

DATA LABEL: PUBLIC



WEST LOTHIAN COUNCIL

REVENUE BUDGET 2023/24 TO 2027/28

REPORT BY HEAD OF FINANCE AND PROPERTY SERVICES

A. PURPOSE OF REPORT

The purpose of this report is to enable the Council to approve a five year revenue budget strategy, to agree a detailed three year General Fund revenue budget for 2023/24 to 2025/26 including proposed savings measures, to set council tax levels for 2023/24 and to take decisions on associated issues.

B. RECOMMENDATION

It is recommended that the Council:

1. Notes that the council faces a revenue budget gap of £43.4 million over the five years 2023/24 to 2027/28, and a gap of £31.7 million over the three years 2023/24 to 2025/26, as a result of Scottish Government grant funding not being sufficient to meet the increased costs faced by the council;
2. Notes the approach taken in relation to the integrated impact assessment (IIAs) of the budget, as set out in Appendix 10;
3. Notes the feedback on the budget saving measures from the special PDSP meetings in January 2023 as set out in Appendix 1;
4. Agrees the budget saving measures for the three years 2023/24 to 2025/26, including the full year impact of savings rolling forward into the final two years of the five year revenue budget strategy, as set out in Appendix 3;
5. Notes the risks to deliverability of the proposed budget saving measures, as summarised in Appendix 4;
6. Agrees that officers will continue to consider options, including the ideas and suggestions in Appendix 2, to address the remaining balance of savings to be identified to ensure a balanced recurring budget over the five year period;
7. Agrees a schedule of charges for the three years 2023/24 to 2025/26, as set out in Appendix 5 of the report;
8. Agrees the proposed revenue budgets for the three years 2023/24 to 2025/26, as set out in Appendix 6 of the report;
9. Agrees the 2023/24 level of recurring resources associated with the functions delegated to the West Lothian's Joint Integration Board (IJB) of £95.2 million, with forecast resources of £97.8 million and £99.9 million for 2024/25 and 2025/26 respectively;
10. 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 five year revenue budget on a recurring basis;
11. Agrees a council tax level for 2023/24 and the planning assumption of an annual increase of 4.5% for the remaining four years of the five year revenue budget strategy;
12. Agrees the application of identified one-off resources to address anticipated time limited pressures and to support delivery of a balanced three year revenue budget, as set out in Appendix 7 of the report, with the remaining balance being held in contingency to support the ongoing financial sustainability of the council;
13. Notes the position in regard to the General Fund Balance and other reserves, as set out in Appendix 8;
14. Approves a strategy of maintaining a minimum uncommitted General Fund Balance of £2 million;
15. Approves the prudential indicators as set out in Appendix 9;
16. Agrees that officers should keep developments around funding and pressures under review.

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 2023, it is essential that the council sets the council tax for 2023/24 no later than 23 February 2023. This allows council tax bills and benefit notifications to be issued to customers and direct debits to be set up for collection from 1 April 2023.</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 revenue budget.</p> <p>The Financial Management Code aims to support councils in building a financially sustainable future. This report and its recommendations are in compliance with the code.</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	None.
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 saving measures on performance is summarised in Appendix 3. The revenue budget is predicated on maintaining performance wherever possible and focusing on services that support council priorities.
V	Relevance to Single Outcome Agreement	The revenue budget provides the resources necessary to help deliver the Local Outcome Improvement Plans (LOIP), Corporate Plan and council activities. Effective prioritisation of resources is essential to achieving key outcomes.

- VI Resources - (Financial, Staffing and Property)** Scottish Government grant funding is insufficient to meet increasing costs and demand for services. The outcome of the local government finance settlement for 2023/24 was reported to Council Executive on 17 January 2023. Following the publication of the finance circular, and clarification of changes arising from errors in the original settlement, the council faces an estimated budget gap of £16.5 million in 2023/24.
- Based on current assumptions, it is forecast that the council will have a revenue budget gap of £43.4 million over the five years 2023/24 to 2027/28 and a gap of £31.7 million over the three years 2023/24 to 2025/26.
- Considering budget growth and saving measures, it is anticipated that over the five years there will be a net decrease of staff of 41.5 full time equivalents (FTE).
- VII Consideration at PDSP** In line with agreed financial planning principles, PDSPs considered feedback from the WL2028 Phase 2 public consultation and potential budget saving measures for the three year period 2023/24 to 2025/26 in January 2023.
- The Corporate Policy and Resources PDSP considered reports on council tax scenarios on 23 September 2022 and 26 January 2023.
- VIII Other consultations** The WL2028 Your Council, Your Say public consultation received 7,605 responses and over 35,000 comments over both Phase 1 and 2. The responses were considered by PDSPs in January 2023 along with potential budget saving options for the three years 2023/24 to 2025/26.
- As specific saving measures are developed and implemented there will be consultation and engagement with service users and relevant stakeholders, including staff and trade unions.
- Meetings on the revenue budget have been held with teaching and non-teaching trade unions.

D. TERMS OF REPORT

D.1 The report covers the following:

- D.2 - Governance
- D.3 - Background and Financial Outlook
- D.4 - Corporate Planning
- D.5 - Five Year Revenue Strategy 2023/24 to 2027/28
- D.6 - Revenue Budget 2023/24 to 2025/26
- D.7 - Annual Revenue Budget 2023/24
- D.8 - General Fund Balance and Other Reserves
- D.9 - Prudential Code
- D.10 - Integrated Impact Assessment (IIA)
- D.11 - Risks and Uncertainties

D.2 GOVERNANCE

D.2.1 Budget Setting

The council's budget setting is subject to statutory, regulatory and governance requirements. The Local Governance 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 council tax billing to take place for 2023/24, council tax levels need to be agreed no later than 23 February 2023. 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 2023/24 at the start of April, creating budgetary concerns for customers and costs for the council.

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 financial regulations also state that the council should have a medium term five year financial strategy, aligned with political administrations, and three year detailed revenue budgets. The council's approach to revenue budgeting forms part of the council's integrated methodology 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 2023/24 activity budget will be published on the intranet following approval of the budget. Management plans for each service for 2023/24 will be published on the council's website following consideration by PDSPs. The management plans incorporate the outcomes that the council, working in conjunction with community planning partners, is seeking to deliver through Local Outcome Improvement Plans (LOIPs). Performance is monitored and reported using the council's performance management system, Pentana.

The Accounts Commission, 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. 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 administrative terms.

This report seeks approval of the council's five year revenue strategy for 2023/24 to 2027/28, detailed revenue budgets for the three years 2023/24 to 2025/26 and council tax levels for 2023/24.

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. The council has a statutory duty to meet 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 CIPFA FM Code. The council is currently in compliance with the code. The financial strategy and detailed budgets contained within this report are in compliance with the code, however ongoing action is required to ensure continued compliance.

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 requires the council to be proactive in meeting the general duty of eliminating unlawful discrimination, advancing equality and fostering good relations. The IIA process promotes 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 reducing 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 stop decisions from being taken and implemented. Further information on the process is included in section D.10 and in Appendix 10.

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 council's Best Value Framework ensures compliance with the provisions within the Local Government in Scotland Act 2003 which requires 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. The level of funding is provided on the basis that it will meet estimated social care requirements and takes account of specific funding for health and social care confirmed as part of the local government finance settlement.

As set out in section D.6.4, the proposed level of recurring budget resources associated with the council functions delegated to the IJB in 2023/24 is £95.2 million. Projected allocations for the following two years of the detailed three year revenue budget are £97.8 million and £99.9 million respectively.

D.3 BACKGROUND AND FINANCIAL OUTLOOK

Since 2007/08 the council has had to deliver considerable savings to balance the budget as funding has been constrained. It is within this context of delivering over £150 million of savings from 2007/08 to 2022/23 that the council looks ahead to another financially challenging five year period. An update on budget savings is included in section D.6.1, however, as demonstrated in the table below, by the end of 2027/28 it is estimated that the council will have delivered total savings of over £194 million since 2007/08, including anticipated savings to be identified and agreed by the IJB in line with their projected budget allocations.

Table 1: Revenue Budget Savings

	£'m
Historic Budget Savings – 2007/08 to 2022/23	150.7
Proposed Budget Savings 2023/24	12.1
Proposed Budget Savings 2024/25	11.0
Proposed Budget Savings 2025/26	8.6
Full Year Effect of Three Year Proposed Budget Savings in 2026/27 & 2027/28	7.8
Remaining Budget Gap 2026/27 & 2027/28	3.9
Total	194.1

In October 2021, Council Executive considered an initial update on the council's revenue financial strategy 2023/24 to 2027/28. This included information on the financial context facing the council, an initial estimate of budget scenarios and budget gaps and the proposed process to ensure the council continues to have a balanced budget position for the next five years. Council Executive agreed that officers should continue to implement the process to develop a new five year strategy.

When setting the 2022/23 revenue budget in February 2022, Council agreed to continue to adopt the approach of integrated corporate and financial planning for the next five year period in line with the financial planning principles agreed by Council Executive in June 2018. These principles are:

- The council should continue to have a five year financial strategy, 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.
- 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 strategy should cover priorities, taxation and saving options.

In addition it was agreed that PDSPs should consider the substance of budget saving options in advance of the revenue strategy for future years being reported to full Council.

During the course of 2022/23 updates on the central revenue budget planning scenario were considered by the Council Executive in June, October and December 2022. Following the publication of the local government finance settlement, an updated budget gap of £47.6 million for the five years to 2027/28 and £35.8 million for the three years to 2025/26 was reported to Council Executive on 17 January 2023 and was included in the briefings to PDSPs in late January 2023.

The Scottish Government published a Scottish Spending Review in May 2022 which forecast flat cash funding for local government to 2025/26 with an increase of £100 million in 2026/27. Despite the Scottish Spending Review, the council currently has confirmation of Scottish Government funding for 2023/24 only. Overall, funding to councils in 2023/24 will increase in cash terms, however much of the increase is attributed to Scottish Government service and policy priorities. Following the publication of the settlement, the Scottish Government confirmed on 25 January 2023 that councils would receive flexible schools workforce funding of £32.8 million which was previously provided in 2022/23 for recurring pay costs and which was not originally included in the settlement for 2023/24. Taking into account the £32.8 million, which will be added to the finance order in due course, COSLA's updated budget reality summary shows a cash increase in core revenue funding of £71 million in 2023/24.

Table 2: COSLA's Budget Reality – Revenue Budget

	£'m
Overall Gross Cash Increase in Revenue Funding (including additional £32.8 million)	530.8
<u>Less: Scottish Government Policy</u>	
Recurring Funding for Pay for 2022/23 Pay Settlement	(140.0)
Local Heat and Energy Efficiency Strategies	(2.4)
Whole Family Wellbeing Support	(32.0)
Real Living Wage in Adult Social Care	(100.0)
Free Personal and Nursing Care	(15.0)
Free School Meals – P6/7 Expansion	(17.5)
Additional Discretionary Housing Payment & Administration	(5.7)
School Clothing Grants Increase	(1.2)
Local Government Adult Social Care Fees	(2.2)
Local Government Contribution to Historical Child Abuse Redress Scheme	(6.0)
Flexible Schools Workforce Funding	(32.8)
<u>Less: Other Transfer of Responsibility</u>	
Devolution of Empty Property Relief to Local Government	(105.0)
Cash Increase in Core Revenue Funding	71.0

As outlined by COSLA, the funding in the settlement falls short of the amount required to protect local services and to erode the funding gap from many years of constrained settlements. COSLA estimated that councils needed £1 billion extra in real terms to avoid harmful cuts, however the cash increase received was only £71 million after accounting for Scottish Government policy commitments and transfer of responsibilities.

The financial crisis facing local government is of a magnitude which has never been experienced before. The Scottish Parliament Information Centre (SPICe) noted in its Local Government Finance Budget 2023/24 Update, published on 31 January 2023, that over the last decade funding to councils has increased by 4.3% in real terms compared to an overall increase in the Scottish Government's revenue budget of 8.3%. Much of the increase in council funding has been ringfenced for specific purposes, meaning a prolonged period of constrained funding.

In November 2022 councils received a letter from the Deputy First Minister which referenced opportunities for consideration of the use of funding, specifically ringfenced funding, and more flexibility for councils, as democratically elected bodies, to make decisions relating to the application of funding to support services. The local government finance settlement also included a commitment for the Scottish Government to work flexibly together with local government to deliver public services. Although the Deputy First Minister announced councils would have full flexibility to set council tax rates appropriate to their local area as part of the settlement, the reality remains that an increasing proportion of funding is now formally ringfenced or provided with the expectation that it is allocated to specific services that support the delivery of key Scottish Government policies. The impact of this approach on local discretion and flexibility has been reinforced in the Accounts Commission's recent local government financial bulletin published in January 2023 and has been further compounded by announcements by the Scottish Government in recent weeks in relation to school hours and input restrictions relating to teacher and school support staff numbers.

With no detailed finance settlements beyond 2023/24, and continued uncertainty regarding the implications for councils arising from Scottish Government statements on education, the outlook for councils remains very challenging. The current unprecedented inflation in the cost of service delivery, particularly in relation to energy costs and pay, adds further layers of uncertainty. Indications are, based on the UK Autumn Statement, the Scottish Spending Review in 2022, the 2023/24 Scottish Budget and other political commitments, that future funding for councils is likely to remain severely constrained. The Scottish Government's priority areas remain health and social security, and with health, local government and social security representing almost three quarters of the resource budget, increases in funding for the NHS and social security are likely to mean continued pressure for council budgets.

D.4 CORPORATE PLANNING

D.4.1 WL2028 Your Council, Your Say Consultation

On 24 June 2022, the Council Executive approved a three stage approach to public consultation on the council's priorities and future revenue budget strategy. Phase 1 of the consultation focused on the strategic direction and priorities for the council with 5,045 responses and over 14,000 individual comments received. Phase 1 commenced on the 24 June 2022 and closed on 31 July 2022 with results from this initial stage reported to Council Executive on 4 October 2022.

Phase 2 of the consultation included budget saving options to help address the anticipated budget gap along with questions relating to local taxation. Phase 2 commenced on 7 October 2022 and closed on 20 November 2022 with 2,560 responses and over 22,000 individual comments received. An overall summary of the results from the second phase of consultation was considered by Council Executive on 20 December 2022 with special PDSPs held in late January 2023 to consider in more detail the responses received and the potential budget saving options.

A summary of the questions and comments received at each of the PDSPs is provided in Appendix 1 for information and reference. During Phase 2 of the consultation a number of saving suggestions, ideas and comments were provided by respondents. A list of the ideas is included in Appendix 2, however key themes are summarised on the following page:

- Use of volunteers and working with community planning partners to deliver services.
- Further consideration of best value and contribution to priorities in the delivery of services.
- Improved use of technology and modernisation of processes.
- Introduction of further or new charges for services.
- Greater mobile and flexible working, including consolidation of council buildings.
- Consideration of underutilised services or council assets.
- Reviewing transportation provision to identify efficient and cost effective service changes.
- Energy efficiency, user behaviour change and renewable technology.

This report is a key stage in the decision making process for the council's medium term financial strategy. The content of the report reflects upon the responses received during the first two phases of the public consultation and the considerations of the PDSPs in January 2023. Full details of officer responses to each comment received during both phases of the consultation are available to view online on the council's website at www.westlothian.gov.uk/wl2028.

The approach agreed by Council Executive in June 2022 included a further phase of consultation focusing on budget saving options for 2026/27 and 2027/28. The five year revenue budget strategy presented to Council today shows a remaining budget gap of £3.9 million for which proposals will have to be identified. Based on the value of the current estimated gap, and to allow attention to be focused on the delivery of the detailed three year budget, it is proposed that the third phase of the consultation is scheduled for 2024. This will provide sufficient time for officers to fully consider the suggestions provided in the consultation for potential incorporation into the Phase 3 consultation. An update on potential timescales for further consultation will be provided in the 2024/25 revenue budget report.

D.4.2 West Lothian Council Priorities

The proactive approach to financial planning has enabled the council to direct constrained resources to agreed priorities. The revenue budget strategy for 2018/19 to 2022/23 has enabled the council to address the Corporate Plan priorities of:

1. Improving attainment and positive destinations for school children

Over the last five years the council has continued to improve literacy and numeracy for children and young people. The council remains committed to ensuring that children and young people develop to their fullest potential, whilst continuously raising attainment and achievement, and securing positive destinations for school leavers. The focus will always be on service delivery that has a tangible impact on attainment with the Raising Attainment Strategy aiming to ensure that young people are well placed to move into employment or further/higher education. Examples of some of the achievements during 2022/23 include:

- The percentage of students achieving one, three and five plus awards at level 6 in West Lothian schools has outperformed both the national average and the council's virtual comparator, with an increase in those achieving at least one award.
- An eleventh successive year of improvement in exam performance by West Lothian students.
- The percentage of primary pupils achieving nationally expected levels of attainment in literacy and numeracy is above national performance in all measures, including those in the most deprived areas.

2. Delivering positive outcomes and early interventions for early years

By providing services that give children and young people the best start in life, the council continues to embed improved ways of working. Activity will continue to focus on Getting it Right for Every Child (GIRFEC). The council also 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. Ongoing partnership working seeks to ensure that all children have the best possible start, with the council continuing to provide greater flexibility and choice for parents and carers for early learning and childcare.

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

In the current cost of living crisis, action to minimise the impact of poverty is delivered through the Anti-Poverty Strategy and is coordinated by the Anti-Poverty Service. The council continues to focus on in-work poverty and low pay, provides the living wage and emphasises the benefits of the living wage to contractors and local employers. Now, more than ever, the council and community partners continue to deliver services to ensure that those most in need get the support they require. Examples of some of the achievements during 2022/23 include:

- The Anti-Poverty Service has supported over 13,400 people, helping them to access over £26 million in additional funds.
- 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 and child payments.
- Acknowledgment from the Accounts Commission of the good work and best practice of the Anti-Poverty Service in supporting communities during the pandemic.
- Delivery of support for low income families including additional winter clothing payments, targeted assistance to those most likely to experience hardship, funding for those who do not qualify for other support, fuel support payments and digital connectivity support.
- Continued funding support for the West Lothian Food Network.
- Opening warm welcome locations in partnership with community partners.
- Plans to purchase 30 properties to be converted into 60 temporary sharing spaces to provide temporary accommodation and help those experiencing homelessness.

