294	To implement social distancing in some services, additional vehicles were obtained. It is expected that the requirement to socially distance will remain in 2021/22.
Social Policy IJB				
Health and Social Care Assumed Mobilisation Costs	2,350	940	3,290	During 2020/21 mobilisation costs have been fully funded by the Scottish Government. It is assumed that this will continue for future years, and equivalent funding is incorporated into the available resources.
Education				
Education Recovery Funded by Confirmed Additional Scottish Government Funding (S)	3,694	0	3,694	Additional funding in 2021/22 confirmed in a grant award letter to cover the challenges of remote learning for schools and families during lockdown and continued education recovery thereafter. Equivalent funding is incorporated into the available resources.
Additional Waste Collection Charges (S)	114	114	228	Additional uplifts to reflect increased waste in schools arising from extra packaging being used to distribute and serve school meals to pupils in adherence with Covid-19 restrictions.
Lost Income for School Lets (S)	141	0	141	In line with continued restrictions, school lets have not been permitted during 2020/21. With restrictions expected to continue into 2021/22, it is likely that income will continue to be lost for school lets.
Reduced Income Instrumental Music Service (IMS) (S)	194	0	194	Covid-19 restrictions have substantially impacted on IMS tuition with a corresponding impact on income. The projected lost income is partially offset by reduced overtime and sessional hours costs.
Lost Income for Burgh Halls in Linlithgow	193	0	193	Linlithgow Burgh Halls has remained closed since March 2020 in line with government restrictions. With restrictions expected to continue into 2021/22, there will continue to be lost income in this area. The projected lost income is partially offset by reductions in casual staff and catering costs.

Pressure	2021/22 £'000	2022/23 £'000	Total £'000	Additional Information
Increased Management Fee for West Lothian Leisure (WLL)	1,500	1,500	3,000	<p>WLL generates one of the highest proportions of income through trading activities and has, as a result, been disproportionately affected by restrictions in leisure activities. A continued significant decrease in income as a result of lockdowns and restrictions is expected, reflecting that in 2020/21 as a direct result of the pandemic, WLL has lost around £8.2 million in trading income compared to the previous year. Lost income funding received from the Scottish Government in 2020/21 in relation to WLL has been transferred to WLL in full. WLL are reassessing their operating model with the objective of balancing their budget by 2023/24, however some one-off funding will be required to balance an anticipated substantial and prolonged reduction in income.</p> <p>It is proposed that the £3 million is allocated to a reserve, with payment to WLL being quarterly in advance following a gateway review to assess if the funding is required to support WLL's financial viability. It is proposed that the Head of Finance and Property Services will have delegated authority to undertake the review and authorise payment. If the payment is not be made, a report will be provided to the Council Executive.</p>
Finance and Property Services				
Tenanted Non Residential Property (TNRP) Reduced Rental Income	200	200	400	The impact of the pandemic on businesses remains uncertain, with many businesses going into liquidation or consolidating operations. With the furlough scheme due to end in April 2021, it is expected that there could be reduced demand from businesses to rent council non residential properties.
Scottish Welfare Fund (SWF)	1,000	1,000	2,000	Demand for SWF support is increasing as unemployment rises, with the substantial increase in awards experienced in 2020/21 expected to continue for some time. As the furlough scheme winds down in April 2021 it is anticipated that there will be further demand for support. The council received additional funding from the Scottish Government to cover increased SWF payments in 2020/21 but the SWF grant funding has returned to the previous year's level in 2021/22.

Pressure	2021/22 £'000	2022/23 £'000	Total £'000	Additional Information
Food Network Additional Payments	600	600	1,200	Throughout 2020/21 the demand for food support delivered in partnership between the council and the third sector through food network has increased substantially. It is expected that this demand will remain for some time, especially when the furlough scheme ends. The council received specific food funding from the Scottish Government in 2020/21.
School Clothing Grant	100	100	200	Demand for school clothing grants is increasing as unemployment rises, with the substantial increase in awards experienced in 2020/21 expected to continue for some time. As the furlough scheme winds down in April 2021 it is anticipated that there will be further demand for support.
Non Service				
Council Tax Reduction Scheme (CTRS) and Income	2,061	1,173	3,234	Demand for CTRS is increasing as unemployment rises, with the substantial increase in awards experienced in 2020/21 expected to continue for some time. As the furlough scheme winds down in April 2021 it is anticipated that there will be further demand for support. The council received funding from the Scottish Government to cover increased demand for CTRS in 2020/21.
Total Covid-19 Cost and Income Pressures	17,451	8,756	26,207	

Covid-19 Investment

Investment	2021/22 £'000	2022/23 £'000	Total £'000	Additional Information
Funding to Support Unpaid Carers and Young People	25	25	50	To extend the fund that was made available in 2020/21 to enable unpaid carers to have some time away from their caring responsibilities. The fund will be administered through local carer centres via an application scheme.
Support for Personal Care at Home for Children with a Disability	50	50	100	Funding to support children with a disability who need 24 hour a day care. This will assist families to get some help with personal care or additional support as needed.
Funding to Support the Food Train	22	22	44	To work with the Food Train on other developments in West Lothian, for example the Meal Makers Service that connects people who love cooking and are willing to share an extra portion of a home cooked meal with an older person.
Funding to Support Befriending of Older People	30	30	60	Additional funding to the befriending service for older people to support the more isolated older people in the community through the pandemic recovery period, reconnecting them with community groups and activities once it is safe for them to do so.
Community Hub Development Officer	30	30	60	The development and implementation of the community hubs for health and social care information and advice will be critical for the recovery period from the pandemic. They will help people to connect with community groups and to access contacts for referrals to formal services. The hubs will be in partnership with the third sector and the funding will support a dedicated third sector development officer.
Advocacy Services for Children	70	70	140	An increase in the volume of referrals into children's services is expected and the provision of high quality, professional and independent advocacy is a requirement to ensure that children are supported to have a say in what is happening to them.
Increased Support for Independent Counselling Services for Individuals Who Have Experienced Trauma Relating to Violence and Abuse	75	75	150	West Lothian has experienced a higher than average increase in domestic abuse and gender based violence during the pandemic and this funding will provide additional resources for the support provided to individuals who are required to attend court proceedings.
Enhanced Budget Provision for Drugs & Alcohol Team	45	45	90	The pandemic has resulted in an increase in people with addictions and this additional resource will help to keep waiting times to a minimum.
Total	347	347	694	

Other Investment

Investment	2021/22 £'000	2022/23 £'000	Total £'000	Additional Information
Winter Resilience Fund	1,000	0	1,000	Reflecting the need to adequately provide for adverse weather events a resilience fund of £1 million is proposed to enable responses to adverse weather. Given the unpredictable nature of weather events, a fund is seen as the most appropriate mechanism, ensuring that resources are available when required.
Capital Investment for Potholes	750	0	750	This winter has seen a substantial increase in the number of potholes across the road network following the severe weather. This additional funding will resource remedying potholes during 2021.
Total	1,750	0	1,750	
Total Pressures	19,548	9,103	28,651	

Appendix 6 – Statement on General Fund Balance and Other Reserves

1. Background

In reporting on the annual budget, the section 95 officer is required to provide Council with details of the General Fund Balance and its proposed use and an opinion as to the adequacy of reserves for the forthcoming financial year.

2. Overall General Fund Balance

The council's overall General Fund Balance at 1 April 2020 was £19.9 million and is forecast to be £26.9 million at 1 April 2021. The balance consists of the following:

- An uncommitted General Fund Balance of £2 million.
- Approved funding for time limited investment of £6.858 million including the items agreed by Council in February 2020.
- A modernisation fund of £2.550 million for early retirement and voluntary severance (ERVS) and other modernisation and transformation, which is required in full to meet the cost associated with staffing and other transformational changes.
- A Devolved Schools Management (DSM) scheme balance of £951,000 comprised of balances held by individual schools.
- Developer contributions of £5.107 million related to building new council houses and funded from the Housing Revenue Account.
- Other earmarked balances of £5.697 million, including committed Economic Recovery Plan funding and lifetime licensing income.
- Resources of £3.746 million to cover the anticipated Covid-19 pressures in 2021/22 and 2022/23 as identified in section D.5.11 of the report. This balance includes £994,000 from the uncommitted General Fund Balance at 31 March 2020, as agreed by Council Executive on 9 February 2021, earmarked lost income funding and £1 million released from the insurance fund following finalisation of payments relating to the holiday pay liability.

3. Uncommitted General Fund Balance

The principal focus, in considering future financial strategy is to ensure that sufficient funds are held in reserve to deal with the financial consequences of uncertain future events, and to provide a reasonable sum to address the potential impact of the range of risks and uncertainties highlighted in the budget report. Taking account of the significant financial pressures facing the council in future years, it is recommended that the uncommitted General Fund Balance is maintained at a minimum of £2 million in 2021/22, equivalent to 0.44% of annual baseline revenue expenditure. At this level, West Lothian Council will continue to have one of the lowest uncommitted general fund balances in Scotland.

The unallocated General Fund Balance at 31 March 2020 was £2.994 million as noted in the council's audited 2019/20 annual accounts. As agreed at Council Executive on 9 February 2021, the £994,000 over the minimum balance of £2 million has been incorporated into the budget report to address anticipated Covid-19 pressures in future years. It is estimated that the uncommitted General Fund Balance will be £2 million at 31 March 2021.

4. Other Elements of the General Fund Balance

The council's modernisation fund was established on 15 January 2013 to assist the council in meeting one-off costs associated with implementing changes to services and in delivering proactive workforce planning. The establishment of modernisation fund recognised that a key objective of the council is to modernise service delivery. While this will be closely linked to the reconfiguration of staffing, there is also a broader scope of costs associated with modernising and transforming service delivery which the fund also covers. This may, for example, include employing specialist temporary staff or procuring new systems to streamline and modernise processes.

As part of the council's efficiency agenda to secure better outcomes, modernise services and achieve savings, there has been, and will continue to be, continuous change in the way services are delivered. The projected uncommitted modernisation fund balance at 1 April 2021 is £2.550 million.

With further staff reductions of over 157 FTE estimated to deliver the identified savings in 2021/22 and 2022/23, and the continued requirement to modernise and transform service delivery especially in relation to digital and technology developments, it is vital that the modernisation fund is retained at an approved level to cover costs associated with implementing savings. In order to facilitate staffing changes and service modernisation and to respond to the financial challenges anticipated for the future two years, the modernisation fund is required in full to help the council to continue to deliver balanced budgets.

In accordance with the Devolved School Management Scheme, the schools delegated balance for individual schools is held within the General Fund Balance but is earmarked for school spending. The schools delegated balance is available to be utilised, if required, on school expenditure in 2021/22.

5. Other Reserves

The council has a capital fund and an insurance fund which are separate reserves to the council's General Fund Balance.

The insurance fund provides self-insurance within an overall risk management strategy. The fund covers all known liabilities and is independently valued every three years. The fund was subject to an independent actuarial revaluation in August 2019. Based on the results of this revaluation, and on an assessment of potential future risks, it was considered essential to maintain the insurance fund at the identified level to ensure all current liabilities and risks are appropriately covered. Since that revaluation, the council has refined the assumptions in relation to the holiday pay provision, with the outstanding liability being finalised and due to be paid in 2020/21. As outlined in section D.5.11 of the report, £1 million of the holiday pay provision can be released to help cover unavoidable Covid-19 pressures. Should the value be reduced below the actuarial revaluation, less the adjustment for holiday pay, action would need to be taken by the council to identify other resources to appropriately cover the council's risks and uncertainties.

The capital fund, established in 2003, is integral to the council's capital investment strategy. The mix between borrowing and application of the capital fund is kept under review to take account of prevailing market conditions and other funding risks. The capital fund earns interest on balances and, in line with approved procedure, treasury surpluses are also transferred to the fund. Taking account of these factors, the estimated balance on the capital fund at 31 March 2021 will be £55.693 million.

Based on the council's planned capital investment programme and future treasury costs, the capital fund is fully committed in future years to help finance the capital programme, and to secure best value in treasury management. The Asset Management Strategy and general services capital investment programme for 2021/22 to 2027/28 ensures that essential assets are maintained at an appropriate level.

As part of the resources to deliver this strategy, and recognising that the approved capital programme is facing affordability concerns due to the level of Scottish Government grant, the capital fund will be required in its entirety over the period to fund required capital investment. The council's approach to the capital fund will ensure that the council can continue to invest in assets during a period of financial constraint. If the capital fund was not available to prioritise capital investment, the future capital programme would have to be reduced accordingly. In this regard, the capital fund is a key element in ensuring that capital spending plans are affordable, prudent and sustainable in the long term and continue to comply with the requirements of the Prudential Code.

The forecast movement in council reserves in 2021/22 are as follows:

	Forecast Balance 1 April 2021 £000's	Additions/ (Withdrawals) £000's	Forecast Balance 31 March 2022 £000's
Insurance Fund	7,317	-	7,317
Capital Fund	55,693	(1,290)	54,403

As outlined in the main report, the council is facing unprecedented uncertainty. In line with the Accounts Commission's acknowledgement that council reserves are a key tool to managing the medium term financial impacts of the pandemic, it is likely that reserves will increase in the short term. Should additional resources become available, for example through changes to PPP debt reprofiling or through additional funding received from the Scottish Government, subject to decisions on how this funding can be utilised, it is likely that this will have a positive impact on balances as the council plans ahead to ensure there are sufficient resources to address emerging pressures. In light of the uncertainty, this flexibility around reserves is essential to ensure the council continues to have balanced budgets.

6. Financial Resilience Assessment

The CIPFA Financial Management Code requires councils to explicitly outline their assessment of their financial resilience and sustainability. When developing the budget, resilience and sustainability has always been at the centre of officers' considerations, especially in relation to the council's reserves and balances.

Overall, West Lothian Council's approach to financial and corporate planning ensures the continued financial resilience of the council's budgets. In summary the key elements that demonstrate the council's continued resilience and sustainability are as follows:

- There is a well established priority based approach to financial planning, established in 2013/14, that integrates corporate planning and revenue, capital and treasury financial planning.
- There was agreement of financial planning principles by Council Executive in June 2018.
- The Section 95 Officer is part of the council's Executive Management Team, which enables financial matters to be appropriately highlighted and considered at the most senior level.
- During each administrative term, detailed balanced revenue budgets are approved for three years with detailed savings also being approved. This provides clarity on the savings to be delivered and provides sufficient lead in time to ensure their deliverability.
- The council has a long history of successfully delivering approved budget savings, with 51% of savings being classified as green (i.e. achieved or achievable) and no savings identified as red during the most recent budget monitoring exercise.

- There are appropriate earmarked reserves, the use of which could be reviewed and reprioritised in light of substantial unbudgeted pressures.
- The well established and effective risk based approach to budget monitoring ensures good financial control of the in-year position, highlighting pressures or areas of concern at an early stage to allow management action to be identified and implemented.
- The Corporate Transformation Programme and Digital Transformation Teams help drive forward transformation, supporting services to embrace change and continue to deliver services within constrained budgets.
- The council has never received any qualifications on the annual accounts.
- The council has maintained a strong budget position and the council has not had any unplanned drawdown from reserves.
- The cost of servicing debt interest and capital repayments, at 6.4% of the net revenue stream, remains relatively low compared to other councils.

This assessment is further enhanced by external audit where the Accounts Commission and EY both conclude the robustness of the council's financial resilience and sustainability. Examples of their conclusions in relation to the council's approach include:

- The council continues to demonstrate good practice in forward financial planning, with all savings for the medium term period having been identified.
- The council demonstrates good financial control of the in-year budget, including understanding the impact of Covid-19 in early 2020/21. The Auditor has identified no control deficiencies and a robust financial management environment.
- The council has robust financial management arrangements.
- There has been positive feedback on the management's assessment of going concern and the council's future financial sustainability.
- The council has a strong track record of delivering planned savings to achieve balanced budgets.
- Good progress is being made in respect of longer term financial planning.

7. Conclusion

As set out above, it is recommended to Council that the uncommitted General Fund Balance is maintained at a minimum of £2 million. Based on an assessment of the assumptions within the revenue budget report including funding and cost pressures in future years and the availability of other earmarked balances, a minimum uncommitted General Fund Balance of £2 million is believed to be an adequate contingency, albeit one of the lowest balances within Scotland. In addition, the level of the other reserves is required for their stated purpose and any reduction in these reserves could impact on the council's ability to retain effective financial management and planning, taking account of the uncertain financial environment in 2021/22 and beyond.

The level of reserves and balances will be kept under review, taking into account latest circumstances and financial demands on the council. This is particularly important in relation to amounts earmarked for Covid-19 pressures which are highly uncertain and could be subject to change as circumstances evolve.

Appendix 7 - 2021/22 Prudential Indicators

The key objective of the Prudential Code is to ensure that the capital investment plans are affordable, prudent and sustainable. The Code has eight prudential indicators designed to support and record local decision making. These indicators require to be approved and monitored by the Council. The following describes the purpose of each indicator and the implications for West Lothian Council of the proposed levels, values and parameters.

CAPITAL EXPENDITURE INDICATORS

1. CAPITAL EXPENDITURE

Purpose of the Indicator

This indicator outlines capital spending plans for the next three years to ensure the council meets its duty under the Local Government in Scotland Act 2003 to determine and keep under review the amount it can afford to allocate to capital expenditure.

	2020/21	2021/22	2022/23	2023/24
	£'000	£'000	£'000	£'000
	Estimate	Estimate	Estimate	Estimate
General Fund	50,658	86,125	74,286	51,630
Housing	23,270	43,828	36,565	20,874
Total	73,928	129,953	110,851	72,504

Implications

The capital expenditure estimates are based on the updated two year housing capital investment programme for 2021/22 to 2022/23, which was approved by Council on 16 February 2021, and the updated seven year general services capital investment programme for 2021/22 to 2027/28, which is being presented to Council for approval on 25 February 2021.

2. CAPITAL FINANCING REQUIREMENT

Purpose of the Indicator

The capital financing requirement measures the council's underlying need to borrow for a capital purpose. This is the council's total outstanding debt required to finance planned capital expenditure.

	2020/21	2021/22	2022/23	2023/24
	£'000	£'000	£'000	£'000
	Estimate	Estimate	Estimate	Estimate
General Fund	470,409	485,808	478,022	466,412
Housing	255,477	275,574	293,787	299,136
Total	725,886	761,382	771,809	765,548

Implications

The capital financing requirement continues to rise throughout the period as the council's outstanding debt incorporates the borrowing required to finance the approved capital expenditure plans. Indicators three, four and five help to determine whether the planned level of borrowing is affordable and financially prudent.

AFFORDABILITY INDICATOR**3. RATIO OF FINANCING COSTS TO NET REVENUE STREAM****Purpose of the Indicator**

This indicator provides a measure of the proportion of the budget allocated to financing capital expenditure. For the general fund, it is the ratio of financing costs against net expenditure financed by government grant and local taxpayers. For housing, it is the ratio of financing costs to gross rental income.

	2020/21 £'000 Estimate	2021/22 £'000 Estimate	2022/23 £'000 Estimate	2023/24 £'000 Estimate
General Fund	5.5%	4.2%	5.7%	5.9%
Housing	21.4%	19.2%	23.8%	28.6%

Implications

The general fund ratio is forecast to remain at a lower level over the period as the council continues to borrow at a lower level to fund the updated seven year capital investment programme. Financing costs are assessed to be affordable within the overall context of the revenue budget over the period. For housing, the proportion allocated to loans charges rises in line with the increased borrowing required to fund the council house new build programme. The Deputy Chief Executive for Corporate, Operational and Housing Services has confirmed that the costs can be managed within the requirements of the HRA revenue budget in the long term.

FINANCIAL PRUDENCE INDICATOR**4. GROSS EXTERNAL BORROWING AND THE CAPITAL FINANCING REQUIREMENT****Purpose of the Indicator**

This indicator records the extent to which gross external borrowing, including long term liabilities such as Public Private Partnerships (PPP) and leases, is less than the capital financing requirement outlined in indicator two above. This is a key indicator of prudence and shows that, over the medium term, external borrowing is for capital purposes only. The values are measured at the end of the financial year.

	2020/21 £'000 Estimate	2021/22 £'000 Estimate	2022/23 £'000 Estimate	2023/24 £'000 Estimate
Capital Financing Requirement	725,886	761,382	771,809	765,548
Gross External Borrowing (including long term liabilities)	725,886	761,382	771,809	765,548
Under limit by	-	-	-	-

Implications

Figures are measured at the end of the financial year when a comparison will be provided for this indicator. During the course of the financial year, the net external borrowing, including long term liabilities, should be forecast to equal the capital financing requirement as the council only borrows for capital purposes. Gross external borrowing will be contained within the capital financing requirement.

TREASURY AND EXTERNAL DEBT INDICATORS

5. AUTHORISED LIMIT FOR EXTERNAL DEBT

Purpose of the Indicator

This limit provides a maximum figure to which the council could borrow at any given point during each financial year.

Authorised Limit for:	2021/22 £'000	2022/23 £'000	2023/24 £'000
Gross External Borrowing	783,155	801,937	776,599
Other Long Term Liabilities	81,296	78,714	74,479
External Debt	864,451	880,651	851,078

Implications

The limit is based on capital investment plans and treasury management policy and practice. It allows sufficient headroom for unanticipated movements and the limit will be reviewed on an ongoing basis throughout the year. The council's capital financing requirement outlined in gross external borrowing and the capital financing requirement indicator above is less than the authorised limit for each of the three years. If the authorised limit is liable to be breached, a report will be presented to Council with recommendations on how it can be managed.

6. OPERATIONAL BOUNDARY FOR EXTERNAL DEBT

Purpose of the Indicator

This indicator is a key management tool for in year monitoring and is lower than the authorised limit. It is based on an estimate of the most likely level of external borrowing.

Operational Boundary for:	2021/22 £'000	2022/23 £'000	2023/24 £'000
Gross External Borrowing	773,155	791,937	766,599
Other Long Term Liabilities	80,296	77,714	73,479
External Debt	853,451	869,651	840,078

Implications

This indicator is consistent with revised capital investment plans and with treasury management policy and practice. It is sufficient to facilitate appropriate borrowing during the financial year and will be reviewed on an ongoing basis.

7. ACTUAL EXTERNAL DEBT

Purpose of the Indicator

This is a factual indicator showing actual external debt for the previous financial year.

	31 March 2020 £'000
Actual External Borrowing	620,570
Actual Other Long Term Liabilities	85,590
Actual External Debt	706,160

8. TREASURY MANAGEMENT INDICATORS

This indicator intends to demonstrate good professional practice is being followed.

8.1 Adoption of the CIPFA Treasury Management Code

The CIPFA Treasury Code was adopted in March 1997 as an indication of good practice. The 2021/22 annual treasury plan, incorporating the prudential indicators as set out in this report, is also being reported to Council today as part of the overall financial strategy. The 2020/21 final annual treasury report will be reported in the first half of 2021/22, following conclusion of the year end process.

8.2 Upper limits for fixed and variable rate borrowing to 2023/24

The proposed limit for fixed rate borrowing is 100% and the proposed limit for variable rate borrowing is 35%. These limits mean that fixed rate exposures will be managed within the range of 65 to 100% and the maximum exposure to variable rate borrowing will be 35% of total debt. This is a continuation of current practice.

8.3 Maturity structure of fixed rate borrowing for 2021/22

These parameters control the extent to which the council will have large concentrations of fixed rate debt needing to be replaced at times of possible uncertainty over interest rates. The limits for fixed rate borrowing are as follows:

	Proposed Upper Limit	Proposed Lower Limit
Under 12 months	35%	0%
12 months and within 24 months	35%	0%
24 months and within 5 years	50%	0%
5 years and within 10 years	75%	0%
10 years and over	100%	25%

8.4 Total principal sums invested for periods longer than 364 days

The Local Government Investment (Scotland) Regulations 2010 allow investments for periods longer than 364 days. Consistent with the decision of the Council on 15 October 2013, the maximum that can be invested is £35 million to ensure security of funds.

The treasury management indicator confirms that sound professional practice is being followed by the council. The proposed values and parameters will provide sufficient flexibility in undertaking operational treasury management.

CONCLUSION

In approving and subsequently monitoring the prudential indicators, the council is fulfilling its duty to ensure that spending plans are affordable, prudent and sustainable. It also confirms that treasury management operates in accordance with the requirements of the CIPFA Treasury Management in the Public Services Code of Practice.

Appendix 8 – Revenue Budget Strategy – Approach to Integrated Impact Assessment

1. Introduction

Assessing impact is an important part of the public sector's decision making process. It is important in developing any proposal or policy to understand the needs of different groups and the potential barriers they may face may differ. Integrated Impact Assessment (IIA) is a mechanism which enables the council to consider the needs/barriers and identify any adverse impacts of different groups. It enables the council to:

- Develop appropriate policies and practices based on evidence
- Prevent or mitigate negative impacts
- Meet the council's legal requirements in terms of equality, Human Rights, Socioeconomic disadvantage and child poverty
- Be more transparent and accountable

Following the key principles of relevance and proportionality within the Equality Act 2010, Integrated Impact Assessments (IIA) of policies and decisions of the council is a requirement of The Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012. In addition, the Fairer Scotland Duty, part 1 of the Equality Act 2010 places a legal responsibility on the council to pay due regard to how it can reduce inequalities of outcome caused by socioeconomic disadvantage, when making strategic decisions.

The council has mainstreamed integrated impact assessment into the budget setting process with assessments being conducted on the budget proposals prior to approval by the council. The assessments enable the council to identify impacts and to consider and develop mitigation measures. They are intended to inform the decision making process by making all relevant information available and not to prevent decisions being taken and implemented. This process also identifies and highlights positive impacts.

2. Stage 1 - Integrated Relevance Assessment of Revenue Budget 2021/22 and 2022/23

As part of the Revenue Budget Strategy for 2021/22 and 2022/23, all budget reduction proposals have been subject to an initial screening process (Integrated Relevance Assessment) to determine whether a full IIA is required, in line with the process set out in the council's Integrated Impact Assessment toolkit. The toolkit is designed to support the council in taking account of the equality, human rights and socioeconomic implications of its work.

If during the relevance assessment it is determined that there are issues or concerns in relation to equality, human rights or socioeconomic disadvantages then a full IIA is required. In general, if there are two or more ticks in either the equality or socioeconomic disadvantage sections of the relevance assessment form, then a full assessment (stage two) will be required as it indicates that impacts and/or areas for concern have been identified and require further investigation. It is important to note that a review of the screening process can be actioned at any time, especially if new information becomes available or unforeseen consequences arise.

3. Stage 2 – Integrated Impact Assessment of Revenue Budget 2021/22 and 2022/23

The full IIA involves consideration of the following:

- Purpose of the policy i.e. the main aims, objectives and intended outcomes including the context which it will operate
- Needs and/or barriers which equality groups may have
- Needs and/or barriers which vulnerable groups falling into poverty and disadvantage may have

- Any actions that are required to be undertaken to further inform the process
- Details of any consultation and engagement undertaken or planned
- Data and Information used to inform the assessment
- Mitigating actions
- Monitoring and Review
- Recommendation and Reasoning

Where a Head of Service or Depute Chief Executive signs the ERA or IIA, there is no requirement for a countersignature.

Appendix 8a provides a summary of the outcome of each of the integrated relevance assessments conducted for individual budget reduction proposals. Where it is recommended that a full IIA is conducted, a summary of the key issues and mitigating actions is also included within the summary. In addition, an integrated relevance assessment and a full IIA has been completed for council tax. There are a number of measures which have been agreed and implemented since 2018/19. As part of the process of agreeing these savings, full IIAs were undertaken and considered as part of the approval process. On that basis, these full IIA assessments are not included in the budget papers. The savings measures where this applies are:

- Development of West Lothian core and cluster residential facilities and 16 new tenancies for adults with learning disabilities (SJ1b)
- Assessment and eligibility for service - reduction in sleepover costs (SJ1d)
- Assessment and eligibility for service – increase eligibility criteria to critical and substantial (SJ2a)
- Assessment and eligibility for service – focusing resources on the support of those most in need (SJ2d)
- Assessment and eligibility for service – review shorts visits/increase technology enabled care (TEC) to support care at home through new contract (SJ2f)
- Assessment and eligibility for service – Review of high cost care packages (SJ2g)
- Assessment and eligibility for service – alignment of criteria to aids and equipment (SJ2h)
- Contributions policy (SJ3b)
- Assessment and eligibility for services – remaining former supporting people arrangements amalgamated with care at home framework (SJ4c)
- Assessment and eligibility for service - review of all third party and commissioned IJB services (SJ4d)
- Development of based education placements and care arrangements for children with disabilities (S1a)
- External day placements replaced with internal provision within West Lothian (S1b)
- Review family support provision – closure of centre based facilities moving to supporting children in communities (S1e)
- Reduce adult learning budget by 50% (E1b)
- Further development of parent portal to increase online transactions (E10a)

The details of the full IIA assessments for all relevant measures not agreed or implemented in the first two years of the five year strategy are attached in Appendix 8b of the report.

Due to the medium term nature of the budget strategy and the challenge of delivering the £18.9 million of budget reductions over the next two years it is important that budget measures, particularly those phased into future years, are managed effectively to ensure that savings agreed are able to be delivered in full and on time. For this purpose, council officers have adopted a project management approach, which in line with best practice, will ensure that budget measures are managed in a controlled way, with a structured and staged approach being taken to managing the complexities of delivering large scale savings.

A significant number of projects have a prolonged lead in time, and several measures are phased towards the end of the financial strategy. Several budget measures, as outlined in the budget report, will require further development of council policy and will therefore be subject to further scrutiny by Policy Development and Scrutiny Panels and appropriate approval by elected members.

By adopting this medium term approach, officers are able to develop and implement budget measures in a prioritised and structured way. In line with IIA guidance, this allows for further review of the impact of policy or resource decisions at further stages in the development of projects. This ensures that IIA occurs throughout the life of the medium term financial strategy, and gives officers the opportunity to gather further evidence and monitoring information in relation to equality, human rights and socioeconomic implications throughout the implementation of the budget reduction programme.

4. Cumulative Impact of Revenue Budget 2021/22 and 2022/23

As well as the individual integrated relevance assessments conducted on budget reduction measures, officers have conducted a cumulative analysis on the implications of the wider financial strategy for the organisation. This decision was taken on the basis that while the impact of a single change may be limited, the combined effects of multiple similar or related changes may be of greater consequence. A summary of the key findings of the cumulative assessment process is outlined below:

Cumulative Workforce Implications

The cumulative impact on the budget reduction proposals for 2021/22 and 2022/23 is an estimated reduction in 157.5 FTE, over the next two years, which is equivalent to 2.3% of the council's overall workforce, in FTE terms. At the same time, it is estimated that an additional 118.8 FTE posts will be required over the two years, mainly in Education. Based on these estimates the overall decrease in FTE numbers over the two year period is 38.7 FTE.

It is anticipated that a large number of posts will be reduced through deletion of vacant posts, retirement and voluntary severance, however a reduction in posts will have implications for employee development opportunities and potential limitations to career progression.

Impact on Service Users

Some of the budget reduction proposals will impact on services directly accessed by the elderly, adults with disabilities, and children. Other proposals may impact on these groups.

Due to the scale of budget reductions required to balance the council's budgets over the next three years, it is inevitable that savings have to be targeted across the full range of council services. In 2021/22, 42% of the council's overall revenue budget supports Education Services, and 25% of the council's overall budget supports social care services for vulnerable children and adults, and older people.

Reductions to the social care budget, including changes to eligibility and charging for some non-residential social care services will result in savings of £8.1 million in Adults and Older People budgets. In addition, budget reductions totaling £3.8 million are proposed for Children's services budgets. Together, these savings represent 63% of the total identified savings for the next two years. However, due to the increasing demand for social care services, the budget proposes additional investment of £2.6 million in Children's services and £13 million in Adults and Older People Services over the next two years. In overall terms, the Social Care budgets for both the Integrated Joint Board (IJB) and non IJB social care services will increase by nearly £3.7 million in cash terms over the two years.

Proposed reductions to the Education Services budget totaling £2 million will impact on budgets allocated to schools, adult learning, culture and sports, and early learning and childcare services. The budget proposes additional investment of £12.4 million in the Education budget over the next two years, including the implementation of new early learning and childcare legislation. This will mean that the Education budget will increase by £10.4 million in cash terms over the next two years.