4. Improving the quality of life for older people

Social care resources continue to be focused on supporting those most in need. Health and social care joint strategic commissioning plans support older people 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 that there is an ongoing need for the IJB to develop more sustainable delivery models. This will likely result in a greater emphasis on prevention and supporting people within their home environment, with the council committed to advocating for older people's voices through an Older Persons Champion.

5. Improving the employment position in West Lothian

There is continued time limited investment in supporting training and employment with particular emphasis on those facing redundancy. The council's approach to economic development focuses on supporting businesses, business start-ups and early stage growth however there has been an increasing emphasis on supporting individuals' employment position with West Lothian performing well in relation to average employment rates. The council also continues to build on previous success in helping young people enter the job market. Examples of some of the achievements during 2022/23 include:

- The participation rate for 16 to 19 year olds of those in education or employment was 93.4% in 2022.
- Supporting 325 new business start-ups, which have created over 390 jobs.
- Establishment of the Construction Forum to help improve job opportunities and increase partnership working in the local construction industry.
- Pandemic recovery support for businesses including the recovery fund for growth, digital development grants and graduate placement funding.

6. Delivering positive outcomes on health

The IJB's role in the delivery of strategic planning of adult and older peoples' health and social care, and collaborative work to improve life expectancy, mental wellbeing and health outcomes, will continue to deliver improvements. The council will also continue to work with partners to improve outcomes for children. The focus is on working in partnership to deliver more accessible and integrated services which are jointly planned and community focused. This has been supported through initiatives delivered during 2022/23 such as improved access to defibrillators and improved customer access to the community equipment store.

7. Reducing crime and improving community safety

The council continues to participate in community safety and community justice joint working, including working with partners to develop a new Community Safety plan and action plan on women and girls safety. 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 council works in partnership with Police Scotland to launch safety campaigns and remains committed to initiatives such as 16 Days of Action to end gender based violence. Investment in over 12 new or upgraded pedestrian crossings in 2022/23 has also helped improve the safety of vulnerable road users.

8. Protecting the built and natural environment

The council continues to reduce West Lothian's carbon footprint in its commitment to protect the local and wider environment. Resources are also focused on supporting economic and population growth through building strong, sustainable communities. Examples of some of the achievements during 2022/23 include:

- Completion and opening of new facilities to support service delivery including Whitburn Partnership Centre, Winchburgh Academy, the new Holy Family Primary School and the new Cedarbank School.
- Signing of the Glasgow Food and Climate Declaration aimed at further reducing carbon emissions at a local level and approval of a Climate Change Adaptation Action Plan.
- Changes to the Local Access Forum to ensure balanced, local advice on the management of outdoor access.
- Commencement of work on developing a new ten year local biodiversity action plan.
- Introduction of green bins to boost recycling and cut waste contamination.
- Expansion of public electric vehicle charging points.
- Recommencement of work on a new parking strategy for West Lothian.
- Environmental improvements at Nelson Park, Armadale which was designated part of the Queen's Green Canopy and supporting a new community garden in Whitburn.

If agreed, the five year revenue budget strategy for 2023/24 to 2027/28 will enable the council to plan effectively and direct constrained resources to deliver the council's agreed priorities and outcomes. The council believes that delivery of agreed priorities will help the community to grow and succeed, whilst also helping to focus council resources towards key areas over the next five years. 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.

In the current challenging circumstances, it is recognised that it is difficult to maintain or improve performance across all areas. Given the extent of the financial challenge, the next five years will be a period of continuing change with fewer staff operating from fewer buildings and providing fewer direct services, however remaining services will be delivered in a more joined up and cost effective way. In line with best practice, the council will direct resources to maintain or improve performance in key priority areas such as:

- Raising attainment with particular focus on reducing the poverty related attainment gap. This includes interventions and initiatives to close equity gaps in attainment and achievement which help support sustainable positive destinations.
- Expansion of early learning and childcare provision, providing more choice and flexibility.
- Protecting the built and natural environment, achieved through the implementation of the climate action plan and supported through council carbon reduction schemes and encouraging everyone in West Lothian to support the climate emergency declaration.
- Addressing poverty so everyone has the chance of a secure life without poverty. This includes working with community planning partners to deliver the Anti-Poverty Strategy.
- Continuing to support the most vulnerable people throughout West Lothian.

Closing the estimated budget gap of £43.4 million over the next five years and £31.7 million over the next three years means that it is inevitable that there will be some changes to the services the council delivers. Through using a priority based approach, the objective is to minimise the impact on essential services that deliver council priorities however that may mean changes to services which communities are accustomed to or highly value.

Within the parameters of increasing costs associated with service delivery and constrained funding settlements, the council will continue to spend a substantial amount of money in delivering essential services to local communities. By the end of the three year period, in 2025/26, it is estimated that the council will be spending nearly £539 million a year, including one-off investment. In 2027/28, at the end of the five year financial planning period the council will be investing over £559 million in delivering services to communities in West Lothian.

D.5 FIVE YEAR REVENUE STRATEGY 2023/24 TO 2027/28

Since the initial consideration of revenue budget planning scenarios by Council Executive in October 2021, there have been numerous updates to Council Executive during 2022 and 2023 on the projected five year budget gap. The most recent update in January 2023 showed a five year budget gap of £47.6 million which was the position included in the revenue budget update reports to PDSP in late January 2023.

Following the Council Executive and PDSPs in January, the council has received additional information relating to a number of assumptions in the budget model which has resulted in a revised budget gap. Changes to the model include updated gas and electricity indexation assumptions based on the most recent price guidance published by Scottish Procurement on 31 January 2023, changes to the finance settlement due to errors in the original settlement and an assumption regarding the council's share of £32.8 million of schools workforce funding announced by the Scottish Government on 25 January 2023. The updated budget position of a gap of £43.4 million for the five years 2023/24 to 2027/28 is summarised as follows:

Table 3: Summary of Budget Model for 2023/24 to 2027/28

Incremental Movements	23/24 £'m	24/25 £'m	25/26 £'m	Three Year Total £'m	26/27 £'m	27/28 £'m	Five Year Total £'m
Expenditure							
Staffing Costs	14.5	6.3	6.6	27.4	6.7	6.8	40.9
Demographics & Demand Pressures	3.7	3.3	2.9	9.9	3.1	3.4	16.4
Revenue Consequences of Capital	2.3	1.0	0.9	4.2	1.3	0.5	6.0
SG Funded Developments	1.9	0.0	0.0	1.9	0.0	0.0	1.9
Service Pressures & Developments	5.4	0.2	0.2	5.8	0.2	0.4	6.4
Inflation & Indexation	13.4	6.1	4.9	24.4	5.2	5.6	35.2
Gross Expenditure Increases	41.2	16.9	15.5	73.6	16.5	16.7	106.8
Income							
Council Tax (4.5% assumption)	(5.5)	(5.5)	(5.8)	(16.8)	(6.1)	(6.4)	(29.3)
Fees & Charges (4.5% assumption)	(0.4)	(0.4)	(0.5)	(1.3)	(0.5)	(0.5)	(2.3)
Ringfenced SG Grant Funding	(10.6)	(2.5)	(2.5)	(15.6)	(2.5)	(2.5)	(20.6)
Core SG Grant Funding	(8.2)	0.0	0.0	(8.2)	(3.0)	0.0	(11.2)
Income Movements	(24.7)	(8.4)	(8.8)	(41.9)	(12.1)	(9.4)	(63.4)
Forecast Budget Gap	16.5	8.5	6.7	31.7	4.4	7.3	43.4

The key high level funding assumptions over the next five years are:

- Council tax increases of 4.5% annually as presented to Council Executive on 17 January 2023 and in the council tax scenarios report to Corporate Policy and Resources PDSP on 26 January 2023.
- Increased council tax from additional 900 house completions each year.
- A 4.5% increase in existing discretionary fees and charges.
- A freeze in Scottish Government core funding except for an increase of £3 million in 2026/27, reflecting the Scottish Spending Review which intimated a cash freeze for local government.
- Funding will be provided from the Scottish Government to deliver national policies and priorities.

The key high level expenditure assumptions over the next five years include:

- A pay award assumption of 3% for 2023/24 and 2% for each year thereafter for all staff. Pay negotiations are ongoing for 2022/23 for teachers with initial discussions around the pay award for 2023/24. Indications are that the Scottish Government will provide funding to cover the additional cost of any pay award of 3%.
- Recurring budget to cover the additional cost associated with the 2022/23 pay award.
- Reversal of the National Insurance uplift agreed as part of the 2022/23 budget.
- Increased school budgets based on growth projections, latest housing land audit projections and estimated secondary school stay on rates.
- Increased costs for care services due to population increases and increasing demand.
- Increases in transport, roads and open space maintenance due to population increases.
- Revenue consequences of the ten year capital programme 2023/24 to 2032/33.
- Prudential borrowing to support delivery of the capital programme.
- Inflationary price increases for a range of contracted services, most notably significant increases in 2023/24 and 2024/25 for gas and electricity.
- Increased non domestic rate (NDR) bill from the scheduled revaluation in 2023/24.
- Support for West Lothian Leisure to pay the living wage.
- Service budget pressures resulting from changes to legislation or service delivery out with the council's control (e.g. removal of nationality checking and cessation of contract rebates).
- £700,000 additional recurring budget for homelessness recognising ongoing pressures.
- Expenditure in 2023/24 associated with Scottish Government commitments and funding (e.g. early learning and childcare, Scottish Disability Assistance and NDR empty property relief).

The assumptions are considered reasonable at this stage, albeit not without risk. Officers will continue to closely monitor the economic position, funding announcements and budget assumptions to identify any potential impact on the council's budget model.

D.6 REVENUE BUDGET 2023/24 TO 2025/26

As agreed by Council, in addition to the five year revenue budget strategy, a detailed revenue budget has been developed for the three years 2023/24 to 2025/26. Although a longer term planning horizon is more challenging to forecast with certainty, there is a need to develop more detailed plans for the three year period to provide certainty for staff and local communities, to provide sufficient time to implement changes to services to deliver savings and to ensure ongoing compliance with the CIPFA FM Code.

D.6.1 Budget Saving Measures

Phase 2 of the WL2028 Your Council, Your Say consultation included a number of budget saving options covering reductions and changes in services that would allow the council to balance the budget over the next three years, whilst also delivering outcomes that support the council's priorities. As noted in section D.4.1 of this report, PDSPs considered feedback from Phase 2 of the consultation and the detail of proposed budget saving options in late January 2023.

Following the publication of the PDSP reports, the Scottish Government made an initial announcement on 26 January 2023 in relation to minimum learning hours and teacher numbers. The Education Secretary wrote to councils on 7 February 2023 setting out the expectation that councils at least maintain teacher numbers and the number of pupil support staff at current levels in 2023/24. It is also expected that places remain available for probationer teachers and there should be no reduction in the number of pupil learning hours delivered by teachers. Education grant aided expenditure in the finance settlement includes £233.5 million which the Scottish Government have said will be conditional on councils maintaining teacher and pupil support numbers at the 2022 census level. If this funding was withheld for West Lothian Council it would equate to lost funding of approximately £8.8 million. In addition, regulations will be introduced by the Scottish Government to set a statutory minimum number of school hours.

A special COSLA Leaders meeting considered the implications of the Education Secretary's letter on 10 February 2023. COSLA Leaders noted that local government requires more funding rather than more restrictions to maintain local services and that, in their view, the sanctions proposed by the Scottish Government will harm communities, despite councils best efforts to the contrary.

COSLA Leaders agreed to ask the Scottish Government to pause consideration of legislation and sanctions in order to engage with COSLA to fully understand how this will impact on the policy intent of attainment but also on the wider sustainability of public services.

Reflecting upon the announcements in relation to education and teacher and pupil support staff, the saving measures considered by PDSP in January have been updated to remove, at the current time, the savings in relation to the length of the school day. For clarity, it is proposed that the following saving measures are currently removed from the three year revenue budget:

Table 4: Education Saving Measures to be Removed from Three Year Revenue Budget

Ref	Saving Measure	2023/24 £'m	2024/25 £'m	2025/26 £'m	Total £'m
E2e	Amend the length of the P1-2 school week	0.0	0.7	0.4	1.1
E2f	Amend the length of the P3-7 school week	0.0	0.0	1.7	1.7
E2g	Reduce the length of the secondary week	0.0	0.8	0.5	1.3
	Total	0.0	1.5	2.6	4.1

Budget saving measures E5a and E5b have also been combined into a single consolidated saving measure called education and school based saving with a new reference E5c. The education and school based saving will be delivered through a review of resources in Education, including budget allocations to schools through the scheme of Devolved School Management (DSM). A DSM working group has been established to determine how the saving will be delivered, along with engagement with other Education senior managers, whilst protecting positive outcomes for children and young people. Consideration will be given to the utilisation of resources, including on a school by school basis, and the impact this will have on the delivery of education for children and young people. Protecting positive outcomes will be the driver for any decisions and head teachers will determine how this saving can best be achieved in their school. As the Scottish Government confirmed £32.8 million flexible schools workforce funding, it is proposed that the value of the education and schools based saving (E5c) is reduced by the council's share of this funding. This reflects the council's ongoing commitment to apply additional resources provided by the Scottish Government to support education services.

Incorporating these proposed changes, budget saving measures have been identified that will result in a balanced revenue budget by the end of the three years. This includes a general savings assumption for IJB services which, taking account of joint working with officers supporting the IJB, has been incorporated into the proposed budget resource allocation for delivery of social care services for adults and older people. The IJB will be responsible for agreeing options against the saving assumption at the IJB budget setting meeting on the 21 March 2023.

Information on proposed budget saving measures is included in Appendix 3, which sets out any actions that will be required, including further reporting to Council Executive or PDSP and additional consultation. In addition, reflecting the council's approach to identifying budget savings, each measure is classified as efficiency or reprioritisation depending on the type of saving. Information is provided on the impact the proposed measures will have on service performance and quality. As outlined in section D.11 of this report, an assessment of the risk to deliverability of each of the proposed budget saving measures is included in Appendix 4.

Table 5: Proposed Budget Saving Measures by Service – 2023/24 to 2025/26

Service	2023/24 £'m	2024/25 £'m	2025/26 £'m	Three Year Total £'m	2026/27 & 2027/28 £'m	Five Year Total £'m
Corporate Services	0.4	0.2	0.3	0.9	0.2	1.1
Housing, Customer & Building Services	0.2	0.2	0.2	0.6	0.4	1.0
Operational Services	4.9	1.3	0.2	6.4	0.2	6.6
Social Policy – Non IJB	0.3	0.6	0.7	1.6	1.0	2.6
Planning, Economic Development & Regeneration	0.4	0.0	0.0	0.4	0.0	0.4
Education	2.4	5.2	4.2	11.8	2.4	14.2
Chief Executive/Finance & Property Services	2.1	1.5	0.3	3.9	0.1	4.0
Total	10.7	9.0	5.9	25.6	4.3	29.9
IJB Saving Assumption	1.4	2.0	2.7	6.1	3.5	9.6
Total	12.1	11.0	8.6	31.7	7.8	39.5

As shown in the table on the previous page, for some saving measures there will be additional savings in the final two years of the five year strategy (2026/27 and 2027/28) as a result of the full year effect of savings agreed and implemented in the three year budget. This will contribute towards the budget gap noted in section D.5 of this report however there will be a remaining gap.

The phasing of the savings is such that some one-off funding will be required in the first two years to allow service changes to be implemented, however the council's budget will be balanced on a recurring basis by 2025/26. The use of one-off resources to balance the budget across the three years is shown in the following table. The table also shows that, compared to the five year budget model, there is a remaining budget gap of £3.9 million for which additional recurring budget saving measures will have to identified.

Table 6: Proposed Budget Saving Measure, Budget Gap and One-off Resources

	2023/24 £'m	2024/25 £'m	2025/26 £'m	Three Year Total £'m	2026/27 & 2027/28 £'m	Five Year Total £'m
Total Savings	(12.1)	(11.0)	(8.6)	(31.7)	(7.8)	(39.5)
Forecast Budget Gap	16.5	8.5	6.7	31.7	11.7	43.4
Budget Deficit/(Surplus)	4.4	(2.5)	(1.9)	0.0	3.9	3.9
One-off Amounts to Balance in Year	(4.4)	(1.9)	0.0			
One-off Amounts Rolled Forward	0.0	4.4	1.9			
Remaining Budget Gap	0.0	0.0	0.0			

Although one-off resources are being used to balance the 2023/24 and 2024/25 revenue budgets, using recurring savings to balance the recurring budget remains preferable for robust and sustainable financial planning. Should additional recurring resources be identified at a later date, which is not anticipated as part of the 2023/24 Scottish Budget parliamentary process, it is proposed that these will be used to balance the five year revenue financial strategy on a recurring basis, in line with what has previously been agreed when setting revenue budgets.

With regard to the balance of savings to be identified, the complexity of developing a medium to long term financial strategy, especially in the current financial climate, means that it can be challenging to forecast with certainty both the income and expenditure elements of a budget model. To ensure that the council's five year financial strategy is robust, and that budgets will be balanced across the five year period, officers will continue to review budget model assumptions in line with latest information, as well as undertaking further work to identify specific saving measures to meet the estimated remaining budget gap. This will include the consideration of suggestions received from the WL2028 Your Council, Your Say consultation.

D.6.2 Income and Contributions

West Lothian Council continues to have one of the lowest levels of income through sales, fees and charges per head of population in Scotland. Discretionary charges are benchmarked with Scottish averages, or other local providers, and in general are set around the Scottish average. As outlined in the report to Council Executive on the 2023 Scottish Budget and local government finance settlement on 17 January 2023, a standard annual uplift of 4.5% has been applied to the majority of existing General Fund discretionary fees and charges. The proposed fees and charges for the three years 2023/24 to 2025/26 are set out in Appendix 5. Approval of these fees and charges will help provide certainty of contribution costs for customers over the next three years. A 3.5% per annum rent increase for sheltered housing and temporary accommodation is assumed, in line with the HRA rent strategy agreed by Council on 7 February 2023. As previously agreed by Council Executive the following fees are incorporated into the schedule of fees and charges:

- Building Standards discretionary fees for 2023/24 as agreed on 6 December 2022.
- New fees for short term letting licenses as agreed on 20 December 2022.
- Tariffs for electric vehicle charging as agreed on 20 December 2022
- Updated pest control treatment charges for 2023/24 as agreed on 17 January 2023.