5. Conclusion

This appendix highlights the approach undertaken by the council to ensure it meets the requirements of The Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012. The outcome of the approach taken is summarised in Appendix 8a, and full details of the IIAs for budget proposals assessed as relevant are also published in Appendix 8b.

Appendix 8a – Summary of Integrated Impact Assessments for Budget Measures 2020/21 to 2022/23**Corporate Services – Service Redesign, Integration and Modernisation**

Ref	Measure	IIA Relevance	Protected Characteristics	Summary of Issues	Recommendations or Proposed Mitigation
C1b	Legal Services staffing efficiencies	Not Relevant	N/A	N/A	N/A
C1d	Redesign of HR and payroll functions	Not Relevant	N/A	N/A	N/A
C1h	Charge licensing staff to lifetime income	Not Relevant	N/A	N/A	N/A
C1p	Additional staffing saving	Not Relevant	N/A	N/A	N/A

Corporate Services – Channel Shift

Ref	Measure	IIA Relevance	Protected Characteristics	Summary of Issues	Recommendations or Proposed Mitigation
C2c	Review of Scottish Wide Area Network (SWAN) arrangements	Not Relevant	N/A	N/A	N/A

Corporate Services – Income and Contributions

Ref	Measure	IIA Relevance	Protected Characteristics	Summary of Issues	Recommendations or Proposed Mitigation
C3c	Advertising in Bulletin and the council website	Not Relevant	N/A	N/A	N/A
C3d	Indexation increase in discretionary licensing charges	Not Relevant	N/A	N/A	N/A

Corporate Services – Centralisation of Learning and Development Activity

Ref	Measure	IIA Relevance	Protected Characteristics	Summary of Issues	Recommendations or Proposed Mitigation
C4a	Review of corporate learning and development provision	Not Relevant	N/A	N/A	N/A

Corporate Services – Centralisation of Performance and Assurance

Ref	Measure	IIA Relevance	Protected Characteristics	Summary of Issues	Recommendations or Proposed Mitigation
C5a	Review of performance and assurance activities	Not Relevant	N/A	N/A	N/A

Corporate Services – Administration Support

Ref	Measure	IIA Relevance	Protected Characteristics	Summary of Issues	Recommendations or Proposed Mitigation
C6a	Expansion of administration hubs	Not Relevant	N/A	N/A	N/A

Housing, Customer and Building Services – Review of External Funding for Police and Community Safety

Ref	Measure	IIA Relevance	Protected Characteristics	Summary of Issues	Recommendations or Proposed Mitigation
H1c	Review of Safer Neighbourhood Team aligning officers to ward structure	Not Relevant	N/A	N/A	N/A

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

Ref	Measure	IIA Relevance	Protected Characteristics	Summary of Issues	Recommendations or Proposed Mitigation
H2d	Additional staffing savings	Not Relevant	N/A	N/A	N/A
H2e	Focusing on prevention in housing needs following delivery of Rapid Rehousing Transition Plan (RRTP)	Not Relevant	N/A	N/A	N/A

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

Ref	Measure	IIA Relevance	Protected Characteristics	Summary of Issues	Recommendations or Proposed Mitigation
H3d	Revised opening hours at Fauldhouse swimming pool	Relevant	Age	<p>This will see the service move to a reduction in available swimming pool hours at Fauldhouse. The revised hours would include the changes as follows:</p> <p><u>Saturday</u> Closed from 1:00pm to 4:30pm</p> <p><u>Monday</u> Closed from 7:30pm to 9:30pm</p> <p><u>Thursday</u> Closed from 7:30pm to 9:30pm</p>	<p>The times selected were chosen to minimise impact on overall swimming and leisure activity across the programme.</p> <p>Customers who will no longer be able to swim at those days/times can utilise the pool on other days, at the same time or at other times. There is the option to use the swimming facilities at alternative locations across West Lothian</p>

Ref	Measure	IIA Relevance	Protected Characteristics	Summary of Issues	Recommendations or Proposed Mitigation
				Usage and demand at the hours specified is low during the periods specified above. During those periods the staffing efficiency is reduced as the number of groups utilising the pool is minimal. By reducing the opening hours of Fauldhouse Pool by 2 hours on a Monday and Thursday evening and by 3.5 hours on a Saturday afternoon the proposal will save approximately 15 leisure staff hours – this would be spread across existing staffing headcount.	In addition to the staffing cost reduction, there will be a small environmental benefit by reducing the utility consumption at the centre, specifically in the heating of the pool.
H3e	Review of service delivery within Customer and Community Services	Relevant	Age	The proposals for this review of service delivery are still to be developed. The relevance assessment highlights potential areas of impact. It should be noted that it is not envisaged that this would have a negative impact as the project will be developed based and focussed on community needs and demand for the service.	The relevance assessment will be updated and any IIA requirements completed on development of proposals.

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

Ref	Measure	IIA Relevance	Protected Characteristics	Summary of Issues	Recommendations or Proposed Mitigation
H4b	Asset transfer of non-core properties staffing saving – community centres/village halls	Not Relevant	N/A	N/A	N/A

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

Ref	Measure	IIA Relevance	Protected Characteristics	Summary of Issues	Recommendations or Proposed Mitigation
H5a	Channel shift and digital transformation	Relevant	Age, Disability	National research shows that certain groups of people (older people, people with disabilities and people on low incomes) are more likely to not engage with digital services. As the types of services that will be affected by digital transformation are still to be developed, it is not possible to fully assess the impact at this stage.	The Digital Transformation Strategy was approved by Council Executive on 12 June 2018. IIA's will be considered individually when developing project briefs that will contribute to the delivery of the strategy. This will involve engagement with groups that may be affected.
H5b	Automation of calls into Customer Service Centre	Not Relevant	N/A	N/A	N/A
H5c	Review and refinement of systems administration	Not Relevant	N/A	N/A	N/A
H5d	Consolidation and reduction in council IT systems	Not Relevant	N/A	N/A	N/A

Housing, Customer and Building Services – Income and Contributions

Ref	Measure	IIA Relevance	Protected Characteristics	Summary of Issues	Recommendations or Proposed Mitigation
H6a	Indexation increase in rent and service charges	Not Relevant	N/A	N/A	N/A
H6b	Indexation increase in Registration charges	Not Relevant	N/A	N/A	N/A

Housing, Customer and Building Services – Collaboration, Modernisation and Working in Partnership

Ref	Measure	IIA Relevance	Protected Characteristics	Summary of Issues	Recommendations or Proposed Mitigation
H8a	Localised models of partnership working	Relevant	Age, Disability, Gender reassignment, Race	The proposals for this policy change are still to be developed. The relevance assessment highlights potential areas of impact. It should be noted that it is not envisaged that this would have a negative impact as the project will be developed based and focussed on community needs.	The relevance assessment will be updated and any IIA requirements completed on development of proposals.

Operational Services – Green Fleet and Travel

Ref	Measure	IIA Relevance	Protected Characteristics	Summary of Issues	Recommendations or Proposed Mitigation
O2b	Green travel further reduction in mileage	Not Relevant	N/A	N/A	N/A

Operational Services – Service Redesign, Integration and Modernisation

Ref	Measure	IIA Relevance	Protected Characteristics	Summary of Issues	Recommendations or Proposed Mitigation
O3d	Additional efficiency saving	Not Relevant	N/A	N/A	N/A

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

Ref	Measure	IIA Relevance	Protected Characteristics	Summary of Issues	Recommendations or Proposed Mitigation
O6c	Continue current programme to convert street lighting to LED	Not Relevant	N/A	N/A	N/A

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

Ref	Measure	IIA Relevance	Protected Characteristics	Summary of Issues	Recommendations or Proposed Mitigation
O7e	Waste Services review including: <ul style="list-style-type: none"> • twin stream recycling (2022/23) • generic working and changes to shift patterns and rural road end collections 	Not Relevant	N/A	N/A	N/A

Operational Services – Income and Contributions

Ref	Measure	IIA Relevance	Protected Characteristics	Summary of Issues	Recommendations or Proposed Mitigation
O8a	Indexation increase in school meals prices	Not Relevant	N/A	N/A	N/A
O8b	Price increase for cemetery lairs and interments	Relevant	N/A	The purpose of the policy is to provide income for the cemeteries service. At present there is a funding gap between the cost of service and the costs to residents of purchasing a lair and burial related services.	The proposed charges are in excess of the rate of inflation but will still maintain a substantial subsidy. The council has been active in seeking ways to mitigate poverty evidenced through the Respectful funeral model.

Ref	Measure	IIA Relevance	Protected Characteristics	Summary of Issues	Recommendations or Proposed Mitigation
				<p>The current gap between the income received and the cost of the service is about 40%. The aim of the proposal is to increase the charges related to burial services to:</p> <ul style="list-style-type: none"> • Increase income levels • Close the subsidy gap • Track average, lowest and highest costs across the country 	Mitigation is also provided by the removal of burial fees for child burials (under 18 years of age) and the introduction of the Funeral Expense Assistance Grant by the Scottish Social Security Service.
O8c	Indexation increase in roads inspections and consents	Not Relevant	N/A	N/A	N/A
O8d	Indexation increase in external cleaning and catering	Not Relevant	N/A	N/A	N/A
O8e	Indexation increase in countryside charges	Not Relevant	N/A	N/A	N/A
O8f	Introduction of charges for new and replacement bins	Not Relevant	N/A	N/A	N/A
O8g	Increase in bulky uplift charge to £35	Not Relevant	N/A	N/A	N/A

Operational Services – Collaboration, Modernisation and Working in Partnership

Ref	Measure	IIA Relevance	Protected Characteristics	Summary of Issues	Recommendations or Proposed Mitigation
O9a	Localised models of partnership working	Relevant	Age, Disability, Gender reassignment, Race	As per H8a.	As per H8a.

Operational Services – Channel Shift and Digital Transformation

Ref	Measure	IIA Relevance	Protected Characteristics	Summary of Issues	Recommendations or Proposed Mitigation
H5d	Consolidation and reduction in council IT systems	Not Relevant	N/A	N/A	N/A

Social Policy Integrated Joint Board – Care for Adults

Ref	Measure	IIA Relevance	Protected Characteristics	Summary of Issues	Recommendations or Proposed Mitigation
SJ1a	<p>Review of adult day care services including efficiencies in community transport, external day care provision and the Community Inclusion Team</p> <p>(The 2020/21 saving for the review of adult day care services was agreed by Council Executive on 3 December 2019. A full IIA was undertaken and considered as part of the decision making process)</p>	Relevant	Disability	<p>A further consultation with the staff and service users was launched on 10 July 2019. In line with the West Lothian Community Planning Partnership Engaging Communities Toolkit we considered the following:</p> <ul style="list-style-type: none"> • Involvement • Support • Planning • Methods • Working together and with others • Feedback and Sharing Information <p>Phase 2 of the adult day care review focuses on more efficient models of delivery for the provision of transport, meals and building facilities management services. The proposals, still in development, will still meet the requirements of people who attend council run day services but may be delivered in a different way.</p> <p>For example, the proposal includes food preparation being undertaken at one of the centres with food transported to the other centres similar to the model used in Education Services for the entire school estate. People with complex conditions can have dietary and consistency requirements and these will continue to be undertaken in line with food regulation standards through a dedicated catering team.</p>	<p>Involvement of service users and their families and carers is critical to the approval of any change in service model.</p> <p>The needs of service users are identified from the assessment of need, eligibility and risk and these will remain the dominant factors in determining any changes in provision. The nature of individual circumstances may mean that changes will affect some people and not all and to varying degrees but no change will be implemented without due consideration to the impact on each individual at an appropriate level.</p>

Ref	Measure	IIA Relevance	Protected Characteristics	Summary of Issues	Recommendations or Proposed Mitigation
SJ1b	Development of West Lothian core and cluster supported tenancies facilities and 16 new tenancies for adults with learning disabilities	Relevant	Disability	The project is to develop new West Lothian core and cluster residential facilities for adults with learning disabilities. Individuals affected by the provision of this proposed new housing facility may have multiple protected characteristics but in the main this project will have a positive impact on people with a disability.	None identified. The project aims to have a positive impact on people, to provide a local solution which better meets their needs.
SJ1d	Assessment and eligibility for service - reduction in sleepover costs (New policy on Eligibility for Non Residential Adult Social Care agreed by Council Executive on 11 September 2018. A full IIA was undertaken and considered as part of the decision making process)	Relevant	Age, Disability	As per SJ2a.	As per SJ2a.

Social Policy Integrated Joint Board – Adult and Older People Assessment

Ref	Measure	IIA Relevance	Protected Characteristics	Summary of Issues	Recommendations or Proposed Mitigation
SJ2a	Assessment and eligibility for service – increase eligibility criteria to critical and substantial (New policy on Eligibility for Non Residential Adult Social Care agreed by Council Executive on 11 September 2018. A full IIA was undertaken and considered as part of the decision making process)	Relevant	Age, Disability	Council Executive approved the new policy on Eligibility for Non-Residential Adult Social Care on 11 September 2018. A full Integrated Impact Assessment was undertaken for the new policy following engagement meetings with a number of representative groups. There were two issues highlighted within the IIA: 1. Engagement sessions highlighted that the process for enquiring/ complaining against decisions needed to be clearer.	The following mitigating actions were addressed in the policy: 1. The policy document includes details on how individuals who are currently in receipt of social care supports will transition from existing arrangements if they are no longer eligible. 2. Details about how individuals will be supported through the provision of information and advice.

Ref	Measure	IIA Relevance	Protected Characteristics	Summary of Issues	Recommendations or Proposed Mitigation
				2. Details of information and advice for people who were no longer eligible for social care needed to be available in formats that were accessible. Supported people needed to have timely information that informs them of what services are available to them in the absence of formal support.	3. The policy gives individuals the right to escalate concerns regarding their eligibility assessment. Details of the complaints process has been referenced and information added to confirm that care will continue to be delivered whilst any process is ongoing.
SJ2d	Assessment and eligibility for service – focusing resources on the support of those most in need (New policy on Eligibility for Non Residential Adult Social Care agreed by Council Executive on 11 September 2018. A full IIA was undertaken and considered as part of the decision making process)	Relevant	Age, Disability	As per SJ2a.	As per SJ2a.
SJ2f	Assessment and eligibility for service – review shorts visits/ increase technology enabled care (TEC) to support care at home through new contract (New policy on Eligibility for Non Residential Adult Social Care agreed by Council Executive on 11 September 2018. A full IIA was undertaken and considered as part of the decision making process)	Relevant	Age, Disability	The increased use of technological solutions is for clients who have been referred for support and packages of care, and to encourage participation in a programme to promote confidence and levels of independence in daily living. The desired outcome is to continue to protect the most vulnerable members of the community, to prevent deterioration and to ensure that those who need support continue to receive it. Telecare services will enable people to continue to live independently and reduce demand for costlier services including facilitating discharge, reducing non-elective hospital admissions and delaying or avoiding demand for residential care.	None identified – this proposal is seen as a providing a positive outcome for equality.

Ref	Measure	IIA Relevance	Protected Characteristics	Summary of Issues	Recommendations or Proposed Mitigation
SJ2g	Assessment and eligibility for service – review of high cost care packages (New policy on Eligibility for Non Residential Adult Social Care agreed by Council Executive on 11 September 2018. A full IIA was undertaken and considered as part of the decision making process)	Relevant	Age, Disability	As per SJ2a.	As per SJ2a.
SJ2h	Assessment and eligibility for service – alignment of criteria to aids and equipment (New policy on Eligibility for Non Residential Adult Social Care agreed by Council Executive on 11 September 2018. A full IIA was undertaken and considered as part of the decision making process)	Relevant	Age, Disability	As per SJ2a.	As per SJ2a.

Social Policy Integrated Joint Board – Income and Contributions

Ref	Measure	IIA Relevance	Protected Characteristics	Summary of Issues	Recommendations or Proposed Mitigation
SJ3a	Housing with Care 3% rent increase	Not Relevant	N/A	N/A	N/A
SJ3b	Contributions policy (New contributions policy for Non Residential Adult Social Care agreed by Council Executive on 11 September 2018. A full IIA was undertaken and considered as part of the decision making process)	Relevant	Age, Disability	Council Executive approved the Contributions Policy on 11 September 2018. A full Integrated Impact Assessment was undertaken for the new policy following engagement meetings with a number of representative groups. The IIA raised concerns about charging up front for social care and charging causing financial hardship for service users.	The IIA confirmed a number of mitigating measures: <ol style="list-style-type: none"> 1. The adoption of personal allowance thresholds, including a 25% buffer to provide support to those on low incomes. 2. The introduction of certain types of disregarded income from the financial assessment. 3. The introduction of a 65% taper to the level of contribution, supporting all individuals affected by the policy, and assisting those in financial hardship.

Ref	Measure	IIA Relevance	Protected Characteristics	Summary of Issues	Recommendations or Proposed Mitigation
					4. The introduction of a Personal Income Check to all individuals and their carers or other household members. 5. The introduction of a review process to ensure that if an individual feels their contribution may result in financial hardship, they will be able to apply to the council for their circumstances to be further considered. 6. Revised implementation of 1 April 2019 for existing users.
SJ3c	Increase in Telecare charges and increase in uptake of service	Relevant	Age, Disability	The desired outcome is to continue to protect the most vulnerable in the community, to prevent deterioration and to ensure that those who need support continue to receive it. Telecare allows older and disabled people to continue to live independently and reduce demand for costlier services by facilitating discharge, reducing non-elective hospital admissions and delaying/avoiding residential care.	Arrangements should be put in place following the proposed price increase to monitor any negative effects on take up of the service.
SJ3d	2% increase in care home accommodation recoveries based on assumed UK Government maximum	Not Relevant	N/A	N/A	N/A

Social Policy Integrated Joint Board – Commissioned Services

Ref	Measure	IIA Relevance	Protected Characteristics	Summary of Issues	Recommendations or Proposed Mitigation
SJ4c	Assessment and eligibility for services – remaining former supporting people arrangements amalgamated with care at home framework (New policy on Eligibility for Non Residential Adult Social Care agreed by Council Executive on 11 September 2018. A full IIA was undertaken and considered as part of the decision making process)	Relevant	Age, Disability	As per SJ2a.	As per SJ2a.
SJ4d	Assessment and eligibility for services – review of all third party and commissioned IJB services	Relevant	Age, Disability	As per SJ2a.	As per SJ2a.

Social Policy Integrated Joint Board – Building Based Care

Ref	Measure	IIA Relevance	Protected Characteristics	Summary of Issues	Recommendations or Proposed Mitigation
SJ5b	Remodel housing with care provision	Relevant	Age, Disability, Sex	It is envisaged the review will have a positive impact on the lives and wellbeing of older people providing support which seeks to maximise and sustain independence whilst enabling individuals to remain socially connected and active participants in the community. This has a positive effect on health and wellbeing.	None identified – this proposal is seen as a providing a positive outcome on equality.

Ref	Measure	IIA Relevance	Protected Characteristics	Summary of Issues	Recommendations or Proposed Mitigation
SJ5c	Development of health and social care drop in community hubs	Relevant	Age, Disability, Gender reassignment, Race, Religion or belief,	Introduction of a new model where social care advice and assistance can be accessed from agreed locations in communities. It will see a reduction in waiting lists as people can drop in for advice rather than requesting and waiting for a formal assessment. It will allow for more effective delivery of support through using the hub as a key access point and facilitating community led conversations. Direct face to face access should result in fewer referrals, reducing resource requirements and providing a more responsive early intervention service.	This will have a positive impact on improving the quality of life and health priorities. Access to advice and support in community settings should aid community capacity building and foster closer relationships with other partners. It will positively support the Customer Services Strategy by designing services that meet the needs of customers and help manage relationships in a positive way.

Social Policy Integrated Joint Board – Management and Support

Ref	Measure	IIA Relevance	Protected Characteristics	Summary of Issues	Recommendations or Proposed Mitigation
SJ6a	Review of Social Policy management	Not Relevant	N/A	N/A	N/A
SJ6b	Review of Social Policy administration support to deliver 25% reduction	Not Relevant	N/A	N/A	N/A
SJ6c	Review of contract and commissioning and service development to deliver 25% reduction	Not Relevant	N/A	N/A	N/A
SJ6e	Integration of occupational therapy between the council and health	Not Relevant	N/A	N/A	N/A
SJ6f	Additional staffing efficiencies	Not Relevant	N/A	N/A	N/A
SJ6g	Review of operation of Community Equipment Store in partnership with health	Not Relevant	N/A	N/A	N/A

Social Policy Integrated Joint Board – Channel Shift and Digital Transformation

Ref	Measure	IIA Relevance	Protected Characteristics	Summary of Issues	Recommendations or Proposed Mitigation
SJ8a	Direct access to care plans to inform care reviews	Not relevant	N/A	N/A	N/A
SJ8b	Introduction of self-assessment framework	Not relevant	N/A	N/A	N/A

Social Policy Non Integrated Joint Board – Care and Education for Children with a Disability or Additional Support Needs

Ref	Measure	IIA Relevance	Protected Characteristics	Summary of Issues	Recommendations or Proposed Mitigation
S1a	Development of placements and care arrangements for children with disabilities	Relevant	Age, Disability	<p>The development of long term transition plans and placements will have a positive impact and changes to education provision will allow for more intensive work to take place within the family setting with the aim of keeping children at home with their families.</p> <p>The aim of the project is to have a beneficial impact on children's lives and increase equality of opportunity this should in turn reduce the likelihood of discrimination.</p>	<p>There is an action plan, developed from the Joint Children's Service Inspection, which has measures of success in relation to improvement to educational attainment of looked after children and outcomes for care leavers.</p> <p>Options appraisals will continue to be progressed. Further mitigating actions will be identified as part of the staged approach to this project.</p>
S1b	External placements replaced with internal provision within West Lothian	Relevant	Potentially All	As S1a above.	As S1a above.

Social Policy Non Integrated Joint Board – Care and Education for Looked After Children and Children with SEBN

Ref	Measure	IIA Relevance	Protected Characteristics	Summary of Issues	Recommendations or Proposed Mitigation
S1c	Reduce average cost of residential placements through increasing internal capacity	Relevant	Age	As S1a above.	As S1a above.

Social Policy Non Integrated Joint Board – Family and Parenting Support

Ref	Measure	IIA Relevance	Protected Characteristics	Summary of Issues	Recommendations or Proposed Mitigation
S1e	<p>Review family support provision – closure of centre based facilities moving to supporting children in communities</p> <p>(Closure of centre based facilities moving to supporting children in communities agreed and implementation commenced in 2018/19)</p>	Relevant	Age	Children and families that receive support from the family centres and parenting teams could have any of the protected characteristics. The service does not discriminate between any client, and social work values exist to ensure equity of provision based on assessed need and assessment of risk.	This should have a positive impact on equality as the aim will be to focus on people's needs at the earliest possible opportunity, reducing the impact of issues experienced by families and young people.

Ref	Measure	IIA Relevance	Protected Characteristics	Summary of Issues	Recommendations or Proposed Mitigation
					In addition to services being delivered in a community setting, support from children and young peoples' teams based in schools will be reviewed with colleagues in education and health to focus on key areas of early intervention and prevention.
S1f	Focusing the activity of early intervention and prevention support teams	Relevant	Age	As S1e above.	As S1e above.
S1g	Service review of Social Care Emergency Team	Relevant	Age	As S1a above.	As S1a above.
S1j	Children and Families Practice Team review of skills and staffing mix	Not relevant	N/A	On further reflection, this measure does need not an IIA as previously stated. The potential change should mean that appropriate and relevant support is provided at an earlier stage in the process, improving the service the families receive. Support will be provided by a social worker when that is required and by a family support worker where that is appropriate.	N/A
S1k	Review of criminal justice	Not relevant	N/A	N/A	N/A
S1l	Review of youth justice service	Not relevant	N/A	N/A	N/A

Social Policy Non Integrated Joint Board – Management and Support

Ref	Measure	IIA Relevance	Protected Characteristics	Summary of Issues	Recommendations or Proposed Mitigation
S4a	Review of Social Policy management	Not relevant	N/A	N/A	N/A
S4b	Review of Social Policy administration to deliver 25% reduction	Not relevant	N/A	N/A	N/A
S4c	Review of contract and commissioning and service development to deliver 25% reduction	Not relevant	N/A	N/A	N/A
S4d	Review of all third party and commissioned non IJB services	Not relevant	N/A	N/A	N/A
S4e	Additional staffing savings	Not relevant	N/A	N/A	N/A

Planning, Economic Development and Regeneration – Funding of Community Groups/Organisations and BIDs

Ref	Measure	IIA Relevance	Protected Characteristics	Summary of Issues	Recommendations or Proposed Mitigation
P1c	Cessation of pilot funding to support implementation of Community Choices	Relevant	All	Removal of pilot funding originally provided to support the implementation of community choices for the allocation of voluntary organisations grant funding. The saving is a reduction in council resources to facilitate the funding process rather than a reduction in grants provided to voluntary organisations. Once a new community choices process and community group funding is implemented and embedded, this support will no longer be required.	The pilot funding was not intended as a package of funding that would continue over the longer term and had an intended purpose to mitigate negative impacts on community groups and their service users from changes to community group funding processes. However mitigating actions that will be undertaken will include the review of the two pilot processes in 2019/20 and 2020/21 to identify and inform the changes to the processes as well as identify groups who may require one-off additional support.

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

Ref	Measure	IIA Relevance	Protected Characteristics	Summary of Issues	Recommendations or Proposed Mitigation
P2b	Environmental Health and Trading Standards efficiencies	Not Relevant	N/A	N/A	N/A
P2h	Additional staffing savings	Not Relevant	N/A	N/A	N/A

Planning, Economic Development and Regeneration – Collaboration, Modernisation and Working in Partnership

Ref	Measure	IIA Relevance	Protected Characteristics	Summary of Issues	Recommendations or Proposed Mitigation
P4a	Opportunity for shared services and collaborative working across authority boundaries	Not Relevant	N/A	N/A	N/A

Education – Restructure of Adult Learning and Youth Service

Ref	Measure	IIA Relevance	Protected Characteristics	Summary of Issues	Recommendations or Proposed Mitigation
E1b	Reduce adult learning budget by 50%	Relevant	Disability, Race	Services to support adults with protected characteristics e.g. support for dyslexia and lip reading and English as an additional language, could be impacted by this proposal.	Support for dyslexia, lip reading and English as a Second language will be maintained.

Education – Review Approach to Delivery of Culture and Sports

Ref	Measure	IIA Relevance	Protected Characteristics	Summary of Issues	Recommendations or Proposed Mitigation
E2c	Recurring reduction in net management fee for West Lothian Leisure (WLL)	Not Relevant	N/A	N/A	N/A

Education – Redesign of Early Learning and Childcare

Ref	Measure	IIA Relevance	Protected Characteristics	Summary of Issues	Recommendations or Proposed Mitigation
E3g	Reduction in education officers team	Not Relevant	N/A	N/A	N/A

Education – Redesign Scheme of Devolved School Management (DSM)

Ref	Measure	IIA Relevance	Protected Characteristics	Summary of Issues	Recommendations or Proposed Mitigation
E4a	Review of Devolved School Management (DSM) scheme	Not Relevant	N/A	N/A	N/A

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

Ref	Measure	IIA Relevance	Protected Characteristics	Summary of Issues	Recommendations or Proposed Mitigation
E5b	Revised staffing structure following co-location of services at new Cedarbank School	Not Relevant	N/A	N/A	N/A

Education – Collaboration, Modernisation and Working in Partnership

Ref	Measure	IIA Relevance	Protected Characteristics	Summary of Issues	Recommendations or Proposed Mitigation
E8a	Localised models of partnership working	Relevant	Age, Disability, Gender reassignment, Pregnancy/ Maternity, Race	As per H8a.	As per H8a.

Education – Income and Contributions

Ref	Measure	IIA Relevance	Protected Characteristics	Summary of Issues	Recommendations or Proposed Mitigation
E9a	Indexation increase in primary school lets	Not Relevant	N/A	N/A	N/A
E9b	Indexation increase in charges at Burgh Halls in Linlithgow	Not Relevant	N/A	N/A	N/A
E9d	Indexation increase in instrumental music tuition fees	Not Relevant	N/A	N/A	N/A

Education – Channel Shift and Digital Transformation

Ref	Measure	IIA Relevance	Protected Characteristics	Summary of Issues	Recommendations or Proposed Mitigation
E10a	Further development of parent portal to increase online transactions	Relevant	Age, Gender reassignment, Race, Religion, Gender, Sexual orientation	This will widen access using technology as well as supporting people to use it to the best effect. National research shows that certain groups of people (older people, people with disabilities and people with low incomes) are more likely to not engage. Each service area will consider their enabling role in providing the skills and access to technology to facilitate this shift. Modernisation activities include moving school trip consent forms and the pupil placement application online, reducing the requirement for paper and manual processing.	Application forms will be available in alternative formats, including paper application forms for those who are unable to complete online. Liaise with and support the work to deliver the Digital Inclusion Plan.