The budget saving measures in section D.6.1 of this report include the following new or amended fees and charges:

- Revised property service management fees, following a recent benchmarking exercise, which will increase total income by £5,000 in 2023/24 if approved.
- A new permit charge of £35 per annum for households who wish to continue to have garden waste collected in the brown bin. This compares to a current Scottish average of £35.21 from 14 councils who currently are, or are planning to, charge for this service. It is estimated this will generate additional income of £820,000 in the first full year of implementation.
- Reintroduction of an income generating pre-application planning enquiry service. It is estimated that, along with recently revised changes to statutory planning application fees, additional planning fee income of £88,000 will be achieved in 2023/24.

As previously agreed by Education Executive on 18 January 2022, discretionary charges for early learning and childcare placements will be set annually, based on the average fees charged by partner providers in West Lothian, and will reported separately to elected members for scrutiny.

Officers will monitor income streams as part of the quarterly risk-based approach to budget monitoring. Approval of the schedule of fees in Appendix 5 will set charges for the coming three years, however the council will continue to benchmark fees and charges with Scottish averages and local providers for the remaining two years of the five year strategy. A review of discretionary licencing fees is currently underway with the findings of the review, including any proposed revision to fees, to be reported to elected members before the start of financial year 2024/25.

D.6.3 Workforce Planning

The council has a no compulsory redundancy position, however the scale of the budget pressures facing the council 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 101.9 full time equivalent (FTE) staff will be required to take account of growth over the three years 2023/24 to 2025/26. Any new posts offer opportunities for the redeployment of staff who may be affected by service restructures.

It is estimated that the saving measures will result in a reduction of 143.4 FTE, based on initial assumptions regarding how savings will be implemented. This is subject to change as proposals are further developed, following consultation with staff and trade unions, and service restructures are implemented.

Taking both growth and budget reduction measures together, it is estimated, at this stage, that the three year revenue budget will result in a net decrease of 41.5 FTE. As the IJB are being given a projected budget allocation, which will be subject to decisions by the IJB regarding investment and budget savings, the FTE position does not include any movements relating to IJB social care functions. The estimated impact of the budget measures and budget growth on staffing FTE is summarised as follows:

Table 7: Forecast Impact on FTE Numbers 2023/24 to 2025/26

	2023/24 FTE	2024/25 FTE	2025/26 FTE	Total FTE
Additional FTE from Budget Growth	65.7	18.2	18.0	101.9
Reductions from FTE from Saving Measures	(96.4)	(25.7)	(21.3)	(143.4)
Total Movement in FTE	(30.7)	(7.5)	(3.3)	(41.5)

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 revenue budget strategy, detailed three year budgets and effective workforce planning are key tools in allowing workforce changes to be made in a proactive manner.

D.6.4 Three Year Service Budgets 2023/24 to 2025/26

Detailed revenue budgets have been developed for the three years 2023/24 to 2025/26 based on the budget model and assumptions outlined in section D.5 of this report. The detailed analysis of budget changes for each service area for each of the three years is provided in Appendix 6. The core budgets for each service area, excluding time limited investment, for each of the three years are summarised as follows:

Table 8: Service Based Budget Expenditure 2023/24 to 2025/26

Service	Base Budget 2023/24 £'m	Base Budget 2024/25 £'m	Base Budget 2025/26 £'m
Corporate Services	10.9	10.9	10.8
Housing, Customer & Building Services	9.7	9.6	9.6
Operational Services	62.1	62.7	64.2
Social Policy – Non IJB	36.6	37.0	37.4
Planning, Economic Development & Regeneration	4.2	4.3	4.4
Education	218.5	218.6	219.7
Chief Executive/Finance & Property Services	36.6	38.3	39.5
Non Service	51.2	51.4	51.5
Total	429.8	432.8	437.1
Resources Delegated to IJB	95.2	97.8	99.9
Total Budget	525.0	530.6	537.0

Although some elements of the budgets in 2024/25 and 2025/26 will be subject to change, for example the local government finance settlement and pay awards, this approach provides a best estimate of resources available to support service delivery and allows officers to progress with budget savings that will be necessary to ensure the council has a balanced budget. In line with regulatory requirements, although a 4.5% increase in council tax is assumed for each of the three years, council tax levels are required to be agreed annually by Council.

D.7 ANNUAL REVENUE BUDGET 2023/24

D.7.1 Scottish Government Revenue Grant Funding 2023/24

As reported to Council Executive on 17 January 2023, the Deputy First Minister set out the 2023/24 funding allocations for individual authorities in finance circular 11/2022 published on 21 December 2022. In addition, councils received a letter outlining specific elements of the finance settlement for 2023/24. Key points from the Deputy First Minister's letter include:

- Baselineing of an additional £260.6 million for the 2022/23 local government pay deal.
- Net additional funding of £95 million to support social care and integration through delivery of a £10.90 per hour minimum pay settlement and an inflationary uplift on free personal nursing care rates. In line with previous settlements, councils are expected to ensure that funding allocated to integration authorities is additional, and not substitutonal, to 2022/23 budgets.
- An offer to work with councils to determine a joint approach to face the financial challenges and to ensure sustainable public services to support shared priorities.
- A commitment to act to:
 - Align budgets to maximise the impact on outcomes.
 - Remove barriers to flexibility of funding by designing and delivering services around people.
 - Require public bodies to work collaboratively within community planning partnerships to deliver shared outcomes, take action to address local priorities and align local funding.
 - Enable third sector partners to participate and contribute in local plans.

- Through COSLA, councils will be asked to prioritise spending to agreed key outcomes, ensure joint plans across planning partnerships can deliver outcomes, including sharing resources, and share and learn from best practice.
- No cap or freeze in locally determined increases in council tax.
- Commitment to expand councils' ability to raise additional revenues, including progression of the local visitor levy bill.

The finance circular confirms that a number of funding distributions have still to be allocated at individual local authorities level in 2023/24, including teacher induction scheme funding. As noted in section D.3, the Scottish Government announced £32.8 million of flexible schools workforce funding on 25 January 2023. For the purposes of estimating council funding for 2023/24, it has been assumed that these funding streams will be at 2022/23 levels. Once distribution is announced, and an updated finance circular is received, the council's income and expenditure budgets will be updated to reflect confirmed funding.

Estimated grant funding for the council for 2023/24 is £411.111 million as set out as follows.

Table 9: Movements in West Lothian Council Revenue Grant Funding 2023/24

	£'m	£'m
2022/23 Scottish Government Grant Funding (less one-off funding)		392.276
Movement in Core Scottish Government Grant Funding		2.392
Funding Effectively Ringfenced for Scottish Government Priorities		
Children and Young People	2.484	
Health and Social Care	2.899	
2022/23 Pay Award	9.811	
Other Movements (including removal of funding for one-off commitments)	1.249	16.443
2023/24 Scottish Government Grant Funding		411.111

The continued use of effective ringfencing of funding means that the actual level of resources available to support existing services is being constrained. Since 2014/15, the council has received a cash increase in funding of £76.6 million. In that same period, funding of £86.2 million has been provided for Scottish Government additional spending commitments. This means that since 2014/15, the net position is that the council has received a cash cut of £9.6 million in core revenue funding.

Table 10: Movement in Core Scottish Government Grant Funding 2014/15 to 2023/24

Year	Effective Ringfenced 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
2022/23	20.553	(1.462)	19.091
2023/24	16.443	2.392	18.835
Total	86.230	(9.647)	76.583

D.7.2 Council Tax Income 2023/24

The remainder of the council's recurring funding is raised through council tax, where increases in income are calculated on an incremental basis. In line with legislative requirements, whereby council tax has to be agreed annually, the following assumptions have been made for 2023/24:

- An increase of 4.5% from 2022/23 levels, generating additional income of £4.2 million.
- Budgeted council tax collection rate is 97.75% (although noting that there is a saving measure to increase rates to 98% and maximise collection).
- The council tax yield for 2023/24 is calculated using the Band D return which was submitted to the Scottish Government in August 2022.
- The estimated total income raised from 2023/24 council tax billing is £97.861 million, including £1.2 million from new house building up to August 2022.
- Other council tax income of £844,000 is based on the recovery of prior year council tax, with further income of £548,000 from the saving measure to maximise collection.

Taking account of Scottish Government recurring grant funding and council tax income, total funding for the council for 2023/24, including time limited funding to balance the recurring budget, will be £524.994 million as set out in the table below.

Table 11: Total Funding 2023/24

	Total Funding 2022/23 £'m	Movement 2023/24 £'m	Total Funding 2023/24 £'m	%
Scottish Government Grant Funding	392.276	18.835	411.111	80
Historic Health and Social Care Funding	10.190	0.000	10.190	
Council Tax – Current Year per Band D Report	92.405	5.456	97.861	19
Council Tax – Prior Year	0.844	0.548	1.392	
Total Recurring Funding	495.715	24.839	520.554	
Time Limited Funding to Balance Recurring Budget	2.647	1.793	4.440	1
Total Funding for Core 2023/24 Budget	498.362	26.632	524.994	100

D.7.3 Council Tax Bands 2023/24

Based on the above assumptions, the estimated Band D council tax product is £71,231 in 2023/24 and council tax levels for each property would be as follows:

Table 12: Council Tax Bands 2023/24

Council Tax Band	Number of Chargeable Dwellings	% of Chargeable Dwellings	Council Tax 2022/23 £	Council Tax 2023/24 £
A	16,846	20.8%	876.47	915.91
B	24,329	30.0%	1,022.55	1,068.57
C	10,263	12.7%	1,168.63	1,221.22
D	8,980	11.1%	1,314.71	1,373.87
E	10,345	12.8%	1,727.38	1,805.11
F	7,012	8.6%	2,136.40	2,232.54
G	3,083	3.8%	2,574.64	2,690.50
H	194	0.2%	3,221.04	3,365.98
Total	81,052	100.0%		

There are 13,953 households in receipt of a council tax reduction through the Council Tax Reduction Scheme (CTRS) of which 11,279 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 21.4% of households receive CTRS. There are also other discounts and exemptions available to reduce the tax burden for the most vulnerable in society. CTRS and other discounts and exemptions continue to be actively promoted to encourage uptake.

The weekly and monthly increases in bills for each of the bands, based on a 4.5% increase, are provided in Table 13 on the following page:

Table 13: Weekly and Monthly Increases in 2023/24 Council Tax Bills Based on 4.5% Uplift

Council Tax Band	Weekly Increase £	Monthly Increase £
A	0.76	3.29
B	0.88	3.83
C	1.01	4.38
D	1.14	4.93
E	1.49	6.48
F	1.85	8.01
G	2.23	9.65
H	2.79	12.08

D.7.4 Service Budget Expenditure 2023/24

The recurring expenditure budget for 2023/24 is £524.994 million, equivalent to the total funding available as set out in section D.7.2 of the report, with £4.440 million of the recurring budget in 2023/24 funded by one-off resource. The recurring budget position takes account of the proposed budget saving measures for 2023/24. The service budgets for 2023/24 are summarised in the table below with more detail in Appendix 6. Further information on time limited investment is provided in section D.8.1 of the report and Appendix 7.

Table 14: Overall Service Budget Expenditure 2023/24

Service	Base Budget 2022/23 £'m	Base Movement 2023/24 £'m	Base Budget 2023/24 £'m	Time Limited 2023/24 £'m	Total Revenue Budget 2023/24 £'m
Corporate Services	10.415	0.464	10.879	0.000	10.879
Housing, Customer & Building Services	8.663	0.991	9.654	0.680	10.334
Operational Services	62.331	(0.230)	62.101	2.845	64.946
Social Policy – Non IJB	35.418	1.193	36.611	0.627	37.238
Planning, Ec. Development & Regeneration	4.223	(0.060)	4.163	1.506	5.669
Education	207.053	11.444	218.497	0.249	218.746
Chief Executive/Finance & Property Services	30.314	6.321	36.635	1.084	37.719
Non Service	48.622	2.624	51.246	0.000	51.246
Total	407.039	22.747	429.786	6.991	436.777
Resources Delegated to IJB	91.323	3.885	95.208	0.000	95.208
Total Budget	498.362	26.632	524.994	6.991	531.985

D.8 GENERAL FUND BALANCE AND OTHER RESERVES

D.8.1 Time Limited Resources

In recognition of the financial pressures facing the council, with constrained funding in a time of extremely high inflation, Council Executive agreed on 6 December 2022 that identified one-off amounts should be reprioritised and held in contingency for supporting delivery of the five year revenue strategy. In addition, Council agreed on 24 January 2023 changes to accounting for service concessions which provides additional one-off resources to support delivery of the council's financial strategy. Total one-off resources, including a one-off teachers strike saving agreed by Council Executive on 7 February 2023, are summarised in the following table:

Table 15: One-off Resources Earmarked to Support Financial Strategy

	£'m
Items Agreed by Council Executive 6 December 2022	7.8
Service Concession Retrospective Adjustment Agreed 24 January 2023	26.9
Teachers Strike Saving Agreed 7 February 2023	0.6
Total Resources	35.3

As noted in section D.6.1 of the report, one-off resources of £6.4 million are required in 2023/24 and 2024/25 to facilitate delivery of agreed recurring budget saving measures and deliver a balanced recurring budget by 2025/26. In addition, during the development of the five year strategy and three year detailed budgets a number of risks and pressures have materialised that require additional one-off funding to help mitigate the potential impact on the council's budget.

- Following the pandemic waste tonnage levels remain high. To enable further analysis to be undertaken to identify if this increase is permanent, funding of £209,000 is required in 2023/24.
- Over the last two years school meal prices were frozen and reduced using funding received to support Covid-19 recovery. With the cessation of this funding, school meal prices will return to pre-pandemic levels. To minimise the impact on parents and carers, one-off funding of £165,000 is proposed in 2023/24 to phase the reinstatement of previous prices over two years.
- As reported in the council's quarterly budget monitoring updates to Council Executive during 2022/23, additional support needs (ASN) transport budgets have experienced increases in demand and contract prices. Work will be undertaken during 2023/24 to review ASN transport, however one-off funding of £580,000 will be required in the forthcoming year.
- The homelessness budget has been under considerable pressure for a number of years. Due to the scale of the pressure, and acknowledging that it will take time for spend to reduce as action is taken to mitigate costs, further one-off resources totalling £1 million are required providing £500,000 in each of the years 2023/24 and 2024/25. This is in addition to the £700,000 recurring funding in the budget model.
- Supply chain and market pricing pressures associated with council vehicles means one-off resources of £1.7 million are required over 2023/24 and 2024/25 to enable officers to undertake a fundamental review of vehicle requirements across the authority.
- To support implementation of changes within education and schools, a transitional fund of £1.2 million is proposed to be used over 2024/25 and 2025/26.
- As noted in the new ten year capital investment strategy report, there is significant investment required to address issues around reinforced autoclaved aerated concrete (RAAC) roofs across the school estate, most notably at St Kentigern's Academy. With the results of comprehensive surveys for St Kentigern's not being available until the spring, it is recommended that a £5 million contingency is retained for potential works at the school.

During the course of 2022/23, rising energy costs and inflation at an unprecedented high level, along with unbudgeted costs associated with pay, mean that the council's in year budget position, as well as the projected gap, has been subject to considerable pressure. Recognising that the council is facing a financial challenge of a magnitude never experienced before, and the fact that the council has the lowest unallocated General Fund Balance in Scotland, it would be prudent to create an inflation and risk reserve of £6 million. Feedback from other councils across Scotland indicates that many others are establishing such a reserve to help de-risk councils' budget positions.

In summary, the following commitments are proposed to be funded from the one-off resources:

Table 16: Proposed One-off Commitments

	£'m
Total Resources	35.3
Proposed Commitments	
Amounts Required to Balance Three Year Budget on a One-off Basis	(6.4)
Inflation and Risk Reserve	(6.0)
Reinforced Autoclaved Aerated Concrete (RAAC) Contingency	(5.0)
Devolved School Management (DSM) Transitional Fund	(1.2)
Housing Need and B&B Budget Pressure	(1.0)
Fleet and Vehicle Budget Pressure	(1.7)
Additional Support Needs Transport Budget Pressure	(0.6)
Waste Tonnes Budget Pressure	(0.2)
School Meal Price Phasing	(0.2)
Balance of Resources	13.0

Given the continued financial uncertainty, and the council having a remaining budget gap in 2026/27 and 2027/28 for which recurring budget savings have yet to be identified, it is proposed that the balance of resources is held in contingency to support the ongoing deliverability of the five year revenue strategy and ten year capital investment programme. The continued level of uncertainty surrounding the economic outlook and the ongoing challenge to the financial sustainability of local government means that there have been regular budget changes and pressures, as has been borne out in the budget monitoring for 2022/23 and the regular updates to Council Executive on the five year budget model. It is recommended that the Head of Finance and Property Services continues to keep the use of one-off resources, including the remaining balance, under review as part of the council's risk based approach to budget monitoring.

In addition to the recommended commitments outlined in table 16, the council has other time limited investment covering key priority areas such as Covid-19 response and recovery, employability support, Anti-Poverty interventions and winter resilience. Full detail of one-off investment, incorporating the proposed commitments above, is included in Appendix 7 with service budget schedules in Appendix 6 also including time limited investment.

D.8.2 General Fund Balance and Other Reserves

Local authority accounting standards require that when reporting on 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 8.

The council's outgoing external auditor, EY LLP, noted each year that the council has the lowest unallocated General Fund Balance of all Scottish local authorities as a percentage of the budget. Although this level of uncommitted reserve represents a risk, especially in this extremely uncertain time where unbudgeted financial pressures can arise due to factors out with the council's control, EY assessed the council's reserves arrangements and targets to be appropriate considering its wider financial position. EY again noted in its annual audit report that the council continues to demonstrate a strong track record of identifying and delivering planned savings to achieve balanced budgets.

During, and following the pandemic, council reserves across Scotland increased in response to, and as a result of, Covid-19. As councils continue to face financial challenges relating to recovery, compounded by challenges related to the cost of living crisis and unprecedented price increases especially in relation to energy, reserves will continue to play a key role in ensuring the financial resilience and sustainability of councils. In the short term, council reserves are expected to remain at a higher level to help ensure there are sufficient resources to address the financial challenges facing the council over the medium term. This is particularly the case in relation to Scottish Government specific grants paid late in the financial year.

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 and 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 2023/24.