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

Ref	Measure	IIA Relevance	Protected Characteristics	Summary of Issues	Recommendations or Proposed Mitigation
F2a	Anti-Poverty Service - staffing saving, including opportunities for integration of services	Relevant	Potentially all	<p>While a reduction in Anti-Poverty resources may negatively impact particular groups, central to this proposed change will be a comprehensive review of the advice and information provision in West Lothian.</p> <p>The new service aims to have a beneficial impact on the customer journey, and where applicable it will allow people who can to move through the advice and benefit process more quickly allowing for the most vulnerable people in society to be supported through the process.</p>	<p>Mitigating actions have been identified as part of the new Anti-Poverty Service:</p> <ul style="list-style-type: none"> • Digital channels will be improved including web pages being translated into alternative languages and adapted to a dyslexia friendly format; • Money advice and budgeting support using a holistic approach, recognising that some need additional support • Partnership work will be a key to ensure that appropriate links exist so that needs of individuals with multiple complex needs can be met

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

Ref	Measure	IIA Relevance	Protected Characteristics	Summary of Issues	Recommendations or Proposed Mitigation
F3a	Efficiencies in reactive and cyclical maintenance through economies of scale in consolidating hard facilities management (FM) contracts	Not Relevant	N/A	N/A	N/A
F3c	Energy efficiency and renewable energy projects	Not Relevant	N/A	N/A	N/A
F3f	Property modernisation through reconfiguration of office floor space, rationalisation of surplus offices and increased rental income	Not Relevant	N/A	N/A	N/A
F3g	Consolidation of property services and soft facilities management (FM) activity	Not Relevant	N/A	N/A	N/A

Chief Executive/Finance and Property Services – Revised Property Requirements from Service Proposals

Ref	Measure	IIA Relevance	Protected Characteristics	Summary of Issues	Recommendations or Proposed Mitigation
F4c	To reduce and rationalise non-core properties to reflect changes to service delivery	Not Relevant	N/A	N/A	N/A

Chief Executive/Finance and Property Services – Income and Contributions

Ref	Measure	IIA Relevance	Protected Characteristics	Summary of Issues	Recommendations or Proposed Mitigation
F5c	Increase tenanted non residential property income	Not Relevant	N/A	N/A	N/A

Chief Executive/Finance and Property Services – Collaboration, Modernisation and Working in Partnership

Ref	Measure	IIA Relevance	Protected Characteristics	Summary of Issues	Recommendations or Proposed Mitigation
F8a	New models of working with voluntary organisations, including co-location and effective use of assets	Not Relevant	N/A	N/A	N/A

Chief Executive/Finance and Property Services – Channel Shift and Digital Transformation

Ref	Measure	IIA Relevance	Protected Characteristics	Summary of Issues	Recommendations or Proposed Mitigation
H5d	Consolidation and reduction in council IT systems	Not Relevant	N/A	N/A	N/A

Appendix 8b – Integrated Impact Assessments

Integrated Relevance Assessment and Full Integrated Impact Assessment	Project References
Revised opening hours at Fauldhouse swimming pool – closing at 7:30pm on a Monday and Thursday and 1pm on a Saturday	H3d
Review of service delivery within Customer and Community Services	H3e
Channel Shift and Digital Transformation	H5a
Opportunity for shared services and collaborative working across authority boundaries, localised models of partnership working and new models of working with voluntary organisations, including co-location and effective use of assets	H8a, O9a, P4a, E8a, F8a
Price increase for cemetery lairs and interments	O8b
Review of adult day care services including efficiencies in community transport, external day care provision and the Community Inclusion Team	SJ1a
Increase in Telecare charges and increase in uptake of service	SJ3c
Remodel housing with care provision	SJ5b
Development of health and social care drop in community hubs	SJ5c
Provision of care and education for looked after children and children with social, emotional and behavioural needs	S1c, S1d, S1f, S1g, S1h
Cessation of pilot funding to support implementation of Community Choices	P1c
Anti-Poverty Service – additional staffing saving, including opportunities for integration of services	F2a
Council Tax Increase	



Integrated Relevance Assessment Form

1. Details of proposal	
Policy Title (include budget reference number if applicable)	Revised opening hours at Fauldhouse swimming pool – closing at 7:30pm on a Monday and Thursday and 1pm on a Saturday (H3d)
Service Area	Housing, Customer and Building Services
Lead Officer	Ann-Marie Carr
Other Officers/Partners Involved	None
Date relevance assessed	12 September 2019

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

3. The General Duty of the Equality Act 2010 requires public authorities, in the exercise of their functions, to have due regard to the need to:	
<ul style="list-style-type: none"> Eliminate unlawful discrimination, harassment and victimisation and other prohibited conduct Advance equality of opportunity between those who share a protected characteristic and those who do not; and Foster good relations between those who share a protected characteristic and those who do not <p>NB: In this section you must also consider the Human Rights Act and the key PANEL (Participation, Accountability, Non Discrimination, Empowerment and Legality) principles of Human Rights</p> <p>Which groups of people do you think will be, or potentially could be, impacted upon by the implementation of this policy? You should consider employees, clients, customers and service users (please tick below as appropriate).</p>	
Age – older people, young people and children	X
Disability – people with disabilities/long standing conditions	
Gender reassignment – trans/transgender identity – anybody who's gender identity or gender expression is different to the sex assigned to them at birth	
Marriage or civil partnership – people who are married or in a civil partnership	
Pregnancy and maternity – woman who are pregnant and/or on maternity leave	
Race – people from black, Asian and minority ethnic communities and different racial backgrounds	
Religion or belief – people with different religions and beliefs including those with no beliefs	
Sex – Gender Identify – women and men (boys and girls) and those who self-identify their gender	
Sexual Orientation – lesbian, gay, bisexual, heterosexual/straight	

4. Do you have evidence or reason to believe that this policy will or may impact on socio-economic inequalities? Consideration must be given particularly to children and families	
Socio-economic Disadvantage	Impact (Please Tick as Appropriate)
Low Income/Income Poverty – cannot afford to maintain regular payments such as bills, food, clothing	
Low and/or No Wealth – enough money to meet basic living costs and pay bills but have no savings to deal with any unexpected spends and no provision for the future	
Material Deprivation – being unable to access basic goods and services i.e. financial products like life insurance, repair/replace broken electrical goods, warm home, leisure and hobbies	X
Area Deprivation – where you live (rural areas), where you work (accessibility of transport)	
Socio-economic Background – social class i.e. parents education, employment and income	

5. Integrated impact assessment required? (Two ticks above = full assessment necessary)			
YES	X	NO	

6. Decision rationale If you have ticked no above, use this section to evidence why a full IIA is not required
Based on the potential impact, a full integrated impact assessment is required.

Signed by Lead Officer	Ralph Bell
Designation	Customer and Community Services Manager
Date	12/09/2019
Counter Signature (Head of Service or Depute Chief Executive responsible for the policy)	Ann-Marie Carr
Date	12/09/2019



Full Integrated Impact Assessment Form

1. Details of proposal	
Policy Title (include budget reference number if applicable)	Revised opening hours at Fauldhouse swimming pool – closing at 7:30pm on a Monday and Thursday and 1pm on a Saturday (H3d)
Details of Others Involved	Business Change Lead, Housing, Customer & Building Services Customer & Communities Manager
Date Assessment Conducted	10/12/2019
2. Set out a clear understanding of the purpose of the policy being developed or reviewed (what are the aims, objectives and intended outcomes including the context within which it will operate)	
<p>The proposed changes form part of the transformation programme for West Lothian Council to be delivered by Housing, Customer and Building Services. The proposals associated with this project will see the service move to a reduction in available swimming pool hours.</p> <p>The revised hours would include the changes as follows:</p> <p>Saturday – Closed from 1:00pm – 4:30pm Monday – Closed from 7:30pm – 9:30pm Thursday – Closed from 7:30pm – 9:30pm</p> <p>Usage and demand at the hours specified is low during the periods specified above. During those periods the staffing efficiency is reduced as the number of groups utilising the pool is minimal. By reducing the opening hours of Fauldhouse Pool by 2 hours on a Monday and Thursday evening and by 3.5 hours on a Saturday afternoon the proposal will save approx. 15 leisure staff hours – this would be spread across existing staffing headcount.</p> <p>Based on a WLC21 employee, savings of circa £10,000 per annum. There would be an added potential utility saving for the periods covered – this saving to be confirmed.</p>	
3. Please outline any needs and/or barriers which equality groups (people with protected characteristics) may have in relation to this policy	
Age	What effect/difference will the policy have on people? Reduced availability of the pool
	How do you know that? Analysis of the regular attendees at the specified times
Disability	What effect/difference will the policy have on people? No explicit impact on this protected characteristic.
	How do you know that? No relevant evidence was found through research or consultation, that there may be hidden needs relating to this protected characteristic.

Gender Reassignment – Trans/Transgender Identity	What effect/difference will the policy have on people? No explicit impact on this protected characteristic.
	How do you know that? There is little evidence at national or local level to indicate particular issues relating to gender identity and poverty, however reports such as Stonewall Scotland and 'Your Services, Your Say' indicate that a number of individuals who identify as trans may feel uncomfortable being open about their gender identity when accessing services so any specific issues or impact may be hidden.
Marriage or Civil Partnership	What effect/difference will the policy have on people? No explicit impact on this protected characteristic.
	How do you know that? No relevant evidence was found through research or consultation, that there may be hidden needs relating to this protected characteristic.
Pregnancy and Maternity	What effect/difference will the policy have on people? No explicit impact on this protected characteristic.
	How do you know that? No relevant evidence was found through research or consultation, that there may be hidden needs relating to this protected characteristic.
Race	What effect/difference will the policy have on people? No explicit impact on this protected characteristic.
	How do you know that? No relevant evidence was found through research or consultation, that there may be hidden needs relating to this protected characteristic.
Religion or Belief	What effect/difference will the policy have on people? No explicit impact on this protected characteristic.
	How do you know that? No relevant evidence was found through research or consultation, that there may be hidden needs relating to this protected characteristic.
Sex – Gender Identity	What effect/difference will the policy have on people? No explicit impact on this protected characteristic.
	How do you know that? No relevant evidence was found through research or consultation, that there may be hidden needs relating to this protected characteristic.
Sexual Orientation	What effect/difference will the policy have on people? No explicit impact on this protected characteristic.
	How do you know that? No relevant evidence was found through research or consultation, that there may be hidden needs relating to this protected characteristic.

4. Please outline any needs and/or barriers which may affect vulnerable groups falling into poverty and disadvantage in relation to this policy.

Vulnerable groups may include the following:

- Unemployed
- Single parents and vulnerable families
- People on benefits
- Those involved in the criminal justice system
- People in the most deprived communities (bottom 20 SIMD areas)
- People who live in rural areas
- Pensioners
- Looked After Children
- Carers including young carers
- People misusing services
- Others e.g. veterans, students
- Single adult households
- People who have experienced the asylum system
- Those leaving the care setting including children and young people and those with illness
- Homeless people
- People with low literacy/ numeracy
- People with lower educational qualifications
- People in low paid work
- People with one or more protected characteristics

What effect/difference will the policy have on people?

Research and data on historical users do not identify an impact on specific vulnerable groups. Access will still be available at throughout the day/weekend – the reduction in the small number of opening hours has been targeted at low level usage periods

How do you know that?

The officer research based the proposal to reduce hours based on analysis of customer demand, user profiles including age range. If customers respond positively to the new service changes, no negative impact is anticipated.

Average attendance on the dates/times stipulated are as follows:

Saturday 1:00pm – 4:30pm:

- Child swim **6**
- Adult swim **3**
- Monthly pass **2**
- Swim & Sauna (adult) **3**

Monday: 7:30pm-9:30pm

- Swim & Sauna 60+ group **2**
- Adult swim **1**
- Monthly pass **7**
- Swim & Sauna (adult) **4**

Thursday: 7:30pm-9:30pm

- OAP Swim **1**
- Monthly pass **4**

Average swims over a week is 400 (excluding swimming galas/events) – impacted swimmers over the period proposed is approx. 8.25%.

The times have been chosen due to usage but has also taken into consideration the commercial activities taking place, minimise the impact on income generation, swimming programme – this takes place on Saturday morning and will remain untouched and organised events

5. Action Plan

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

Actioner Name: Ralph Bell

Action Date: 01/04/21

What is the issue?

The project has been scoped into a project plan that the Integrated Impact Assessment will be reviewed in line with the Equality Commission guidance for local authorities on assessing equality impact when setting budgets and will be carried out as a staged assessment.

What action will be taken?

Customer engagement with all users of the pool to ascertain potential impact on usage at the specified periods.

Progress against action

Consultation to be arranged.

6. Details of consultation and involvement

Who will be or has been involved in the consultation process?

- a) State which service users and groups are involved in this process and describe their involvement.
- b) Describe any planned involvement saying when this will take place and who is responsible for managing the involvement process.
- c) Describe the results of the involvement and how you have taken this into account.

Our customer base will be consulted on:

- i. Alternative day for the activity.
- ii. Alternative location
- iii. Alternative time for carrying out the activity

Detail of the reduction in core hours would be communicated to the customers.

As noted there will be further impact assessment as the project evolves, this will form the basis of a consultation with users and will target any groups or individuals within the protected characteristics. This will help determine how the provision will look following implementation of the measures, and what this means for customers. This should allow for any negative impact to be called out and mitigating measures to be put in place if this is disproportionately affecting anyone from the protected characteristics.

7. Data and Information

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

- a) What information or other evidence has been used in the development of the policy?
- b) What does research, consultation and other data or information tell you about the impact of the policy? (describe the information and conclusions, and state where the information can be found)
 - i. Quantitative (numbers, percentages, statistical analysis)
 - ii. Qualitative (written/spoken words, opinions, surveys)
- c) Describe any gaps in the available information, and record within section five (Action Plan), action you are taking in relation to this (e.g. new research, further analysis) and when this is planned.
- d) Give details of any existing local or national evidence which has been used to inform the development of your policy.

The officer research based the proposal to reduce hours based on analysis of customer demand, swimming programmes and events.

Targeted consultation with stakeholders from protected characteristics has been a challenge due to Covid-19 restrictions. In January a more detailed consultation activity will be undertaken and the findings from this will finalise the proposed reduction in availability. This activity will also gather recommendations for any mitigating actions.

8. Mitigating Actions

If the policy has a negative/adverse impact on a particular group/s, but is still to be implemented, please provide justification for this.

Note: If the policy is unlawfully discriminatory under the Equality Act 2010 and/or is having a negative impact on poverty and socioeconomic disadvantage under the Fairer Scotland Duty, you MUST identify, how the policy can be amended or justified so the Council acts lawfully.

- a) How could you modify the policy to eliminate discrimination or to reduce any identified negative impacts? If necessary, consider other ways in which you could meet the aims and objectives.
- b) How could you modify the policy to create or maximise the positive aspects of the proposals and to increase equality and reduce poverty and socioeconomic disadvantage.
- c) Describe any modifications which you can make without further delay (for example, easy, few resource implications).
- d) If you propose to make any of the modifications shown above, describe any potential new negative impacts on other groups in society or on the ability to achieve the aims and how you will minimise these.
- e) Please describe the resource implications of any proposed modifications taking into account financial, people and property issues.

The times selected were chosen to minimise impact on overall swimming and leisure activity across the programme.

Customers who will no longer be able to swim at those days/times can utilise the pool on other days, at the same time or at other times. There is the option to use the swimming facilities at alternative locations across West Lothian

In addition to the staffing cost reduction, there will be a small environmental benefit by reducing the utility consumption at the centre, specifically in the heating of the pool.

9. Monitoring and Review

- a) How will the implementation and impact of the policy be monitored, including implementation of any amendments? For example, what type of monitoring will there be? How frequent?
- b) What are the practical arrangements for monitoring? For example, who will put this in place? When will it start?
- c) How will results of monitoring be used to develop future policies?
- d) When is the policy due to be reviewed?
- e) Who is responsible for ensuring this happens? Please detail below

The planning, implementation and reviewing of this measure will be managed along best practice in project management. An agile approach to the initial stages saw the brief evolve into alternative proposals quickly. The Service Design capability within the service has been utilised to develop customer journeys and will capture the user feedback. Stakeholder engagement and user centred input will result in discussions with staff, the views of customers/stakeholders. In terms of project governance proposals for this measure being reported to the HCBS senior management team, Customer and Community Services will continue our programme of monitoring performance indicators for early identification of arising issues, concerns, or impact on performance.

The impact on each of the groups identified as having possible equality impact should be mapped against the affected times as the proposals develop. This will enable further mitigation of any impact to be assessed and implemented as user engagement and analysis of performance information becomes known. The reduction in times will only be agreed following the review of the implementation of the measure, and a sufficient period of quality assurance to satisfy the project board that the customers or service performance has not been negatively impacted, and that any determined impact has been mitigated as far as possible. This review to take place in October 2021.

10. Recommendation and Reasoning	
✓ Implement proposal taking account of mitigating actions (as outlined above)	
Reason for Recommendation	
Signed by Lead Officer	Ralph Bell
Designation	Customer & Community Services Manager
Date	11/12/2020
Counter Signature (Head of Service or Depute Chief Executive responsible for the policy)	AnnMarie Carr
Date	11/12/2020



Integrated Relevance Assessment Form

1. Details of proposal	
Policy Title (include budget reference number if applicable)	Review of service delivery within Customer and Community Services (H3e)
Service Area	Housing, Customer and Building Services
Lead Officer	Ann-Marie Carr
Other Officers/Partners Involved	None
Date relevance assessed	12 September 2019

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

3. The General Duty of the Equality Act 2010 requires public authorities, in the exercise of their functions, to have due regard to the need to:	
<ul style="list-style-type: none"> Eliminate unlawful discrimination, harassment and victimisation and other prohibited conduct Advance equality of opportunity between those who share a protected characteristic and those who do not; and Foster good relations between those who share a protected characteristic and those who do not <p>NB: In this section you must also consider the Human Rights Act and the key PANEL (Participation, Accountability, Non Discrimination, Empowerment and Legality) principles of Human Rights</p> <p>Which groups of people do you think will be, or potentially could be, impacted upon by the implementation of this policy? You should consider employees, clients, customers and service users (please tick below as appropriate).</p>	
Age – older people, young people and children	X
Disability – people with disabilities/long standing conditions	
Gender reassignment – trans/transgender identity – anybody who's gender identity or gender expression is different to the sex assigned to them at birth	
Marriage or civil partnership – people who are married or in a civil partnership	
Pregnancy and maternity – woman who are pregnant and/or on maternity leave	
Race – people from black, Asian and minority ethnic communities and different racial backgrounds	
Religion or belief – people with different religions and beliefs including those with no beliefs	
Sex – Gender Identify – women and men (boys and girls) and those who self-identify their gender	
Sexual Orientation – lesbian, gay, bisexual, heterosexual/straight	

4. Do you have evidence or reason to believe that this policy will or may impact on socio-economic inequalities? Consideration must be given particularly to children and families	
Socio-economic Disadvantage	Impact (Please Tick as Appropriate)
Low Income/Income Poverty – cannot afford to maintain regular payments such as bills, food, clothing	
Low and/or No Wealth – enough money to meet basic living costs and pay bills but have no savings to deal with any unexpected spends and no provision for the future	
Material Deprivation – being unable to access basic goods and services i.e. financial products like life insurance, repair/replace broken electrical goods, warm home, leisure and hobbies	
Area Deprivation – where you live (rural areas), where you work (accessibility of transport)	X
Socio-economic Background – social class i.e. parents education, employment and income	X

5. Integrated impact assessment required? (Two ticks above = full assessment necessary)			
YES	X	NO	

6. Decision rationale If you have ticked no above, use this section to evidence why a full IIA is not required
<p>There is potential for positive impacts if revised service delivery reflects customer demands for services, however detailed proposals are being developed and therefore individual relevance assessments (and any identified IIA's) will need to be prepared following the development of proposals.</p> <p>The project is at too early a stage without detailed proposals to understand potential impacts and to gather evidence and identify potential mitigating measures. Integrated impact assessments will be developed once more detail is available.</p>

Signed by Lead Officer	Ralph Bell
Designation	Customer and Community Services Manager
Date	10/12/2019
Counter Signature (Head of Service or Depute Chief Executive responsible for the policy)	Ann-Marie Carr
Date	10/12/2019



Full Integrated Impact Assessment Form

1. Details of proposal	
Policy Title (include budget reference number if applicable)	Reduced availability of Customer and Facility Assistants at Partnership Centres H3e
Details of Others Involved	Customer & Community Services Manager
Date Assessment Conducted	04/12/2020

2. Set out a clear understanding of the purpose of the policy being developed or reviewed (what are the aims, objectives and intended outcomes including the context within which it will operate)
<p>The proposed changes form part of WLC's transformation programme and is to be delivered by Housing, Customer and Building Services.</p> <p>The proposal is to reduce the number of Customer & Facilities Assistant (CFA) core staffing hours available at four Partnership Centres from 2pm on a Saturday until 8am on a Monday.</p> <p>The four Partnership Centres would be:</p> <ul style="list-style-type: none"> ➤ Armadale ➤ Blackburn ➤ East Calder ➤ Fauldhouse (partial reduction in staffing due to pool opening) <p>The aim of this proposal is to save £14,000 per annum (equates to 0.6FTE CFA).</p> <p>In the main, there are no other services based at these buildings during this time period and there are a low number of regular lets.</p> <p>There will continue to be the potential for bookings to be taken, however staff costs would be retrieved by applying the WLC "outwith designated openings" pricing structure to the letting price.</p> <p>Bathgate, Linlithgow and Strathbrock Partnership Centres are out of scope as Housing, Customer and Building Services do not have any CFA staff assigned to these locations.</p>

3. Please outline any needs and/or barriers which equality groups (people with protected characteristics) may have in relation to this policy	
Age	What effect/difference will the policy have on people? Impact on young people due to youth club operating within the timeframe
	How do you know that? The Community Centre programmes on the partnership centres in scope have a youth club operating in one of the partnership centres

Disability	What effect/difference will the policy have on people? <ul style="list-style-type: none"> No significant impact identified
	How do you know that?
Gender Reassignment – Trans/Transgender Identity	What effect/difference will the policy have on people? No significant impact identified
	How do you know that?
Marriage or Civil Partnership	What effect/difference will the policy have on people? No significant impact identified
	How do you know that?
Pregnancy and Maternity	What effect/difference will the policy have on people? No significant impact identified
	How do you know that?
Race	What effect/difference will the policy have on people? No significant impact identified
	How do you know that?
Religion or Belief	What effect/difference will the policy have on people? No significant impact identified
	How do you know that?
Sex – Gender Identity	What effect/difference will the policy have on people? No significant impact identified
	How do you know that?
Sexual Orientation	What effect/difference will the policy have on people? No significant impact identified
	How do you know that?

4. Please outline any needs and/or barriers which may affect vulnerable groups falling into poverty and disadvantage in relation to this policy.

Vulnerable groups may include the following:

- Unemployed
- Single parents and vulnerable families
- People on benefits
- Those involved in the criminal justice system
- People in the most deprived communities (bottom 20 SIMD areas)
- People who live in rural areas
- Pensioners
- Looked After Children
- Carers including young carers
- People misusing services
- Others e.g. veterans, students
- Single adult households
- People who have experienced the asylum system
- Those leaving the care setting including children and young people and those with illness
- Homeless people
- People with low literacy/ numeracy
- People with lower educational qualifications
- People in low paid work
- People with one or more protected characteristics

What effect/difference will the policy have on people?

It's worth noting that the majority of educational, support, wellbeing and physical activities/events aimed at vulnerable people/groups tend to be held Monday – Friday which means the effect of the proposal will be minimal (if at all). From a social perspective, the cost of hiring these community centre spaces compares favourably with commercial premises and therefore makes hosting community or family gatherings a bit more affordable to low income households. The additional 'outwith designated opening' charge may make this less affordable and therefore affect the number of bookings made.

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

How do you know that?

- Aims of Management Committees (via their Constitutions)
- Knowledge of service, centre programmes and customer bas

5. Action Plan

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

Actioner Name:

Ralph Bell

Action Date:

April 2021

What is the issue?

We anticipate two main issues: firstly, the reduction in access to these Partnership Centres at the proposed times may impact people on low incomes and/or those living in areas of deprivation. This is because the cost of hiring these community centre spaces compares favourably with commercial premises therefore the additional let charge (which is to cover staffing costs) may deter some people or groups from hiring the spaces. Other centres will continue to be available but we are aware that travel costs and methods may be a barrier to accessing these locations.

Secondly, the affected Management Committees are likely to experience a small reduction in income as parties/one off bookings (which make up the bulk of the bookings from 2pm Saturday – 8am Monday) tend to have a charge applied to their let.

What action will be taken?

There will be the option for the Management Committees to subsidise the cost of the let to cover the cost of the 'outwith designated opening' charge let to make these spaces more accessible for those on low incomes or for any commercial/charitable organisations where margins are tight.

The service will also work in partnership with the Management Committees to maximise occupancy and income generation during staffed hours. We can also work with the committees to review their pricing structure to ensure they are maximising income whilst staying within their core values.

Progress against action

The above action will be discussed with the relevant Management Committees.

6. Details of consultation and involvement

Who will be or has been involved in the consultation process?

- a) State which groups are involved in this process and describe their involvement.
- b) Describe any planned involvement saying when this will take place and who is responsible for managing the involvement process.
- c) Describe the results of the involvement and how you have taken this into account.

This proposed change is part of a wider programme of transformation planned by WLC to provide a balanced budget between the years 2018-19 and 2022-23. Findings from that consultation and subsequent discussions have formulated this proposal.

Further consultation will be undertaken from January 2021 with management committees and key stakeholders.

Staff consultation will take place in January 2021.

7. Data and Information

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

- a) What information or other evidence has been used in the development of the policy?
- b) What does research, consultation and other data or information tell you about the impact of the policy? (describe the information and conclusions, and state where the information can be found)
 - i. Quantitative (numbers, percentages, statistical analysis)
 - ii. Qualitative (written/spoken words, opinions, surveys)
- c) Describe any gaps in the available information, and record within section five (Action Plan), action you are taking in relation to this (e.g. new research, further analysis) and when this is planned.
- d) Give details of any existing local or national evidence which has been used to inform the development of your policy.

The officer research based the proposal to reduce hours based on analysis of customer demand and footfall in the Partnership Centres during the 2019/20 programme.

This work identified that peak demand for using Partnership Centre falls between Monday – Friday and the lowest demand is between 2pm on Saturday and 10pm on a Sunday; therefore, it is reasonable to examine the possibility of aligning our staffing provision to the obvious busier times.

Benchmarking exercises has shown that of the 32 local authorities facing similar budget challenges, many of them are consulting or progressing measures to close, reduce or review community centres provision as part of similar transformation programmes.

8. Mitigating Actions

If the policy has a negative/adverse impact on a particular group/s, but is still to be implemented, please provide justification for this.

Note: If the policy is unlawfully discriminatory under the Equality Act 2010 and/or is having a negative impact on poverty and socioeconomic disadvantage under the Fairer Scotland Duty, you MUST identify, how the policy can be amended or justified so the Council acts lawfully.

- a) How could you modify the policy to eliminate discrimination or to reduce any identified negative impacts? If necessary, consider other ways in which you could meet the aims and objectives.
- b) How could you modify the policy to create or maximise the positive aspects of the proposals and to increase equality and reduce poverty and socioeconomic disadvantage.
- c) Describe any modifications which you can make without further delay (for example, easy, few resource implications).
- d) If you propose to make any of the modifications shown above, describe any potential new negative impacts on other groups in society or on the ability to achieve the aims and how you will minimise these.
- e) Please describe the resource implications of any proposed modifications taking into account financial, people and property issues.

The service will work in partnership with the Management Committees to maximise occupancy and income generation during staffed hours.

We will also explore the feasibility of the Management Committees covering or subsidising the cost of lets and/or additional charges during the affected time period. Utilising and signposting the business gateway offers and support.

For noting: activities and events can still place during the affected time period if staffing costs are covered during the affected time period. A 3 week notice period will be required for such bookings to allow rotas to be prepared and for appropriate notice to be given to CFA staff.

9. Monitoring and Review

- a) How will the implementation and impact of the policy be monitored, including implementation of any amendments? For example, what type of monitoring will there be? How frequent?
- b) What are the practical arrangements for monitoring? For example, who will put this in place? When will it start?
- c) How will results of monitoring be used to develop future policies?
- d) When is the policy due to be reviewed?
- e) Who is responsible for ensuring this happens? Please detail below

The service is in regular contact with Management Committees, we attend their monthly committee meetings and our Service Support Officers deal with their bookings, invoicing and accounts. We will therefore get a sense fairly early on as to the how successful the implementation has been, what the impact has been and if we need to make amendments.

We can also monitor comments, concerns and complaints to see if this measure generates an increase in such activity.

Review date October 2021

The responsible person will be Ralph Bell, Customer and Community Services Manager.

10. Recommendation and Reasoning

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

Reason for Recommendation

Signed by Lead Officer	Ann Marie Carr
Designation	Head of Housing, Customer and Building Services
Date	15/12/2020
Counter Signature (Head of Service or Depute Chief Executive responsible for the policy)	
Date	



Integrated Relevance Assessment Form

1. Details of proposal			
Policy Title (include budget reference number if applicable)	Channel Shift and Digital Transformation (H5a)		
Service Area	Housing, Customer and Building Services		
Lead Officer	Digital Transformation Manager		
Other Officers/Partners Involved			
Date relevance assessed			
2. Does the council have control over how this policy will be implemented?			
YES	X	NO	
3. The General Duty of the Equality Act 2010 requires public authorities, in the exercise of their functions, to have due regard to the need to:			
<ul style="list-style-type: none"> Eliminate unlawful discrimination, harassment and victimisation and other prohibited conduct Advance equality of opportunity between those who share a protected characteristic and those who do not; and Foster good relations between those who share a protected characteristic and those who do not 			
<p>NB: In this section you must also consider the Human Rights Act and the key PANEL (Participation, Accountability, Non Discrimination, Empowerment and Legality) principles of Human Rights</p> <p>Which groups of people do you think will be, or potentially could be, impacted upon by the implementation of this policy? You should consider employees, clients, customers and service users (please tick below as appropriate).</p>			
Age – older people, young people and children			X
Disability – people with disabilities/long standing conditions			X
Gender reassignment – trans/transgender identity – anybody who's gender identity or gender expression is different to the sex assigned to them at birth			
Marriage or civil partnership – people who are married or in a civil partnership			
Pregnancy and maternity – woman who are pregnant and/or on maternity leave			
Race – people from black, Asian and minority ethnic communities and different racial backgrounds			
Religion or belief – people with different religions and beliefs including those with no beliefs			
Sex – Gender Identify – women and men (boys and girls) and those who self-identify their gender			
Sexual Orientation – lesbian, gay, bisexual, heterosexual/straight			

4. Do you have evidence or reason to believe that this policy will or may impact on socio-economic inequalities? Consideration must be given particularly to children and families	
Socio-economic Disadvantage	Impact (Please Tick as Appropriate)
Low Income/Income Poverty – cannot afford to maintain regular payments such as bills, food, clothing	X
Low and/or No Wealth – enough money to meet basic living costs and pay bills but have no savings to deal with any unexpected spends and no provision for the future	
Material Deprivation – being unable to access basic goods and services i.e. financial products like life insurance, repair/replace broken electrical goods, warm home, leisure and hobbies	
Area Deprivation – where you live (rural areas), where you work (accessibility of transport)	
Socio-economic Background – social class i.e. parents education, employment and income	

5. Integrated impact assessment required? (Two ticks above = full assessment necessary)			
YES	X	NO	

6. Decision rationale If you have ticked no above, use this section to evidence why a full IIA is not required
<p>The council has developed its Digital Transformation Strategy as part of a suite of strategies to support the delivery of the Corporate Plan. In order to deliver the strategy a series of actions will be agreed that will seek to widen access to council using technology as well as supporting people to utilise this technology to best effect. National research shows that certain groups of people (older people, people with disabilities and people with low incomes) are more likely to not engage with digital services. However, as there is currently no detail of the types of services that will be affected by digital transformation, it is not possible to fully assess the impact that any changes may have.</p> <p>Integrated Impact Assessments will be considered individually as part of the project brief development process for any activities which contribute to the delivery of the strategy and subsequent efficiencies. This will allow for the engagement of service users groups that will be directly affected. Each service will also consider the enabling role they play in providing the skills and access to technology required to facilitate this shift for those are less confident or able to move to online service provision.</p>

Signed by Lead Officer	Karen Cawte
Designation	Digital Transformation Manager
Date	29/01/2019
Counter Signature (Head of Service or Depute Chief Executive responsible for the policy)	Graeme Struthers
Date	29/01/2019



Integrated Relevance Assessment Form

1. Details of proposal	
Policy Title (include budget reference number if applicable)	Collaboration, Modernisation and Working in Partnership Localised Models of Partnership Working (H8a) Localised Models of Partnership Working (E8a) Opportunity for shared services and collaborative working across authority boundaries (P4a) New models of working with voluntary organisations, including co-location and effective use of assets (F8a) Localised Models of Partnership Working (O9a)
Service Area	Education Planning, Economic Development & Regeneration Finance & Property Services
Lead Officer	Elaine Cook
Other Officers/Partners Involved	None
Date relevance assessed	3 December 2020

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

3. The General Duty of the Equality Act 2010 requires public authorities, in the exercise of their functions, to have due regard to the need to:	
<ul style="list-style-type: none"> Eliminate unlawful discrimination, harassment and victimisation and other prohibited conduct Advance equality of opportunity between those who share a protected characteristic and those who do not; and Foster good relations between those who share a protected characteristic and those who do not <p>NB: In this section you must also consider the Human Rights Act and the key PANEL (Participation, Accountability, Non Discrimination, Empowerment and Legality) principles of Human Rights</p> <p>Which groups of people do you think will be, or potentially could be, impacted upon by the implementation of this policy? You should consider employees, clients, customers and service users (please tick below as appropriate).</p>	
Age – older people, young people and children	H8a, E8a, O9a
Disability – people with disabilities/long standing conditions	H8a, E8a, O9a
Gender reassignment – trans/transgender identity – anybody who's gender identity or gender expression is different to the sex assigned to them at birth	H8a, E8a, O9a
Marriage or civil partnership – people who are married or in a civil partnership	
Pregnancy and maternity – woman who are pregnant and/or on maternity leave	
Race – people from black, Asian and minority ethnic communities and different racial backgrounds	H8a, E8a, O9a
Religion or belief – people with different religions and beliefs including those with no beliefs	
Sex – Gender Identify – women and men (boys and girls) and those who self-identify their gender	
Sexual Orientation – lesbian, gay, bisexual, heterosexual/straight	

4. Do you have evidence or reason to believe that this policy will or may impact on socio-economic inequalities? Consideration must be given particularly to children and families	
Socio-economic Disadvantage	Impact (Please Tick as Appropriate)
Low Income/Income Poverty – cannot afford to maintain regular payments such as bills, food, clothing	
Low and/or No Wealth – enough money to meet basic living costs and pay bills but have no savings to deal with any unexpected spends and no provision for the future	X
Material Deprivation – being unable to access basic goods and services i.e. financial products like life insurance, repair/replace broken electrical goods, warm home, leisure and hobbies	
Area Deprivation – where you live (rural areas), where you work (accessibility of transport)	
Socio-economic Background – social class i.e. parents education, employment and income	

5. Integrated impact assessment required? (Two ticks above = full assessment necessary)			
YES	X	NO	

6. Decision rationale If you have ticked no above, use this section to evidence why a full IIA is not required
<p>Development of projects paused during the period of the COVID 19 pandemic. Proposals are therefore still at a development stage and individual relevance assessments (and any identified IIA's) will be completed once detailed plans are in place. Once projects have been fully scoped, the potential impact will be assessed, appropriate evidence gathered and potential mitigating measures put in place. It is anticipated that this impact should be seen positively through improving access to services and focusing on those who require the most support, therefore improving equality.</p> <p>The initial assessment(s) of the potential impact(s) are set out below.</p> <p>It is anticipated that TYC efficiencies relating to F8a and P4a will be delivered through process delivery changes and will have no impact upon groups with protected characteristics/socio-economic inequalities.</p> <p>For localised models of partnership working (H8a, E8a and O8a) there is potential for positive impact, relating to positive partnership interventions. As models are likely to focus on work with young people and adults from low income groups, there might be a consequent impact upon other groups with protected characteristics (including disability, gender reassignment or race) within this age range. However, it is not intended that these measures would impact disproportionately upon these groups.</p> <p>H8a, E8a, O8a - Age, Disability, Gender Reassignment, Race and Low Income P4a, F8a – None identified – this would be a process delivery change</p>

Signed by Lead Officer	Elaine Cook
Designation	Depute Chief Executive
Date	3 December 2020
Counter Signature (Head of Service or Depute Chief Executive responsible for the policy)	
Date	



Integrated Relevance Assessment Form

1. Details of proposal			
Policy Title (include budget reference number if applicable)	Price increase for cemetery lairs and interments (O8b)		
Service Area	NETS, Land and Countryside		
Lead Officer	Andy Johnston		
Other Officers/Partners Involved	David Cullen – Open Space and Cemeteries Manager		
Date relevance assessed	30/11//2020		
2. Does the council have control over how this policy will be implemented?			
YES	X	NO	
3. The General Duty of the Equality Act 2010 requires public authorities, in the exercise of their functions, to have due regard to the need to:			
<ul style="list-style-type: none"> Eliminate unlawful discrimination, harassment and victimisation and other prohibited conduct Advance equality of opportunity between those who share a protected characteristic and those who do not; and Foster good relations between those who share a protected characteristic and those who do not <p>NB: In this section you must also consider the Human Rights Act and the key PANEL (Participation, Accountability, Non Discrimination, Empowerment and Legality) principles of Human Rights</p> <p>Which groups of people do you think will be, or potentially could be, impacted upon by the implementation of this policy? You should consider employees, clients, customers and service users (please tick below as appropriate).</p>			
Age – older people, young people and children			
Disability – people with disabilities/long standing conditions			
Gender reassignment – trans/transgender identity – anybody who's gender identity or gender expression is different to the sex assigned to them at birth			
Marriage or civil partnership – people who are married or in a civil partnership			
Pregnancy and maternity – woman who are pregnant and/or on maternity leave			
Race – people from black, Asian and minority ethnic communities and different racial backgrounds			
Religion or belief – people with different religions and beliefs including those with no beliefs			
Sex – Gender Identify – women and men (boys and girls) and those who self-identify their gender			
Sexual Orientation – lesbian, gay, bisexual, heterosexual/straight			

4. Do you have evidence or reason to believe that this policy will or may impact on socio-economic inequalities?

Consideration must be given particularly to children and families

Socio-economic Disadvantage	Impact (Please Tick as Appropriate)
Low Income/Income Poverty – cannot afford to maintain regular payments such as bills, food, clothing	X
Low and/or No Wealth – enough money to meet basic living costs and pay bills but have no savings to deal with any unexpected spends and no provision for the future	X
Material Deprivation – being unable to access basic goods and services i.e. financial products like life insurance, repair/replace broken electrical goods, warm home, leisure and hobbies	X
Area Deprivation – where you live (rural areas), where you work (accessibility of transport)	
Socio-economic Background – social class i.e. parents education, employment and income	

5. Integrated impact assessment required?

(Two ticks above = full assessment necessary)

YES	X	NO	
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6. Decision rationale

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

Based on the potential impact, a full integrated impact assessment is required.

Signed by Lead Officer	David Cullen
Designation	Open Space and Cemeteries Officer
Date	30/11/2020
Counter Signature (Head of Service or Depute Chief Executive responsible for the policy)	Jim Jack
Date	30/11/2020



Full Integrated Impact Assessment Form

1. Details of proposal	
Policy Title (include budget reference number if applicable)	Price increase for cemetery lairs and interments (O8b)
Details of Others Involved	
Date Assessment Conducted	07/12/2020
2. Set out a clear understanding of the purpose of the policy being developed or reviewed (what are the aims, objectives and intended outcomes including the context within which it will operate)	
<p>The purpose of the policy is to provide income for the cemeteries service. At present there is a revenue funding gap between the cost of service and the costs to residents of purchasing a lair and burial related services. The current gap between the income received and the cost of the service is circa 40%. The aim of the proposal is to increase the charges related to burial services to:</p> <ol style="list-style-type: none"> 1. Increase income levels 2. Close the subsidy gap 3. Track average, lowest and highest costs across the country <p>Current charges are dependent on the services provided, however when developing cemetery charges they are normally gauged and benchmarked against the costs of interment and the cost of purchase of a lair. West Lothian charges for 2021/22 will be £1,387.01 for these services, compared to the current Scottish average of £1,655.25</p> <p>The proposal is to increase charges for interments and the purchase of a lair to bring them more into line with other local authorities. The proposal would increase the cost of an adult interment from £621.43 in 2020/21 to £677.36 in 2021/22 and £738.32 in 2022/23. The proposal is to also increase the cost of a lair purchase from £651.06 in 2020/21 to £709.65 in 2021/22 and £773.52 in 2022/23.</p> <p>The combined cost of a lair and interment would therefore increase to £1,511.84 in 2022/23, which would still be £143.41 below the current Scottish 20/21 average. In terms of ranking, West Lothian council are currently 28/32 for the lowest burial fees and the council are expected to remain in the lowest quartile despite the proposed rises.</p>	
3. Please outline any needs and/or barriers which equality groups (people with protected characteristics) may have in relation to this policy	
Age	What effect/difference will the policy have on people? None identified at this stage.
	How do you know that? No relevant evidence has been found at this stage.
Disability	What effect/difference will the policy have on people? None identified at this stage.
	How do you know that? No relevant evidence has been found at this stage.

Gender Reassignment – Trans/Transgender Identity	What effect/difference will the policy have on people? None identified at this stage.
	How do you know that? No relevant evidence has been found at this stage.
Marriage or Civil Partnership	What effect/difference will the policy have on people? None identified at this stage.
	How do you know that? No relevant evidence has been found at this stage.
Pregnancy and Maternity	What effect/difference will the policy have on people? None identified at this stage.
	How do you know that? No relevant evidence has been found at this stage.
Race	What effect/difference will the policy have on people? None identified at this stage.
	How do you know that? No relevant evidence has been found at this stage.
Religion or Belief	What effect/difference will the policy have on people? None identified at this stage.
	How do you know that? No relevant evidence has been found at this stage.
Sex – Gender Identity	What effect/difference will the policy have on people? None identified at this stage.
	How do you know that? No relevant evidence has been found at this stage.
Sexual Orientation	What effect/difference will the policy have on people? None identified at this stage.
	How do you know that? No relevant evidence has been found at this stage.

4. Please outline any needs and/or barriers which may affect vulnerable groups falling into poverty and disadvantage in relation to this policy.

Vulnerable groups may include the following:

- Unemployed
- Single parents and vulnerable families
- People on benefits
- Those involved in the criminal justice system
- People in the most deprived communities (bottom 20 SIMD areas)
- People who live in rural areas
- Pensioners
- Looked After Children
- Carers including young carers
- People misusing services
- Others e.g. veterans, students
- Single adult households
- People who have experienced the asylum system
- Those leaving the care setting including children and young people and those with illness
- Homeless people
- People with low literacy/ numeracy
- People with lower educational qualifications
- People in low paid work
- People with one or more protected characteristics

What effect/difference will the policy have on people?

Funeral poverty is a prevailing societal issue in the UK. Within West Lothian a number of initiatives have been developed to support families struggling with funeral expenses. This includes the Funeral Support Payment which is a Scottish Welfare grant. It provides financial assistance with the cost of paying for a funeral, based on means testing. For West Lothian, the scheme can provide financial assistance that will cover the cost of a burial and plot for low income families, dependant on individual circumstances and provided the claimant is in receipt of a qualifying benefit

In addition, the council has negotiated a "West Lothian Respectful Funeral" with local funeral directors. This ensures that for a cost of £1,550, all local funeral directors will undertake a specified and respectful funeral. Whilst the cost of burial has been mitigated by these initiatives, there remains a pressure on low income families, particularly families who are working and are not in receipt of access to the FEA scheme grant. Whilst the West Lothian Respectful funeral substantially reduced the cost of a burial against the average, it remains a significant burden on families.

How do you know that?

Information was compiled during the development of the Respectful Funeral model.

5. Action Plan

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

Actioner Name: David Cullen

Action Date: Continuous

What is the issue?

Ongoing impact of funeral poverty. Whilst as a country we are in the midst of the Covid 19 Pandemic and burial demand is slightly up on previous years, the trends around funeral poverty have not changed.

What action will be taken?

Dialogue and consultation with the Anti-Poverty team in relation to funeral poverty and how to support those in need, including promotion of the Funeral Support Payment and the West Lothian Respectful Funeral.

Progress against action

Mitigating factors as indicated in the assessment.

6. Details of consultation and involvement

Who will be or has been involved in the consultation process?

- a) State which service users and groups are involved in this process and describe their involvement.
- b) Describe any planned involvement saying when this will take place and who is responsible for managing the involvement process.
- c) Describe the results of the involvement and how you have taken this into account.

Consultation took place with a panel of service users with experience of poverty, convened by the council's Anti-Poverty team in the development of the Respectful Funeral. Further consultation with the Anti-Poverty team is ongoing and the proposed increase in cemetery fees will be discussed. If deemed necessary this may include discussion at the service user panel.

7. Data and Information

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

- a) What information or other evidence has been used in the development of the policy?
- b) What does research, consultation and other data or information tell you about the impact of the policy? (describe the information and conclusions, and state where the information can be found)
 - i. Quantitative (numbers, percentages, statistical analysis)
 - ii. Qualitative (written/spoken words, opinions, surveys)
- c) Describe any gaps in the available information, and record within section five (Action Plan), action you are taking in relation to this (e.g. new research, further analysis) and when this is planned.
- d) Give details of any existing local or national evidence which has been used to inform the development of your policy.

The council agreed in 2013 to set its charges for the cost of a burial (purchase of a coffin lair and interment) in line with the Scottish average. In subsequent years an inflationary increase has been applied. Latest benchmarking shows that the council again has one of the lowest charges for burials (fifth lowest in Scotland). It is therefore proposed to adjust charges to bring them more in line with the current Scottish average, which would increase the fees for purchasing a lair to £774 by 2022/23 and interment fees to £738 by 2022/23.

The council charges would still be ranked low by 2022/23 based on this proposal and the level of charges would still represent a subsidised service, which is appropriate given issues around funeral poverty. Additional support for low income families is provided through the Funeral Support Payment, launched in 2019. This scheme provides financial assistance with the cost of paying for a funeral, based on means testing. For West Lothian, the scheme can provide financial assistance for a burial and plot.

Uptake data on the demand/use of the Respectful funeral model from local Funeral Directors.

At this stage, demand for the service remains low, but in the year April 19 to Mar 20 circa 34 families used it. The Covid 19 pandemic commenced from March 2020 and the full impact of this in terms of burial numbers has still to be assessed, however although demand will show an increase, it is not expected to be significant based on current trends.

Cemetery service data on Social Interments. Since the start of this calendar year the service have carried out eight social interments, which is similar to the previous year.

The project has been scoped the Integrated Impact Assessment is completed in line with the Equality Commission guidance for local authorities on assessing equality impact when setting budgets and will be carried out as a staged assessment. The highlighted perceived issues likely to impact on certain groups or individuals from protected characteristics groups.

Where no relevant evidence has been found this will continue to be monitored and reviewed through the consultation processes outlined in section 6, as well as national research, and the monitoring process set out in section 9 as part of the development and implementation of the proposal.

8. Mitigating Actions

If the policy has a negative/adverse impact on a particular group/s, but is still to be implemented, please provide justification for this.

Note: If the policy is unlawfully discriminatory under the Equality Act 2010 and/or is having a negative impact on poverty and socioeconomic disadvantage under the Fairer Scotland Duty, you MUST identify, how the policy can be amended or justified so the Council acts lawfully.

- a) How could you modify the policy to eliminate discrimination or to reduce any identified negative impacts? If necessary, consider other ways in which you could meet the aims and objectives.
- b) How could you modify the policy to create or maximise the positive aspects of the proposals and to increase equality and reduce poverty and socioeconomic disadvantage.
- c) Describe any modifications which you can make without further delay (for example, easy, few resource implications).
- d) If you propose to make any of the modifications shown above, describe any potential new negative impacts on other groups in society or on the ability to achieve the aims and how you will minimise these.
- e) Please describe the resource implications of any proposed modifications taking into account financial, people and property issues.

In terms of the policy, the proposed charges are in excess of the rate of inflation but this will still maintain a substantial subsidy offset by the council revenue budget within cemeteries and be significantly below the Scottish average for interment and plot charges. It is estimated the funeral assistance scheme will apply to 40% more people than the previous DWP funeral payment scheme that it has replaced. The council has been active in seeking ways to mitigate poverty and this is evidenced through the development of the Respectful Funeral model. Mitigation is also provided by the recent introduction of the removal of burial fees for child burials (under 18 years of age) and the introduction of the Funeral Support Payment by the Scottish Social Security Service. The Funeral Support Payment is estimated to apply to 40% more people than the previous DWP scheme.

9. Monitoring and Review

- a) How will the implementation and impact of the policy be monitored, including implementation of any amendments? For example, what type of monitoring will there be? How frequent?
- b) What are the practical arrangements for monitoring? For example, who will put this in place? When will it start?
- c) How will results of monitoring be used to develop future policies?
- d) When is the policy due to be reviewed?
- e) Who is responsible for ensuring this happens? Please detail below

Burial fees must be reviewed annually. In order to support future decision making on the issue, there will be continued monitoring of social interments and the Respectful Funeral. In addition, there will be continued dialogue and consultation with the Anti-Poverty team to ensure that those in difficulty are offered the best advice, including promotion of the Funeral Expenses Assistance scheme. Efforts in relation to this will be led by the Cemeteries service and the Anti-Poverty team.

10. Recommendation and Reasoning

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

Reason for Recommendation

Mitigating factors will assist in supporting those residents who do find themselves in financial difficulty.

Signed by Lead Officer	David Cullen
Designation	Open Space and Cemeteries Manager
Date	07/12/2020
Counter Signature (Head of Service or Depute Chief Executive responsible for the policy)	Jim Jack
Date	07/12/2020



Integrated Relevance Assessment Form

1. Details of proposal	
Policy Title (include budget reference number if applicable)	Review of Adult Day Care Services and Associated Transport (SJ1a and SJ1e)
Service Area	Social Policy (IJB)
Lead Officer	Head of Social Policy
Other Officers/Partners Involved	Community Care Senior Managers Group Manager, Adult Services Day Services Centre Managers
Date relevance assessed	29 January 2019 Updated 22 August 2019 Updated November 2019 Updated December 2020

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

3. The General Duty of the Equality Act 2010 requires public authorities, in the exercise of their functions, to have due regard to the need to:	
<ul style="list-style-type: none"> Eliminate unlawful discrimination, harassment and victimisation and other prohibited conduct Advance equality of opportunity between those who share a protected characteristic and those who do not; and Foster good relations between those who share a protected characteristic and those who do not <p>NB: In this section you must also consider the Human Rights Act and the key PANEL (Participation, Accountability, Non Discrimination, Empowerment and Legality) principles of Human Rights</p> <p>Which groups of people do you think will be, or potentially could be, impacted upon by the implementation of this policy? You should consider employees, clients, customers and service users (please tick below as appropriate).</p>	
Age – older people, young people and children	
Disability – people with disabilities/long standing conditions	X
Gender reassignment – trans/transgender identity – anybody who's gender identity or gender expression is different to the sex assigned to them at birth	
Marriage or civil partnership – people who are married or in a civil partnership	
Pregnancy and maternity – woman who are pregnant and/or on maternity leave	
Race – people from black, Asian and minority ethnic communities and different racial backgrounds	
Religion or belief – people with different religions and beliefs including those with no beliefs	
Sex – Gender Identify – women and men (boys and girls) and those who self-identify their gender	
Sexual Orientation – lesbian, gay, bisexual, heterosexual/straight	

4. Do you have evidence or reason to believe that this policy will or may impact on socio-economic inequalities? Consideration must be given particularly to children and families	
Socio-economic Disadvantage	Impact (Please Tick as Appropriate)
Low Income/Income Poverty – cannot afford to maintain regular payments such as bills, food, clothing	
Low and/or No Wealth – enough money to meet basic living costs and pay bills but have no savings to deal with any unexpected spends and no provision for the future	X
Material Deprivation – being unable to access basic goods and services i.e. financial products like life insurance, repair/replace broken electrical goods, warm home, leisure and hobbies	
Area Deprivation – where you live (rural areas), where you work (accessibility of transport)	
Socio-economic Background – social class i.e. parents education, employment and income	

5. Integrated impact assessment required? (Two ticks above = full assessment necessary)			
YES	X	NO	

6. Decision rationale If you have ticked no above, use this section to evidence why a full IIA is not required
<p>Adult Day Care services are commissioned to meet the needs of all adults with a disability based on assessed eligible need and choice. A full impact assessment is required to ensure that the needs of service users continue to be met from any new models of day care. The council is required to ensure that models of delivery facilitate the allocation of personal budgets, personalisation and choice to meet duties under the Self-directed Support legislation.</p> <p>December 2020 The development of adult day services will take account of the findings of the impact of COVID-19 on equality in Scotland as well as the experiences of the adults and their families who attend West Lothian day care services.</p>

Signed by Lead Officer	Jo MacPherson
Designation	Head of Social Policy
Date	Reviewed 10 December 2020
Counter Signature (Head of Service or Depute Chief Executive responsible for the policy)	
Date	



Full Integrated Impact Assessment Form

1. Details of proposal	
Policy Title (include budget reference number if applicable)	Review of Adult Day Care Services and Associated Transport (SJ1a and SJ1e)
Details of Others Involved	Community Care Senior Managers Group Manager, Adult Services Day Services Centre Managers
Date Assessment Conducted	29 January 2019 Updated 22 August 2019 Updated November 2019 Updated December 2020

2. Set out a clear understanding of the purpose of the policy being developed or reviewed (what are the aims, objectives and intended outcomes including the context within which it will operate)
<p>The aim of the proposal is to design and deliver affordable day services with a focus on community-based approaches which deliver positive outcomes and meet the needs of service users. The project aims:</p> <ul style="list-style-type: none"> • To evaluate the extent to which the current configuration of day care services, including external provision is coherent, effective and provides Best Value • To deliver community based approaches as alternatives to buildings based care • To ensure there is equity in service provision • To consider the model of transport as part of the selection of day care to meet any assessed eligible needs and outcomes. This will include working with partners to create efficiencies and reduce downtime and duplication in journeys. <p>The options will take account of any proposal for a contribution towards the cost of care following introduction of the Contributions Policy for Non-Residential Social Care Services.</p> <p>December 2020 The development will take account of the impact of COVID-19 on equality in Scotland, feedback from Carers of West Lothian, and the engagement with day service users and their families.</p>

3. Please outline any needs and/or barriers which equality groups (people with protected characteristics) may have in relation to this policy	
Age	<p>What effect/difference will the policy have on people? The policy will apply to all adults (people over the age of 18). The social care assessment is based on an individual's needs and does not discriminate between needs on the basis of any protected characteristic.</p>
	<p>How do you know that? The same process of assessment is used for all people over the age of 18. Social Policy practice teams are organised into adults (18-64) and older people (65+) to ensure that specialist information, advice and guidance can be provided that is age appropriate.</p>

Disability	<p>What effect/difference will the policy have on people? For many people it is the provision of social care support that provides meaningful activity and the opportunity for social relationships. In addition, this provision can allow parents/carers to continue their own employment. It is not uncommon for people to only approach social care when their condition starts to deteriorate or families/carers are unable to cope however, not everyone who has a disability is known to social care and many families never receive any social care support.</p> <p>How do you know that? Local consultation highlighted that for many adults, needs in relation to running and maintaining their household, social relationships, community activities and employability/volunteering opportunities are the ones which are more difficult to have met through informal supports and/or increase as carers grow older themselves.</p> <p>Engagement activity undertaken with service users over July / August 2019 confirms that the opportunity to attend traditional building-based day care remains a popular choice for people. The options for efficiencies in relation to transport changes attracted a lot of comments from service users and their families, with the main concerns relating to the impact any change of pick up and drop off time would have on other care arrangements or family / informal carer employment.</p> <p>December 2020 A further period of engagement occurred in August 2020 as part of the remobilisation following the period of enforced shut-down due to the pandemic. The outcome showed that whilst service users appreciated the alternative outreach service delivery during COVID-19, they missed the peer experiences that attending a building-based service provides.</p>
Gender Reassignment – Trans/Transgender Identity	<p>What effect/difference will the policy have on people? The provision of day services is applicable to all adults who have been assessed as having eligible care and support needs and is therefore based on an individual's personal needs, irrespective of this protected characteristic.</p> <p>How do you know that? Reports such as Stonewall Scotland and 'Your Services, Your Say' indicate that a number of individuals who identify as trans may feel uncomfortable being open about their gender identity when accessing services so any specific issues or impact may be hidden.</p>
Marriage or Civil Partnership	<p>What effect/difference will the policy have on people? The provision of day services is applicable to all adults who have been assessed as having eligible care and support needs and is therefore based on an individual's personal needs, irrespective of this protected characteristic.</p> <p>How do you know that? No evidence was found through research or local consultation, that there may be hidden needs relating to this protected characteristic.</p>
Pregnancy and Maternity	<p>What effect/difference will the policy have on people? The provision of day services is applicable to all adults who have been assessed as having eligible care and support needs and is therefore based on an individual's personal needs, irrespective of this protected characteristic.</p> <p>How do you know that? No evidence was found through research or local consultation, that there may be hidden needs relating to this protected characteristic.</p>
Race	<p>What effect/difference will the policy have on people? The provision of day services is applicable to all adults who have been assessed as having eligible care and support needs and is therefore based on an individual's personal needs, irrespective of this protected characteristic.</p>

	<p>How do you know that? No evidence was found through research or local consultation, that there may be hidden needs relating to this protected characteristic.</p>
Religion or Belief	<p>What effect/difference will the policy have on people? The provision of day services applicable to all adults who have been assessed as having eligible care and support needs and is therefore based on an individual's personal needs, irrespective of this protected characteristic.</p>
	<p>How do you know that? No evidence was found through research or local consultation, that there may be hidden needs relating to this protected characteristic.</p>
Sex – Gender Identity	<p>What effect/difference will the policy have on people? The provision of day services is applicable to all adults who have been assessed as having eligible care and support needs and is therefore based on an individual's personal needs, irrespective of this protected characteristic.</p>
	<p>How do you know that? No evidence was found through research or local consultation, that there may be hidden needs relating to this protected characteristic.</p>
Sexual Orientation	<p>What effect/difference will the policy have on people? The provision of day services is applicable to all adults who have been assessed as having eligible care and support needs and is therefore based on an individual's personal needs, irrespective of this protected characteristic.</p>
	<p>How do you know that? No evidence was found through research or local consultation, that there may be hidden needs relating to this protected characteristic.</p>

4. Please outline any needs and/or barriers which may affect vulnerable groups falling into poverty and disadvantage in relation to this policy.

Vulnerable groups may include the following:

- Unemployed
- Single parents and vulnerable families
- People on benefits
- Those involved in the criminal justice system
- People in the most deprived communities (bottom 20 SIMD areas)
- People who live in rural areas
- Pensioners
- Looked After Children
- Carers including young carers
- People misusing services
- Others e.g. veterans, students
- Single adult households
- People who have experienced the asylum system
- Those leaving the care setting including children and young people and those with illness
- Homeless people
- People with low literacy/ numeracy
- People with lower educational qualifications
- People in low paid work
- People with one or more protected characteristics

What effect/difference will the policy have on people?

In 2014 Self-Directed Support (SDS) gave people choice over how their assessed eligible needs and outcomes could be met. Audit Scotland have highlighted the need for local authorities to monitor the shift away from traditional services and to allow sufficient time to 'dis-invest', to shift resources to where they are needed in order to reduce fixed costs and meet individualised budget options.

Limited alternatives to day care opportunities are available generally and especially for people with profound and multiple disabilities and complex care needs; and following a review of the care needs of all adults in receipt of day services people in the main have chosen (through their Self-directed Support options) to continue to attend traditional day services. The council run day services at Eliburn, Ability Centre, Pathways and Community Inclusion therefore continue to play an important part in the overall support of those individuals.

With the centres required to remain open to meet the local demand, the review has considered other aspects of the provision of day services – transport, catering, FM, dedicated nursing (Eliburn only) and the expansion of the Community Inclusion programme to include other types of work / volunteering / meaningful activity. In July 2019 a further engagement event occurred in order to get the thoughts and opinions from the people who use the services. This targeted engagement exercise has been undertaken and attracted in excess of 851 comments from 149 respondents (see section 6).

Update December 2020

In March 2020, adult day centres experienced an enforced closure due to the COVID-19 pandemic in line with national guidance. During this time day centre managers and staff considered alternative ways to maintain a level of service provision. This included 1:1 visits to service users in their own home, provision of activities online, and the organisation of local community walks following COVID-19 guidance.

The digital gap was evident for some service users unable to access the online activity due to having insufficient access to technology and through the Scottish Government's 'Connecting Scotland' initiative West Lothian was successful in a bid for a number of data enabled tablets that allowed some service users to engage with our online activities. As we progress with service redesign we will require to be mindful of the risks presented by digital inequalities.

Service provision began to remobilise in September 2020 however due to the ongoing risks associated with the pandemic the frequency and level of service provision was substantially reduced. Service delivery continues to be undertaken in local communities or a continuation of online activity where this can be accessed.

On returning to a level of day service provision there was some observed decline in some service users physical health and mental well-being due to service users being unable to access activities that would usually promote these areas of their health. This local experience of adults with disabilities is in keeping with the findings of the Scottish Government's report on the impact of COVID-19 on equality in Scotland. Some service users reported to be more active during the suspension of services in part due to the local community walks that were being supported by day centre staff. As the project continues the learning from the different activities undertaken during the period of lockdown will be considered and included in the day centre programme.

Transport of service users to and from provision has been significantly impacted by the current restrictions with most service users or those who care for them opting to self-transport to mitigate against the possible risk of transmission. This is not an option for some service users who still rely on the provision of community transport to facilitate their attendance at the centres. Further work to fully understand if those who are currently able to self-transport will be able to continue to do so longer-term will be undertaken to inform the future transport model.

In October 2020 the West Lothian Health and Social Care Partnership applied to be part of Health Improvement Scotland, I-Hub Day Service Collaborative. This provides the partnership with the unique opportunity to work with I-Hub and other partnerships across Scotland to consider how we reshape and redesign of day provision using up to date research and knowledge. We will be working with I-Hub for the next 6 months during which time we will be able to develop or knowledge and skills around engagement and co-production of services with service users and partners.

How do you know that?

The Scottish Government's 'Keys to Life' (2012) strategy for Learning Disabilities noted that whilst day care opportunities continue to play an important part in people's lives, there had been a gradual decline in the number of people attending day centres across Scotland.

The strategy recommended that local authorities aim to have in place arrangements for individuals to access a comprehensive network of day services and resources that meet a spectrum of need. There should continue to be focus on making progress towards community-based models of care with people currently dependent on buildings-based care being supported to graduate into alternative opportunities. Locally, the indication is that people are still choosing traditional models of day provision.

Update December 2020

In August 2020 the Scottish Government published a report on “The impact of COVID-19 on Equality in Scotland”. This document highlights that for those adults with disabilities their access to healthcare and treatment was impacted by COVID-19 and for some have developed new or worsening health difficulties. When West Lothian was placed in Tier 4 restrictions in November 2020 it was imperative to maintain a level of ongoing service provision to ensure that the health of our service users was not further adversely impacted.

As part of the remobilisation planning a targeted engagement was undertaken. This survey indicated that whilst service users and those who cared for them appreciated the alternative supports offered throughout the pandemic for most they believed that there were greater benefits to them from attending the building-based service than solely an outreach model. In considering future service design it will be imperative to consider how we facilitate peer support and social opportunities both within local communities and within the wider community.

5. Action Plan

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

Actioner Name:

Jo Macpherson, Head of Social Policy

Action Date: October 2021**What is the issue?**

The project team has undertaken a scoping exercise to identify the current provision and usage of day services for adults with learning and physical disabilities in West Lothian. This has shown that there is still a demand for the services.

Engagement with service users, their families / carers and key stakeholders is now underway to obtain people’s views and opinions on a range of options for efficiencies.

The feedback from the engagement will be analysed and presented back to respondents to help shape the required changes in day services to ensure they remain affordable.

What action will be taken?

Feedback from the engagement to be analysed and reported back to respondents.

Progress against action

Complete

Actioner Name:

Jo Macpherson, Head of Social Policy

Action Date

February 2020

Amended December 2020

What is the issue?

Further detail requires to be developed in relation to the 2021/22 element of the proposal – Transport, Centralised Catering and Facilities Management. This will include more detailed engagement with service users.

What action will be taken?

Engagement on specifics of the proposals and feedback to Social Policy PDSP for scrutiny.

Progress against action

At the start of the COVID-19 pandemic day service provision was suspended in line with Government guidance. Service provision remained suspended until September 2020 when a phased approach to the re-opening of services commenced.

Service provision continues to be restricted due to the ongoing impact of the pandemic.

During 2020, we had planned on undertaking a detailed engagement event with service users and those who care for them however due to the national and local restrictions this has not been achieved. The detailed engagement will now occur during 2021.

6. Details of consultation and involvement

Who will be or has been involved in the consultation process?

- a) State which service users and groups are involved in this process and describe their involvement.
- b) Describe any planned involvement saying when this will take place and who is responsible for managing the involvement process.
- c) Describe the results of the involvement and how you have taken this into account.

The Transforming Your Council (TYC) consultation was distributed to an extensive number of stakeholders and community and representative groups. The number of responses received by the close of the consultation period was 7,026 which generated over 45,000 comments from all respondents. A breakdown on the number of responses received from employees, individuals and organisations/groups was presented to the Social Policy and Health and Care PDSPs in December 2017.

2,503 of the comments received related to the adult day care proposals. A large percentage of these comments were not in support of rationalising the WLC building based services. A petition by services users of the Ability Centre was also received. At the Council Executive meeting of 6 February 2018, a budget motion was agreed instructing officers to retain the three existing day care centres at the Ability Centre at Carmondean, Eliburn and Pathways, to review the proposal to rationalise day care services for adults, and to develop an alternative proposal for inclusion in the budget report to deliver savings in adult day care.

An independently commissioned strategic needs assessment in 2015 recommended that commissioning strategies and plans in West Lothian should be reviewed in respect of daytime opportunities; "solutions for people which prevent the need for an association with a service, so enhancing at an individual level independence, values status and community presence and involvement".

2019

A further consultation aimed directly for the staff and service users of adult day care services was launched on 10 July 2019.

In line with the West Lothian Community Planning Partnership Engaging Communities Toolkit we considered the following:

Involvement - we will identify and involve the people and organisations with an interest in the focus of the engagement

The consultation was aimed at finding out the views of those working and receiving a service in the existing day services. Posters were placed in the day centres advertising the consultation process and all Team Managers were briefed to effectively cascade the information to their staff teams.