The proposed minimum level of £2 million represents 0.38% of the core revenue budget for 2023/24. Although the council has the lowest unallocated General Fund Balance in Scotland, as shown in the most recent Local Government Benchmarking Framework (LGBF), and despite the uncertainty faced, this level is assessed as appropriate as long as the council has, and continues to deliver, clear financial planning arrangements, sound financial management and appropriate earmarked reserves. This position is further supported by the proposed creation of an inflation and risk reserve and retention of one-off resources in contingency to support the ongoing deliverability of the five year revenue strategy and ten year capital investment programme as noted in section D.8.1.

The level of reserves is assessed as being required for its stated purpose. 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 8. If 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 draft capital investment programme to 2032/33, 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 subject to the council continuing to have in place financial planning arrangements that comply with the Financial Management Code.

Officers have 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 8.

D.9 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 9 and incorporate the Housing capital investment programme approved by Council on 7 February 2023 and the General Fund capital investment programme being reported to Council at this meeting.

In December 2021 CIPFA issued a revised Treasury Management Code of Practice and Prudential Code which included amendments to prudential indicators. Councils must comply with the new codes from 2023/24, therefore the prudential indicators in Appendix 9 incorporate the required changes. By 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.10 INTEGRATED IMPACT ASSESSMENT (IIA)

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 WL2028 Your Council, Your Say consultation provided opportunities for partners, staff, trade unions, service users and members of the public to provide their views on proposed priorities and budget saving measures. As well as contributing to the overall consultation feedback, it provided input to help inform integrated impact assessments. As projects progress and develop, there continues to be further engagement with representative groups and service users to help inform IIAs.

In line with the council's agreed financial planning principles, all budget saving options were presented to policy development and scrutiny panels in late January 2023. Equality integrated relevance assessments were provided to the panels on all budget saving options and, where options were assessed as having a potential impact on a protected group or characteristic, based on judgements regarding relevance and proportionality, full IIAs were also provided. All relevance assessments and IIAs are available on COINS for reference.

A summary of the council's approach to integrated assessments is provided in Appendix 10, along with a cumulative impact assessment of all budget saving measures to identify where individual measures could have a collective impact on protected groups. The process is designed to identify equality issues and potential interventions to address them rather than to raise a barrier to decision making. The results are essential to a sound decision making process and outcomes.

D.11 RISKS AND UNCERTAINTIES

There are significant risks and uncertainties associated with the short, medium and long term financial assumptions outlined in this report. There are a number of risks, uncertainties and potential cost pressures that could impact on the ability of the council to balance the five year revenue strategy and three year detailed revenue budgets. Whilst acknowledging that the planning assumptions are subject to uncertainty due to the planning time horizon, some of the general risks and uncertainties are:

- The future level of Scottish Government grant funding, with a one year settlement being provided for local government.
- Policy changes by the UK or Scottish governments which restrict flexibility to deliver services locally, including implications associated with education input measures and the National Care Service.
- New legislation and national commitments where inadequate funding is provided.
- Continued wider economic uncertainty from the impact of the UK leaving the EU and recovery from the pandemic on public spending.

Other, more specific areas of risk for West Lothian Council include:

- Pay, for both 2022/23 and future years, with a revised offer tabled for teaching staff on 14 February 2023 which involves the Scottish Government providing funding for costs above 3% for teaching staff and no public pay policy for 2023/24 currently announced by the Scottish Government.
- Increase in costs in demand led services greater than forecasts, creating additional pressures.
- In this time of unprecedented high inflation, contract inflation being considerably greater than the amounts provided for in the model, especially in the highly volatile areas of energy and transportation.
- Supply chain and market pricing pressures.
- House building assumptions of 900 per year are not realised resulting in changes to council tax and school demographic assumptions.
- Full delivery of approved budget saving measures not being achieved.
- Following the application of one-off funding in recent years to support recovery from the pandemic, expenditure pressures remain or new pressures emerge.
- Although recurring and further one-off funding has been identified for ongoing homelessness pressures, significant action will have to be implemented quickly to ensure overall pressures can be brought within the revised budget.

Reflecting on the Accounts Commission's recommendation that risks should be explicit and considered by councillors as part of their scrutiny role whilst approving the revenue budget, an assessment of the risk to deliverability of each of the budget saving measures is included in Appendix 4. This includes an assessment of the level of the risk, the potential impact of the risk materialising and mitigating actions to help manage the risk. The scoring of risks is consistent with the council's corporate risk assessment methodology developed by Audit, Risk and Counter Fraud.

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. In addition concurrent risks is a standing item considered by the council's Governance and Risk Committee.

E. CONCLUSION

The report enables the Council to agree a high level revenue budget strategy for the five years 2023/24 to 2027/28 and detailed revenue budgets for the three years 2023/24 to 2025/26. It enables the Council to make decisions that will meet the statutory obligation to set a balanced budget and council tax levels for 2023/24. The report incorporates all previous decisions by the Council and Council Executive regarding the council's priority based approach to financial planning.

The report sets out saving measures of £29.9 million, excluding the IJB saving assumption, that would assist the council in balancing the revenue budget over the five years, leaving a balance of savings of £3.9 million to be identified in the last two years. With regard to the three year budget, by 2025/26 the council will have a balanced recurring budget, however the phasing of the saving measures within the first three years means that some one-off resources are required to provide sufficient time to implement required changes. It is assessed that the use of one-off resources in the short term to support deliverability of a balanced budget on a recurring basis by 2025/26 is acceptable within the parameters of the council having a strong and tested approach to financial planning and a clear direction towards ensuring ongoing financial sustainability.

The report includes recommendations on use of time limited resources to support the council's revenue financial strategy and budget, as well as investment in key priority and pressure areas. A balance of one-off resources of £13 million remains which it is recommended is retained in contingency to support the ongoing deliverability of the five year revenue strategy and ten year capital investment programme, which are subject to considerable risk and uncertainty.

Agreement of the five year revenue budget strategy and three year detailed revenue budgets will enable the council to build upon the established strategic approach to financial planning and to meet the challenges of funding restrictions and spending pressures. If agreed, the savings measures will enable the council to balance the budget whilst continuing to deliver shared priorities.

The report also recommends maintaining the uncommitted General Fund Balance at £2 million and asks Council to approve the mandatory prudential indicators as required by the Prudential Code.

The council has a robust process for conducting equality impact assessments on changes to policy and resources related to the budget setting process. Officers have given due regard to the findings of integrated relevance and impact assessments in the development of individual service budget proposals.

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

Future Budget Strategy 2023/24 to 2027/28 – Financial Context and Proposed Approach – Report by Head of Finance and Property Services to Council Executive on 26 October 2021

Revenue Budget 2022/23 – Report by Head of Finance and Property Services to West Lothian Council on 15 February 2022

Scottish Spending Review 2022 and Future Budget Strategy 2023/24 to 2027/28 Update – Report by Head of Finance and Property Services to Council Executive on 21 June 2022

Public Consultation Approach 2022 – Report by Depute Chief Executive to Council Executive on 21 June 2022

Scottish Local Government Settlement – Report by Head of Finance and Property Services to Council Executive on 16 August 2022

Scottish Government Programme for Government 2022/23 and Other UK and Scottish Government Announcements – Report by Head of Finance and Property Services to Council Executive on 4 October 2022

WL2028 Your Council, Your Say – Public Consultation – Report by Depute Chief Executive to Council Executive on 4 October 2022

Autumn Statement and Scottish Budget Announcements 2022 – Report by Head of Finance and Property Services to Council Executive on 6 December 2022

WL2028 Your Council, Your Say – Public Consultation – Report by Depute Chief Executive to Council Executive on 20 December 2022

Scottish Budget 2023, Local Government Finance Settlement 2023/24 and Revenue Budget Update – Report by Head of Finance and Property Services to Council Executive on 17 January 2023

Accounting for Service Concession Arrangements – Report by Head of Finance and Property Services to West Lothian Council on 24 January 2023

Revenue Budget Strategy 2023/24 to 2027/28 – Report by Lead Officer for the Panel to Corporate Policy & Resources Policy Development and Scrutiny Panel on 26 January 2023

Council Tax Scenarios – Report by Head of Finance and Property Services to Corporate Policy & Resources Policy Development and Scrutiny Panel on 26 January 2023

Revenue Budget Strategy 2023/24 to 2027/28 – Report by Lead Officer for the Panel to Social Work & Health Policy Development and Scrutiny Panel on 30 January 2023

Revenue Budget Strategy 2023/24 to 2027/28 – Report by Lead Officer for the Panel to Economy, Community Empowerment & Wealth Building Policy Development and Scrutiny Panel on 31 January 2023

Revenue Budget Strategy 2023/24 to 2027/28 – Report by Lead Officer for the Panel to Environment & Sustainability Policy Development and Scrutiny Panel on 31 January 2023

Revenue Budget Strategy 2023/24 to 2027/28 – Report by Lead Officer for the Panel to Education Policy Development and Scrutiny Panel on 31 January 2023

Revenue Budget Strategy 2023/24 to 2027/28 – Report by Lead Officer for the Panel to Public & Community Safety Policy Development and Scrutiny Panel on 31 January 2023

2022/23 General Fund Revenue Budget – Month 9 Monitoring Report – Report by Head of Finance and Property Services to Council Executive on 7 February 2023

2023/24 Activity Budget – available on 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
- Local Government Finance Circular 10/2022 Accounting for Service Concession Arrangements, Leases and Similar Arrangements

Appendices/Attachments:

Appendix 1 – Summary of Budget Saving PDSP Meetings (January 2023)

Appendix 2 – Summary of WL2028 Your Council, Your Say Respondent Suggestions

Appendix 3 – Proposed Budget Savings Measures 2023/24 to 2025/26

Appendix 4 – Assessment of Risk of Deliverability of Budget Savings Measures

Appendix 5 – Proposed Schedule of Fees and Charges 2023/24 to 2025/26

Appendix 6 – Revenue Budget Detailed Analysis of Budget Change 2023/24 to 2025/26

Appendix 7 – Time Limited Investment 2023/24 to 2025/26

Appendix 8 – Statement on General Fund Balance and Other Reserves

Appendix 9 – 2023/24 Prudential Indicators

Appendix 10 – Revenue Budget Strategy Approach to Equality Impact Assessments

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Donald Forrest
Head of Finance and Property Services
21 February 2023

DATA LABEL: PUBLIC

Appendix 1 – Budget Saving Options PDSPs (26 to 31 January 2023)

Corporate Policy & Resources PDSP (26 January 2023)

General Questions

Question	Councillor/ Representative	Officer Response
1. Community wings are not included in the review of community centres, is this because they are part of the school estate?	Cllr Sullivan	Community wings are not included in the review of community centres as these will be assessed as part of the alternative accommodation which would be available to community groups who are currently using community centres.
2. Is there a time in motion study for jobs going out and would that create greater efficiency?	Chair of Community Councils	The council has set service and performance targets. All service performance is monitored against those targets. The council also undertakes benchmarking comparing provision and performance against other local authorities. There are processes in place to ensure performance is being monitored.
3. What is the council's organisational change procedure?	Chair of Community Councils	The council's Workforce Management Policy and supporting procedures set out the approach to dealing with the employment implications of organisational change. The procedures cover arrangements for consultation with staff and trade unions and include procedures for managing the redeployment of staff who become displaced. These arrangements have been used for many years to successfully support service restructures and assist in the deployment of staff.
4. Could there be a higher rise in council tax for upper bands and smaller increase in lower bands? (question from member of the public)	Cllr Sullivan	The same percentage increase for council tax has to apply to each council tax band. The council has no power locally to set a differential increase in council tax for individual bands.
5. Trade unions are interested in the measures taken after reductions to ensure remaining staff are not expected to deliver the same level of service. What measures will be taken to support staff? Trade unions will vigorously intervene if there are reductions in staffing levels but the same level of service is expected to be delivered.	Trade Union Representative	There is information that sets out the anticipated impact on service performance and quality. Some saving measures identify the need to reduce service standards and recognise that if changes are adopted it will affect performance and service standards. Other saving measures identify that no adverse impact is anticipated. Technology and process improvements will be key for many services in implementing changes whilst continuing to deliver the same level of service. For some areas, service standards will have to be reviewed and revised in light of reduced resources.

General Comments

Comment	Councillor/ Representative
1. The council has delivered £150 million of savings from 2007/08 to 2022/23 with a further £47.6 million for the next five years. This is £197.6 million over 20 years, almost £10 million a year. With the Scottish Government providing 80% of the council's income, the income received is not sufficient. There is a concern about the level of service provided to communities and the future of councils in Scotland.	Cllr Sullivan
2. Respondents feel council tax bandings are no longer fit for purpose and should be replaced but this is the responsibility of the Scottish Government. Council tax has been in place for 30 years with valuations unchanged from that time. Council tax should be updated and modernised to ensure it benefits the communities it serves.	Cllr Conn

Questions on Specific Saving Options

Ref	Question	Councillor/ Representative	Officer Response
C1b	What is meant by change to lone worker devices?	Cllr Kenna	The lone worker device is a safety device that is carried by employees who work on their own. This proposal seeks to change the current fob device to a mobile phone application. A pilot was undertaken demonstrating that moving to this solution.
C2c	What is being proposed in this saving?	Cllr Kenna	There are currently three teams delivering members support. The proposal would look to centralise resources to deliver efficiencies. The review and centralisation of administrative support would provide benefits, ensuring support and cover is available for all members (e.g. when staff are on annual leave).
C2d	What will we be doing to make sure new technology is fit for purpose and provides benefits to staff and customers?	Trade Union Representative	The council has invested significantly in technology to improve the experience of customers and staff as well as supporting the delivery of services. The council will continue that approach with proposals for future council IT investment included in the capital programme to be presented to Council on 21 February 2023.
H2b	What discussion has there been with staff in relation to the reduction of 17 FTE in community centres? Concerns raised about publication of staffing reductions before consultation with staff.	Trade Union Representative	Currently these are officer proposals therefore there has been no detailed discussions with staff. Heads of Service have discussed with service managers how to communicate with staffing groups with the aim of ensuring that staff have as much information as possible in advance of decisions being taken by elected members in February. Following approval of the budget, full engagement and consultation will be undertaken with staff and trade unions.
H3a	What consideration has been given to villages where the community centre is the only community resource?	Cllr Conn	An extensive exercise is being undertaken to map community facilities across the authority and the activities and services delivered in community centres. The priority of this project is to work with community groups to encourage community asset transfer. It is proposed the project is taken forward in two phases with the second phase focusing on working with communities in relation to community asset transfer. This includes providing advice and resources to community groups to support community asset transfer.

Ref	Question	Councillor/ Representative	Officer Response
H3a	If the community centre is the only community asset within a particular locality, and there are no other facilities, would consideration be given to retaining that community centre?	Cllr Sullivan	These are currently officer proposals, the results of the mapping exercise will be presented to elected members for consideration and approval of specific proposals for individual locations. Where there is no alternative within a community, the council would work with community groups to encourage community asset transfer. It is not the intention to leave communities with no capacity.
H3a	What does the community centre portfolio contain and what community centres would be rationalised?	Cllr Kenna	The proposal looks to rationalise and review all community centres. The priority is to work with community groups to encourage and support community asset transfer. However, where this is deemed unsuitable or community groups are not able or willing to take on community asset transfer, it will be about the relocation of community activities to other locations. An extensive mapping exercise is currently underway.
H3a	How will the council support community groups? If asset transfer fails does the asset return back to the council?	Chair of Community Councils	Significant support and advice will be available for groups who are interested in community asset transfer. The council will work with groups to ensure that plans are sustainable. The asset would have transferred to the community group and therefore would not transfer back to the council.
H4a	Which and how many communities will have no library facilities after this measure is introduced?	Cllr Kenna	The proposal seeks to close the standalone libraries. There are four of these – Craighinn, West Calder, Almondbank and Pumpherston. It is proposed to retain libraries located in partnership centres, with no reduction in the book stock across West Lothian. This would concentrate stock in fewer locations. Demand for library services reduced during and since the pandemic, however demand for the service was in a steady decline before the pandemic.
F2a F3a F3d	Will reduced staffing in the Anti-Poverty Service have an adverse impact on other related anti-poverty measures?	Trade Union Representative	The Anti-Poverty Service works closely with other areas of the council and community planning partners. It is anticipated that overall demand will reduce with the service working to change how services are provided and accessed over the three year period. The phasing of the saving reflects the anticipated reduction in demand over this period. It includes reviewing and streamlining internal processes. The service has been successful in securing external funding which has helped strengthen the capacity of the team. The council will continue to investigate opportunities for external funding for specific interventions. It is also anticipated that there will be a reduction in housing benefit caseload due to changes in benefits and the introduction of Universal Credit.
F2c	What steps are to be taken to increase council tax collection to 98%?	Cllr Kenna	The Revenues Unit have a team focusing on increasing the collection rate. The council targets aged debt and is working with the HMRC to potentially be part of a pilot that would allow access to additional information to support wage arrestment. In recent years council performance in relation to collection has been good with in-year collection increasing. This will be a challenging target but it is assessed as deliverable.

Ref	Question	Councillor/ Representative	Officer Response
F3d	How will the saving be achieved? Note that a service review will be undertaken but how will this impact vulnerable families?	Cllr Kenna	The saving is phased into year three. Although the Anti-Poverty Service is currently experiencing very high demand, it is anticipated that the level of demand will reduce between now and year three. How customers access the service is changing rapidly, particularly with the automation of processes and availability of alternative customer access channels. These changes, and the resulting improvement in productivity, increases service capacity with more customers seen in the same time frame. In addition, the service is working to simplifying processes over the next two years. With staffing turnover within the service, this will help deliver the staffing reduction. Extensive discussions have taken place on this measure and officers are confident that the saving can be delivered whilst still providing an appropriate level of service to the most vulnerable.
F4a-e	How will the energy savings be delivered? What swimming pools will be closing?	Cllr Kenna	The unprecedented increase in gas and electricity costs is putting extreme pressure on the energy budget which is having an adverse impact on the council's overall budget. Council Executive agreed that officers would provide a report on 7 February 2023 outlining more detail on energy mitigations. More information will be provided on how F4e will be delivered in that report. In 2023/24 the council will take a range of actions to reduce consumption across the estate. For 2024/25 the council will continue to implement general efficiency measures as well as undertaking a full review of council assets, including a review of swimming pools in conjunction with West Lothian Leisure. Pools are high users of energy therefore it is proposed to undertake a holistic review of all provision. At this stage no specific proposals have been developed in relation to any specific pool. Proposals will be developed after the full review is completed.
F4b	Installation of PV Panels – would it be possible to expand the scheme to increase savings?	Cllr Kenna	Yes and there will be some proposals coming to Council Executive in February on expansion of installation of PV panels.
F4b	Does this include a maintenance programme for solar PV panels?	Chair of Community Councils	All savings and costs have been factored into the proposals. The Energy Manager works closely with other councils to determine the full asset lives of installations and identify all service requirements and costs. Installation of PV panels has to be manageable and sustainable with costs being prudent and affordable within available resources.
F5a	What would be the consequences for current staff? For any new operator would it be a condition of the contract for them to employ existing staff?	Cllr Kenna	Staff who are currently employed at the café would be able to be redeployed to other facilities across the council. This would mean no loss of employment for current staff at the café.
F6a	What administrative offices will be closed?	Cllr Kenna	Focus is on standalone buildings that are not part of partnership centres. That may include looking at St David House, Arrochar House and Torridon House.