The Learning Disability Forum were informed through their mailing list. Advocacy and Information and Advice services were provided with the opportunity to participate.

Support - we will identify and overcome barriers so everyone can take part.

Staff teams made themselves available to service users, carers and parents so that everyone could complete the survey and give their views on the suggestions in the consultation document.

The online survey was created to support those that were service users but may not have been attending services during the period of consultation (e.g. holidays, sickness). Many staff also expressed this as a preferred method of feedback.

Planning - there will be a clear purpose and plan for the engagement.

The consultation paper clearly stated some suggested changes to service and asked for views on alternatives if anyone wished to express them. The consultation had a clear timescale.

With a high response rate (851 comments) from service users, families, carers, staff and some who wish to remain anonymous the engagement has been very successful.

Methods - we will use different ways to involve people.

Paper, easy read and online versions were created for service users and staff to feedback their views. Face to face facilitated sessions and dedicated meetings were also arranged.

Working together and with others - we will work well together to achieve the aims of the engagement.

The aims of the engagement were simple, to collect views on some specific areas of how day services operate from those working in and using the day service provision in West Lothian. Staff teams worked together to ensure everyone who attends day services had the opportunity to contribute in whatever way they are able to. A working group met weekly throughout to monitor progress and amend / augment the process where required – one example of this was the decision to add an online version when this was raised as an issue.

Feedback and Sharing Information – results of the engagement will be shared with the respondents

A summary of the feedback was provided to staff groups at the end of October 2019. A copy of the summary was posted to all service users and is on display in all day care centres. The response is available in full on the council's closed consultations section of the website.

Update December 2020

During the COVID-19 pandemic how we provided day support services altered; including a move to more home-based online support. Prior to remobilisation of day services in September 2020, service users and those who care for them were provided with the opportunity to feedback how they found this alternative provision. Of those who responded 39% advised that they missed the opportunities and socialisation provided within their traditional day service support.

A further detailed engagement strategy is required during 2021 to fully reflect people's experiences of service delivery during the COVID-19 pandemic as this will assist in the redesign of day service provision. The work we are undertaking with I-Hub will also assist us in our engagement with service users and people who use this service.

7. Data and Information

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

- a) What information or other evidence has been used in the development of the policy?
- b) What does research, consultation and other data or information tell you about the impact of the policy? (describe the information and conclusions, and state where the information can be found)
 - i. Quantitative (numbers, percentages, statistical analysis)
 - ii. Qualitative (written/spoken words, opinions, surveys)
- c) Describe any gaps in the available information, and record within section five (Action Plan), action you are taking in relation to this (e.g. new research, further analysis) and when this is planned.
- d) Give details of any existing local or national evidence which has been used to inform the development of your policy.

Updated December 2020

An independently commissioned strategic needs assessment in 2015 recommended that commissioning strategies and plans in West Lothian should be reviewed in respect of daytime opportunities; “solutions for people which prevent the need for an association with a service, so enhancing at an individual level independence, values status and community presence and involvement”.

Whilst there has been a return to offering day service provision the level of this provision continues to be impacted by the ongoing situation relating to the COVID-19 pandemic.

In anticipation of the remobilisation, there was an opportunity for service users and those who cared for them around how beneficial our alternative service provision had been to them. Whilst small in scale this survey reflected a similar picture to the national picture (Scottish Commission for People with Learning Disabilities; Impact of Coronavirus on People with Learning Disabilities and their Parents, Carers and Supporters Survey Findings June 2020) of service users feeling isolated and those who cared for them also feeling isolated as well as feeling increasingly stressed in having to care for their loved one.

Carers of West Lothian also undertook a similar engagement event which also provided both quantitative and qualitative data around Carers experiences relating to their own emotional well-being due to the increase demands they experienced during the pandemic. This survey also highlighted that individuals who accessed our services were feeling increasingly isolated within their own communities.

For some service users there was also an observed deterioration with their physical health and mental well-being predominately due to the lack of opportunities afforded to them during the pandemic. The views and experiences of those individuals and the people who care for them will be integral to future service provision and whilst the pandemic has brought many challenges for service users, there have also been some benefits with more people reporting to have been more physically active during the pandemic due to them meeting with staff for walks within their local community or through the provision of online exercise classes. This will also assist us in the future re-design.

8. Mitigating Actions

If the policy has a negative/adverse impact on a particular group/s, but is still to be implemented, please provide justification for this.

Note: If the policy is unlawfully discriminatory under the Equality Act 2010 and/or is having a negative impact on poverty and socioeconomic disadvantage under the Fairer Scotland Duty, you MUST identify, how the policy can be amended or justified so the Council acts lawfully.

- a) How could you modify the policy to eliminate discrimination or to reduce any identified negative impacts? If necessary, consider other ways in which you could meet the aims and objectives.
- b) How could you modify the policy to create or maximise the positive aspects of the proposals and to increase equality and reduce poverty and socioeconomic disadvantage.
- c) Describe any modifications which you can make without further delay (for example, easy, few resource implications).
- d) If you propose to make any of the modifications shown above, describe any potential new negative impacts on other groups in society or on the ability to achieve the aims and how you will minimise these.
- e) Please describe the resource implications of any proposed modifications taking into account financial, people and property issues.

Involvement of service users and their families and carers is critical to the approval of any change in service model.

The needs of service users are identified from the assessment of need, eligibility and risk and these will remain the dominant factors in determining any changes in provision. The nature of individual circumstances may mean that changes will affect some people and not all and to varying degrees but no change will be implemented without due consideration to the impact on each individual at an appropriate level.

9. Monitoring and Review

- a) How will the implementation and impact of the policy be monitored, including implementation of any amendments? For example, what type of monitoring will there be? How frequent?
- b) What are the practical arrangements for monitoring? For example, who will put this in place? When will it start?
- c) How will results of monitoring be used to develop future policies?
- d) When is the policy due to be reviewed?
- e) Who is responsible for ensuring this happens? Please detail below

The provision and impact of social care is monitored in a number of ways;

- Social Care Survey
- Scottish Health Survey
- Scotland's Carers Survey
- West Lothian H&SCP performance indicators
- Service user feedback during reviews
- Disability Forum
- Carers of West Lothian

10. Recommendation and Reasoning	
<p>Proposal still under review.</p> <p>Reason for Recommendation The Integrated Impact Assessment will be kept under review as part of the staged approach to developing options for the review of Adult Day Care Services.</p>	
Signed by Lead Officer	Jo MacPherson
Designation	Head of Social Policy
Date	Updated December 2020
Counter Signature (Head of Service or Depute Chief Executive responsible for the policy)	
Date	



Integrated Relevance Assessment Form

1. Details of proposal	
Policy Title (include budget reference number if applicable)	Increase in Telecare charge and increase in uptake of service (SJ3c)
Service Area	Social Policy IJB
Lead Officer	Jo MacPherson, Head of Social Policy
Other Officers/Partners Involved	Social Policy Senior Management Team, FMU
Date relevance assessed	15 December 2019 Reviewed 10 December 2020

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

3. The General Duty of the Equality Act 2010 requires public authorities, in the exercise of their functions, to have due regard to the need to:	
<ul style="list-style-type: none"> • Eliminate unlawful discrimination, harassment and victimisation and other prohibited conduct • Advance equality of opportunity between those who share a protected characteristic and those who do not; and • Foster good relations between those who share a protected characteristic and those who do not <p>NB: In this section you must also consider the Human Rights Act and the key PANEL (Participation, Accountability, Non Discrimination, Empowerment and Legality) principles of Human Rights</p> <p>Which groups of people do you think will be, or potentially could be, impacted upon by the implementation of this policy? You should consider employees, clients, customers and service users (please tick below as appropriate).</p>	
Age – older people, young people and children	X
Disability – people with disabilities/long standing conditions	X
Gender reassignment – trans/transgender identity – anybody who’s gender identity or gender expression is different to the sex assigned to them at birth	
Marriage or civil partnership – people who are married or in a civil partnership	
Pregnancy and maternity – woman who are pregnant and/or on maternity leave	
Race – people from black, Asian and minority ethnic communities and different racial backgrounds	
Religion or belief – people with different religions and beliefs including those with no beliefs	
Sex – Gender Identify – women and men (boys and girls) and those who self-identify their gender	
Sexual Orientation – lesbian, gay, bisexual, heterosexual/straight	

4. Do you have evidence or reason to believe that this policy will or may impact on socio-economic inequalities?
 Consideration must be given particularly to children and families

Socio-economic Disadvantage	Impact (Please Tick as Appropriate)
Low Income/Income Poverty – cannot afford to maintain regular payments such as bills, food, clothing	
Low and/or No Wealth – enough money to meet basic living costs and pay bills but have no savings to deal with any unexpected spends and no provision for the future	X
Material Deprivation – being unable to access basic goods and services i.e. financial products like life insurance, repair/replace broken electrical goods, warm home, leisure and hobbies	
Area Deprivation – where you live (rural areas), where you work (accessibility of transport)	
Socio-economic Background – social class i.e. parents education, employment and income	

5. Integrated impact assessment required?
 (Two ticks above = full assessment necessary)

YES	X	NO	
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6. Decision rationale
 If you have ticked no above, use this section to evidence why a full IIA is not required

Based on the potential impact, a full integrated impact assessment is required.

Signed by Lead Officer	Jo MacPherson
Designation	Head of Social Policy
Date	Reviewed 10 December 2020
Counter Signature (Head of Service or Depute Chief Executive responsible for the policy)	
Date	



Full Integrated Impact Assessment Form

1. Details of proposal	
Policy Title (include budget reference number if applicable)	Increase in Telecare charge and increase in uptake of service (SJ3c)
Details of Others Involved	Social Policy Senior Management Team, FMU
Date Assessment Conducted	15 December 2019 Reviewed 10 December 2020

2. Set out a clear understanding of the purpose of the policy being developed or reviewed (what are the aims, objectives and intended outcomes including the context within which it will operate)
<p>The current Telecare charge of £3.02 per week was set from April 2018 with a commitment to maintain the charge at the same level for a period of 3 years. The proposal is for the existing Telecare charge to be increased by 3% per year with effect from April 2021.</p> <p>The inflationary increase results in an increase of the existing charge from £3.02 per week to £3.11 in 2021 and £3.20 in 2022.</p> <p>The current Scottish average charge is £3.71 ranging from £1.15 to £6.25 across the other 31 local authorities.</p>

3. Please outline any needs and/or barriers which equality groups (people with protected characteristics) may have in relation to this policy	
Age	<p>What effect/difference will the policy have on people? The Telecare service is mainly used by older adults or people with disabilities.</p> <p>The service can play an integral part in supporting health and wellbeing outcomes for people in their own home and help manage the risks associated with independent living through the provision of a 24 hour telephone link to a key holder or the emergency services.</p> <p>How do you know that? The Telecare service is currently used in 3,644 households in West Lothian the majority of who are older people.</p>
Disability	<p>What effect/difference will the policy have on people? The Telecare service is mainly used by older adults or people with disabilities.</p> <p>The service can play an integral part in supporting health and wellbeing outcomes for people in their own home and help manage the risks associated with independent living through the provision of a 24 hour telephone link to a key holder or the emergency services.</p> <p>How do you know that? The Telecare service is currently used in 3,644 households in West Lothian the majority of who are older people.</p>
Gender Reassignment – Trans/Transgender Identity	<p>What effect/difference will the policy have on people? None identified.</p> <p>How do you know that? No evidence was found through research or local consultation, that there may be hidden needs relating to this protected characteristic.</p>

Marriage or Civil Partnership	What effect/difference will the policy have on people? None identified.
	How do you know that? No evidence was found through research or local consultation, that there may be hidden needs relating to this protected characteristic.
Pregnancy and Maternity	What effect/difference will the policy have on people? None identified.
	How do you know that? No evidence was found through research or local consultation, that there may be hidden needs relating to this protected characteristic.
Race	What effect/difference will the policy have on people? None identified.
	How do you know that? No evidence was found through research or local consultation, that there may be hidden needs relating to this protected characteristic.
Religion or Belief	What effect/difference will the policy have on people? None identified.
	How do you know that? No evidence was found through research or local consultation, that there may be hidden needs relating to this protected characteristic.
Sex – Gender Identity	What effect/difference will the policy have on people? None identified.
	How do you know that? No evidence was found through research or local consultation, that there may be hidden needs relating to this protected characteristic.
Sexual Orientation	What effect/difference will the policy have on people? None identified.
	How do you know that? No evidence was found through research or local consultation, that there may be hidden needs relating to this protected characteristic.

4. Please outline any needs and/or barriers which may affect vulnerable groups falling into poverty and disadvantage in relation to this policy.

Vulnerable groups may include the following:

- Unemployed
- Single parents and vulnerable families
- People on benefits
- Those involved in the criminal justice system
- People in the most deprived communities (bottom 20 SIMD areas)
- People who live in rural areas
- Pensioners
- Looked After Children
- Carers including young carers
- People misusing services
- Others e.g. veterans, students
- Single adult households
- People who have experienced the asylum system
- Those leaving the care setting including children and young people and those with illness
- Homeless people
- People with low literacy/ numeracy
- People with lower educational qualifications
- People in low paid work
- People with one or more protected characteristics

What effect/difference will the policy have on people?

People who elect to apply for Community Alarms and Telecare or who are referred to the service could be from any of the vulnerable groups listed.

The recent Scottish Government report on the impact of COVID-19 on equality in Scotland highlighted the potential long-term consequences on economic inequalities, and the potential for further impact of Brexit.

Although there is no initial financial assessment process attached to the provision of the Telecare service, systems are in place in line with the Council's anti-poverty strategy to assist people with the charge, including referral to the advice shop for a personal income check and budgeting advice.

How do you know that?

The process to support people with payment of the Telecare charge has been in place since it was introduced.

5. Action Plan

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

Actioner Name: Jo Macpherson

Action Date: June 2021

What is the issue?

The inflationary increase will be communicated to service users ahead of the annual invoices being raised. This will then be carefully monitored through analysis of any unpaid invoices or requests for cancellation of the service, noting that alternative options to Telecare are also available for families and carers (e.g. Amazon Alexa).

In cases of non-payment or requests for removal, the Telecare service would only be removed after a full risk assessment. The Chief Social Work Officer has the delegated authority to waive the charge in the event of non-payment where the risk of removing the system is considered to be too high.

What action will be taken?

Monitoring of requests for cancellation and non-payment of invoices.

Progress against action

To commence from March 2021 when invoices are raised.

Actioner Name: Jo Macpherson

Action Date: August 2021

What is the issue?

The coronavirus pandemic could have significant and potentially longer lasting health and socio-economic impacts. Although the Telecare service did not experience any demonstrable difference in the volume of calls or type of activity during COVID-19 lockdown or the period that has followed, this will be kept under review as part of regular performance monitoring across the health and social care partnership.

The use of Telecare for anticipatory or preventative planning is being explored as part of the learning from COVID-19 and West Lothian HSCP will be participating fully in these national developments. Ensuring that the cost of Telecare remains affordable will remain a focus of these developments.

What action will be taken?

Monitoring of activity and types of incidents to establish if the trend is changing.

Progress against action

No noticeable difference to date and will be kept under review.

6. Details of consultation and involvement

Who will be or has been involved in the consultation process?

- a) State which service users and groups are involved in this process and describe their involvement.
- b) Describe any planned involvement saying when this will take place and who is responsible for managing the involvement process.
- c) Describe the results of the involvement and how you have taken this into account.

The service charge in place across other local authorities has been reviewed and the proposed inflationary increase will mean that the West Lothian charge remains one of the lowest in Scotland. Telecare households are advised of the annual charge in advance of the invoice due date.

For information in relation to future developments

As early as 2023, analogue telephone services in the UK will be switched off and replaced by digital systems using internet protocol (IP) technology. Scotland's telecare service providers including health and social care partnerships, housing associations and many other organisations who use analogue connectivity to deliver their services will need to upgrade, which is expected to result in an increased cost.

Further engagement with Telecare service users and families will be undertaken as the analogue to digital programme is developed for West Lothian.

7. Data and Information

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

- a) What information or other evidence has been used in the development of the policy?
- b) What does research, consultation and other data or information tell you about the impact of the policy? (describe the information and conclusions, and state where the information can be found)
 - i. Quantitative (numbers, percentages, statistical analysis)
 - ii. Qualitative (written/spoken words, opinions, surveys)
- c) Describe any gaps in the available information, and record within section five (Action Plan), action you are taking in relation to this (e.g. new research, further analysis) and when this is planned.
- d) Give details of any existing local or national evidence which has been used to inform the development of your policy.

The service charge in place across other local authorities has been reviewed and the proposed inflationary increase will mean that the West Lothian charge remains one of the lowest in Scotland.

West Lothian Currently has the 10th lowest charge in Scotland and this reduces further to the 9th lowest in Scotland after the application of the proposed inflationary increase to £3.11 per week for 2020/21. The current Scottish average Community Alarm and Telecare charge is £3.71 per week and the service in West Lothian will remain significantly below the Scottish average.

The total cost to the council of providing this service including purchase of equipment, the Careline service, and the response Crisis Care team is £10.14 per week per household; hence the proposed inflationary increase will continue to represent a subsidised service to all service users.

The local experience during COVID-19 and the report on the impact of COVID-19 on equality in Scotland has not highlighted any specific evidence in relation to the Telecare service. This is not a new charge, and the impact of the inflationary increase will continue to be monitored and reviewed as outlined in the action plan as well as through national research with the Digital Telecare team in the Digital Office.

8. Mitigating Actions

If the policy has a negative/adverse impact on a particular group/s, but is still to be implemented, please provide justification for this.

Note: If the policy is unlawfully discriminatory under the Equality Act 2010 and/or is having a negative impact on poverty and socioeconomic disadvantage under the Fairer Scotland Duty, you MUST identify, how the policy can be amended or justified so the Council acts lawfully.

- a) How could you modify the policy to eliminate discrimination or to reduce any identified negative impacts? If necessary, consider other ways in which you could meet the aims and objectives.
- b) How could you modify the policy to create or maximise the positive aspects of the proposals and to increase equality and reduce poverty and socioeconomic disadvantage.
- c) Describe any modifications which you can make without further delay (for example, easy, few resource implications).
- d) If you propose to make any of the modifications shown above, describe any potential new negative impacts on other groups in society or on the ability to achieve the aims and how you will minimise these.
- e) Please describe the resource implications of any proposed modifications taking into account financial, people and property issues.

Refer to action plan. The inflationary increase will be monitored and established processes will be used to risk assess any impact.

9. Monitoring and Review

- a) How will the implementation and impact of the policy be monitored, including implementation of any amendments? For example, what type of monitoring will there be? How frequent?
- b) What are the practical arrangements for monitoring? For example, who will put this in place? When will it start?
- c) How will results of monitoring be used to develop future policies?
- d) When is the policy due to be reviewed?
- e) Who is responsible for ensuring this happens? Please detail below

Refer to action plan.

10. Recommendation and Reasoning

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

Reason for Recommendation

Implement proposal with no amendments and monitor throughout the annual invoicing period.

Signed by Lead Officer	Jo MacPherson
Designation	Head of Social Policy
Date	15 December 2019 Updated 10 December 2020
Counter Signature (Head of Service or Depute Chief Executive responsible for the policy)	
Date	



Integrated Relevance Assessment Form

1. Details of proposal	
Policy Title (include budget reference number if applicable)	Remodel Housing with Care provision (SJ5b)
Service Area	Social Policy IJB
Lead Officer	Jo MacPherson, Head of Social Policy
Other Officers/Partners Involved	Social Policy Senior Management Team, Legal Services
Date relevance assessed	29 January 2019 Updated 15 December 2019 Updated 10 December 2020

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

3. The General Duty of the Equality Act 2010 requires public authorities, in the exercise of their functions, to have due regard to the need to:	
<ul style="list-style-type: none"> Eliminate unlawful discrimination, harassment and victimisation and other prohibited conduct Advance equality of opportunity between those who share a protected characteristic and those who do not; and Foster good relations between those who share a protected characteristic and those who do not <p>NB: In this section you must also consider the Human Rights Act and the key PANEL (Participation, Accountability, Non Discrimination, Empowerment and Legality) principles of Human Rights</p> <p>Which groups of people do you think will be, or potentially could be, impacted upon by the implementation of this policy? You should consider employees, clients, customers and service users (please tick below as appropriate).</p>	
Age – older people, young people and children	X
Disability – people with disabilities/long standing conditions	X
Gender reassignment – trans/transgender identity – anybody who’s gender identity or gender expression is different to the sex assigned to them at birth	
Marriage or civil partnership – people who are married or in a civil partnership	
Pregnancy and maternity – woman who are pregnant and/or on maternity leave	
Race – people from black, Asian and minority ethnic communities and different racial backgrounds	
Religion or belief – people with different religions and beliefs including those with no beliefs	
Sex – Gender Identify – women and men (boys and girls) and those who self-identify their gender	X
Sexual Orientation – lesbian, gay, bisexual, heterosexual/straight	

4. Do you have evidence or reason to believe that this policy will or may impact on socio-economic inequalities? Consideration must be given particularly to children and families	
Socio-economic Disadvantage	Impact (Please Tick as Appropriate)
Low Income/Income Poverty – cannot afford to maintain regular payments such as bills, food, clothing	
Low and/or No Wealth – enough money to meet basic living costs and pay bills but have no savings to deal with any unexpected spends and no provision for the future	X
Material Deprivation – being unable to access basic goods and services i.e. financial products like life insurance, repair/replace broken electrical goods, warm home, leisure and hobbies	
Area Deprivation – where you live (rural areas), where you work (accessibility of transport)	
Socio-economic Background – social class i.e. parents education, employment and income	

5. Integrated impact assessment required? (Two ticks above = full assessment necessary)			
YES	X	NO	

6. Decision rationale If you have ticked no above, use this section to evidence why a full IIA is not required
Housing with Care (HWC) is a housing model focused on enabling older people to retain independence in their own tenancy within a shared environment that provides additional supports. The main objective of the remodelling of housing with care provision is to ensure that the model has an increased focus on the original concept for HWC which is to retain independence for older people.

Signed by Lead Officer	Jo MacPherson
Designation	Head of Social Policy
Date	29 January 2019 Updated 15 December 2019 Updated 10 December 2020
Counter Signature (Head of Service or Depute Chief Executive responsible for the policy)	
Date	



Full Integrated Impact Assessment Form

1. Details of proposal	
Policy Title (include budget reference number if applicable)	Remodel Housing with Care provision (SJ5b)
Details of Others Involved	Social Policy Senior Management Team
Date Assessment Conducted	29 January 2019 Updated 15 December 2019 Updated 10 December 2020

2. Set out a clear understanding of the purpose of the policy being developed or reviewed (what are the aims, objectives and intended outcomes including the context within which it will operate)
<p>The proposal is to revise the Housing with Care model to place a greater focus on assisting independence. It is envisaged that the new delivery of support will have a positive impact on the lives and wellbeing of older people providing support which seeks to maximise and sustain independence whilst enabling individuals to remain socially connected and active participants within the local community.</p> <p>The new model will place a greater focus on assisting independence, a key priority outcome. The overarching aim of the proposed Housing with Care model is to offer eligible tenants a safe, secure, accessible and well-designed living environment along with assistance to help sustain and maximise independent living and their overall quality of life. In doing so a primary focus of the assistance available will be on enabling individuals to remain active contributors and participants who are fully engaged with their local community where it is their choice to do so.</p> <p>December 2020 The impact of Covid-19 resulted in a temporary suspension of project activity and revised timescales are currently being prepared. The original proposal for the re-modelling has been reviewed by the project team in light of the learning from COVID-19 and concluded that the four elements of the proposal remain valid - sleepovers, meals, management, and shift patterns. The method of engagement with staff and tenants is being reviewed to ensure compliance with social distancing whilst ensuring that every tenant and member of staff has the opportunity to participate.</p>

3. Please outline any needs and/or barriers which equality groups (people with protected characteristics) may have in relation to this policy	
Age	<p>What effect/difference will the policy have on people? It is envisaged the revised Housing with Care model of support will have a positive impact on the lives and wellbeing of older people providing support which seeks to maximise and sustain independence whilst enabling individuals to remain socially connected and active participants within the local community. All of the aforementioned are known to have a positive effect on health and wellbeing.</p> <p>The new model will place a greater focus on assisting independence, a key priority outcome. The project will ensure that the HWC model retains provision for older people through efficiencies and new ways of working and considers the impact of COVID-19 on people in relation to social isolation and access to digital.</p> <p>How do you know that? Many other local authorities and Registered Social Landlords (RSL's) have already moved to models which focus on maximising independence.</p>

Disability	What effect/difference will the policy have on people? None identified.
	How do you know that? No evidence was found through research or local consultation, that there may be hidden needs relating to this protected characteristic.
Gender Reassignment – Trans/Transgender Identity	What effect/difference will the policy have on people? None identified.
	How do you know that? No evidence was found through research or local consultation, that there may be hidden needs relating to this protected characteristic.
Marriage or Civil Partnership	What effect/difference will the policy have on people? None identified.
	How do you know that? No evidence was found through research or local consultation, that there may be hidden needs relating to this protected characteristic.
Pregnancy and Maternity	What effect/difference will the policy have on people? None identified.
	How do you know that? No evidence was found through research or local consultation, that there may be hidden needs relating to this protected characteristic.
Race	What effect/difference will the policy have on people? None identified.
	How do you know that? No evidence was found through research or local consultation, that there may be hidden needs relating to this protected characteristic.
Religion or Belief	What effect/difference will the policy have on people? None identified.
	How do you know that? No evidence was found through research or local consultation, that there may be hidden needs relating to this protected characteristic.
Sex – Gender Identity	What effect/difference will the policy have on people? The vast majority of the HWC staff group are women, many of whom have informal caring roles outside their employment. COVID-19 has placed an additional burden on informal carers making it harder for them to maintain their employment during the pandemic.
	How do you know that? The Scottish Government report on the impact of COVID-19 on equality in Scotland. Carers UK response to the impact of COVID-19 Feedback from Carers of West Lothian. Feedback from the HWC staff groups.
Sexual Orientation	What effect/difference will the policy have on people? None identified.
	How do you know that? No evidence was found through research or local consultation, that there may be hidden needs relating to this protected characteristic.

4. Please outline any needs and/or barriers which may affect vulnerable groups falling into poverty and disadvantage in relation to this policy.

Vulnerable groups may include the following:

- Unemployed
- Single parents and vulnerable families
- People on benefits
- Those involved in the criminal justice system
- People in the most deprived communities (bottom 20 SIMD areas)
- People who live in rural areas
- Pensioners
- Looked After Children
- Carers including young carers
- People misusing services
- Others e.g. veterans, students
- Single adult households
- People who have experienced the asylum system
- Those leaving the care setting including children and young people and those with illness
- Homeless people
- People with low literacy/ numeracy
- People with lower educational qualifications
- People in low paid work
- People with one or more protected characteristics

What effect/difference will the policy have on people?

The overarching aim of the proposed Housing with Care model is to continue to offer eligible tenants a safe, secure, accessible and well-designed living environment along with assistance to help sustain and maximise independent living and their overall quality of life. In doing so a primary focus of the assistance available will be on enabling individuals to remain active contributors and participants who are fully engaged with their local community where it is their choice to do so.

This greater integration with communities allows for improving better relations between those with the protected characteristic of old age with those who do not.

December 2020

The experiences of tenants in HWC during lockdown has been similar to community settings and has highlighted the importance of digital access to allow tenants to stay connected with their families and their social networks. This is not just about access to equipment but to the digital skills to make safe use of technology to stay connected and reduce social isolation but also to remain independent.

The impact of COVID-19 on the predominately female workforce and their informal caring roles outside work needs to be understood and that where possible shift patterns allow the workforce to meet the demands of both roles. The engagement with staff will provide all staff across the HWC developments with the opportunity to feedback and help shape the model of the future.

How do you know that?

The Scottish Government report on the impact of COVID-19 on equality in Scotland highlights the negative consequence of being digitally excluded. The revised HWC model will place a greater focus on assisting independence and the role of technology requires to be considered as part of that model.

The same report provides information on the long-term impact on gender equality in the labour market and this having a disproportionate impact on women whose employment dominates in many of the 'shut down' sectors. Employment in care settings was not impacted in the same way as other sectors, but it is acknowledged that the opportunities for working full time are likely to be reduced as many women have to balance their paid employment with informal caring roles.

5. Action Plan

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

Actioner Name: Jo Macpherson

Action Date: March 2021

What is the issue?

Implementation of the new model is scheduled to commence in the second half of financial year 2021/22.

What action will be taken?

An implementation plan will be developed once further engagement including the impact of COVID-19 has taken place with tenants, staff groups and the RSLs. The IIA will be kept under review as work develops.

Progress against action

Ongoing

What is the issue?

The original communication and engagement plan had included focus groups and open meetings for all tenants and families.

What action will be taken?

The communication and engagement plan will be updated to reflect alternative ways we can engage with staff and tenants to avoid groups gathering for briefings and ensure social distancing can be observed whilst ensuring that all tenants, staff, families and carers who wish to participate can do so.

Progress against action

Ongoing

6. Details of consultation and involvement

Who will be or has been involved in the consultation process?

- a) State which service users and groups are involved in this process and describe their involvement.
- b) Describe any planned involvement saying when this will take place and who is responsible for managing the involvement process.
- c) Describe the results of the involvement and how you have taken this into account.

The number of responses received by the close of the council's Transforming Your Council consultation period was 7,026 which generated over 45,000 comments from all respondents. The proposal to review the Housing with Care model received positive feedback from respondents.

As the project develops, residents will form part of any redesign work. Involving residents in developing options proved very successful in the Rosemount Court project and a similar approach to engagement will be used in the wider Housing with Care review.

December 2020

Initial engagement with RSLs was completed prior to the pandemic with no immediate concerns raised. The communications and engagement plan is being revised to ensure everyone can participate with social distancing measures.

7. Data and Information

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

- a) What information or other evidence has been used in the development of the policy?
- b) What does research, consultation and other data or information tell you about the impact of the policy? (describe the information and conclusions, and state where the information can be found)
 - i. Quantitative (numbers, percentages, statistical analysis)
 - ii. Qualitative (written/spoken words, opinions, surveys)
- c) Describe any gaps in the available information, and record within section five (Action Plan), action you are taking in relation to this (e.g. new research, further analysis) and when this is planned.
- d) Give details of any existing local or national evidence which has been used to inform the development of your policy.

The following research and evidence have been used to inform the project:

- Age Demographics (Register Generals Annual Review 2013 of Demographic Trends)
- Age & Culture (Scottish Households Annual Report 2013)
- Disability and Culture (Scottish Households Annual Report 2013)

The project has been scoped and the Integrated Impact Assessment is in line with the Equality Commission guidance for local authorities on assessing equality impact when setting budgets and will be carried out as a staged assessment. This allows for the scoping phase to incorporate the feedback and research developed and obtained through the officer proposals, and the public consultation. This highlighted perceived issues likely to impact on certain groups or individuals from protected characteristics groups.

Where no relevant evidence has been found this will continue to be monitored and reviewed through the consultation processes outlined in section 6, as well as national research, and the monitoring process set out in section 9 as part of the development and implementation of the proposal.

December 2020

The Scottish Government report on the impact of COVID-10 on equality in Scotland highlights the impact on the mainly female workforce, particularly when coupled with informal caring responsibilities.

The report also highlights the gaps in relation to digital access, social isolation, and the impact COVID-19 has had on those with pre-existing health conditions. Older adults are less likely to be in good health when compared to younger adults; and for vulnerable older adults who have elected Housing with Care as their housing option the provision of on-site care contributes to their health and wellbeing. The development of the Housing with Care model for the future will take account of the learning from COVID-19.

8. Mitigating Actions

If the policy has a negative/adverse impact on a particular group/s, but is still to be implemented, please provide justification for this.

Note: If the policy is unlawfully discriminatory under the Equality Act 2010 and/or is having a negative impact on poverty and socioeconomic disadvantage under the Fairer Scotland Duty, you MUST identify, how the policy can be amended or justified so the Council acts lawfully.