Social Work & Health PDSP (30 January 2023)

General Questions

Question	Councillor/ Representative	Officer Response
1. What assurance can be provided that family support workers will not be expected to undertake roles above their pay grade/qualification?	Trade Union Representative	There will be no expectation that family support workers undertake an enhanced role as part of the proposals on potential saving options.
2. Will the Scottish Government's announcement that councils will not be allowed to reduce teacher numbers mean that additional savings will be required in social work?	Trade Union Representative	Guidance is awaited from the Scottish Government on the specific restrictions that will be placed on councils in respect of teacher savings. The implications on the council's proposed teacher savings will be considered along with any additional shortfall in the council's budget gap.
3. What are the financial implications resulting from National Care Service proposals on children and families social care services?	Cllr Logue	The current National Care Service proposals did not include specific costs related to children's services so any implications are unclear at this stage
4. For savings with staffing reductions will there be options to relocate/redeploy staff to other roles?	Cllr Smith	It is anticipated that staffing savings in administrative and business support posts can be achieved in the initial years through natural departures. Further work will be undertaken in respect of delivering future year staffing reductions and savings.

General Comments

Comment	Councillor/ Representative
1. Welcomed the proposals around the development of adoption and fostering services in West Lothian which has the potential to make a big difference to service provision.	Cllr Smith
2. Notes there will be vigorous defence of staff if there is any attempt to insist services can continue unchanged with a reduced number of staff. Anticipate that some of these measures will result in more complaints from customers towards staff.	Trade Union Representative
3. Challenges are unprecedented and will impact on all services. Thanks to all for the input and comments which will be included as part of the budget report.	Cllr McMillan

Questions on Specific Saving Options

Ref	Question	Councillor/ Representative	Officer Response
S1a	Is this being developed in-house or will it be purchased and have a maintenance contract?	Cllr Smith	The council has commissioned a new system and, as part of that, there is a maintenance contract for the duration of the contract.
S2c	How will the work of remaining administrative staff be prioritised given reduced numbers?	Trade Union Representative	The service will undertake a review of workload to ensure staff are not overburdened. Given changes already implemented, and existing pressures, it is important that a full review is undertaken.

Ref	Question	Councillor/ Representative	Officer Response
S2c	Will review of administrative tasks take account of tasks that professional staff will be required to undertake which may take them away from frontline duties?	Trade Union Representative	It is expected that the new system replacing SWIFT will be an easier system for staff to use, reducing time taken on administrative tasks.
S2c	In terms of the consultation exercise, are officers confident that the public agrees with administrative savings in social work? How many comments were received requesting further information before respondents could comment on proposal 1A?	Trade Union Representative	The public will have commented generally on these type of savings and will have seen social work services as part of that process. The information available is not sufficiently detailed on the Social Policy aspects but 168 of the consultation responses to 1A had no comment to make and 551 advised they agreed with the proposal.
S3a	What does this saving relate to and what is included in the contracts?	Chair of Community Councils	Contracts cover a range of services and relate to payments to third parties and partner organisations (total budget of £3.6 million). Initial savings have already been achieved through an underspend in existing contracts. A review of all remaining contracts against planning priorities will be undertaken to reduce or end some contracts. This will be subject to a review of the contribution to shared priorities.
S3a	Are there examples of non-essential services and the budget underspend for commissioned services?	Cllr Smith	There has been a high level review of contracts at this stage with a much more detailed review to be undertaken to assess contracts against priorities. The outcome of this will be reported to PDSP at later date once the review is complete.
S4a	It has been noted that savings can be made because there are other initiatives that widen access – what are these other initiatives?	Cllr Smith	The service is confident that saving can be delivered without adverse impact. There is a range of other multi agency support available which are more accessible including Getting into Summer programme, disability holiday clubs and Whole Family Wellbeing Fund. Social Policy also work closely with the Anti-Poverty Service to promote initiatives and available support.
S4b	Various statements have been made on improved performance and reduced risks of adoption breakdown. What evidence is there that performance will improve with a new service?	Cllr Smith	The current service only provides support for West Lothian foster carers who wish to become adopters. This development would bring the council in line with many other areas in Scotland. As a result, the council would recruit adopters and provide a support service for adoptive families.
S4c	Is the intensive fostering service for older children?	Cllr Smith	There are three elements to this proposal. 1. Enhance the number of foster care households. 2. Develop an intensive foster care service for a small number of children who have very complex needs. 3. Provide more family based care for children with a disability where short breaks from care are required.
S4c	What will the council do differently to increase the pool of foster carers?	Cllr Smith	There will be additional resourcing in this service, with a focus on recruitment to increase foster households from 85 to 90 households. The intensive foster care service will provide enhanced financial support for foster carers.

Economy, Community Empowerment & Wealth Building PDSP (31 January 2023)

General Questions

Question	Councillor/ Representative	Officer Response
1. The report does not reference funding for the third sector. Reassurances sought that funding will not be reduced.	Third Sector Representative	The proposals presented to the PDSP do not include any proposals to reduce third sector funding.
2. Is information available on the impact proposals will have on outputs? How can comparisons be made of the impact different measures will have on outputs?	Cllr Borrowman	For all saving proposals, except for West Lothian Leisure (WLL), there will be no impact on the service being delivered by the council. For P2a there will be an improvement in the service being delivered. The council has performance indicators which provide information on inputs and outcomes. Agreed that this information would be made available to a future meeting of the Panel.

General Comments

Comment	Councillor/ Representative
1. Welcomed that the voluntary organisation budget had not been impacted by the proposals. Concern raised about reductions in funding to West Lothian Leisure (WLL) before the impact on service delivery is known. It is positive that there are no reductions to WLL in year one, recognising that Covid-19 recovery funding ends in 2022/23.	Cllr Miller
2. West Lothian Leisure should give consideration to core users when making decisions that impact on service delivery.	Cllr Pattle
3. Concern raised about reductions in funding to West Lothian Leisure (WLL) before impact on users and services is known. WLL should provide a full proposal of changes before the council agrees to make reductions in funding. If the management fee is withdrawn, consideration should be given to council appointed directors on WLL's board.	Chair of Community Councils
4. Councillors do not want to make reductions to services, however decisions are required based on the funding restrictions facing the council.	Cllr Sullivan

Questions on Specific Saving Options

Ref	Question	Councillor/ Representative	Officer Response
P1a P1b	How will the staffing reduction of 3.5FTE be achieved? How will the council ensure that remaining staff will not be required to undertake extra work?	Trade Union Representative	The staffing saving has already been achieved as a result of vacancies. There will be no impact on remaining members of staff as service changes will result in a reduced overall workload. For P1a there will be significant changes in planning regulations from 13 February 2023 which will mean that the local development plan will be updated every ten years rather than the current five years. Additional resource will be provided in the short term to help prepare the current local development plan.

Ref	Question	Councillor/ Representative	Officer Response
P1a	It is unlikely that planning application (development management) workload will reduce. How will the council be able to reduce staffing levels within that context? Will the council have sufficient resources to prepare the local development plan which is required in the coming year?	Chair of Community Councils	In recognition of pressures within development management, reassurances provided that none of the savings relate to this area with additional resource recently provided. In the short term, additional resources will be provided to help prepare the current local development plan.
E2a	Cala is currently contesting the legality of developer contributions. Is there any guarantees that sufficient developer contributions will be available for public art?	Cllr Pattle	Legislation allows councils to seek developer obligations however it is also right that developers have the ability to challenge/vary contributions. This is done through S75a with determinations made by an external party. The council has previously successfully implemented this policy however there can be no guarantee regarding the future. In addition, if legislation changes then further consideration would have to be given to existing policies and developer obligations.
E2a	Are there any circumstances of underfunding as a result of developers challenging contributions? Will this be reported to the Panel?	Cllr Sullivan	There will be numerous changes in planning legislation meaning that there will be reporting on planning matters to this PDSP over this period.
E2a	Can the current balance in the fund be confirmed?	Cllr Miller	Information on the current balance will be provided to members.
E2a	Will funding for public art come from developer contributions? What is the current level of funding for art work? Can the current balance in the fund be confirmed?	Chair of Community Councils	The fund is replenished from developer contributions when spend is incurred. Information on the current balance will be provided.
E3b	Is the reduction in funding considered realistic? Have WLL provided any comment on the proposed reduction in funding? What will be the impact of reduced funding? What is the anticipated reduction in staffing?	Cllr Miller	Officers have been in discussion with WLL regarding the proposed reduction in funding and WLL are preparing plans to incorporate the impact of revised funding on service delivery models. The WLL management team believe that the savings are achievable although the WLL Board are responsible for agreeing plans based on reduced funding. WLL's plans have not yet been finalised and they have currently not been shared with the council. The impact on staffing levels will not be known until WLL's plans are finalised.
E3b	It is welcomed that there is no reduction to the management fee in 2023/24, however will there be a reduction in funding in 2023/24 as a result of Covid-19 funding no longer being available?	Cllr Miller	The council provided time limited Covid-19 funding to WLL in 2021/22 and 2022/23 (£1.5 million per year). This funding will not be available in 2023/24 and WLL have been advised of this.

Ref	Question	Councillor/ Representative	Officer Response
E3b	Confirmation sought on phasing of reduction in funding. At the end of the five year period will WLL receive no funding from the council? Who owns WLL's buildings? Does the council have councillors on WLL's Board? When will WLL provide details of their plans to accommodate the reduced management fee?	Chair of Community Councils	Phasing for years one to three are as detailed in the report. The reduction of £996,000 will be phased over years four and five. The current management fee will be removed over the course of the five year budget period. Whilst the management fee will be removed, the council will still provide funding to WLL for elements such as circular swimming and landlord maintenance. The council owns the buildings from which WLL operate. The WLL Board comprises councillors and independently appointed directors. WLL management and council officers also attend board meetings. The WLL Board intends to agree its 2023/24 budget by the end of February 2023 and will agree its longer term plan shortly thereafter.
E3b	The trade union have members who could be impacted by the proposed reduction in the management fee. It is likely that there will be increased competition from private gyms. If WLL cannot accommodate the reduction in funding, are there any alternative plans?	Trade Union Representative	WLL's management team considers that savings are achievable to accommodate the reduction in funding from the council however specific proposals have still to be finalised by WLL. It is expected that savings will be made through efficiencies, modernisation and transformational change.
E3b	Has the council received any indication of WLL's priorities? Will WLL's proposals take into account the impact on individuals in lower socioeconomic groups? Will WLL's proposals consider making more strategic use of the council's school estate?	Cllr Sullivan	WLL is currently preparing its business plan incorporating operational and financial matters. It is anticipated that measures will include efficiencies, modernisation, transformational change, revenue maximisation, customer retention and new business development although plans have currently not been shared with the council. The council is currently undertaking a review of facilities in conjunction with WLL to be incorporated into proposals for future service provision. WLL will assess the impact on individuals in lower socioeconomic groups and will consider how it can work with the council regarding use of the property estate.

Environment & Sustainability PDSP (31 January 2023)

General Questions

Question	Councillor/ Representative	Officer Response
1. How did officers identify which comments from the consultation were relevant to this PDSP's areas of responsibility?	Cllr Calder	All 22,000 comments received were reviewed and split between PDSP categories based on the relevance of their content. Each of the 22,000 comments are available to view on the council's website.
2. How will the staffing reduction of 51FTE be achieved? How will the council ensure that remaining staff will not be required to undertake extra work? How will the council protect staff from increased public complaints due to changes in service provision?	Trade Union Representative	In developing saving options, efforts have been made to keep staffing reductions to a minimum. The proposals will change service delivery which will mean that remaining staff will not have significantly more work to undertake. The council has a zero tolerance policy to abusive behaviour. There has been a slight increase in complaints over the last few years. The Unacceptable Actions Policy and related procedures are in place to protect staff. Further training on these processes can be provided as required.

General Comments

Comment	Councillor/ Representative
1. Some of the proposals may be acceptable to the public but others are quite contentious. The council has made good progress in recycling but consideration also has to be given to climate change. It is hoped that councils will be able to overcome the financial crisis.	Cllr Calder.
2. When decisions are made it may be worth considering the full consultation comments and not the shortened/aggregated version.	Chair of Community Councils
3. Notes there will be vigorous defence of staff if there is any attempt to insist services can continue unchanged with a reduced number of staff. Trade unions have worked to improve pay and conditions for council employees, including the introduction of the Living Wage, and it is unacceptable to the trade unions that some of these proposals will result in reductions to pay (e.g. overtime).	Trade Union Representative
4. Over the last 16 years the council has had to make difficult decisions to address budget pressures, with a focus on reducing spending rather than focusing fully on service delivery. The financial position faced by the council means that previously considered, and not approved, saving measures are being brought forward again for consideration.	Cllr Conn

Questions on Specific Saving Options

Ref	Question	Councillor/ Representative	Officer Response
O1a	If these services are removed what will be in the impact on passengers who currently use the services?	Cllr Calder	This is the proposed removal of a non-statutory service. The IIA sets out in detail the impact on passengers of the removal of services. It is recognised that for some users it will be difficult if services are removed.
O1a	The St Johns Hospital to the Edinburgh Royal Infirmary route (N40X) is an essential service. Should this be funded by the NHS as centralisation of services to ERI is out with the council's control?	Cllr Adamson	The NHS currently provides funding toward this service. When implementing any saving measure there will be dialogue with partners, including other councils and the NHS. It may be that the NHS will continue to fund this service however it is not possible to confirm that at this stage.
O1b	If a child has no access to a commercial service, no safe walking route to school but lives within the minimum distance will they continue to receive school transport?	Cllr Calder	In this circumstance the child would still receive school transport.
O1b	Where school transport will no longer be provided how will the council determine if a child has a reasonable route to school?	Chair of Community Councils	This proposal would align provision with statutory minimum requirements, encouraging active travel for children impacted by the change. The council has mapping software and extensive knowledge of school routes to identify if a child has a safe route to school. Where children do not have a safe route to school, the council will continue to provide transport.
O1b	Would the change to school transport distance entitlement be introduced in the new financial or academic year?	Cllr Sullivan	The change would apply from the new academic year.
O1c	Who will be impacted by this proposal?	Chair of Community Councils	The council tracks concessionary rail journeys. Most journeys are out with the district to Edinburgh, with some to Glasgow.
O1c	Can a breakdown be provided between the two concessions that are currently available?	Cllr Adamson	The two elements of the scheme are: <ul style="list-style-type: none"> • Flat fare – £2 single/£4 return – Edinburgh lines. • Half fare – pay half adult fare – Glasgow lines. A breakdown of costs between these two elements is available and will be shared with the Panel.
O2a	Will alternative crossing measures be provided (e.g. automated crossings)?	Chair of Community Councils	School crossing patrols is a non-statutory service. A number of crossing patrol locations are already automated or have a zebra crossing. Extension of this provision would require capital investment.
O2a	With the council's no redundancy policy, and the age profile of street crossing patrols, would the council be able to redeploy affected staff?	Trade Union Representative	Redeployment would be challenging however there are opportunities within Facilities Management which could provide a suitable alternative post. It is recognised that severance may be an option for some individuals.
O2a	If street crossing patrols are removed would there be an opportunity to install alternative crossings?	Cllr Smith	This could be considered however alternative crossings are expensive and would require funding. Parents also have responsibility to ensure safe journeys to school.

Ref	Question	Councillor/ Representative	Officer Response
O2b	Information sought on what this saving entails.	Cllr Calder	This is the Operational Services element of a combined option with Education. The saving will be achieved by using anticipated Scottish Government funding for the national commitment to provide breakfast clubs to fund the council's existing breakfast club service. The application of Scottish Government funding would release council core funding.
O2b	How will this measure impact staff?	Trade Union Representative	If Scottish Government funding is provided there would be no impact on staff. If funding is not received it would result in a reduction in hours for catering staff.
O2b	Is the proposal phased according to when Scottish Government funding is expected?	Cllr Sullivan	Phasing reflects expected timescales for provision of additional funding from the Scottish Government.
O2c	Is this proposal linked to measure O2b?	Cllr Calder	The proposals are not linked. The change proposed is to use Facilities Management Assistants (FMAs) to deliver school meals instead of Community Transport staff creating a saving in overtime payments to Community Transport staff. It would improve vehicle utilisation and reduce own use car payments to FMAs.
O2c	Will this have an adverse impact on Facilities Management Assistant's workload? Will there be a change to job specifications to include the requirement for a driving licence? Will staff be provided with hands free phones? Will there be an impact on PPP schools? If the service is removed from Community Transport will this result in a reduction in staff in that area?	Trade Union Representative	It will require FMAs to carry out work in addition to their current duties. This may result in a reduction in cover within the school cluster, however FMAs will be able to minimise the impact through improved organisation of workloads etc. If staff do not drive they can retrain to undertake other roles or not undertake this element of the role. The council has catering responsibility within PPP schools so Facilities Management Assistants will deliver to PPP schools. Currently the service provided by Community Transport is delivered through overtime, although there is some provision in core time. Core time work will remain, with staff being utilised for other work within Community Transport. Overtime would cease but there would be no reduction in Community Transport staffing.
O2d	Will reduced primary school cleaning impact all primary schools? How will the council ensure that schools are still cleaned to suitable standards?	Trade Union Representative	Revised cleaning standards would apply to all primary schools. Work schedules would be adjusted to ensure there is sufficient resource for reduced cleaning requirement on Fridays. The council will ensure that schools are still cleaned to a suitable standard.
O2d	What reductions in cleaning are proposed?	Cllr Calder	Cleaning would be reduced to the statutory minimum (e.g. toilets, bins and public areas). There is only 50% occupancy of schools on a Friday which creates a reduced cleaning requirement. This will result in a reduction of hours rather than a reduction in staff numbers.
O2e	How will this proposal result in cost saving? Will there be an adverse impact on the quality of meals?	Cllr Smith	The quality of meals will not be impacted. Food legislation and Food for Life broadly have the same requirements but can be inconsistent at times. The council will focus on meeting food legislation requirements with no impact on meal quality.