- a) How could you modify the policy to eliminate discrimination or to reduce any identified negative impacts? If necessary, consider other ways in which you could meet the aims and objectives.
- b) How could you modify the policy to create or maximise the positive aspects of the proposals and to increase equality and reduce poverty and socioeconomic disadvantage.
- c) Describe any modifications which you can make without further delay (for example, easy, few resource implications).
- d) If you propose to make any of the modifications shown above, describe any potential new negative impacts on other groups in society or on the ability to achieve the aims and how you will minimise these.
- e) Please describe the resource implications of any proposed modifications taking into account financial, people and property issues.

None identified at this stage. The IIA will be kept under review as the engagement with RSLs, staff and tenants progress.

9. Monitoring and Review

- a) How will the implementation and impact of the policy be monitored, including implementation of any amendments? For example, what type of monitoring will there be? How frequent?
- b) What are the practical arrangements for monitoring? For example, who will put this in place? When will it start?
- c) How will results of monitoring be used to develop future policies?
- d) When is the policy due to be reviewed?
- e) Who is responsible for ensuring this happens? Please detail below

Impact will be assessed against individual outcome goals identified within care and support plans and the impact on staff once the proposal has been progressed.

10. Recommendation and Reasoning

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

Reason for Recommendation

Implement proposal with no amendments.

Signed by Lead Officer	Jo MacPherson
Designation	Head of Social Policy
Date	29 January 2019 Updated 15 December 2019 Updated 10 December 2020
Counter Signature (Head of Service or Depute Chief Executive responsible for the policy)	
Date	



Integrated Relevance Assessment Form

1. Details of proposal	
Policy Title (include budget reference number if applicable)	Development of Health and Social Care drop in community hubs (SJ5c)
Service Area	Social Policy (IJB)
Lead Officer	Jo MacPherson, Head of Social Policy
Other Officers/Partners Involved	Community Care Group and Senior Managers
Date relevance assessed	15 December 2019 Updated 10 December 2020

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

3. The General Duty of the Equality Act 2010 requires public authorities, in the exercise of their functions, to have due regard to the need to:	
<ul style="list-style-type: none"> Eliminate unlawful discrimination, harassment and victimisation and other prohibited conduct Advance equality of opportunity between those who share a protected characteristic and those who do not; and Foster good relations between those who share a protected characteristic and those who do not <p>NB: In this section you must also consider the Human Rights Act and the key PANEL (Participation, Accountability, Non Discrimination, Empowerment and Legality) principles of Human Rights</p> <p>Which groups of people do you think will be, or potentially could be, impacted upon by the implementation of this policy? You should consider employees, clients, customers and service users (please tick below as appropriate).</p>	
Age – older people, young people and children	X
Disability – people with disabilities/long standing conditions	X
Gender reassignment – trans/transgender identity – anybody who’s gender identity or gender expression is different to the sex assigned to them at birth	X
Marriage or civil partnership – people who are married or in a civil partnership	
Pregnancy and maternity – woman who are pregnant and/or on maternity leave	
Race – people from black, Asian and minority ethnic communities and different racial backgrounds	X
Religion or belief – people with different religions and beliefs including those with no beliefs	X
Sex – Gender Identify – women and men (boys and girls) and those who self-identify their gender	
Sexual Orientation – lesbian, gay, bisexual, heterosexual/straight	

4. Do you have evidence or reason to believe that this policy will or may impact on socio-economic inequalities?
 Consideration must be given particularly to children and families

Socio-economic Disadvantage	Impact (Please Tick as Appropriate)
Low Income/Income Poverty – cannot afford to maintain regular payments such as bills, food, clothing	X
Low and/or No Wealth – enough money to meet basic living costs and pay bills but have no savings to deal with any unexpected spends and no provision for the future	X
Material Deprivation – being unable to access basic goods and services i.e. financial products like life insurance, repair/replace broken electrical goods, warm home, leisure and hobbies	X
Area Deprivation – where you live (rural areas), where you work (accessibility of transport)	X
Socio-economic Background – social class i.e. parents education, employment and income	

5. Integrated impact assessment required?
 (Two ticks above = full assessment necessary)

YES	X	NO	
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6. Decision rationale
 If you have ticked no above, use this section to evidence why a full IIA is not required

Based on the potential impact, a full integrated impact assessment is required.

Signed by Lead Officer	Jo MacPherson
Designation	Head of Social Policy
Date	15 December 2019 Updated 10 December 2020
Counter Signature (Head of Service or Depute Chief Executive responsible for the policy)	
Date	



Full Integrated Impact Assessment Form

1. Details of proposal	
Policy Title (include budget reference number if applicable)	Development of Health and Social Care drop in community hubs (SJ5c)
Details of Others Involved	Community Care Group and Senior Managers
Date Assessment Conducted	15 December 2019 Updated 10 December 2020

2. Set out a clear understanding of the purpose of the policy being developed or reviewed (what are the aims, objectives and intended outcomes including the context within which it will operate)
<p>Introduction of a new model where social care advice and assistance can be accessed from agreed locations in communities. It will see a reduction in waiting lists as people can drop in for advice in their local community rather than requesting and waiting for a formal assessment. It will allow for more effective delivery of support through using the hub as a key access point and facilitating community led conversations. It is anticipated that direct face to face access to social care staff will result in fewer referrals, reducing resource requirements and providing a more responsive early intervention service.</p> <p>Update December 2020 The coronavirus pandemic resulted in visiting protocols by health and social care services moving where possible to telephone and virtual conversations, with less face to face work being delivered during COVID-19. The learning from these new ways of working will be considered as part of the recovery planning as services start to open back up again.</p> <p>Guidance for the delivery of safe and effective social services via virtual channels is being developed nationally but it is acknowledged that virtual communication will never, and should never, totally replace face to face meetings with service users. The development of the hubs for face to face advice and assistance in communities will remain an important channel for interaction with health and social care services.</p>

3. Please outline any needs and/or barriers which equality groups (people with protected characteristics) may have in relation to this policy	
Age	<p>What effect/difference will the policy have on people? Access to health and social care advice in a regular drop in setting will help people of all ages including people of working age who might find it helpful to have alternative access to the phone and do not want to or are unable to travel to a social work office.</p>
	<p>How do you know that? Waiting lists for adult services continue to grow and this additional access to advice and support will provide people of all ages with an alternative access to professional social care advice.</p>
Disability	<p>What effect/difference will the policy have on people? Access to health and social care advice in a regular local setting will reduce the need for people to travel to a social work office.</p>
	<p>How do you know that? Waiting lists for adult services continue to grow and this additional access to advice and support will provide people of all ages and conditions with an alternative access to professional social care advice.</p>

Gender Reassignment – Trans/Transgender Identity	What effect/difference will the policy have on people? Although we would not routinely offer a booking system for the drop in service, discrete appointments allocations can be made over the phone. This will allow people who may be uncomfortable dropping in to a busy facility to make use of the service.
	How do you know that? Reports such as Stonewall Scotland and ‘Your Services, Your Say’ indicate that a number of individuals who identify as trans may feel uncomfortable being open about their gender identity when accessing services so any specific issues or impact may be hidden.
Marriage or Civil Partnership	What effect/difference will the policy have on people? No disproportionate impacts identified.
	How do you know that? No relevant evidence was found through research or consultation, that there may be hidden needs relating to this protected characteristic.
Pregnancy and Maternity	What effect/difference will the policy have on people? No disproportionate impacts identified.
	How do you know that? No relevant evidence was found through research or consultation, that there may be hidden needs relating to this protected characteristic.
Race	What effect/difference will the policy have on people? The report on the impact of COVID-19 on equality in Scotland highlights that people of minority ethnicities are at increased risk of illness from COVID-19. Increases in hate crime and gaps in employment may impact disproportionately, which may result in increased demand for social care advice or formal supports.
	How do you know that? Well documented Scottish Government, Improvement Services research.
Religion or Belief	What effect/difference will the policy have on people? No disproportionate impacts identified.
	How do you know that? No relevant evidence was found through research or consultation, that there may be hidden needs relating to this protected characteristic.
Sex – Gender Identity	What effect/difference will the policy have on people? No disproportionate impacts identified.
	How do you know that? No relevant evidence was found through research or consultation, that there may be hidden needs relating to this protected characteristic.
Sexual Orientation	What effect/difference will the policy have on people? No disproportionate impacts identified.
	How do you know that? No relevant evidence was found through research or consultation, that there may be hidden needs relating to this protected characteristic.

4. Please outline any needs and/or barriers which may affect vulnerable groups falling into poverty and disadvantage in relation to this policy.

Vulnerable groups may include the following:

- Unemployed
- Single parents and vulnerable families
- People on benefits
- Those involved in the criminal justice system
- People in the most deprived communities (bottom 20 SIMD areas)
- People who live in rural areas
- Pensioners
- Looked After Children
- Carers including young carers
- People misusing services
- Others e.g. veterans, students
- Single adult households
- People who have experienced the asylum system
- Those leaving the care setting including children and young people and those with illness
- Homeless people
- People with low literacy/ numeracy
- People with lower educational qualifications
- People in low paid work
- People with one or more protected characteristics

What effect/difference will the policy have on people?

The plan aims to ensure that citizens, communities and staff have a greater say in planning & delivering health and social care services. The development of community hubs starts with a conversation at a local community level to identify what the community wants from its hub and critically, where they want the hub to be located. Placing the customer at the centre of the design is in line with the Scottish Approach to Service Design.

This West Lothian IJB Strategic Plan sets out how it intends to deliver its vision “to increase wellbeing and reduce health inequalities across all communities in West Lothian” and to deliver the nine national health and wellbeing outcomes through our strategic priorities and transformational change programmes against a background of demographic and financial challenges.

The IJB is committed to working with our partners, service users, their families and the wider community to find effective and sustainable solutions and achieve the best outcomes for the people of West Lothian.

The opportunity for communities to drop in and chat with health and social care professionals and third sector organisations will provide an additional opportunity for people to access advice and support without the need to travel to a social work centre for appointments or discuss their concerns on the phone.

How do you know that?

95% of respondents on the development of the IJB Strategic Plan agreed with the aim to “ensure seamless accessible services which are person centred, caring, safe and respectful, with focus on quality and accountability that are empowering, supportive and inclusive and involve individuals and communities”.

5. Action Plan

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

Actioner Name: Jo Macpherson

Action Date: Summer 2020 Revised to early 2021 due to the COVID-19 pandemic

What is the issue?

Engagement with Communities to get a better understanding of people’s experience of contact and access to social care services. This will lead to more detailed consideration of the frequency and location for the community hubs.

What action will be taken?

Working with community planning partners, hold conversations with local areas to identify a location and some early programme themes.

Progress against action

Service users calling the Adult Social Care Enquiry Team (ASCET) are currently being surveyed to identify services and information that they would like to be available from the community hubs.

Actioner Name: Jo Macpherson	Action Date: March 2021
<p>What is the issue? The national report on the COVID-19 impact on equality in Scotland covers a range of domains including for this proposal; economic, social and wellbeing and digital. We want to better understand the local impacts in relation to these areas and to see if there are any additional measures that should be put in place as we develop the model.</p>	
<p>What action will be taken? Engagement with potential service users to get an understanding of people's confidence levels that a safe environment can be provided to facilitate local access to social care advice and assistance, and to get an understanding on how this local access will reduce the costs associated with travelling to a social work centre.</p>	
<p>Progress against action Survey questions have been created and distributed, service users calling ASCET are asked to participate in the survey and their responses are inputted into the survey management programme Survey Hero. Responses are currently being gathered.</p>	

6. Details of consultation and involvement

Who will be or has been involved in the consultation process?

- a) State which service users and groups are involved in this process and describe their involvement.
- b) Describe any planned involvement saying when this will take place and who is responsible for managing the involvement process.
- c) Describe the results of the involvement and how you have taken this into account.

Service users calling ASCET are asked to participate in the survey. Questions are asked over the phone and responses are collected using the survey manager software, Survey Hero. Survey results will be analysed following the completion of the data gathering stage, which is coming to an end December 2020

Communities and IJB Locality Planning Groups will be consulted as the COVID-19 pandemic recovery progresses early in 2021.

Consideration of the impact of COVID-19 in relation to equalities and access to digital will be further explored during the development of the hubs as the hubs could also provide a physical presence for access to NHS NearMe.

7. Data and Information

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

- a) What information or other evidence has been used in the development of the policy?
- b) What does research, consultation and other data or information tell you about the impact of the policy? (describe the information and conclusions, and state where the information can be found)
 - i. Quantitative (numbers, percentages, statistical analysis)
 - ii. Qualitative (written/spoken words, opinions, surveys)
- c) Describe any gaps in the available information, and record within section five (Action Plan), action you are taking in relation to this (e.g. new research, further analysis) and when this is planned.
- d) Give details of any existing local or national evidence which has been used to inform the development of your policy.

The West Lothian IJB Strategic Plan contains a wealth of data and information in relation to the aims and objectives of the IJB in relation to delivering services at a local level. <http://www.westlothianhcp.org.uk/IJB-strategic-plan>.

The project has been scoped and the Integrated Impact Assessment is in line with the Equality Commission guidance for local authorities on assessing equality impact when setting budgets and will be carried out as a staged assessment. This allows for the scoping phase to incorporate the feedback and research developed and obtained through the officer proposals, and the public consultation. The highlighted perceived issues likely to impact on certain groups or individuals from protected characteristics groups.

December 2020

The report on the impact of COVID-19 on Equality in Scotland has found that the effects of the pandemic may put older people at a greater risk of social isolation due to being less likely to use online communication. This project may be able to mitigate that risk by providing a safe environment to receive advice and assistance that would otherwise have had to be received online or over the telephone. The summary also suggests the possibility of long-term impacts for older people due to delays or avoidance of accessing required care. By reducing waiting times and offering immediate alternative solutions through the partner organisations within the community hub, this project can have a positive effect on this risk.

The same report evidences that people with a disability are being impacted by missed healthcare appointments or electing not to engage with social care as a result of the pandemic. The impact report found that many disabled people have been worried about becoming acutely isolated at this time and this was also borne out in local engagement. By creating a safe and welcoming environment with easily accessible advice on required services, this project will have a positive impact on the wellbeing of those using the community hubs.

8. Mitigating Actions

If the policy has a negative/adverse impact on a particular group/s, but is still to be implemented, please provide justification for this.

Note: If the policy is unlawfully discriminatory under the Equality Act 2010 and/or is having a negative impact on poverty and socioeconomic disadvantage under the Fairer Scotland Duty, you MUST identify, how the policy can be amended or justified so the Council acts lawfully.

- a) How could you modify the policy to eliminate discrimination or to reduce any identified negative impacts? If necessary, consider other ways in which you could meet the aims and objectives.
- b) How could you modify the policy to create or maximise the positive aspects of the proposals and to increase equality and reduce poverty and socioeconomic disadvantage.
- c) Describe any modifications which you can make without further delay (for example, easy, few resource implications).
- d) If you propose to make any of the modifications shown above, describe any potential new negative impacts on other groups in society or on the ability to achieve the aims and how you will minimise these.
- e) Please describe the resource implications of any proposed modifications taking into account financial, people and property issues.

This will have a positive impact on improving the quality of life and health priorities. Access to advice and support in community settings should aid community capacity building and foster closer relationships with other partners. It will positively support the Customer Services Strategy by designing services that meet the needs of customers and help manage relationships in a positive way.

It is anticipated that this measure will have a positive impact on equality for those who are unable to travel to social work centres due to disability, illness or age.

This additional way of accessing social care services will improve the waiting list time and provide an alternative option for people to receive advice and assistance. By being more proactive, and visible in the community, it should help prevent cases reaching a crisis point. The full level of staffing savings would not be achieved until the new model is embedded.

December 2020

As the country begins to recover from the COVID-19 pandemic this project will create a safe space for a face to face service that is more controlled for all parties than workers entering people's homes. The hubs would be in addition to virtual meetings and telephone calls and provide a further option for people to safely engage with social services.

9. Monitoring and Review

- a) How will the implementation and impact of the policy be monitored, including implementation of any amendments? For example, what type of monitoring will there be? How frequent?
- b) What are the practical arrangements for monitoring? For example, who will put this in place? When will it start?
- c) How will results of monitoring be used to develop future policies?
- d) When is the policy due to be reviewed?
- e) Who is responsible for ensuring this happens? Please detail below

Project has been delayed by the Covid-19 pandemic. Face to face is not currently possible with the restrictions put in place to combat the spread of the pandemic. As the country begins to recover from the pandemic in early 2021 further engagement and consultation can take place.

10. Recommendation and Reasoning

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

Reason for Recommendation

The development of drop in hubs will be undertaken in collaboration with local communities. Progress will be measured through the number of people using the service and the impact the additional access route has had on waiting lists and through customer feedback.

Signed by Lead Officer	Jo MacPherson
Designation	Head of Social Policy
Date	15 December 2019 Updated 10 December 2020
Counter Signature (Head of Service or Depute Chief Executive responsible for the policy)	
Date	



Integrated Relevance Assessment Form

1. Details of proposal	
Policy Title (include budget reference number if applicable)	Provision of care and education for Looked After Children and Children with Social, Emotional and Behavioral Needs (S1c, S1d, S1f, S1g, S1h)
Service Area	Social Policy Non IJB
Lead Officer	Jo MacPherson, Interim Head of Service
Other Officers/Partners Involved	Senior Manager, Group Managers
Date relevance assessed	29 January 2019 Updated 03 December 2020

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

3. The General Duty of the Equality Act 2010 requires public authorities, in the exercise of their functions, to have due regard to the need to:	
<ul style="list-style-type: none"> Eliminate unlawful discrimination, harassment and victimisation and other prohibited conduct Advance equality of opportunity between those who share a protected characteristic and those who do not; and Foster good relations between those who share a protected characteristic and those who do not <p>NB: In this section you must also consider the Human Rights Act and the key PANEL (Participation, Accountability, Non Discrimination, Empowerment and Legality) principles of Human Rights</p> <p>Which groups of people do you think will be, or potentially could be, impacted upon by the implementation of this policy? You should consider employees, clients, customers and service users (please tick below as appropriate).</p>	
Age – older people, young people and children	X
Disability – people with disabilities/long standing conditions	
Gender reassignment – trans/transgender identity – anybody who’s gender identity or gender expression is different to the sex assigned to them at birth	
Marriage or civil partnership – people who are married or in a civil partnership	
Pregnancy and maternity – woman who are pregnant and/or on maternity leave	
Race – people from black, Asian and minority ethnic communities and different racial backgrounds	
Religion or belief – people with different religions and beliefs including those with no beliefs	
Sex – Gender Identify – women and men (boys and girls) and those who self-identify their gender	
Sexual Orientation – lesbian, gay, bisexual, heterosexual/straight	

4. Do you have evidence or reason to believe that this policy will or may impact on socio-economic inequalities?
 Consideration must be given particularly to children and families

Socio-economic Disadvantage	Impact (Please Tick as Appropriate)
Low Income/Income Poverty – cannot afford to maintain regular payments such as bills, food, clothing	
Low and/or No Wealth – enough money to meet basic living costs and pay bills but have no savings to deal with any unexpected spends and no provision for the future	
Material Deprivation – being unable to access basic goods and services i.e. financial products like life insurance, repair/replace broken electrical goods, warm home, leisure and hobbies	
Area Deprivation – where you live (rural areas), where you work (accessibility of transport)	
Socio-economic Background – social class i.e. parents education, employment and income	X

5. Integrated impact assessment required?
 (Two ticks above = full assessment necessary)

YES	X	NO	
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6. Decision rationale
 If you have ticked no above, use this section to evidence why a full IIA is not required

Based on the potential impact, a full integrated impact assessment is required.

Signed by Lead Officer	Jo MacPherson
Designation	Head of Social Policy
Date	29 January 2019 Updated 16 December 2020
Counter Signature (Head of Service or Depute Chief Executive responsible for the policy)	
Date	



Full Integrated Impact Assessment Form

1. Details of proposal	
Policy Title (include budget reference number if applicable)	Provision of care and education for Looked After Children and Children with Social, Emotional and Behavioral Needs (S1c, S1d, S1f, S1g, S1h)
Details of Others Involved	Social Policy Senior Managers and Group Managers, Education Managers, Education Psychology, Partner Agencies
Date Assessment Conducted	29 January 2019 Updated 03 December 2020

2. Set out a clear understanding of the purpose of the policy being developed or reviewed (what are the aims, objectives and intended outcomes including the context within which it will operate)
<p>Social Policy have been undertaking significant service design around looked after children and young people over the 5year period 2018/19 - 2022/23 (S1c, S1d, S1f, S1g, S1h). A number of the related efficiencies have been delivered in previous years with all remaining elements being delivered over the next two years (S1c, S1f, S1g, S1h).</p> <p>Given the inter-relationship between the individual budget measures around looked after children and young people, which were being taken forward as a single project within the programme, a combined IIA was created.</p> <p>The content detailed below within this IIA is still relevant to all remaining budget efficiency measures to be delivered.</p> <p>The aim is to:</p> <ul style="list-style-type: none"> • Reduce the number of Looked After Children and Young People • For those Children and Young People who need to be looked after, reduce the number placed in residential care. • Support Children and Young People who are looked after to remain in care placements in West Lothian. • Support Children and Young People to receive education support within West Lothian and overall reduce the number of Children and Young People who are placed away from their home community.

3. Please outline any needs and/or barriers which equality groups (people with protected characteristics) may have in relation to this policy	
Age	<p>What effect/difference will the policy have on people? The proposal aims to support Looked After Children and Children with Social Emotional and Behavioral needs and aims to enable more children and young people to remain within West Lothian in a community family setting through delivery of the objectives set out above.</p> <p>Improving placement stability continues to be a key objective contributing to safeguarding and promoting the child's welfare and development. Stein and others have identified that young people who experience stable placements with good quality care are more likely to succeed educationally, be in work, settle in and manage their accommodation after leaving care, feel better about themselves, and achieve satisfactory social integration in adulthood than those who have experienced further movement and disruption during their time in care.</p> <p>Nationally and locally there has been a significant shift in the balance of care with an increasing trend in children being looked after away from home in a family based setting, in particular with foster carers. Community family based placements provide the setting for delivering the most positive outcomes for looked after children and young people and work is ongoing to increase the number of foster carer households in West Lothian.</p> <p>These objectives are designed to increase equality, opportunity and to provide better outcomes for this group of children and young people.</p>
	<p>How do you know that? Initial consultation took place in Spring 2017 with partners and stakeholders during the planning process for the development of the West Lothian Corporate Parenting Plan 2017-2018 as directed under Section 59 of the Children and Young People (Scotland) Act 2014. This plan sets out how corporate parent propose to fulfil its corporate parenting responsibilities under section 58 of The Act.</p> <p>The draft corporate parenting plan for 2019-2023 is currently progressing through the council and partners governance structure. The plan has been developed in consultation with the Corporate Parenting Strategic Group and the Participation and Engagement Workstream chaired by a third Sector Representative.</p> <p>Consultation and engagement with Looked After Children and Young People through existing structures and the Champions Board currently ongoing. This engagement will be taken into consideration when finalising the plan.</p>
Disability	<p>What effect/difference will the policy have on people? The policy as a whole is applicable to children and young people who have been assessed as having care and support needs and is therefore based on an individual's personal needs, irrespective of this protected characteristic.</p>
	<p>How do you know that? No relevant evidence has been found through research that there may be hidden needs relating to this protected characteristic but this will remain under review as part of the staged approach to developing this project.</p>

Gender Reassignment – Trans/Transgender Identity	<p>What effect/difference will the policy have on people? The policy as a whole is applicable to children and young people who have been assessed as having care and support needs and is therefore based on an individual's personal needs, irrespective of this protected characteristic.</p>
	<p>How do you know that? No relevant evidence has been found through research that there may be hidden needs relating to this protected characteristic but this will remain under review as part of the staged approach to developing this project.</p>
Marriage or Civil Partnership	<p>What effect/difference will the policy have on people? The policy as a whole is applicable to children and young people who have been assessed as having care and support needs and is therefore based on an individual's personal needs, irrespective of this protected characteristic.</p>
	<p>How do you know that? No relevant evidence has been found through research that there may be hidden needs relating to this protected characteristic but this will remain under review as part of the staged approach to developing this project.</p>
Pregnancy and Maternity	<p>What effect/difference will the policy have on people? The policy as a whole is applicable to children and young people who have been assessed as having care and support needs and is therefore based on an individual's personal needs, irrespective of this protected characteristic.</p>
	<p>How do you know that? No relevant evidence has been found through research that there may be hidden needs relating to this protected characteristic but this will remain under review as part of the staged approach to developing this project.</p>
Race	<p>What effect/difference will the policy have on people? The policy as a whole is applicable to children and young people who have been assessed as having care and support needs and is therefore based on an individual's personal needs, irrespective of this protected characteristic.</p>
	<p>How do you know that? No relevant evidence has been found through research that there may be hidden needs relating to this protected characteristic but this will remain under review as part of the staged approach to developing this project.</p>
Religion or Belief	<p>What effect/difference will the policy have on people? The policy as a whole is applicable to children and young people who have been assessed as having care and support needs and is therefore based on an individual's personal needs, irrespective of this protected characteristic.</p>
	<p>How do you know that? No relevant evidence has been found through research that there may be hidden needs relating to this protected characteristic but this will remain under review as part of the staged approach to developing this project.</p>

Sex – Gender Identity	<p>What effect/difference will the policy have on people? The policy as a whole is applicable to children and young people who have been assessed as having care and support needs and is therefore based on an individual's personal needs, irrespective of this protected characteristic.</p> <p>How do you know that? No relevant evidence has been found through research that there may be hidden needs relating to this protected characteristic but this will remain under review as part of the staged approach to developing this project.</p>
Sexual Orientation	<p>What effect/difference will the policy have on people? The policy as a whole is applicable to children and young people who have been assessed as having care and support needs and is therefore based on an individual's personal needs, irrespective of this protected characteristic.</p> <p>How do you know that? No relevant evidence has been found through research that there may be hidden needs relating to this protected characteristic but this will remain under review as part of the staged approach to developing this project.</p>

4. Please outline any needs and/or barriers which may affect vulnerable groups falling into poverty and disadvantage in relation to this policy.

Vulnerable groups may include the following:

- Unemployed
- Single parents and vulnerable families
- People on benefits
- Those involved in the criminal justice system
- People in the most deprived communities (bottom 20 SIMD areas)
- People who live in rural areas
- Pensioners
- Looked After Children
- Carers including young carers
- People misusing services
- Others e.g. veterans, students
- Single adult households
- People who have experienced the asylum system
- Those leaving the care setting including children and young people and those with illness
- Homeless people
- People with low literacy/ numeracy
- People with lower educational qualifications
- People in low paid work
- People with one or more protected characteristics

What effect/difference will the policy have on people?

The aim of the project is to deliver a beneficial impact on children's lives and increase equality of opportunity and outcomes for children. This should in turn reduce the likelihood of discrimination.

How do you know that?

Nationally and locally there has been a significant shift in the balance of care with an increasing trend in children being looked after away from home in a family based setting, in particular with foster carers. Community family based placements provide the setting for delivering the most positive outcomes for looked after children and young people and work is ongoing to increase the number of foster carer households in West Lothian.

Studies have recorded that improving placement stability continues to be a key objective contributing to safeguarding and promoting the child's welfare and development. Stein and others have identified that young people who experience stable placements providing good quality care are more likely to succeed educationally, be in work, settle in and manage their accommodation after leaving care, feel better about themselves, and achieve satisfactory social integration in adulthood than those who have experienced further movement and disruption. This links directly to the key objectives of the project.

5. Action Plan

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

Actioner Name: Head of Social Policy

Action Date: Ongoing

What is the issue?

This project will be delivered over a number of years with work continuing across the work streams to develop identify and detail appropriate options and recommendations for redesigned services. To ensure the correct level of governance is used, all options and recommendations will be taken to the appropriate project and programme boards for consideration and approval, prior to implementation. The IIA will be kept under review and updated as the project develops. Due to the complex nature of the project, part of the review will be to assess if a separate IIA is required for individual work streams.

What action will be taken?

An implementation plan for each work stream will be developed. Communication strategy will be developed to manage any organisational change elements of the project. The project teams will continue to develop options appraisals for reporting to the appropriate project boards at key decision points throughout 2020.

Progress against action

Ongoing

6. Details of consultation and involvement

Who will be or has been involved in the consultation process?

- a) State which service users and groups are involved in this process and describe their involvement.
- b) Describe any planned involvement saying when this will take place and who is responsible for managing the involvement process.
- c) Describe the results of the involvement and how you have taken this into account.

A total of 904 comments were received in the council's TYC consultation for the measure relating to children's services with the majority (80%) being positive recognizing the benefits of providing support for families at a local level wherever possible.

Engagement with a range of senior staff involved in pupil support within all secondary schools and a sample of primary schools involved in the education of Looked After Children and children with Social Emotional and Behavioural needs was undertaken. The feedback from this engagement will be used to inform and develop options for service re-design.

The young people consulted highlighted the importance of consistent relationships, both in relation to their family circumstances and their engagement with education. They also stated that they preferred packages of education that were not based on classroom learning and were built around flexible educational opportunities. The young people when asked expressed that a key part of the service would be the availability of staff out of hours to support them when a crisis occurred.

7. Data and Information

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

- a) What information or other evidence has been used in the development of the policy?
- b) What does research, consultation and other data or information tell you about the impact of the policy? (describe the information and conclusions, and state where the information can be found)
 - i. Quantitative (numbers, percentages, statistical analysis)
 - ii. Qualitative (written/spoken words, opinions, surveys)
- c) Describe any gaps in the available information, and record within section five (Action Plan), action you are taking in relation to this (e.g. new research, further analysis) and when this is planned.
- d) Give details of any existing local or national evidence which has been used to inform the development of your policy.

Other sources of information included:

- West Lothian Joint Children's Services Inspection 2017
- Children's Services Plan 2017-20
- Changing Lives: Report on the 21st Century Social Work Review
- GIRFEC: Proposals for Action
- Self-directed Support legislation
- Benchmarking of the existing service users completed.
- Research/site visits to other local authorities' completed
- Consultation with service users.
- Utilisation of the annual Looked After Children benchmarking statistics provided by Centre for Excellence for Looked After Children in Scotland (CELCIS).

The project has been scoped and the Integrated Impact Assessment is in line with the Equality Commission guidance for local authorities on assessing equality impact when setting budgets and will be carried out as a staged assessment. This allows for the scoping phase to incorporate the feedback and research developed and obtained through the officer proposals, and the public consultation. The highlighted perceived issues likely to impact on certain groups or individuals from protected characteristics groups.

Where no relevant evidence has been found this will continue to be monitored and reviewed through the consultation processes outlined in section 6, as well as national research, and the monitoring process set out in section 9 as part of the development and implementation of the proposal.

8. Mitigating Actions

If the policy has a negative/adverse impact on a particular group/s, but is still to be implemented, please provide justification for this.

Note: If the policy is unlawfully discriminatory under the Equality Act 2010 and/or is having a negative impact on poverty and socioeconomic disadvantage under the Fairer Scotland Duty, you MUST identify, how the policy can be amended or justified so the Council acts lawfully.

- a) How could you modify the policy to eliminate discrimination or to reduce any identified negative impacts? If necessary, consider other ways in which you could meet the aims and objectives.
- b) How could you modify the policy to create or maximise the positive aspects of the proposals and to increase equality and reduce poverty and socioeconomic disadvantage.
- c) Describe any modifications which you can make without further delay (for example, easy, few resource implications).
- d) If you propose to make any of the modifications shown above, describe any potential new negative impacts on other groups in society or on the ability to achieve the aims and how you will minimise these.
- e) Please describe the resource implications of any proposed modifications taking into account financial, people and property issues.

The development of long term transition plans and placements will have a positive impact on Children and Young People and the change to education provision to enable children to remain in West Lothian will allow for more intensive work to take place within the family setting, with the aim of keeping children at home with their families or carers.

The aim of the project is to have a beneficial impact on children's lives and increase the quality of opportunity and outcomes for children, which should in turn reduce the likelihood of discrimination. Further mitigating actions will be identified as options appraisals are developed for the redesigned services.