Ref	Question	Councillor/ Representative	Officer Response
O4a	How will this saving be achieved? Could festive lighting be reviewed on individual basis for each community?	Chair of Community Councils	Savings will be achieved in relation to installation and dismantling as well as operating costs. The current lighting stock is old and some needs to be replaced. Various communities currently have their own lights. The council would encourage communities to raise funds to pay for the installation, dismantling and operating costs of lighting installations as well as the purchase of new lights.
O4a	Does the council keep festive lighting installations in place year round?	Cllr Calder	No. All lighting is installed and removed each year however it can take up to eight weeks after the festive period to remove all lighting installations.
O4b	Will removal of two posts impact on service delivery?	Trade Union Representative	Currently these posts are vacant as the council has difficulty recruiting these roles. The budget is used for contractors for festive lighting, meaning it is linked to O4a.
O4c	How will changes to winter maintenance impact priority 2 areas? How are resources utilised currently and how will this change under the proposal?	Cllr Calder	It is not proposed that there will be any change to route prioritisation. Weather conditions/resource deployment determine whether the council can cover priority 2 areas. The proposal will generate savings in relation to the use of strategic stock piles, grit bins etc. The standby service deploys Roads and Transportation (generally roads) and NETs, Land and Countryside (generally paths) staff. During severe weather events street cleaning and refuse staff can also be redeployed to support winter maintenance activity.
O5a O5b O6a	Will the combined measures in relation to waste have an impact on recycling rates? Will information and support be provided on home composting? Information requested on twin stream recycling rates.	Cllr Calder	The twin stream saving is the full year effect of the introduction of the saving introduced part way through 2022/23. Information to date shows twin stream recycling is achieving good outcomes. Previously when similar changes were made to community recycling centres there was a slight reduction in tonnage and number of visits which suggests that the impact of the proposed change will be limited. Household collections have the largest impact on the council's recycling rates due to the tonnages collected. There is no proposal to change household collections. There is currently information on recycling rates on the council's website and this will be supplemented with additional information. A performance report on recycling will be presented to the next PDSP.
O5a	Why is this proposal being reintroduced?	Trade Union Representative	The council is facing different financial pressures. The previous measure was reversed because one-off funding became available.
O6a	How will this proposal work in practice and will it have an adverse impact on recycling performance?	Chair of Community Councils	The council will continue to collect food waste as this is a statutory service. Charging for garden waste has already been implemented in 14 councils, of which four are operating the co-mingled (food and garden waste) service the council is proposing. Evidence from other councils is that charging with a co-mingled service can be achieved, and it can operationally work well, but it needs to be monitored closely. Collections will continue as they do currently, however a permit system will be introduced for garden waste to inform collection staff that the bin should contain garden and food waste. If a brown bin is used for food waste only it will continue to be collected at no additional charge. If a brown bin is used for garden waste (either on its own or co-mingled with food waste) a permit will be required otherwise the waste will not be uplifted.

Ref	Question	Councillor/ Representative	Officer Response
O6a	What would be the process if a permit sticker is lost?	Cllr Calder	There will be a central record of permit holders and a replacement would be provided.
O6a	How will this saving be achieved? Will there be additional charges if a household has more than one brown bin? Will there be a requirement for additional staff? Support introduction of charging.	Trade Union Representative	Income will be received by charging for collecting garden waste. The income will cover the additional costs associated with implementing the proposal and generate further income to contribute to the council's overall budget gap. Modelling has been undertaken on the basis of one bin per household. Additional staff will likely be required to support administrative and enforcement functions however there will be no change in staffing for collection.
O7a	Further information requested regarding management savings.	Trade Union Representative	Revenue and capital budgets, and revenue cost saving measures being proposed, will result in a reduced workload. This will facilitate a saving in technical and management roles.
F7b	Is there a contract for automated public conveniences and would there be penalties for ending the contract? Could the council work with partners to provide access to facilities?	Cllr Smith	The council would have to give six months' notice. There is no penalty for ending the contract. The council will continue to work with partners to deliver facilities. In addition, access would remain to facilities in council buildings such as partnership centres.

Comments on Specific Saving Options

Ref	Comment	Councillor/ Representative
F7b	Thank you for the breakdown of costs associated with these facilities which are very expensive. Hopefully there will be opportunities for others to provide this service.	Cllr Adamson

Education PDSP (31 January 2023)

General Questions on Budget Position

Question	Councillor/ Representative	Officer Response
1. Following the Cabinet Secretary for Education's announcement on 26 January, why are there proposals which will reduce teacher numbers and the length of the pupil day?	Trade Union Representative	Budget papers were published in advance of the announcement. No official communication has been received by Scottish Government on the matter at this stage. Officers will determine any budget implications once information is received from the Scottish Government.
2. How do the proposals align with the council's priority of raising attainment and positive destinations for young people?	Trade Union Representative	Proposals reflect the difficult financial position facing the council over the next three to five years which mean that all options have to be considered. Raising attainment and positive destinations will continue to be priorities.
3. Previously Scottish Government warned of penalties for councils who did not sustain the pupil teacher ratio. Were any penalties imposed on individual councils for not sustaining the ratio?	Cllr Borrowman	Published data confirms some local authorities exceeded their pupil teacher ratio. No councils were financially penalised by the Scottish Government for exceeding the pupil teacher ratio.
4. The responses appear to represent around 3.8% of the population. How confident are officers that the data is valid and reflects the views of the population as a whole? How many responses came from council employees?	Cllr McKee Shemilt	Everyone, including the most vulnerable groups, were encouraged to respond and the information provided is based on all of the responses returned. Information on the number of responses provided by staff will be circulated to panel members.
5. How was the funding provided for teaching staff to recover from the pandemic and alleviate the poverty gap used?	Cllr McKee Shemilt	The additional funding for teachers and support staff amounts nationally to £145.5 million with the council's share of this being £5.6 million. The funding is being fully utilised and spent in 2022/23 providing 83.41 FTE teachers and a further 19.81 FTE pupil support workers (PSW). This is a recurring amount and will continue to be allocated to teaching and PSW staff from 2023/24.
6. With savings impacting on teacher numbers and the latest government announcement, can officers give any indication of how the savings would be made?	Trade Union Representative	The council is awaiting clarity from the Scottish Government regarding what is meant by minimum school hours and pupil teacher ratio before an assessment can be made on the potential impact. If head teachers are required to use funding for teachers this will reduce head teacher ability and empowerment to determine how budgets are best used in individual schools.
7. What will be the expectations of pupil support workers (PSWs) if teacher contact time is reduced?	Trade Union Representative	If there was any restructuring of the school day, PSWs would not undertake the role of a GTCS registered teacher. The role of PSWs would remain as supervisory.
8. How many of the 83.41 FTE teaching posts were additional and how many were current teachers employed on fixed term contracts?	Trade Union Representative	All posts were additional and those on temporary contracts were offered permanent posts.
9. What are the prospects of probationers in securing employment in West Lothian?	Trade Union Representative	The council has an obligation to the Scottish Government to take on new probationers.
10. Has the council considered introducing a voluntary redundancy package?	Trade Union Representative	As these are only proposals for consideration at this stage, the introduction of a package is a matter for consideration following approval of any proposals.

General Comments

Comment	Councillor/ Representative
1. The number of GTCS registered teacher contact hours should not be reduced. Changes to DSM and the structure of the school day will be opposed by trade unions.	Trade Union Representative
2. Joint headships have proven to be very positive and it may be something the council should expand. Concern noted about 30% of staff being in temporary positions. Noted that consideration may have to be given to GTCS in central Education.	Cllr Borrowman
3. Notes there will be vigorous defence of members if there is any attempt to insist services can continue unchanged with reduced staff or resources.	Trade Union Representative
4. The third sector would like to volunteer their experience and expertise in planning and delivering future provision.	Chair of Community Councils
5. Proposals to reduce teaching staff should be resisted at all costs.	Cllr McKee Shemilt
6. It is hoped that decisions will limit the impact on young people and on the lives and careers of teachers.	Chair of Community Councils

Comments & Questions on Specific Saving Options

Ref	Question	Councillor/ Representative	Officer Response
E1a	How will the saving be delivered with no reduction in staffing?	Trade Union Representative	The proposed saving relates to reduced transport costs.
E1a	Will campus arrangements be available in every school? Is online learning the best method of learning for senior pupils and have staff been consulted on delivery of the campus model?	Trade Union Representative	All schools will continue to work collaboratively to deliver the senior campus learning model which will be a blended model, including use of the virtual campus. The current model, along with digital learning, continues to be developed with input from pupils, staff and teachers, particularly with those who have had experience with the model. TASAR (curriculum development) group are taking a lead in this area.
E1a	How will this impact on the review of progress of senior learners? Will parents nights and tracking be built into the model?	Chair of Community Councils	A review has been undertaken of the virtual campus model including input from schools and focus groups with parents, pupils and teachers. A new model will be implemented next session. Young learners will be prepared for online learning which continues to be developed. The tracking process will be developed at the base school with the teacher delivering the online learning. Parents are provided with progress reports and this will be extended to parents evenings.
E1a	How many parents were included in the focus groups to review the campus model?	Chair of Community Councils	Parents of the current campus model have been involved in the focus groups. More groups are scheduled over February which parents have been invited to attend.

Ref	Question	Councillor/ Representative	Officer Response
E1a	What alternatives will be available to those who required face to face interaction with teachers?	Cllr McKee Shemilt	Not all learning in the senior phase will change to the virtual campus. All senior pupils will continue to have face to face learning. The virtual campus will allow pupils to access subjects that are not otherwise available at their school. There will be numerous areas and levels in the curriculum that will be delivered in this way. Pupils will be supported in school with learning delivered by a hybrid model. Best practice has been taken from other authorities who currently use this model.
E1a	Is there a limit on class sizes for virtual learning?	Cllr McKee Shemilt	Class sizes remain the same as face to face learning and will not exceed statutory limits.
E2a	How will the estimated staffing reduction of 8.5 FTE be made and how will the impact on young people be measured?	Trade Union Representative	MCMC provision which supports vulnerable young people, especially in the senior phase, will continue. A full review will be undertaken including feedback from young people, partners who support MCMC, staff, parents and carers. Feedback will be combined with data on positive destinations, attainment and wellbeing to fully determine the impact.
E2a	What will be the extent of youth work with younger children?	Cllr Borrowman	Modelling is currently being undertaken and support will be provided from primary one upwards with coverage across West Lothian.
E2a	How will out of school care be used to deliver savings? Does reference to Scottish Government refer to childcare provision and not unregistered after school activity clubs?	Third Sector Representative	Summer provision will continue on the current basis which will be included in the previously referenced mapping exercise. The council is awaiting confirmation of the parliamentary commitment around afterschool childcare and associated funding.
E2a	Which youth services will be cut?	Cllr McKee Shemilt	The council will continue to support MCMC and youth work. A mapping exercise is being undertaken to review the range of provision across the authority delivered by Youth Services, Community Learning & Development, schools and the voluntary sector. Mapping will ensure provision continues across all ward areas. Although the model will change, provision to young people should remain the same.
E2e E2f	How do the proposals align with the council's raising attainment agenda and Covid-19 recovery?	Trade Union Representative	For P1 and P2 a number of councils currently deliver 22.5 hours contact time. Benchmarking demonstrates that the council could continue to deliver positive outcomes for young people using the proposed model. Alterations would be made to the curriculum model and its delivery taking into account the needs of children (age, stage, development and experience of early learning) and the type of pedagogy used to ensure pupil progression through curriculum levels. Research of internationally renowned models shows that such an approach is beneficial to young people. Increased break time has benefits such as relationship building, readiness for learning and increased physical activity. Physical activity and increased breaks, particularly for the youngest children, helps improve concentration and focus during class time.

Ref	Question	Councillor/ Representative	Officer Response
E2e E2f	Will the P3 to P7 proposal lead to larger class sizes and will ASN provision be maintained at the same or greater level to allow children to recover from the pandemic and raise attainment?	Trade Union Representative	Class sizes will not be exceeded. This proposal will not amend any support for learning allocations devolved to schools. The model for staffing schools will not change and the council's approach to class organisation will continue to be based on efficient class structures.
E2e E2f	Would additional staff be provided to deliver supervision during play-based learning?	Cllr Stafford	Aligned with any change to the curriculum, there would be a professional learning programme for teaching staff in terms of curriculum delivery and pedagogy. This would include any non-teaching staff that support elements of the curriculum.
E2e to E2g	What might be the implications on the curriculum if children are receiving less teaching time?	Cllr McKee Shemilt	The council's current approach to curriculum innovation is already looking at how the council needs to evolve the current curriculum offer. The council works within the national curriculum framework and will build on lessons from other changes (e.g. ELC expansion). P3 to P7 would be implemented a year later to allow evaluation of the approach taken to the implementation of the other proposals. This will identify what has worked well and what principles have to be adjusted to ensure the protection of children and young people. Feedback from staff and trade unions is that the current curriculum is cluttered. It is desirable that the new approach to education will make the curriculum fit for purpose.
E2d	Will this saving relate to specific specialisms or will it apply across all provision?	Cllr Stafford	Current provision will continue on the basis of the Scottish Government's pledge to fully fund instrumental music provision.
E2d	Will Saturday Strings be impacted?	Cllr Stafford	All instrumental music provision is covered by the Scottish Government's pledge
E2g	Where will the 50 minutes saving come from within the school day and how will this impact on the raising attainment agenda?	Trade Union Representative	Schools will continue to make their own decisions based on school curriculum and timetables. Benchmarking with other local authorities, who have less teaching time, some more than 50 minutes, shows no adverse impact on attainment. There is a continued focus on raising attainment.
E2g	Will there be any change to the current range of subject choices?	Trade Union Representative	The curriculum model will continue to be reviewed, building and developing access to the curriculum across all schools.
E2g	Will classes that are not full/nearly full continue?	Trade Union Representative	There are currently a range of class sizes depending on subject uptake which varies from school to school.
E2h	Has there been any consultation with head teachers, parents and pupils and how will the saving be delivered with no reduction in FTE?	Trade Union Representative	The saving does not change overall staff head count and relates to the salary differential between management structures in schools with less promoted post holders. Consultation will be undertaken as part of the council's organisational change policy and will include engagement with trade unions and staff with permanent contracts. There will be further non-statutory consultation with all school staff and parents and carers of pupils in the relevant schools.
E2h	Will this create identity issues for schools?	Trade Union Representative	Experience of the current five shared headship arrangements shows no impact on school individual identity and it is intended that this remains for new collaborative leadership arrangements. This includes retaining school history and being part of the community. Focus on staff working collaboratively and sharing expertise for staff development provides positive outcomes for children and young people.

Ref	Question	Councillor/ Representative	Officer Response
E2h	Is workload a consideration for new posts?	Trade Union Representative	Proposed changes will ensure the wider leadership model is fit for purpose. Further support will be provided by the Quality Improvement Team.
E2h	What are the educational advantages of this approach?	Trade Union Representative	The current model provides benefits in curriculum innovation and reduces duplication in curriculum development. There is strong evidence to support educational benefits as demonstrated through independent scrutiny (e.g. Education Scotland inspection reports for Torphichen, Westfield and Windyknowe).
E2h	Where are there further opportunities to implement the model?	Cllr Borrowman	The saving is based on the existing five shared headship models. New shared headships will be identified to deliver the saving and could include up to three further shared headship arrangements.
E2h	Will the proposal result in less or more temporary and/or fixed term posts?	Cllr Borrowman	Secondments and acting arrangements are positive in terms of professional learning and career development. The number of temporary arrangements can appear high but several may relate to one acting arrangements (e.g. acting head arrangements can create acting depute post etc). Acting and secondment opportunities have proved successful and useful for employees and where it is appropriate, and improves the service in schools, these arrangements will continue.
E2h	There are currently 46 GTCS teacher not working in a school. Is this too many and in view of the budget situation should they be in schools?	Cllr Borrowman	This includes Chief Officers, Quality and Improvement and the More Choices More Chances team who support schools across West Lothian. This makes an impact on improvement, support and challenge within schools.
E2i	Does this relate to the Scottish Government's Summer of Play Funding?	Chair of Community Councils	Yes, this refers to the summer programme.
E2i	Feedback from partners last year was that this was useful but timescales did not allow for effective planning and preparation. Can the process be started earlier?	Third Sector Representative	Funding has been confirmed by Scottish Government meaning that discussions can commence at an earlier stage.
E4a E4b	How will ELC saving be delivered in line with the expansion plan?	Cllr McKee Shemilt	As widely reported, partner provider places have increased in West Lothian which reduces demand for places in council settings. Additional hours can be purchased within council nurseries to allow families who wish to use a council nursery access to hours in excess of the funded 1,140 without having to attend multiple settings. The saving will be delivered by reviewing where parents are selecting to use partner providers by offsetting external costs through the rationalisation of places in council settings. This can be achieved through a reduction in physical capacity or a reduction in staffing in line with parental demand.

Ref	Question	Councillor/ Representative	Officer Response
E4b	What will the reduction of 41.8 FTE mean for existing staff?	Trade Union Representative	If there was an increase in the number of parents and carers wishing to use council settings, there would not be a requirement to rationalise council provision. Changes in working patterns and availability to purchase additional places reflects trends in demand. If there is a requirement to rationalise council provision, consultation would be undertaken with all affected staff and trade unions. Placing requests at the end of April will influence the delivery of this proposal.
E5a	Will this proposal result in funding for teachers becoming core provision rather than additionality?	Trade Union Representative	The funding of £5.6 million has been fully utilised in 2022/23 for additionality in schools and will be used to support the rising school roll in future years.
E5a	How many teaching posts will be impacted as a result of the proposals?	Trade Union Representative	Indicative FTE figures represent maximum reductions based on teaching average salaries and may not reflect the actual number as staffing decisions are made by head teachers through their devolved empowerment.
E5a	If additionality had been ringfenced how would this impact on the council's budget?	Trade Union Representative	If the budget had been ringfenced it would be catastrophic for the council and its residents. The current budget gap is already £47.6 million and given the Education budget represents almost half of the council's overall budget, all other council services would be decimated by the lack of funding available.
E5b	What is DSM?	Trade Union Representative	Devolved School Management was introduced nationally in 1993 with guidance further updated 2019. It builds on guidance around the education reform programme and priorities of Scottish Government. Two approved schemes (ELC & Primary and Secondary) outline how much of the education budget is devolved to head teachers. Approximately 81% of the budget is devolved to head teachers to make local decisions to best meet the needs of children, families and communities. It includes education staff costs and supplies and services and is reported to parent councils. Budgets are monitored in line with the council's approved procedures, including review by Education Heads of Service.
E5b	How will this proposal impact on learning and teaching?	Trade Union Representative	A DSM working group has been established with head teacher representation from each sector to determine how the saving can be achieved. Difficult decisions will need to be taken to address the budget gap. There will be an impact on what can be delivered within schools and officers will look at ways to mitigate this. Head teachers will determine how this saving can best be achieved in individual schools.
E5b	Is there extra money in school budgets?	Trade Union Representative	The school outturn statement for DSM shows schools are working within the budget available. Consideration will be given to the utilisation of resources on a school by school basis and the impact on children and young people. Protecting positive outcomes will be the key driver for any decisions. Tough decisions will be required in schools to determine delivery models.
E5b	How does this proposal align with the council's raising attainment and finding positive destinations for children priority?	Trade Union Representative	DSM budgets have been reduced in recent years to deliver approved savings and during this period attainment has increased year on year. There is a focus on quality of teaching staff through professional learning to support continued improvement in attainment.

Public & Community Safety PDSP (31 January 2023)

General Comments & Questions

No general comments or questions received.

Questions on Specific Saving Options

Ref	Question	Councillor/ Representative	Officer Response
H1a	How is it envisaged that the saving of 1 FTE will be delivered? What will be the impact on the remaining team?	Trade Union Representative	The staffing saving will be delivered through the council's organisational change process. This is a recognised process which has successfully delivered staffing changes across the organisation for the last five to ten years. In terms of the impact, the service has successfully delivered the service over the last two years with an absence. The service has been delivered by eight officers since the start of the pandemic. Although the service has been delivered with reduced resources, there is an opportunity to look at delivering efficiencies through changes to the allocation of work tasks through workflow, ensuring priority is given to anti-social behaviour cases.
H1a	Confirmation that the reduction of 1 FTE is being delivered over two years.	Trade Union Representative	This reflects that the operational change will take some time to be delivered and if an officer requires to be redeployed at the end of the process that there will be a 12 month pay protection period.
H1a	Will the statutory service continue? With the council focusing on women and girls safety will there be any impact on their safety due to the reduction in the service?	Cllr MacAulay	There is an opportunity to introduce efficiencies and improve the service to customers, looking at workflow and allocation of tasks. At the moment officers are allocated per ward and this can sometimes create pressures. There are also opportunities to work with other staff across the council, particularly within Housing Services, to make sure complaints in relation to anti-social behaviour are being prioritised. The work in relation to the safety of women and girls in public places and spaces has been shared across the community planning partnership. The community safety partnership is looking ensure that associated actions and priorities are delivered.

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Appendix 2 – Summary of Saving Suggestions from WL2028 Your Council, Your Say Phase 2 Consultation**MODERNISING THE COUNCIL**

Consultation Proposal	Idea/Comment	Response
1A – Service redesign, integration & modernisation	<ul style="list-style-type: none"> Review and remove services provided by the council that are delivered better by other providers, including the third sector. Externally delivered services should not be brought back in house if it is more expensive or the council does not have the correct resources to deliver. Shared services should be considered. Review working patterns and arrangements to improve service delivery whilst reducing building requirements. Reduce or cut specific projects and programmes that do not deliver any meaningful outcome or contribute directly to the delivery of the council's priorities. Further integration of services that deliver the same outcomes/work with the same customers. 	<ul style="list-style-type: none"> The council's best value framework helps inform whether services should be delivered internally or by external provision and looks to deliver best value across all expenditure. The council considers both internal and external provision to ensure best value. Officers will consider the ideas highlighted and include any potential new saving options in the Phase 3 public consultation.
1B – Review of management arrangements/ management efficiencies	<ul style="list-style-type: none"> Streamlining management paperwork and processes to allow tasks to be completed more efficiently, including refinement of systems to reduce need for manual intervention and improve efficiency. With lean management structures, priorities and tasks for managers should be reviewed and revised. 	<ul style="list-style-type: none"> The council will continue to review processes, procedures and methods of service delivery to support improvement and efficiency in services. Officers will consider the ideas highlighted and include any potential new saving options in the Phase 3 public consultation.
1C – Digital transformation	<ul style="list-style-type: none"> Maximise workflow processes or automate routine processes. More flexible working including tablets etc for updating systems onsite. Councils should consider working together and sharing resources, especially digital resources (e.g. mandatory learning). Improve availability of digital devices and WiFi for customer service activities to support the move to digital solutions. Consideration should be given to cloud measures where cost effective. Consider use of external consultants and specialists to implement technological solutions. Implement a live chat facility so customers can speak to someone virtually. When implementing new systems, business processes need to be reviewed and redesigned. Bureaucracy should be streamlined. 	<ul style="list-style-type: none"> The council continuously reviews and implements opportunities to streamline processes. Officers will continue to benchmark with others to improve customer experiences and administrative functions. The council has made significant investment in IT infrastructure and will continue to introduce new technology where appropriate. Officers will consider the ideas highlighted and include any potential new saving options in the Phase 3 public consultation.

Consultation Proposal	Idea/Comment	Response
	<ul style="list-style-type: none"> • Make Bulletin online rather than paper copies to every house. • More focus on reducing printing volumes. • Improve request and payment facilities online to increase accessibility. • Should not have multiple systems across the council which have the same functions. • Following changes to ways of working since the pandemic, desk phones should be reduced. 	
<p>1D – Allocation of school resources</p>	<ul style="list-style-type: none"> • Investigate ability to use PVG checked volunteers to provide tuition, like the national volunteer scheme in England. • Closure of under utilised schools, especially where schools are operating at under 50% capacity and there are other schools in the town/village. • Consider having specialist subject teachers covering more than one school or offering specialist subjects at fewer locations. • Review utilisation of senior management teams to support small group interventions/teaching. • Recycling or upcycling old furniture and equipment to generate income. • Increase partnership working to improve use of resources. • Reduce cash-handling in schools. • Consider sessional contracts for all staff working in schools. 	<ul style="list-style-type: none"> • The national expansion of out of school care may provide an opportunity to expand use of volunteers. • A number of these ideas, such as the campus arrangements for senior school and partnership working between schools, are currently being implemented with some elements already included in the proposed saving measures for 2023/24 to 2025/26. • Officers will consider the ideas highlighted and include any potential new saving options in the Phase 3 public consultation.
<p>1E – Realignment of free provision in schools to match Scottish Government commitments & funding, & maintain school clothing grants at current levels</p>	<ul style="list-style-type: none"> • Improve access to previously owned uniform/shoes in good condition, with greater recycling of uniforms. • Free provision should be means tested and protected for the most vulnerable children. • Investigate best practice in service delivery in other councils. • Could breakfast clubs or instrumental music tuition be provided in a single location? Would a shuttle bus be cheaper than delivery at every school in West Lothian? Could consider non-education venues in wards. • Consider sharing, selling or donating supplies across West Lothian for special events (e.g. graduations). • Introduce charges for instrumental music tuition and breakfast clubs, especially where it is for childcare only. • Consider working with community groups to deliver instrumental music. • Food waste needs to be reduced in schools. 	<ul style="list-style-type: none"> • Many schools do support sharing of uniform items however further consideration can be given to supporting this more strategically. • Some elements of free provision (e.g. breakfast clubs and instrumental music) must be provided at no cost as required by the Scottish Government. • Officers will consider the ideas highlighted and include any potential new saving options in the Phase 3 public consultation.

Consultation Proposal	Idea/Comment	Response
1F – Restructuring the school day	<ul style="list-style-type: none"> With increased flexibility and working from home, the school day should be reviewed for more flexible arrangements to assist with childcare (e.g. a four day week). 	<ul style="list-style-type: none"> Schools are currently required by law to provide 190 days of education. The council will contribute to any national debates on future models of provision.
1G – Review of services for children	<ul style="list-style-type: none"> No further ideas/comments received. 	<ul style="list-style-type: none"> No further ideas/comments received.
1H – Commissioned services	<ul style="list-style-type: none"> Consider increased commissioning of the third sector for services that they are better placed to deliver. 	<ul style="list-style-type: none"> The council's best value framework helps inform whether services should be delivered internally or by external provision and looks to deliver best value across all expenditure. The council considers both internal and external provision to ensure best value.
1I – Revised facilities management in schools	<ul style="list-style-type: none"> West Lothian Leisure should pay for facilities management staff in schools after 8pm and on weekends. Consider rationalising buildings, with sharing of buildings out with school hours. Consideration could also be given to a cluster model with rotation of staff to meet demand and improve staff scheduling. School lets should be cost effective with the price covering the full cost. Improve management of lets to increase external lets. Improve job reporting and recording system. 	<ul style="list-style-type: none"> The council will review property assets and rationalise usage where possible taking into account the review and redesign of services delivered in the community. Opportunities for coordinating availability of facilities will be investigated. Officers will consider the ideas highlighted and include any potential new saving options in the Phase 3 public consultation.
1J – Technical financial savings	<ul style="list-style-type: none"> New processes should be easy for people to understand and, where possible, information shared to prevent use of multiple forms (e.g. like Highland Council's Apply Once). 	<ul style="list-style-type: none"> The council continuously reviews and implements opportunities to streamline processes. Officers will continue to benchmark to improve customer experiences and administrative functions.
1K – Review funding models in partnership with West Lothian Leisure	<ul style="list-style-type: none"> No further ideas/comments received. 	<ul style="list-style-type: none"> No further ideas/comments received.
1L – General balance of savings to be identified	<ul style="list-style-type: none"> Communication between services should be improved along with joined up working to reduce duplication and waste. Consideration should be given to contracting services where it demonstrates best value compared to internal provision. Review fleet provision with staff sharing vehicles where possible. Speak to staff who deliver services to get their ideas on how things can be improved or done more effectively and efficiently. Improve performance management to ensure effective and efficient performance to support delivery of council priorities. Investigate opportunities for shared services and partnership working. Increase wild flower planting to reduce grounds maintenance needs. Review funding provided for gala days. Review and reduce travel costs by continuing virtual meetings. Set clear customer expectations and support community involvement. 	<ul style="list-style-type: none"> The council's best value framework determines whether services should be delivered internally or by external provision and looks to deliver best value across all expenditure. The council considers both internal and external provision to ensure best value. Officers will consider the ideas highlighted and include any potential new saving options in the Phase 3 public consultation.

COMMUNITY EMPOWERMENT AND PARTNERSHIP

Consultation Proposal	Idea/Comment	Response
3A – Empowering communities & reducing the number of council facilities	<ul style="list-style-type: none"> • Every community council should be informed of any building in the area that they could use. • Council services should be able to use community centres for meetings/groups at no cost or the model for management committees should be reviewed. • Could community hubs be considered to support consolidation of buildings? • Could leisure buildings be used as hubs to allow community centres to close, focusing on keeping buildings that are used the most and closing the lesser used buildings. • Fully embracing mobile working could allow buildings to be reduced. • Consider delivering community facilities in partnership with other councils. 	<ul style="list-style-type: none"> • The council will explore ways of delivering services and community activities in local areas. Services are delivered locally where this is appropriate and delivers best value. • Officers will consider the ideas highlighted and include any potential new saving options in the Phase 3 public consultation.
3B – Redesign of Early Learning & Childcare (ELC)	<ul style="list-style-type: none"> • Support less indoor resource and increase outdoor provision. • Reassess opening times, consulting with parents to match service delivery with demand. • Consider only opening a small number of nurseries during school holidays. 	<ul style="list-style-type: none"> • Service users will continue to be consulted regularly. • The review of the ELC framework and service delivery will incorporate this feedback.
3C – Service restructure of Youth Services	<ul style="list-style-type: none"> • Consider how to increase use of volunteers. • Consider how the council can work in partnership with local committees and youth clubs. • Further expand courses delivered in partnership with West Lothian College for pupils who would benefit from vocational training rather than school based education. • Consider the most appropriate way of delivering the MCMC programme (e.g. pupil support workers). 	<ul style="list-style-type: none"> • The council is committed to working with partners to deliver youth services, as has been demonstrated through the successful summer of play programme. • The review of youth services will incorporate this feedback.

ENVIRONMENT, CLIMATE CHANGE AND REDUCING ENERGY USE

Consultation Proposal	Idea/Comment	Response
4A – Revised service standards & delivery models – Waste Services	<ul style="list-style-type: none"> • Consider re-use hubs at recycling centres to reduce waste but also generate income. • Investigate opportunities to work with supermarkets and large employers to help reduce waste and improve recycling. • The number of recycling sites should be reduced to key locations as they are all accessed by car. • Review the frequency of collection for dry recycling. • Introduce appointment system for recycling centres to match staffing levels to demand or move opening hours Monday to Friday to later in the day to reflect demand. 	<ul style="list-style-type: none"> • Opportunities to increase partnership working and support the third sector with reuse and recycle activities will be investigated. • This feedback will be considered as part of the future development of the community recycling centre saving option if agreed. • Officers will consider the ideas highlighted and include any potential new saving options in the Phase 3 public consultation.
4B – Reprioritised passenger transport strategy	<ul style="list-style-type: none"> • Consult with passengers to determine the most cost effective and efficient way to deliver services. • Consider developing a smart transport system to prevent empty buses and maximise efficiency. • Smaller buses should be used on rural routes. • Consolidate and reduce routes to maximise utilisation. • Simplifying bus network and timetable to reduce confusion and increase use. • Could the council support a car sharing initiative? 	<ul style="list-style-type: none"> • The council is currently reviewing the Passenger Transport Strategy in partnership with local operators and transport partners. • Officers will consider the ideas highlighted and include any potential new saving options in the Phase 3 public consultation.
4C – Reprioritised school transport strategy	<ul style="list-style-type: none"> • The school transport strategy should be part of the overall passenger transport strategy, with provision aligned to existing networks and routes where appropriate. • Ensure bus capacity/size is appropriate to match demand. • Introduce charges for transport out with the statutory minimum. • Public buses should be used at no cost (using national concession) supporting parents and pupils to identify the correct routes. • Expand active travel infrastructure to reduce demand for buses. • The cost and use of taxis should be regularly monitored and reduced. • Consider means testing for ASN school transport. 	<ul style="list-style-type: none"> • Officers will consider the ideas highlighted and include any potential new saving options in the Phase 3 public consultation.
4D – Revised country parks service	<ul style="list-style-type: none"> • Consider changing the focus of the farm, working in partnership with other organisations/volunteers, to create local sustainable food networks and undertake land management more efficiently and effectively. • Investigate opportunities to work with local farmers or the Royal Zoological Society of Scotland. • Could a small fee be introduced to cover the cost of the attraction? 	<ul style="list-style-type: none"> • Officers will consider all available options for the future management of the farm, including options for partnership working.

Consultation Proposal	Idea/Comment	Response
4E – Revised service standards & delivery models – Roads & Transportation	<ul style="list-style-type: none"> • Put arrangements in place so that local communities can organise their own festive décor and events with minimum bureaucracy. • Reduce provision to a Christmas tree in the town/village centre. • Stop lighting monuments, buildings and other attractions where it is not essential for safety reasons. • Could local companies sponsor gritters to generate income? • Could local companies sponsor festive lighting? 	<ul style="list-style-type: none"> • Consideration can be given to how the council could support local communities to organise their own festive décor. • Officers will consider the ideas highlighted and include any potential new saving options in the Phase 3 public consultation.
4F – Efficiencies from improved use & management of council properties	<ul style="list-style-type: none"> • Consider offering services (particularly tradespeople) to non-council tenants at a cost to generate income. • Where possible prevention is cheaper than reactive works. • Consider consolidation of all council administration buildings to one location during the festive period. • The council should reduce the number of swimming pools. 	<ul style="list-style-type: none"> • Opportunities to further expand income generation will be investigated. • The council undertakes planned maintenance, within constrained financial resources, to minimise reactive works. • Officers will consider the ideas highlighted and include any potential new saving options in the Phase 3 public consultation.
4G – Reducing carbon emissions & improving efficiency	<ul style="list-style-type: none"> • Put solar panels on council buildings. • The temperature needs to be better managed, many buildings are too hot. • Adjust lighting and heating of buildings to reflect revised working patterns. • Stop internal festive decorations for an electricity saving. • Consider use of electric or hydrogen vehicles. • Consider changes to street lighting, including dark hours. • Introduce charging for council electrical vehicle chargers. • Increase use of sensor lighting. 	<ul style="list-style-type: none"> • The council will explore opportunities for reducing the energy bill through the use of renewable energy solutions. • A number of these ideas will be implemented as part of the proposed energy budget savings in 2023/24 to 2025/26. • Council Executive agreed to introduce tariffs for electric vehicle charging on 20 December 2022. • Officers will consider the ideas highlighted and include any potential new saving options in the Phase 3 public consultation.

REVIEWING INCOME, CONCESSIONS AND OTHER CONTRIBUTIONS

Consultation Proposal	Idea/Comment	Response
Reviewing income, concessions & other contributions	<ul style="list-style-type: none"> • Charges could be introduced for people who want more than one of each type of bin. • Open up services to the wider community. • Planning, rental and leasing fees should be reviewed and increased if necessary. • Could income be generated from the use/sale of composted waste? • Fees should be reviewed in line with other authorities. • Consider introduction of parking charges for country parks. • Introduce charges for the self employed to dispose of waste. • Consider opportunities to commercialise services to generate income. • Improve advertising of council facilities to increase income. 	<ul style="list-style-type: none"> • The council currently generates income from providing a range of services to partners and organisations. Further opportunities to expand this could be investigated. • Officers will consider the ideas highlighted and include any potential new saving options in the Phase 3 public consultation.