9. Monitoring and Review

- a) How will the implementation and impact of the policy be monitored, including implementation of any amendments? For example, what type of monitoring will there be? How frequent?
- b) What are the practical arrangements for monitoring? For example, who will put this in place? When will it start?
- c) How will results of monitoring be used to develop future policies?
- d) When is the policy due to be reviewed?
- e) Who is responsible for ensuring this happens? Please detail below

The new service models will require a review of the existing performance indicators and the development of new performance indicators if required, to ensure that there has been no detrimental impact to people with protected characteristics as a result of any changes implemented. This will require a further review of the IIA during the lifetime of the project.

10. Recommendation and Reasoning

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

Reason for Recommendation

Further consideration of mitigating measures will be undertaken as part of the development of the options currently being developed within each agreed work stream.

This IIA is part of a staged approach to the development of the project.

Signed by Lead Officer	Jo MacPherson
Designation	Head of Social Policy
Date	29 January 2019 Updated 16 December 2020
Counter Signature (Head of Service or Depute Chief Executive responsible for the policy)	
Date	



Integrated Relevance Assessment Form

1. Details of proposal	
Policy Title (include budget reference number if applicable)	Cessation of pilot funding to support implementation of Community Choices (P1c)
Service Area	Planning, Economic Development and Regeneration
Lead Officer	Craig McCorrison
Other Officers/Partners Involved	None
Date relevance assessed	12 September 2019

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

3. The General Duty of the Equality Act 2010 requires public authorities, in the exercise of their functions, to have due regard to the need to:	
<ul style="list-style-type: none"> Eliminate unlawful discrimination, harassment and victimisation and other prohibited conduct Advance equality of opportunity between those who share a protected characteristic and those who do not; and Foster good relations between those who share a protected characteristic and those who do not <p>NB: In this section you must also consider the Human Rights Act and the key PANEL (Participation, Accountability, Non Discrimination, Empowerment and Legality) principles of Human Rights</p> <p>Which groups of people do you think will be, or potentially could be, impacted upon by the implementation of this policy? You should consider employees, clients, customers and service users (please tick below as appropriate).</p>	
Age – older people, young people and children	X
Disability – people with disabilities/long standing conditions	X
Gender reassignment – trans/transgender identity – anybody who’s gender identity or gender expression is different to the sex assigned to them at birth	X
Marriage or civil partnership – people who are married or in a civil partnership	X
Pregnancy and maternity – woman who are pregnant and/or on maternity leave	X
Race – people from black, Asian and minority ethnic communities and different racial backgrounds	X
Religion or belief – people with different religions and beliefs including those with no beliefs	X
Sex – Gender Identify – women and men (boys and girls) and those who self-identify their gender	X
Sexual Orientation – lesbian, gay, bisexual, heterosexual/straight	X

4. Do you have evidence or reason to believe that this policy will or may impact on socio-economic inequalities?
 Consideration must be given particularly to children and families

Socio-economic Disadvantage	Impact (Please Tick as Appropriate)
Low Income/Income Poverty – cannot afford to maintain regular payments such as bills, food, clothing	X
Low and/or No Wealth – enough money to meet basic living costs and pay bills but have no savings to deal with any unexpected spends and no provision for the future	X
Material Deprivation – being unable to access basic goods and services i.e. financial products like life insurance, repair/replace broken electrical goods, warm home, leisure and hobbies	X
Area Deprivation – where you live (rural areas), where you work (accessibility of transport)	X
Socio-economic Background – social class i.e. parents education, employment and income	X

5. Integrated impact assessment required?
 (Two ticks above = full assessment necessary)

YES	X	NO	
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6. Decision rationale
 If you have ticked no above, use this section to evidence why a full IIA is not required

No rationale required – full integrated impact assessment will be undertaken.

Signed by Lead Officer	Craig McCorrison
Designation	Head of Planning, Economic Development and Regeneration
Date	12 September 2019
Counter Signature (Head of Service or Depute Chief Executive responsible for the policy)	
Date	



Full Integrated Impact Assessment Form

1. Details of proposal	
Policy Title (include budget reference number if applicable)	Cessation of pilot funding to support implementation of Community Choices (P1c)
Details of Others Involved	None
Date Assessment Conducted	2 December 2019 Revised 7 December 2020

2. Set out a clear understanding of the purpose of the policy being developed or reviewed (what are the aims, objectives and intended outcomes including the context within which it will operate)
<p>The proposal is to remove the pilot funding to support the implementation of community choices, this will be undertaken following pilots being undertaken during 2019/20 and 2020/21 as agreed at Council Executive in November 2019.</p> <p>The pilot funding was originally provided to support the implementation of community choices for the allocation of voluntary organisations grant funding. The saving is a reduction in council resources to facilitate the funding process rather than a reduction in grants provided to voluntary organisations. Once a new community choices process and community group funding is implemented and embedded, this support will no longer be required.</p> <p>This saving is linked to the implementation of saving P1b – which was to reduce funding to community groups through prioritisation of resources based on community need and community involvement in the allocation of resources.</p> <p>The impact of COVID-19 has meant that the implementation of the pilots has been delayed, and has implication on the methods that are used to enable people to be involved.</p> <p>The pilot’s themselves will consider the impact and effects of COVID-19 on individuals and communities. Community choices is underpinned by a robust understanding of the needs of particular communities, therefore a key part of the process will be recognising and building in the impacts of COVID-10 to ensure the process will meet the needs of the community, whether it be a geographical community or community of interest.</p>

3. Please outline any needs and/or barriers which equality groups (people with protected characteristics) may have in relation to this policy	
Age	<p>What effect/difference will the policy have on people? The pilot funding is intended to smooth the implementation of community choices therefore it should not impact directly on users.</p> <p>Taking forward a digital approach may have an impact on older people; they tend to live in houses that are less likely to have internet connectivity, and less likely to have the skills/confidence to access online services. Those who are less likely to be online are not only older, but also more likely to be in worse health, poorer and less well educated. Age is one of the main determinants of digital exclusion.</p> <p>Effective implementation of the new approach and supporting groups to embed the new sustainable processes will help minimise any potential adverse impact.</p> <p>How do you know that? The pilot funding has an intended purpose and the removal of the funding is not envisaged to have a negative impact as community groups should have used the pilot funding to build capacity.</p>
Disability	<p>What effect/difference will the policy have on people? The pilot funding is intended to smooth the implementation of community choices and changes to the allocation of community grant funding, therefore it should not impact on users.</p> <p>Taking forward a more digital approach may have an impact on disabled people. We know that disability can be a factor in digital exclusion; people with a disability are more likely to be digitally excluded because technology is not developed with their needs in mind, or due to issues around access. The depth of digital exclusion is generally much greater for people with disabilities than the wider population.</p> <p>Effective implementation of the new approach and supporting groups to embed the new sustainable processes will help minimise any potential adverse impact.</p> <p>How do you know that? The pilot funding has an intended purpose and the removal of the funding is not envisaged to have a negative impact as community groups should have used the pilot funding to build capacity.</p>
Gender Reassignment – Trans/Transgender Identity	<p>What effect/difference will the policy have on people? The pilot funding is intended to support the implementation of community choices and changes to the allocation of community grant funding, therefore it should not impact on users. Effective implementation of the new approach and supporting groups to embed the new sustainable processes will help minimise any potential adverse impact.</p> <p>How do you know that? The pilot funding has an intended purpose and the removal of the funding is not envisaged to have a negative impact as community groups should have used the pilot funding to build capacity.</p>
Marriage or Civil Partnership	<p>What effect/difference will the policy have on people? The pilot funding is intended to support the implementation of community choices and changes to the allocation of community grant funding, therefore it should not impact on users. Effective implementation of the new approach and supporting groups to embed the new sustainable processes will help minimise any potential adverse impact.</p> <p>How do you know that? The pilot funding has an intended purpose and the removal of the funding is not envisaged to have a negative impact as community groups should have used the pilot funding to build capacity.</p>

Pregnancy and Maternity	<p>What effect/difference will the policy have on people? The pilot funding is intended to support the implementation of community choices and changes to the allocation of community grant funding, therefore it should not impact on users. Effective implementation of the new approach and supporting groups to embed the new sustainable processes will help minimise any potential adverse impact.</p>
	<p>How do you know that? The pilot funding has an intended purpose and the removal of the funding is not envisaged to have a negative impact as community groups should have used the pilot funding to build capacity.</p>
Race	<p>What effect/difference will the policy have on people? The pilot funding is intended to support the implementation of community choices and changes to the allocation of community grant funding, therefore it should not impact on users. Effective implementation of the new approach and supporting groups to embed the new sustainable processes will help minimise any potential adverse impact.</p>
	<p>How do you know that? The pilot funding has an intended purpose and the removal of the funding is not envisaged to have a negative impact as community groups should have used the pilot funding to build capacity.</p>
Religion or Belief	<p>What effect/difference will the policy have on people? The pilot funding is intended to support the implementation of community choices and changes to the allocation of community grant funding, therefore it should not impact on users. Effective implementation of the new approach and supporting groups to embed the new sustainable processes will help minimise any potential adverse impact.</p>
	<p>How do you know that? The pilot funding has an intended purpose and the removal of the funding is not envisaged to have a negative impact as community groups should have used the pilot funding to build capacity.</p>
Sex	<p>What effect/difference will the policy have on people? The pilot funding is intended to support the implementation of community choices and changes to the allocation of community grant funding, therefore it should not impact on users. Effective implementation of the new approach and supporting groups to embed the new sustainable processes will help minimise any potential adverse impact.</p>
	<p>How do you know that? The pilot funding has an intended purpose and the removal of the funding is not envisaged to have a negative impact as community groups should have used the pilot funding to build capacity.</p>
Sexual Orientation	<p>What effect/difference will the policy have on people? The pilot funding is intended to support the implementation of community choices and changes to the allocation of community grant funding, therefore it should not impact on users. Effective implementation of the new approach and supporting groups to embed the new processes will help minimise any potential adverse impact.</p>
	<p>How do you know that? The pilot funding has an intended purpose and the removal of the funding is not envisaged to have a negative impact as community groups should have used the pilot funding to build capacity.</p>

4. Please outline any needs and/or barriers which may affect vulnerable groups falling into poverty and disadvantage in relation to this policy.

Vulnerable groups may include the following:

- Unemployed
- Single parents and vulnerable families
- People on benefits
- Those involved in the criminal justice system
- People in the most deprived communities (bottom 20 SIMD areas)
- People who live in rural areas
- Pensioners
- Looked After Children
- Carers including young carers
- People misusing services
- Others e.g. veterans, students
- Single adult households
- People who have experienced the asylum system
- Those leaving the care setting including children and young people and those with illness
- Homeless people
- People with low literacy/ numeracy
- People with lower educational qualifications
- People in low paid work
- People with one or more protected characteristics

What effect/difference will the policy have on people?

The pilot funding has an intended purpose and the removal of the funding is not envisaged to have a negative impact as community groups will have used the pilot funding to build capacity and will have been supported through the change process. However, it is acknowledged that not all groups will be as able to adapt to change and the service users of those groups may be disadvantaged as the community group may not be successful at securing funding.

It is recognised that the impact of COVID-19 has had an unequal effect on different groups in society, and that it has exacerbated existing inequalities. The reliance on digital methods has the potential to impact on older people, those living in poverty, homeless people and those with a disability. The impact of intersectionality has been considered when developing this IIA. Providing support and assistance to these groups is vital in order to ensure they can participate effectively.

How do you know that?

Removal of pilot funding which was provided to support the implementation of community choices for the allocation of voluntary organisations grants funding. The saving is a reduction in council resources provided to voluntary organisations to learn from new funding processes and to help increase capacity rather than a reduction in grants provided to voluntary organisations. However, it is acknowledged that not all community groups may be as well placed to build capacity and will still require support to access funding.

5. Action Plan

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

Actioner Name:

Craig McCorrison

Action Date:

Planned Implementation – During 2019/20 and 2020/21

What is the issue?

Removal of capacity building Community Choices pilot funding.

What action will be taken?

Community Choices pilot funding will be utilised in 2019/20 and 2020/21 for two rounds of Community Choices to undertake a detailed review to understand the best approaches to Community Choices to the main community grants budget. The learning from the pilots will inform the future approach to community funding and Community Choices.

Progress against action

Work is ongoing with the project team to develop plans.

6. Details of consultation and involvement

Who will be or has been involved in the consultation process?

- a) State which service users and groups are involved in this process and describe their involvement.
- b) Describe any planned involvement saying when this will take place and who is responsible for managing the involvement process.
- c) Describe the results of the involvement and how you have taken this into account.

The voluntary sector, including the Voluntary Sector Gateway, is involved in the development of the 2019/20 Community Choices pilot and it is intended that they will remain involved for the 2020/21 pilot. Meaning that the learning and capacity building from the pilots will inform the approach to community group funding and the feedback from the pilot processes will be in partnership with the third sector.

The impact of COVID-19 on the pilots will predominantly centre around the methods that are used to enable individuals to participate in the process. Community choices will look different to how it has been in the past, with the focus on digital engagement rather than face to face events as the predominant way of enabling individuals to participate.

It is important to note that the purpose and scope of the community choices pilots will take into account the effects that COVID-19 has had on communities. More specifically, Blackburn Community Choices will focus on mental health and wellbeing, children living in poverty and healthy life choices. The issues surrounding these themes have been exacerbated by COVID-19 therefore community choices funding will have a direct impact on addressing COVID-related issues.

In Craigshill, the scope of the activity will be based on findings from a community survey being carried out on the effects of COVID. This will give the community choices process a robust foundation, based on the needs of the community. Although both will be digital processes, postal voting is being considered for the Craigshill pilot in an attempt to help widen the reach of involvement. The equalities pilot, although not started will also take into account the effects of COVID in relation to particular equalities groups/protected characteristics.

7. Data and Information

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

- a) What information or other evidence has been used in the development of the policy?
- b) What does research, consultation and other data or information tell you about the impact of the policy? (describe the information and conclusions, and state where the information can be found)
 - i. Quantitative (numbers, percentages, statistical analysis)
 - ii. Qualitative (written/spoken words, opinions, surveys)
- c) Describe any gaps in the available information, and record within section five (Action Plan), action you are taking in relation to this (e.g. new research, further analysis) and when this is planned.
- d) Give details of any existing local or national evidence which has been used to inform the development of your policy.

Following the Community Choices pilots in 2019/20 and 2020/21 detailed evidence will be reviewed on the processes followed as well as the impact from the processes. This will inform the identification of any potential community groups who require additional support to access community group funding.

The project has been scoped and the Integrated Impact Assessment is in line with the Equality Commission guidance for local authorities on assessing equality impact when setting budgets and will be carried out as a staged assessment. This allows for the scoping phase to incorporate the feedback and research developed and obtained through the officer proposals, and the public consultation. The highlighted perceived issues likely to impact on certain groups or individuals from protected characteristics groups.

Where no relevant evidence has been found this will continue to be monitored and reviewed through the consultation processes outlined in section 6, as well as national research, and the monitoring process set out in section 9 as part of the development and implementation of the proposal.

Research sources include:

<https://www2.gov.scot/Topics/Research/by-topic/equalities>

<https://www.poverty.ac.uk/report-social-exclusion-disability-older-people/growing-problem-%E2%80%98digital-exclusion%E2%80%99>

<https://www.improvementservice.org.uk/research>

<https://www.ageing-better.org.uk/digital-inclusion>

<https://www2.gov.scot/Topics/People/Equality/Equalities>

<https://www.gsma.com/mobilefordevelopment/resources/the-digital-exclusion-of-women-with-disabilities-a-study-of-seven-low-and-middle-income-countries/>

8. Mitigating Actions

If the policy has a negative/adverse impact on a particular group/s, but is still to be implemented, please provide justification for this.

Note: If the policy is unlawfully discriminatory under the Equality Act 2010 and/or is having a negative impact on poverty and socioeconomic disadvantage under the Fairer Scotland Duty, you MUST identify, how the policy can be amended or justified so the Council acts lawfully.

- a) How could you modify the policy to eliminate discrimination or to reduce any identified negative impacts? If necessary, consider other ways in which you could meet the aims and objectives.
- b) How could you modify the policy to create or maximise the positive aspects of the proposals and to increase equality and reduce poverty and socioeconomic disadvantage.
- c) Describe any modifications which you can make without further delay (for example, easy, few resource implications).
- d) If you propose to make any of the modifications shown above, describe any potential new negative impacts on other groups in society or on the ability to achieve the aims and how you will minimise these.
- e) Please describe the resource implications of any proposed modifications taking into account financial, people and property issues.

The pilot funding was not intended as a package of funding that would continue over the longer term and had an intended purpose to mitigate negative impacts on community groups and their service users from changes to community group funding processes. However mitigating actions that will be undertaken will include the review of the two pilot processes in 2019/20 and 2020/21 to identify and inform the changes to the processes as well as identify groups who may require one-off additional support.

Digital inclusion is key in order to ensure that individuals and communities can participate fully in community choices. Addressing issues around digital access, skills and resources will help to mitigate any impacts on specific groups of people.

The Digital Inclusion Action Plan aims to tackle the issue of digital exclusion through identifying barriers to digital inclusion, engage the hardest to reach and most vulnerable in West Lothian, promote digital inclusion and improve coordination between partners.

The plan takes account of the need for better co-ordination of mechanisms for tackling digital exclusion, particularly around skills training, 1-1 support and referral routes. It also includes actions which will ensure better communication, both between partners and to residents and staff. And, whilst there are digitally excluded people across all demographics, this plan recognises the need for better targeting of provision to those most marginalized.

The Connecting Scotland Programme is also being rolled out in West Lothian, distributing digital devices and internet connectivity to people who are eligible. This is a phased approach: Phase one focused on distributing internet devices to people who were shielding or clinically vulnerable, digitally excluded, and at risk of severe isolation due to the virus. The West Lothian allocation was 285 devices. Phase 2 will support households with children, and care leavers up to age 26. West Lothian has been given an indicative allocation of 610 devices. It also includes an Education phase where 2905 devices and 200 routers were purchased in West Lothian and distributed to schools for onward distribution to pupils who need them. These devices will remain part of the school estate however, and will not be owned by the pupil. There was also an additional fund which will distribute 167 devices in WL to elderly or disabled residents. In total West Lothian will have received over 1000 free internet enabled devices.

9. Monitoring and Review

- a) How will the implementation and impact of the policy be monitored, including implementation of any amendments? For example, what type of monitoring will there be? How frequent?
- b) What are the practical arrangements for monitoring? For example, who will put this in place? When will it start?
- c) How will results of monitoring be used to develop future policies?
- d) When is the policy due to be reviewed?
- e) Who is responsible for ensuring this happens? Please detail below

The planning, implementation and reviewing of this measure will be to ensure that following implementation of any changes, there remains a transparent community group funding process with groups who have capacity to access and use the new routes and processes to funding. This will also include feedback from the voluntary sector.

10. Recommendation and Reasoning

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

Reason for Recommendation

Further consideration of equality impacts will be undertaken as part of the staged approach to implementing this proposal.

Signed by Lead Officer	Craig McCorriston
Designation	Head of Planning, Economic Development and Regeneration
Date	2 December 2019
Counter Signature (Head of Service or Depute Chief Executive responsible for the policy)	
Date	



Integrated Relevance Assessment Form

1. Details of proposal	
Policy Title (include budget reference number if applicable)	Anti-Poverty Service (F2a)
Service Area	Finance and Property Services – Anti-Poverty Service
Lead Officer	Donald Forrest
Other Officers/Partners Involved	Elaine Nisbet, Anti-Poverty Manager (F&PS) Ailsa MacKerrow, Business Change Lead (CTT) Alison Egan, HR Lead (Corporate) Kirsty West, Assistant Accountant (F&PS)
Date relevance assessed	06/12/2020

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

<p>3. The General Duty of the Equality Act 2010 requires public authorities, in the exercise of their functions, to have due regard to the need to:</p> <ul style="list-style-type: none"> • Eliminate unlawful discrimination, harassment and victimisation and other prohibited conduct • Advance equality of opportunity between those who share a protected characteristic and those who do not; and • Foster good relations between those who share a protected characteristic and those who do not <p>NB: In this section you must also consider the Human Rights Act and the key PANEL (Participation, Accountability, Non Discrimination, Empowerment and Legality) principles of Human Rights</p> <p>Which groups of people do you think will be, or potentially could be, impacted upon by the implementation of this policy? You should consider employees, clients, customers and service users (please tick below as appropriate).</p>	
Age – older people, young people and children	X
Disability – people with disabilities/long standing conditions	X
Gender reassignment – trans/transgender identity – anybody who’s gender identity or gender expression is different to the sex assigned to them at birth	X
Marriage or civil partnership – people who are married or in a civil partnership	X
Pregnancy and maternity – woman who are pregnant and/or on maternity leave	X
Race – people from black, Asian and minority ethnic communities and different racial backgrounds	X
Religion or belief – people with different religions and beliefs including those with no beliefs	X
Sex – Gender Identify – women and men (boys and girls) and those who self-identify their gender	X
Sexual Orientation – lesbian, gay, bisexual, heterosexual/straight	X

4. Do you have evidence or reason to believe that this policy will or may impact on socio-economic inequalities?
 Consideration must be given particularly to children and families

Socio-economic Disadvantage	Impact (Please Tick as Appropriate)
Low Income/Income Poverty – cannot afford to maintain regular payments such as bills, food, clothing	X
Low and/or No Wealth – enough money to meet basic living costs and pay bills but have no savings to deal with any unexpected spends and no provision for the future	X
Material Deprivation – being unable to access basic goods and services i.e. financial products like life insurance, repair/replace broken electrical goods, warm home, leisure and hobbies	X
Area Deprivation – where you live (rural areas), where you work (accessibility of transport)	X
Socio-economic Background – social class i.e. parents education, employment and income	X

5. Integrated impact assessment required?
 (Two ticks above = full assessment necessary)

YES	X	NO	
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6. Decision rationale
 If you have ticked no above, use this section to evidence why a full IIA is not required

Based on the potential impact, a full integrated impact assessment is required.

Signed by Lead Officer	Donald Forrest
Designation	Head of Finance and Property Services
Date	September 2020
Counter Signature (Head of Service or Depute Chief Executive responsible for the policy)	
Date	2 September 2020



Full Integrated Impact Assessment Form

1. Details of proposal	
Policy Title (include budget reference number if applicable)	Anti-Poverty Service (F2a)
Details of Others Involved	Elaine Nisbet, Anti-Poverty Manager (F&PS) Ailsa MacKerrow, Business Change Lead (CTT) Alison Egan, HR Lead (Corporate) Kirsty West, Assistant Accountant (F&PS)
Date Assessment Conducted	18/02/2021

2. Set out a clear understanding of the purpose of the policy being developed or reviewed (what are the aims, objectives and intended outcomes including the context within which it will operate)

The primary objective of the project is to achieve budget savings, with the second phase of the project building on the successful implementation of phase one to deliver savings of £331,000 in 2021/22. The second phase of the project joins with the accelerated saving of £55,000 achieved in phase one, resulting in savings of £276,000 to be achieved. To achieve these savings there has to be a reduction in the full-time equivalent (fte) staffing of the unit.

The management team of the Anti-Poverty Service have had since April 2019 to reflect on the current structure and to review the needs of the unit. This has resulted a significant proportion of the savings being achieved over this period through the approval of flexible retirements and staff reducing their hours. On top of this a slight revision to the structure of the unit to assist in both facilitating budget savings, but also to reflect the operational requirements of the unit.

The revised structure reflects the change in workload, complexities of activities and priorities of the unit. Focussing on customer needs, ensuring that a comprehensive welfare advice and financial support service is delivered focussing on the most vulnerable in the community.

The focus of the Anti-Poverty Service will remain to be working together to support those experiencing poverty, or requiring financial assistance or support by sharing resources and identifying more effective methods of delivering services that address all of our customers' needs. The service is closely linked to the 'West Lothian Anti-Poverty Strategy - 2018/2023' and the 'Contributions Policy' and 'Eligibility Policy'. Activities within the service remain targeted to meet the needs of the most vulnerable and disadvantaged in our communities, those with an insufficient income to live a socially acceptable lifestyle, those most at risk of financial disadvantage, lone parents, care leavers, people with disability or long-term health conditions including mental illness, carers and people reaching pension qualifying age.

The service aligns with both national and local plans including the Welfare Reform Act 2012, the Scotland Act 2016, The Child Poverty (Scotland) Act, 2017, Social Security (Scotland) Act 2018, Scottish Government's Fairer Scotland Action Plan, the Scottish Government's Every Child, Every Chance Action Plan, West Lothian's Local Outcomes Improvement Plan 2017/23 and West Lothian Council's Corporate Plan priorities, in particular the aim to 'minimise poverty, the cycle of deprivation and promote inequality'.

Throughout the first year of the Anti-Poverty service, work with partners from Improvement Service Scotland, NHS Lothian and internal and external partners has supported the service to consider new ways of working. Over the year, there has been a transition to telephone and on-line help and support with face-to-face for those who need this type of support.

The service has worked with the digital transformation team on service re-design i.e. Education Maintenance Allowance forms which has taken into consideration the views of those accessing this benefit to make improvements. Investment has been made in an on-line Tracking and Referral system (FORT) to ensure that referrals between partners is simple, quick and safe in order that customers move seamlessly between the local support agencies. There has been 150% increase by partners in the use of FORT throughout the pandemic.

The Covid-19 pandemic has led us to re-focus on streamlining processes, providing support remotely and working closely with partners to work collaboratively to ensure those in need continue to engage and access services. There has been recognition that for the majority of customers, we do not need to physically see them and can deal with most enquiries over the telephone and through email. We have worked with partners to ensure that those who are digitally challenged have been provided with devices including ipads, dongles and laptops along with training and on-going support to gain confidence in utilising new technology. Work is underway with Money Advice Scotland to provide an 'Advice Anywhere' virtual meeting space which will help us to roll out the ability to see customers virtually either from their own device or through working collaboratively with our partners i.e. NHS, Carers of West Lothian, HMP Addiewell.

Working with Nourish Scotland and the Scottish Government an emergency toolkit has been produced with 5,000 toolkits printed and distributed across community planning partners, third sector and front line agencies to, not only support staff to feel confident about where, how and who to refer to but also as an aid to those affected by changing circumstances to know where to get immediate help in a crisis.

Benefits Team has integrated new software to ensure that national entitlement cards (pass passes, Young Scot cards) are able to be applied for on-line and that evidence can be uploaded. For those unable to do so, Customer Information Services are working remotely and supporting people to apply. Working with Occupational Health, a new system has been introduced to support those who need to be virtually assessed for Blue Badges.

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

Age	What effect/difference will the policy have on people?
<p>Poverty can affect anyone at any age however there are issues more likely to impact on people at particular times in life.</p> <p>Children in low income working households are at particular risk, especially those where there is a disability, lone parent, parents under 25 and those with large families.</p> <p>Young people between the ages of 16-24.</p> <p>Older people are at particularly high risk of experiencing fuel poverty.</p>	<p>Aligned to the 'West Lothian Anti-Poverty Strategy - 2018/2023', campaigns and projects will be developed to ensure that low income families are aware of financial support available and have access to advice and assistance to help make claims.</p> <p>There is a statutory requirement for the council and NHS Lothian to jointly produce an annual local child poverty action plan which focusses on actions which will address child poverty with particular priority groups. This includes: lone parents, young parents under 25, ethnic minority parents, those with a disability and large families.</p> <p>Covid-19 pandemic has meant changing ways of working. There is an anticipated increase in those who may experience poverty across all age groups. The service has already changed how it deals with customers. This has meant service delivery is telephone first, on-line and only where necessary, face-to-face. There has been collaborative working with partner organisations to offer virtual face-to-face appointments and this has proved to be successful and will be further rolled out. Work undertaken on service redesign and new processes has helped the service to respond to increased demand.</p> <p>The service has pulled together raising awareness and take up campaigns to highlight help and support available particularly around Best Start Grant, Winter Heating Assistance payment, Job Start payment and new Scottish Social Security benefits.</p>

	<p>How do you know that?</p> <p>As part of the 'West Lothian Anti-Poverty Strategy - 2018/2023' consultation process, feedback from focus groups told us that better access to advice at important life stages could help to make sure people do not fall into a cycle of poverty as a result of life changes.</p> <p>A survey sent to all parents of school age children in West Lothian showed that not all parents are aware of financial support including clothing grants, free schools meals, childcare for eligible 2 year olds and Education Maintenance Allowance.</p> <p>The Scottish Government's 'Every Child Every Chance' report outlines the drivers of child poverty and is clear that access to good quality advice and support is key to help increase income.</p>
<p>Disability</p> <p>Evidence at a national level tells us that disabled people are at greater risk of experiencing poverty. Particular issues include:</p> <ul style="list-style-type: none"> • Accessibility of appropriate advice and support • Disproportionate impact of welfare reform <p>Welfare reform has had a particular impact on disabled people with the introduction of Personal Independence Payment and the move to Universal Credit</p>	<p>What effect/difference will the policy have on people?</p> <p>In order to address the disproportionate impact of welfare reform on disabled people in West Lothian, partners are committed to improving access to advice in a number of ways, including:</p> <ul style="list-style-type: none"> • Improving information available through digital channels for those who are able. This will allow people to access advice and support who may otherwise be excluded, including those with mobility difficulties and those with mental health issues who may find face to face contact difficult. • Working with a range of partners including Carers of West Lothian, Enable and Assisted Employability project to embed advice and support as part of a holistic approach. • Offering individual appointments to complete benefit forms relating to disability benefits and support individuals to challenge decisions made by DwP that they think are wrong. • Covid-19 pandemic has meant changing ways of working. There is an anticipated increase in those who may need to access the service. The service has already changed how it deals with customers. This has meant service delivery is telephone first, on-line and only where necessary, face-to-face. There has been collaborative working with partner organisations to offer virtual face-to-face appointments and this has proved to be successful and will be further rolled out. Work undertaken on service redesign and new processes has helped the service to respond to increased demand. • Work is underway with Social Security Scotland on the next phase of delivery which will be child disability payment, adult disability payment and pension age disability payment. <p>How do you know that?</p> <p>Responses to the local consultation carried out as part of West Lothian Anti-Poverty Strategy - 2018/2023' survey mirror national reports which indicate that people with a disability are substantially more likely to experience poverty.</p> <p>The Scottish Government's Every Child Every Chance report is explicit that evidence clearly demonstrates that households where there is an individual with a disability are more likely to live in poverty.</p> <p>Improved access to advice for disabled people and carers was highlighted as a key concern through group discussions with relevant community groups. Carers of West Lothian has worked in partnership with the service to offer virtual appointments and this has proved to be successful.</p>

<p>Gender Reassignment – Trans/Transgender Identity</p> <p>Although no relevant evidence was found through research or consultation, there may be hidden needs relating to this protected characteristic.</p>	<p>What effect/difference will the policy have on people? The service aims to have a positive impact on those most likely to experience poverty and deprivation. Development of the digital content may help those who are reluctant to engage face to face or disclose particular issues relating to gender identify and poverty to access relevant information and support.</p> <p>How do you know that? There is little evidence either at national or local level to indicate particular issues relating to gender identity and poverty, however reports such as Stonewall Scotland and ‘Your Services, Your Say’ indicate that a number of individuals who identify as trans may feel uncomfortable being open about their gender identify when accessing services so any specific issues or impact may be hidden.</p>
<p>Marriage or Civil Partnership</p> <p>No evidence was found either through national research/reports or local consultation to suggest any issues particular to this group; in fact, evidence suggests that single adult households and lone parents are more likely to be impacted by poverty related issues.</p>	<p>What effect/difference will the policy have on people? The service aims to have a positive impact on those likely experience poverty and deprivation.</p> <p>How do you know that? As part of ‘The West Lothian Anti-Poverty Strategy - 2018/2023’ actions were developed which were informed by national statistics, research and reports as well as extensive consultation to establish local need. This research closely links into the creation to the new service.</p>
<p>Pregnancy and Maternity</p> <p>According to the Scottish Government, pregnancy is one of the key triggers that increase the risk of women living in poverty, particularly where they are lone parents.</p>	<p>What effect/difference will the policy have on people? The service will aim to provide financial advice to at key life stages, including during pregnancy and after a birth. There is a statutory requirement for the council and NHS Lothian to jointly produce an annual local child poverty action plan which focusses on actions which will address child poverty with particular priority groups. This includes: lone parents, young parents under 25, ethnic minority parents, those with a disability and large families. The service has worked with Social Security Scotland on take-up campaigns on winter heating assistance for children and young people, Scottish Child Payment, Best Start Grant.</p> <p>How do you know that? As part of West Lothian Anti-Poverty Strategy - 2018/2023’consultation, responses indicated that advice at key life stages including pregnancy and maternity should be a high priority.</p> <p>Covid-19 pandemic has meant changing ways of working. There is an increase in those who may experience poverty across all age groups. The service has already changed how it deals with customers with service delivery telephone first, on-line and only where necessary, face-to-face. There has been collaborative working with partner organisations to offer virtual face-to-face appointments. This has been successful and will be further rolled out. Work undertaken on service redesign and new processes has helped the response to increased demand. There has been a particular focus on supporting families on low incomes. Group calls, texting and electronic BACs payments have been used. The introduction of Paypoint as a way of paying cash to those in crisis means that customers can access payment 24/7 as there are 110 outlets in West Lothian most operating seven days a week i.e. local spar shop.</p>

<p>Race</p> <p>Evidence at national level shows that black and minority ethnic people are more likely to experience poverty. The main issue identified locally is access to information and advice, particularly where a language barrier exists.</p>	<p>What effect/difference will the policy have on people? The service will utilise the development of more online resources in translatable formats may help break down barriers.</p> <p>The service has specially trained communication volunteers who support those with low levels of English language to break down barriers and provide a listening, friendly face to encourage better communication. The service utilises a range of translation services including both lipreading and sign language interpreters.</p> <p>The service works alongside a number of local ethnic minority support groups as we recognise that trusted professionals can support hard to reach customers to access services.</p> <p>How do you know that? Evidence at a national level shows that black and minority ethnic people are more likely to experience poverty. The main issue identified locally is access to information and advice, particularly where a language barrier exists.</p>
<p>Religion or Belief</p> <p>No particular issues relating to religion or belief were identified through research or consultation.</p>	<p>What effect/difference will the policy have on people? The service aims to have a positive impact on those likely experience poverty and deprivation.</p> <p>How do you know that? As part of 'the West Lothian Anti-Poverty Strategy - 2018/2023' actions were developed which were informed by national statistics, research and reports as well as extensive consultation to establish local need. This research closely links into the creation to the new service.</p>
<p>Sex – Gender Identity</p> <p>Women stand to be disproportionately impacted by poverty compared to men.</p>	<p>What effect/difference will the policy have on people? The service aims to have a positive impact on those likely experience poverty and deprivation.</p> <p>How do you know that? As part of the action plan for 'The West Lothian Anti-Poverty Strategy - 2018/2023' actions comprise of a number of activities specifically designed and targeted to meet the needs of women.</p>
<p>Sexual Orientation</p> <p>There was little direct evidence regarding sexual orientation and the impact of poverty on this group may be hidden.</p>	<p>What effect/difference will the policy have on people? The service aims to have a positive impact on those likely experience poverty and deprivation.</p> <p>How do you know that? As part of 'The West Lothian Anti-Poverty Strategy - 2018/2023' actions were developed which were informed by national statistics, research and reports as well as extensive consultation to establish local need. This research closely links into the creation to the new service.</p>

4. Please outline any needs and/or barriers which may affect vulnerable groups falling into poverty and disadvantage in relation to this policy.

Vulnerable groups may include the following:

- Unemployed
- Single parents and vulnerable families
- People on benefits
- Those involved in the criminal justice system
- People in the most deprived communities (bottom 20 SIMD areas)
- People who live in rural areas
- Pensioners
- Looked After Children
- Carers including young carers
- People misusing services
- Others e.g. veterans, students
- Single adult households
- People who have experienced the asylum system
- Those leaving the care setting including children and young people and those with illness
- Homeless people
- People with low literacy/ numeracy
- People with lower educational qualifications
- People in low paid work
- People with one or more protected characteristics

What effect/difference will the policy have on people?

The Anti-Poverty Service aims to undertake work which will be of a customer focused, corporate and statutory nature, with the service being crucial to the delivery of the Community Planning Partnership's Anti-Poverty Strategy.

As part of 'The West Lothian Anti-Poverty Strategy - 2018/2023' actions were developed which were informed by national statistics, research and reports as well as extensive consultation to establish local need. This research closely links into the creation of the new service. Targeted projects to provide advice and assistance to vulnerable groups include:

- One2One project offering tailored support to individuals with complex mental health issues;
- Prevention Intervention Money Advice Project providing income maximisation for pregnant women and new mothers;
- The Pensioner Income Maximisation Service working with customers to provide advice and support as they reach state pension age.
- Working with West Calder High School and Polbeth Community Hub to provide a focussed intervention for families in the locality.
- Macmillan Cancer Support Benefits and Macmillan@West Lothian Information and support services working with those diagnosed with cancer or other longer term conditions, their families and carers to provide advice, support, information, a listening ear and other forms of support.

There are also short term campaigns focussing on maximising income through benefit take up, money advice and budgeting support for particular key groups; lone parents, young parents, care leavers, carers, refugees, and families with complex needs such as kinship care arrangements and large families impacts by the benefit cap. In addition, there is a close linkage to the Contributions Policy whereby officers recognise the importance of individuals and families claiming the benefits that they are entitled to, and how this helps to maximise incomes to reduce poverty levels. All individuals who undertake a needs assessment and financial assessment will be entitled to receive a Personal Income Check, through the Council's Advice Shop.

As well as providing an income maximisation review, this service will also offer advice and support on debt, money management, energy and other housing options. In some cases, this service is likely to result in individuals increasing their household income.

The approach supported by projects and campaigned highlighted as part of The West Lothian Anti-Poverty Strategy - 2018/2023' actions, aim to combat inequality and exclusion and help potentially marginalised or excluded individuals to access quality advice and support taking account of particular barriers these groups may face, for example by offering home visits services, a named case worker or by identifying other services to refer customers on to and work in partnership with to meet their specific needs.

Work has been undertaken on benefits and other forms of support to increase awareness of what is available, remove barriers to uptake and streamlining processes with the use of new back office technology to help improve processing times and decision making. Benefit Officers have had their remit changed and are now Benefit and Support Officers who are all trained to consider not only the benefits they are administering but how they link the customers to other forms of help support and other potential benefit entitlement.

The Covid19 pandemic has meant that there has been a need to change the way in which the service operates. The service has made good use of new technology to enable those who can to work with us virtually. Customers access the service via telephone, internet, virtual face-to-face and where appropriate a physical face-to-face meeting. Back office processes and streamlining of tasks has enabled the service to respond to increased demand.

How do you know that?

This targeted approach to addressing poverty and inequality is informed by evidence from national research and reports which tell us about groups likely to experience poverty and inequality. For example:

- Research by the Children's Society shows that care leavers are three times more likely to have their benefits sanctioned
- Scottish Government statistics show that older people and those with disabilities are more likely to experience fuel poverty
- A report by Gingerbread shows that children in lone parent families are more likely to experience poverty and lone parents are more likely to be insecure employment such as zero hour contracts
- Research by the Red Cross showed an increase in the number of people coming through the asylum system facing destitution and seeking support from foodbanks.
- The Scottish Government's 'Every Child Every Chance' report evidences the drivers of child poverty and the actions needed to reduce relative child poverty.

Group discussions with community groups and organisations serving vulnerable groups were held, with feedback from these discussions centred around lack of awareness of support and how to improve access for people facing barriers such as travel and transport difficulties, language barriers and childcare or other caring commitments. The actions developed in the action plan have been designed with consideration for these specific needs and barriers.

Monitoring and evaluation of key performance indicators have shown good performance against targets despite increased demands on the service. Partners have reported that new processes are meeting the needs of their service users and we have used service redesign to help us to listen to the needs of our customers and work with them to embed their needs into revised operations i.e. Education Maintenance Allowance.

As evidence has emerged of the impact of Covid-19, the service has evaluated the data and feedback, and made changes to service delivery to better support those most impacted by the pandemic. The changing restrictions has meant both customers and staff have needed to be flexible in how we manage their needs. This has included closely working with the third sector to offer a range of additional support.

5. Action Plan

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

Actioner Name: Anti-Poverty Manager

Action Date: Ongoing

What is the issue?

Little evidence is available regarding specific poverty related issues or inequalities faced by certain equalities groups; marriage/civil partnership; gender reassignment, religion or belief and sexual orientation.

What action will be taken?

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

Monitor evaluation and evidence coming from impact assessments of Covid-19 with particular consideration for those which may have a disproportionate impact on equalities groups.

Gain a better understanding of the potential impact of the UK leaving the EU and work with partners to mitigate the effects on equalities groups.

Progress against action**6. Details of consultation and involvement**

Who will be or has been involved in the consultation process?

- a) State which service users and groups are involved in this process and describe their involvement.
- b) Describe any planned involvement saying when this will take place and who is responsible for managing the involvement process.
- c) Describe the results of the involvement and how you have taken this into account.

As part of 'The West Lothian Anti-Poverty Strategy - 2018/2023' consultation was carried out with a range of stakeholders; council services as well as third sector partners including Citizens Advice Bureau and local credit unions. Focus groups were held with local support organisations and community groups with a particular focus on groups representative of those at higher risk of financial exclusion:

- Scottish Youth Parliament West Lothian members
- Senior People's Forum
- Ability Centre group
- MOOD Project service users
- Carers West Lothian service users group
- West Lothian Milan Group
- West Lothian Race Forum
- West Lothian Inter-Faith Group
- Homestart West Lothian

Additionally, an online consultation was carried out with invitations to participate distributed to current anti-poverty networks and interest groups (the stakeholders listed above and groups such as the Health Improvement and Health Inequalities Alliance, West Lothian Advice Network and the Energy Advice Forum), as well as equality forums. This open consultation was also promoted using social media and partners such as the Advice Shop and Citizens Advice Bureau provided assisted to service users to respond to the survey. In total 464 responses were received and this information was analysed to identify key issues. Analysis of responses indicated that, as is the overall position in Scotland, individuals with protected characteristics report a higher prevalence of poverty, particularly those who consider themselves to have a disability, those belonging to minority ethnic groups and women.

The comments and suggestions received through this consultation have been supplemented with information received through other sources. The 45,000 comments that the council received through the Transforming Your Council consultation were reviewed and the information gathered through this extensive consultation process has been considered and used to inform the aims and outcomes of the new introduction of a new Anti-Poverty Service.

7. Data and Information

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

- a) What information or other evidence has been used in the development of the policy?
- b) What does research, consultation and other data or information tell you about the impact of the policy? (describe the information and conclusions, and state where the information can be found)
 - i. Quantitative (numbers, percentages, statistical analysis)
 - ii. Qualitative (written/spoken words, opinions, surveys)
- c) Describe any gaps in the available information, and record within section five (Action Plan), action you are taking in relation to this (e.g. new research, further analysis) and when this is planned.
- d) Give details of any existing local or national evidence which has been used to inform the development of your policy.

Council and partners have considered evidence from a range of reports:

- Poverty and Income Inequality in Scotland 2014-2017 (Scottish Government)
- Children in Families with Limited Resources Across Scotland 2014-2016 (Scottish Government)
- The Impact Across Scotland of the new Welfare Reforms 2016 (Sheffield Hallam University)
- Disability and Poverty (New Policy institute and Joseph Rowntree Foundation)
- Every Child, Every Change (Scottish Government)

Within the 'COSLA National Strategy & Guidance - Charges Applying to Non-residential Social Care Services 2018/19' it is recommended in respect of Income Maximisation and Benefit Take Up that:

All Local Authorities be proactive in promoting benefit take up for people who use services. Where possible Local Authorities should ensure that there are dedicated staff to promote and assist in Income Maximisation processes for people who use services. Benefit entitlements should be reviewed on a regular basis.

A number of councils have negotiated arrangements to share information with the local benefits agency, particularly on the notifications of decisions. Together with data gathered from sources including Scottish Government, National Records Scotland, NOMIS (official UK labour market statistics), Campaign to End Child Poverty and Joseph Rowantree Foundation, this has been analysed to establish how poverty affects different people. Scotland wide evidence shows that overall rates are slowly rising and income inequality is rising. Further analysis against protected characteristics shows:

- Child poverty is rising with 66% of children in poverty in Scotland living in a household where at least one person is in paid employment
- Poverty rates are higher for women than for men both for working age and pension age women
- Poverty is more prevalent amongst minority ethnic groups
- Poverty rates are higher for households where a family member has a disability
- Families with three or more children, children under the age of one and those with a disability are particularly at risk of poverty.

In West Lothian, a poverty profile has been developed to analyse the local impact of poverty and deprivation. Locally:

- 22% of children are living in poverty
- 28% of households experience fuel poverty, predominately older people
- 19% of West Lothian residents earn below the Living Wage and 20% of jobs located in West Lothian pay hourly rates below the Living Wage
- 17% of households in West Lothian receive Working Tax Credit to top up low income
- West Lothian has a higher proportion of households in receipt of Housing Benefit than Scotland as a whole with 58% of social tenants and 27% of private tenants getting help with housing costs.

8. Mitigating Actions

If the policy has a negative/adverse impact on a particular group/s, but is still to be implemented, please provide justification for this.

Note: If the policy is unlawfully discriminatory under the Equality Act 2010 and/or is having a negative impact on poverty and socioeconomic disadvantage under the Fairer Scotland Duty, you MUST identify, how the policy can be amended or justified so the Council acts lawfully.

- a) How could you modify the policy to eliminate discrimination or to reduce any identified negative impacts? If necessary, consider other ways in which you could meet the aims and objectives.
- b) How could you modify the policy to create or maximise the positive aspects of the proposals and to increase equality and reduce poverty and socioeconomic disadvantage.
- c) Describe any modifications which you can make without further delay (for example, easy, few resource implications).
- d) If you propose to make any of the modifications shown above, describe any potential new negative impacts on other groups in society or on the ability to achieve the aims and how you will minimise these.
- e) Please describe the resource implications of any proposed modifications taking into account financial, people and property issues.

Mitigating actions have been identified as part of the development and proposed creation of the new Anti-Poverty Service:

- It is recognised that in creating the new service it is integral that digital channels are improved, as currently they are not appropriate in all circumstances and many will require information in alternative formats, for example, content on westlothian.gov.uk web pages can be translated into alternative languages and can be adapted to a dyslexia friendly format.
- Money advice and budgeting support is delivered using a holistic approach, recognising that some individuals may need additional support. Where individuals have more complex needs, appropriate referrals and opportunities for partnership work are identified and customers supported to engage effectively within services.
- In some cases, individuals will have issues associated with multiple protected characteristics. Partnership work will be a key tenet of the strategy to ensure that appropriate links exist between services so that the needs of individuals with multiple, complex needs can be met. It is recognised that customer confidentiality is paramount and appropriate procedures are in place to ensure the security of personal data.
- Covid19 has meant the service has had to have an agile response to the changing needs of customers due to restrictions. Work has been undertaken to streamline processes, better support customers to apply on-line and provide phone assistance to those who cannot access new technology for whatever reason. Work has been undertaken with partners to work collaboratively to enable their service users to access and engage with the service.

9. Monitoring and Review

- a) How will the implementation and impact of the policy be monitored, including implementation of any amendments? For example, what type of monitoring will there be? How frequent?
- b) What are the practical arrangements for monitoring? For example, who will put this in place? When will it start?
- c) How will results of monitoring be used to develop future policies?
- d) When is the policy due to be reviewed?
- e) Who is responsible for ensuring this happens? Please detail below

The council will put into place arrangements to monitor the impact of the new Anti-Poverty Service. The changes to the service will need to be managed including monitoring of processing times for benefits payments, Scottish Welfare Fund and Discretionary Housing Payments, ensuring there is no adverse effect. The proposed new approach is anticipated to streamline the collection of customer information and customer's benefits will be awarded more efficiently.

Performance against targets and outcomes for the new service will be monitored, allowing for key management reports to be developed which will allow scrutiny of the impact of the new service on individuals.

10. Recommendation and Reasoning**Reason for Recommendation**

Signed by Lead Officer	Donald Forrest
Designation	Head of Finance and Property Services
Date	18/02/2021
Counter Signature (Head of Service or Depute Chief Executive responsible for the policy)	
Date	



Integrated Relevance Assessment Form

1. Details of proposal	
Policy Title (include budget reference number if applicable)	Council tax levels 2021/22 and 2022/23
Service Area	Revenues, FMU
Lead Officer	Donald Forrest
Other Officers/Partners Involved	None
Date relevance assessed	19/10/2020

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

<p>3. The General Duty of the Equality Act 2010 requires public authorities, in the exercise of their functions, to have due regard to the need to:</p> <ul style="list-style-type: none"> • Eliminate unlawful discrimination, harassment and victimisation and other prohibited conduct • Advance equality of opportunity between those who share a protected characteristic and those who do not; and • Foster good relations between those who share a protected characteristic and those who do not <p>NB: In this section you must also consider the Human Rights Act and the key PANEL (Participation, Accountability, Non Discrimination, Empowerment and Legality) principles of Human Rights</p> <p>Which groups of people do you think will be, or potentially could be, impacted upon by the implementation of this policy? You should consider employees, clients, customers and service users (please tick below as appropriate).</p>	
Age – older people, young people and children	
Disability – people with disabilities/long standing conditions	
Gender reassignment – trans/transgender identity – anybody who’s gender identity or gender expression is different to the sex assigned to them at birth	
Marriage or civil partnership – people who are married or in a civil partnership	
Pregnancy and maternity – woman who are pregnant and/or on maternity leave	
Race – people from black, Asian and minority ethnic communities and different racial backgrounds	
Religion or belief – people with different religions and beliefs including those with no beliefs	
Sex – Gender Identify – women and men (boys and girls) and those who self-identify their gender	
Sexual Orientation – lesbian, gay, bisexual, heterosexual/straight	

4. Do you have evidence or reason to believe that this policy will or may impact on socio-economic inequalities?
 Consideration must be given particularly to children and families

Socio-economic Disadvantage	Impact (Please Tick as Appropriate)
Low Income/Income Poverty – cannot afford to maintain regular payments such as bills, food, clothing	X
Low and/or No Wealth – enough money to meet basic living costs and pay bills but have no savings to deal with any unexpected spends and no provision for the future	X
Material Deprivation – being unable to access basic goods and services i.e. financial products like life insurance, repair/replace broken electrical goods, warm home, leisure and hobbies	X
Area Deprivation – where you live (rural areas), where you work (accessibility of transport)	X
Socio-economic Background – social class i.e. parents education, employment and income	

5. Integrated impact assessment required?
 (Two ticks above = full assessment necessary)

YES	X	NO	
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6. Decision rationale
 If you have ticked no above, use this section to evidence why a full IIA is not required

Based on the potential impact, a full integrated impact assessment is required.

Signed by Lead Officer	Donald Forrest
Designation	Head of Finance and Property Services
Date	18/02/2021
Counter Signature (Head of Service or Depute Chief Executive responsible for the policy)	
Date	



Full Integrated Impact Assessment Form

1. Details of proposal	
Policy Title (include budget reference number if applicable)	Council tax levels 2021/22 and 2022/23
Details of Others Involved	
Date Assessment Conducted	18/02/2021

2. Set out a clear understanding of the purpose of the policy being developed or reviewed (what are the aims, objectives and intended outcomes including the context within which it will operate)
<p>The purpose of the policy is to set council tax at a level to achieve a balanced budget for the remaining two years of the revenue strategy for the period 2021/22 to 2022/23.</p> <p>The current 2020/21 council tax band D charge is £1,276.42.</p> <p>The Scottish average band D council tax in 2020/21 is £1,301.36 compared with the West Lothian 2020/21 band D rate of £1,276.42. West Lothian has the tenth lowest council tax band D rate in Scotland.</p> <p>It should be noted that any option to increase council tax by less than 3% in 2022/23 would further increase the budget gap.</p>

3. Please outline any needs and/or barriers which equality groups (people with protected characteristics) may have in relation to this policy	
Age	What effect/difference will the policy have on people? No specific disproportionate disadvantages to this group. However, consideration has been given to the possible socioeconomic impacts to this group.
	How do you know that? No relevant evidence has been found at this stage.
Disability	What effect/difference will the policy have on people? No specific disproportionate disadvantages to this group. However, consideration has been given to the possible socioeconomic impacts to this group.
	How do you know that? No relevant evidence has been found at this stage.
Gender Reassignment – Trans/Transgender Identity	What effect/difference will the policy have on people? No specific disproportionate disadvantages to this group.
	How do you know that? No relevant evidence has been found at this stage.
Marriage or Civil Partnership	What effect/difference will the policy have on people? No specific disproportionate disadvantages to this group.
	How do you know that? No relevant evidence has been found at this stage.

Pregnancy and Maternity	What effect/difference will the policy have on people? No specific disproportionate disadvantages to this group.
	How do you know that? No relevant evidence has been found at this stage.
Race	What effect/difference will the policy have on people? No specific disproportionate disadvantages to this group.
	How do you know that? No relevant evidence has been found at this stage.
Religion or Belief	What effect/difference will the policy have on people? No specific disproportionate disadvantages to this group.
	How do you know that? No relevant evidence has been found at this stage.
Sex – Gender Identity	What effect/difference will the policy have on people? No specific disproportionate disadvantages to this group.
	How do you know that? No relevant evidence has been found at this stage.
Sexual Orientation	What effect/difference will the policy have on people? No specific disproportionate disadvantages to this group.
	How do you know that? No relevant evidence has been found at this stage.

4. Please outline any needs and/or barriers which may affect vulnerable groups falling into poverty and disadvantage in relation to this policy.

Vulnerable groups may include the following:

- Unemployed
- Single parents and vulnerable families
- People on benefits
- Those involved in the criminal justice system
- People in the most deprived communities (bottom 20 SIMD areas)
- People who live in rural areas
- Pensioners
- Looked After Children
- Carers including young carers
- People misusing services
- Others e.g. veterans, students
- Single adult households
- People who have experienced the asylum system
- Those leaving the care setting including children and young people and those with illness
- Homeless people
- People with low literacy/ numeracy
- People with lower educational qualifications
- People in low paid work
- People with one or more protected characteristics

What effect/difference will the policy have on people?

The effect of the policy will be an increase in council tax charges which may impact on people's ability to pay. This will be especially true for people in any of the protected groups who do not qualify for the Council Tax Reduction Scheme, a scheme which replaced Council Tax Benefit in April 2013 and reduces in full or in part the council tax charge for lower income households in Scotland.

Certain protected characteristics are more likely to increase an individual's vulnerability to poverty. The risk of poverty is higher for women, disabled people, minority ethnic people, lone parents, and children and young people. The effects of Covid-19 will layer on top of existing structural imbalances and are predicted to be particularly severe for people on low incomes, who are more likely to be in insecure work without financial reserves.

How do you know that?

Analysis by the Scottish Government shows that as a result of the Covid-19 pandemic, certain groups are more affected financially and this includes, lone parents, parents with children.

Unemployment is increasing in West Lothian due to the pandemic, this is affecting people of all ages and conditions. Analysis by the Scottish Government shows that as a result of the Covid-19 pandemic, certain groups are more affected financially.

<https://www.gov.scot/binaries/content/documents/govscot/publications/research-and-analysis/2020/09/the-impacts-of-covid-19-on-equality-in-scotland/documents/full-report/full-report/govscot%3Adocument/Covid%2Band%2BInequalities%2BFinal%2BReport%2BFor%2BPublication%2B-%2BPDF.pdf>

5. Action Plan

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

Actioner Name: Donald Forrest

Action Date: October 2021

What is the issue?

What action will be taken?

Progress against action

6. Details of consultation and involvement

Who will be or has been involved in the consultation process?

- State which service users and groups are involved in this process and describe their involvement.
- Describe any planned involvement saying when this will take place and who is responsible for managing the involvement process.
- Describe the results of the involvement and how you have taken this into account.

The transforming your council consultation was completed in November 2017 and received 7,026 responses, with over 45,000 comments from all respondents. The consultation was prior to the Scottish Government allowing additional council tax flexibility. The consultation responses supported a council tax increase of 3% per annum over each of the five years, with a small majority agreeing with the potential of increasing council tax above 3%.

Following the increase in council tax of 4.79% in 2019/20 there was one formal complaint received by the council, with information being provided to queries as to why council tax had increased. Comments received on social media were mixed. A number of residents were in agreement with an increase while others compared their percentage wage increases to the 4.79% council tax increase.

Anti-Poverty Task Force has overall responsibility for the CPP anti-poverty strategy and the annual action plan. The 2020/21 action plan was agreed by CPP Board in September and includes actions to mitigate the effects of poverty with particular focus on activities which will help to reduce the number of children in poverty. The development of the strategy and action plan involved communities that have lived experience of poverty.

7. Data and Information

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

- a) What information or other evidence has been used in the development of the policy?
- b) What does research, consultation and other data or information tell you about the impact of the policy? (describe the information and conclusions, and state where the information can be found)
 - i. Quantitative (numbers, percentages, statistical analysis)
 - ii. Qualitative (written/spoken words, opinions, surveys)
- c) Describe any gaps in the available information, and record within section five (Action Plan), action you are taking in relation to this (e.g. new research, further analysis) and when this is planned.
- d) Give details of any existing local or national evidence which has been used to inform the development of your policy.

In financial year 2019/20 the Scottish Government announced new council tax flexibilities allowing local authorities to increase council tax by 3% in real terms. Following this, West Lothian Council agreed for the rate to be increased by 4.79% in 2019/20, along with ten other councils. A total of 21 councils (including West Lothian) increased council tax by more than 3% in 2019/20. It should be noted that this increase has had no negative impact on the collection of the 2019/20 council tax charges, with the in-year collection rate as at March 2020 being 0.23% higher than March 2019.

In 2020/21, the Scottish average band D council tax (based on total band D equivalents) is £1,301.36 compared with the West Lothian 2020/21 band D rate of £1,276.42. West Lothian has the tenth lowest council tax band D rate in Scotland.

8. Mitigating Actions

If the policy has a negative/adverse impact on a particular group/s, but is still to be implemented, please provide justification for this.

Note: If the policy is unlawfully discriminatory under the Equality Act 2010 and/or is having a negative impact on poverty and socioeconomic disadvantage under the Fairer Scotland Duty, you MUST identify, how the policy can be amended or justified so the Council acts lawfully.

- a) How could you modify the policy to eliminate discrimination or to reduce any identified negative impacts? If necessary, consider other ways in which you could meet the aims and objectives.
- b) How could you modify the policy to create or maximise the positive aspects of the proposals and to increase equality and reduce poverty and socioeconomic disadvantage.
- c) Describe any modifications which you can make without further delay (for example, easy, few resource implications).
- d) If you propose to make any of the modifications shown above, describe any potential new negative impacts on other groups in society or on the ability to achieve the aims and how you will minimise these.
- e) Please describe the resource implications of any proposed modifications taking into account financial, people and property issues.

Council tax levels for 2021/22 will be frozen at 2020/21 levels.

As part of the decision making process and compliance with the Fairer Scotland Duty the council has actively considered how they could reduce inequalities of outcome by socioeconomic disadvantage and developed the following exemptions, discounts and access to support services.

Although council tax is applied to all houses, not all households have to pay the full amount of council tax. There are exemptions and discounts in place to reduce the tax burden for the most vulnerable in society as well as protecting low income households. The tables on the following page show the number of properties in receipt of a form of discount or exemption as at 7 September 2020.

The tables on the following page provide information on the number of households who are not eligible to fully pay council tax and demonstrates the following key considerations:

- 76% of properties in West Lothian are in bands A to D.
- 65% of properties in bands A to D are in receipt of a form of discount or exemption.
- 17% of properties in bands A to D are in receipt of Council Tax Reduction Scheme (CTRS).
- Disabled Person Reduction – council tax charged at the band immediately below the band the property is in. For band A properties this equates to a 1/9th reduction.

Table 1: Properties in Receipt of an exemption

	A	B	C	D	E	F	G	H	Total
Properties per Band	17,715	25,044	10,324	8,777	10,120	6,426	2,855	199	81,460
% of Properties	22%	31%	13%	11%	12%	8%	4%	0%	100%
Exempt/ CTRS									
Exempt Properties	803	690	235	121	71	40	9	12	1,981
CTRS	4,706	4,314	1,228	532	304	111	34	0	11,231

Table 2: Properties in Receipt of a Discount

	A	B	C	D	E	F	G	H	Total
Properties per Band	17,715	25,044	10,324	8,777	10,120	6,426	2,855	199	81,460
% of Properties	22%	31%	13%	11%	12%	8%	4%	0%	100%
Discounts									
Disabled Person Reduction	43	166	88	81	108	76	42	2	606
50% discount (second homes)	10	17	16	19	15	4	4	1	86
50% discount (empty properties)	166	201	106	74	49	24	9	1	630
50% discount (disregarded adults)	9	12	3	4	4	1	1	0	34
Properties with 25% discount	10,093	10,002	4,144	2,374	1,833	779	262	13	29,500

The Council Tax Reduction Scheme (CTRS) is in place to help those on a low income pay all or part of their council tax. Single person households with net income of up to £16,750, and all other households with net income of up to £25,000, with less than £16,000 in savings are eligible to apply for assistance through CTRS. Any increase in council tax will be fully offset by an increase in CTRS, as long as the claimant's circumstances remain the same.

Universal Credit full service was introduced in to West Lothian on 16 May 2018. Based on other Scottish local authority experiences, which have seen a significant drop in the CTRS caseload as a result of Universal Credit full service introduction, it was recognised that there was a potential risk in a reduction to the number of applications and resulting awards. This is due to there being a correlation between claimants no longer being able to claim Housing Benefit and CTRS jointly.

In an effort to prevent a similar trend within West Lothian, the benefit team worked proactively to maximise CTRS take up. Key developments included a targeted take up campaign driven by utilising data held within council systems to identify potential CTRS claimants, telephone application processes and the utilisation of Universal Credit data sharing information as a claim for CTRS. As a result of the current pandemic, CTRS caseload has increased from 14,596 in September 2019 to 15,411 in September 2020.

To ensure that any increases in council tax do not negatively impact low income households, CTRS continues to be actively promoted to encourage uptake. This is done in liaison with the council's Corporate Communications Team to promote CTRS via social media, the council's Anti-Poverty Service, in liaison with colleagues in Housing and via the council website.

For those low-income households, they can access the Anti-Poverty Service for support. The focus of the Anti-Poverty Service will remain is to support those experiencing poverty, or requiring financial assistance or support, by sharing resources and identifying more effective methods of delivering services that address customers' needs. The service is closely linked to the 'West Lothian Anti-Poverty Strategy - 2018/2023' and the 'Contributions Policy' and 'Eligibility Policy'. Activities within the service remain targeted to meet the needs of the most vulnerable and disadvantaged in our communities, those with an insufficient income to live a socially acceptable lifestyle, those most at risk of financial disadvantage.

9. Monitoring and Review

- a) How will the implementation and impact of the policy be monitored, including implementation of any amendments? For example, what type of monitoring will there be? How frequent?
- b) What are the practical arrangements for monitoring? For example, who will put this in place? When will it start?
- c) How will results of monitoring be used to develop future policies?
- d) When is the policy due to be reviewed?
- e) Who is responsible for ensuring this happens? Please detail below

Council tax charge must be reviewed annually. In order to support future decision making on the issue, there will be continued monitoring of collection rates.

In addition, there will be continued dialogue and consultation with the Anti-Poverty service to ensure that those in difficulty are offered the best advice, including promotion of the Council Tax Reduction Scheme. Efforts in relation to this will be led by the Anti-Poverty service.

CTRS is in place to help those on a low income pay all or part of their council tax, and will be actively promoted to ensure that increases in council tax do not negatively impact on low income households. This will be undertaken in conjunction with the promotion of the available discounts and exemptions to ensure there is uptake from those who are entitled to additional support and reductions in liability. It should be noted that any increase in council tax will be fully offset by an increase in CTRS, as long as the claimant's circumstances remain the same.

10. Recommendation and Reasoning

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

Reason for Recommendation

Mitigating factors will assist in supporting those residents who do find themselves in financial difficulty.

Signed by Lead Officer	Donald Forrest
Designation	Head of Finance and Property Services
Date	18/02/2021
Counter Signature (Head of Service or Depute Chief Executive responsible for the policy)	
Date	