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Appendix 3 – Proposed Budget Savings Measures

Corporate Services – Digital Transformation

Saving Ref	Consultation Ref	Measure	2023/24 £'000	2024/25 £'000	2025/26 £'000	Total £'000	Years 4 & 5 £'000	Estimated Staffing Reduction (FTE)	Prioritisation/ Efficiency	Full IIA?	Further Consultation/ Reporting or Delegation to Officers	Impact on Service Performance and Quality
C1a	1C	Scottish Wide Area Network (SWAN) contract saving	75	0	0	75	75	0.0	Efficiency	No	Officers to deliver as operational measure.	No adverse impact on performance anticipated with the quality of service maintained.
C1b	1C	Change to lone worker device solution	0	6	0	6	0	0.0	Efficiency	No	Officers to deliver as operational measure.	No adverse impact on performance anticipated with the quality of service maintained.
C1c	1C	Streamlining & digitising corporate processes	0	50	50	100	0	2.0	Efficiency	No	Officers to deliver as operational measure.	No adverse impact on performance anticipated with the quality of service maintained.
C1d	1C	Multifunctional device (MFD) savings & reduction in print volumes	90	5	5	100	0	0.0	Efficiency	No	Officers to deliver as operational measure.	No adverse impact on performance anticipated with the quality of service maintained.
Total			165	61	55	281	75	2.0				

Corporate Services – Service Redesign, Integration & Modernisation

Saving Ref	Consultation Ref	Measure	2023/24 £'000	2024/25 £'000	2025/26 £'000	Total £'000	Years 4 & 5 £'000	Estimated Staffing Reduction (FTE)	Prioritisation/ Efficiency	Full IIA?	Further Consultation/ Reporting or Delegation to Officers	Impact on Service Performance and Quality
C2a	1A	HR Services workforce management	96	0	0	96	0	2.0	Efficiency	Yes	Officers to deliver as operational measure following consultation with staff & trade unions.	Will require review of service level agreements to focus on key tasks. Managers will be required to use more self-service options.
C2b	1A	Corporate Health & Safety Team workforce management	26	0	0	26	0	0.0	Efficiency	Yes	Officers to deliver as operational measure following consultation with staff & trade unions.	Staffing establishment numbers maintained therefore no adverse impact anticipated.
C2c	1B	Members Services Support Team revised arrangements	47	0	0	47	0	1.0	Efficiency	Yes	Officers to deliver as operational measure following consultation with staff & trade unions.	No adverse impact on performance anticipated with the quality of service maintained.
C2d	1A	IT Services workforce management	66	56	0	122	0	2.5	Efficiency	Yes	Officers to deliver as operational measure following consultation with staff & trade unions.	Will require review of service level agreements to focus on key tasks. Performance should be maintained however there may be less internal resources for project work. Use of external resources may result in some initial delays.
C2e	1A	Legal Services workforce management	0	0	70	70	48	1.7	Efficiency	No	Officers to deliver as operational measure following consultation with staff & trade unions.	Will require the review of service level agreements to focus on key tasks. Use of external agents may result in some delays when instructing work and may result in budget pressures for services.

Saving Ref	Consultation Ref	Measure	2023/24 £'000	2024/25 £'000	2025/26 £'000	Total £'000	Years 4 & 5 £'000	Estimated Staffing Reduction (FTE)	Prioritisation/ Efficiency	Full IIA?	Further Consultation/ Reporting or Delegation to Officers	Impact on Service Performance and Quality
C2f	1A	Reduction in print costs for Bulletin	5	0	0	5	0	0.0	Efficiency	No	Officers to deliver as operational measure.	The council will continue to communicate directly with every house and business quarterly although paper quality will be slightly reduced.
C2g	1A	Corporate Procurement Unit workforce management	0	0	110	110	0	2.0	Efficiency	Yes	Officers to deliver as operational measure following consultation with staff & trade unions.	Requires review of service level agreements to focus on key tasks. Services will be required to undertake procurement below identified thresholds without support from the Corporate Procurement Unit.
C2h	1A	Corporate Services non-filling of staffing vacancies	0	63	63	126	128	4.0	Efficiency	No	Officers to deliver as operational measure following consultation with staff & trade unions.	Will require the review of service level agreements to focus on key tasks and priorities. This may result in further devolution of corporate activity to services.
Total			240	119	243	602	176	13.2				
Total – Corporate Services			405	180	298	883	251	15.2				

Housing, Customer & Building Services – Digital Transformation

Saving Ref	Consultation Ref	Measure	2023/24 £'000	2024/25 £'000	2025/26 £'000	Total £'000	Years 4 & 5 £'000	Estimated Staffing Reduction (FTE)	Prioritisation/ Efficiency	Full IIA?	Further Consultation/ Reporting or Delegation to Officers	Impact on Service Performance and Quality
H1a	1C	Customer Information Service (CIS) and cash office review	0	24	0	24	0	2.0	Efficiency	Yes	Officers to deliver as operational measure following consultation with staff and trade unions.	No adverse impact on performance anticipated. Customers can still access cash payments through other local channels (e.g. the post office and PayPoint).
H1b	1C	Further automation of customer contact centre	25	25	67	117	0	0.0	Efficiency	No	Officers to deliver as operational measure.	No adverse impact on performance anticipated with the quality of service maintained.
Total			25	49	67	141	0	2.0				

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

Saving Ref	Consultation Ref	Measure	2023/24 £'000	2024/25 £'000	2025/26 £'000	Total £'000	Years 4 & 5 £'000	Estimated Staffing Reduction (FTE)	Prioritisation/ Efficiency	Full IIA?	Further Consultation/ Reporting or Delegation to Officers	Impact on Service Performance and Quality
H2a	1A	Safer Neighbourhood Team workforce management & savings in supplies & services	32	23	0	55	0	1.0	Efficiency	No	Officers to deliver as operational measure including consultation with community planning partners, staff and trade unions.	The work of the team will be prioritised to minimise any potential reduction in performance.
H2b	1A	Staffing saving customer and communities	120	0	0	120	0	1.0	Efficiency	Yes	Officers to deliver as operational measure following consultation with staff & trade unions.	No adverse impact on performance anticipated with the quality of service maintained.
Total			152	23	0	175	0	2.0				

Housing, Customer & Building Services – Empowering Communities & Reducing the Number of Council Facilities

Saving Ref	Consultation Ref	Measure	2023/24 £'000	2024/25 £'000	2025/26 £'000	Total £'000	Years 4 & 5 £'000	Estimated Staffing Reduction (FTE)	Prioritisation/ Efficiency	Full IIA?	Further Consultation/ Reporting or Delegation to Officers	Impact on Service Performance and Quality
H3a	3A	Rationalised community centre portfolio	0	0	150	150	423	3.7	Efficiency	Yes	Consultation with management committees and other stakeholders. Report on proposals to Corporate Policy & Resources PDSP and Council Executive.	If the community become more involved in supporting facilities, or groups use other council and non-council assets, the impact should be minimal. Will have a positive impact on council carbon emissions.
Total			0	0	150	150	423	3.7				

Housing, Customer & Building Services – Modernised Library & Information Services

Saving Ref	Consultation Ref	Measure	2023/24 £'000	2024/25 £'000	2025/26 £'000	Total £'000	Years 4 & 5 £'000	Estimated Staffing Reduction (FTE)	Prioritisation/ Efficiency	Full IIA?	Further Consultation/ Reporting or Delegation to Officers	Impact on Service Performance and Quality
H4a	3A	Rationalise the number of library facilities by only retaining libraries located in partnership centres	0	121	0	121	0	4.7	Efficiency	Yes	Consultation required with library users. Report on proposals to Corporate Policy & Resources PDSP and Council Executive.	Revised model will reflect current patterns of usage. The focusing of stock in fewer locations would see increased service provision levels at remaining sites.
Total			0	121	0	121	0	4.7				

Total – Housing, Customer & Building Services			177	193	217	587	423	12.4				
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Operational Services – Reprioritised Passenger Transport Strategy

Saving Ref	Consultation Ref	Measure	2023/24 £'000	2024/25 £'000	2025/26 £'000	Total £'000	Years 4 & 5 £'000	Estimated Staffing Reduction (FTE)	Prioritisation/ Efficiency	Full IIA?	Further Consultation/ Reporting or Delegation to Officers	Impact on Service Performance and Quality
O1a	4B	Removal of subsidised bus & demand responsive transport	1,463	487	0	1,950	0	0.0	Prioritisation	Yes	Revised Passenger Transport Strategy to Environment and Sustainability PDSP and Council Executive.	If demand increases previously uncommercial routes could become commercial. As subsidised routes are not statutory, this would have no impact on statutory requirements.
O1b	4C	Mainstream school transport adjusted to reflect statutory requirements	951	321	0	1,272	0	0.0	Prioritisation	Yes	Statutory consultation to be undertaken. Revised school transport policy to Environment and Sustainability PDSP and Council Executive.	The council will continue to meet statutory requirements in the delivery of mainstream school transport.
O1c	4B	Removal of concessionary rail scheme	213	0	0	213	0	0.0	Prioritisation	Yes	Officers to implement as operational measure, consulting with rail provider.	No adverse impact on council performance anticipated.
Total			2,627	808	0	3,435	0	0.0				

Operational Services – Revised Catering, Cleaning & Facilities Management Models & Standards

Saving Ref	Consultation Ref	Measure	2023/24 £'000	2024/25 £'000	2025/26 £'000	Total £'000	Years 4 & 5 £'000	Estimated Staffing Reduction (FTE)	Prioritisation/ Efficiency	Full IIA?	Further Consultation/ Reporting or Delegation to Officers	Impact on Service Performance and Quality
O2a	1I	Removal of street crossing patrol service	356	119	0	475	0	24.1	Prioritisation	Yes	Revised policy to Environment and Sustainability PDSP and Council Executive.	No adverse impact on council performance anticipated.

Saving Ref	Consultation Ref	Measure	2023/24 £'000	2024/25 £'000	2025/26 £'000	Total £'000	Years 4 & 5 £'000	Estimated Staffing Reduction (FTE)	Prioritisation/ Efficiency	Full IIA?	Further Consultation/ Reporting or Delegation to Officers	Impact on Service Performance and Quality
O2b	11	Realign breakfast club provision with roll out of FSM & breakfast club funding from Scottish Government	0	0	268	268	161	3.4	Prioritisation	No	Officers to deliver as operational measure.	Current breakfast club provision will continue to be provided with no adverse impact on service performance or quality.
O2c	11	Use of Facilities Management Assistants to deliver school meals	144	0	0	144	0	0.0	Efficiency	Yes	Officers to deliver as operational measure.	Will improve service efficiency and performance with improved use of council assets. Meals would continue to be delivered.
O2d	11	50% reduction in cleaning hours in primary schools on a Friday	111	55	0	166	0	7.5	Prioritisation	Yes	Officers to deliver as operational measure following consultation with staff and trade unions.	Cleaning of key areas would be maintained, including statutory requirements. Revised building cleaning schedules will be adopted and should have no major impact on performance.
O2e	11	Focusing on Food & Drink in Schools (Scotland) Regulations 2020 rather than Food for Life Served Here accreditation	53	0	0	53	0	0.0	Efficiency	No	Officers to deliver as operational measure.	It is anticipated that this will have no impact on performance. The council will continue to meet the nutritional requirements in the Food and Drink in Schools (Scotland) Regulations 2020.
Total			664	174	268	1,106	161	35.0				

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

Saving Ref	Consultation Ref	Measure	2023/24 £'000	2024/25 £'000	2025/26 £'000	Total £'000	Years 4 & 5 £'000	Estimated Staffing Reduction (FTE)	Prioritisation/ Efficiency	Full IIA?	Further Consultation/ Reporting or Delegation to Officers	Impact on Service Performance and Quality
O3a	4D	Consolidating service provision at Beecraigs Country Park on wider park experiences & closing the animal attraction	95	0	0	95	0	2.0	Efficiency	No	Officers to deliver as operational measure following consultation with staff and trade unions.	The closure of the animal attraction is expected to have a minimal impact on future visitor numbers and overall service quality at Beecraigs Country Park.
Total			95	0	0	95	0	2.0				

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

Saving Ref	Consultation Ref	Measure	2023/24 £'000	2024/25 £'000	2025/26 £'000	Total £'000	Years 4 & 5 £'000	Estimated Staffing Reduction (FTE)	Prioritisation/ Efficiency	Full IIA?	Further Consultation/ Reporting or Delegation to Officers	Impact on Service Performance and Quality
O4a	4E	Removal of festive lighting	85	0	0	85	0	0.0	Prioritisation	No	Officers to deliver as operational measure.	Despite removal of festive lighting, this will have no impact on statutory service performance.
O4b	4E	Street lighting electrician workforce management	61	0	0	61	0	2.0	Efficiency	No	Officers to deliver as operational measure.	No adverse impact on performance or quality.

Saving Ref	Consultation Ref	Measure	2023/24 £'000	2024/25 £'000	2025/26 £'000	Total £'000	Years 4 & 5 £'000	Estimated Staffing Reduction (FTE)	Prioritisation/ Efficiency	Full IIA?	Further Consultation/ Reporting or Delegation to Officers	Impact on Service Performance and Quality
O4c	4E	Revised winter maintenance service	100	0	0	100	0	0.0	Prioritisation	No	Amended service standards to be considered by Environment and Sustainability PDSP and approved by Council Executive.	Prioritisation will ensure that statutory requirements are delivered with changes to non-priority areas. The council will continue to meet its statutory winter maintenance obligations.
Total			246	0	0	246	0	2.0				

Operational Services – Revised Service Standards & Delivery Models – Waste

Saving Ref	Consultation Ref	Measure	2023/24 £'000	2024/25 £'000	2025/26 £'000	Total £'000	Years 4 & 5 £'000	Estimated Staffing Reduction (FTE)	Prioritisation/ Efficiency	Full IIA?	Further Consultation/ Reporting or Delegation to Officers	Impact on Service Performance and Quality
O5a	4A	Revised community recycling centre opening hours	336	0	0	336	0	9.0	Prioritisation	Yes	Revised hours to be considered by Environment and Sustainability PDSP and approved by Council Executive.	As all of the sites will be retained with revised opening hours, the impact on recycling rates is expected to be minimal.
O5b	4A	Full year effect of previously implemented twin stream recycling saving (previously agreed saving)	231	0	0	231	0	0.0	Efficiency	No	Change to collection methods approved by Council Executive on 22 June 2021. Officers implemented as an operational measure during 2022/23.	The introduction of twin stream recycling will increase recycling rates whilst reducing the net cost of disposal per household. Overall it should not adversely affect service performance.
Total			567	0	0	567	0	9.0				

Operational Services – Income & Contributions

Saving Ref	Consultation Ref	Measure	2023/24 £'000	2024/25 £'000	2025/26 £'000	Total £'000	Years 4 & 5 £'000	Estimated Staffing Reduction (FTE)	Prioritisation/ Efficiency	Full IIA?	Further Consultation/ Reporting or Delegation to Officers	Impact on Service Performance and Quality
O6a	5	Introduction of charges for household garden waste collections	661	159	0	820	0	0.0	Prioritisation	Yes	Officers to deliver as an operational measure.	Anticipate a reduction in tonnage of garden waste collected which would reduce recycling performance, however this would have a positive impact on carbon reduction targets through reduced collection mileages.
Total			661	159	0	820	0	0.0				

Operational Services – Service Redesign, Integration & Modernisation

Saving Ref	Consultation Ref	Measure	2023/24 £'000	2024/25 £'000	2025/26 £'000	Total £'000	Years 4 & 5 £'000	Estimated Staffing Reduction (FTE)	Prioritisation/ Efficiency	Full IIA?	Further Consultation/ Reporting or Delegation to Officers	Impact on Service Performance and Quality
O7a	1B	Management restructures following changes to service delivery	0	150	0	150	0	3.0	Efficiency	Yes	Officers to deliver as operational measure following consultation with staff and trade unions.	Revised structure to match revised workloads due to changes in service provision and reducing budgets. No impact on service delivery.
Total			0	150	0	150	0	3.0				

Total – Operational Services	4,860	1,291	268	6,419	161	51.0						
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Social Policy Non Integration Joint Board – Digital Transformation

Saving Ref	Consultation Ref	Measure	2023/24 £'000	2024/25 £'000	2025/26 £'000	Total £'000	Years 4 & 5 £'000	Estimated Staffing Reduction (FTE)	Prioritisation/ Efficiency	Full IIA?	Further Consultation/ Reporting or Delegation to Officers	Impact on Service Performance and Quality
S1a	1C	Revised SWIFT replacement support and maintenance arrangements	0	44	0	44	0	0.0	Efficiency	No	Officers to deliver as an operational measure.	No adverse impact on service performance and quality anticipated.
S1b	1C	Swift replacement review of support	0	0	20	20	0	0.5	Efficiency	Yes	Officers to deliver as operational measure following consultation with staff & trade unions.	No adverse impact on service performance and quality anticipated.
S1c	1C	Withdraw from Interagency Information Exchange portal	47	0	0	47	0	0.0	Efficiency	No	Officers to deliver as an operational measure including engagement with partners.	Portal is currently not used, therefore this will have no adverse impact on service performance and quality.
Total			47	44	20	111	0	0.5				

Social Policy Non Integration Joint Board – Service Redesign, Integration & Modernisation

Saving Ref	Consultation Ref	Measure	2023/24 £'000	2024/25 £'000	2025/26 £'000	Total £'000	Years 4 & 5 £'000	Estimated Staffing Reduction (FTE)	Prioritisation/ Efficiency	Full IIA?	Further Consultation/ Reporting or Delegation to Officers	Impact on Service Performance and Quality
S2a	1G	Creation of a Children & Families access team	0	30	0	30	0	0.0	Efficiency	Yes	Officers to deliver as an operational measure following consultation with staff and trade unions.	No adverse impact anticipated. By improving the first response it should lead to less crisis interventions and a more responsive service. The council will continue to meet statutory duties.

Saving Ref	Consultation Ref	Measure	2023/24 £'000	2024/25 £'000	2025/26 £'000	Total £'000	Years 4 & 5 £'000	Estimated Staffing Reduction (FTE)	Prioritisation/ Efficiency	Full IIA?	Further Consultation/ Reporting or Delegation to Officers	Impact on Service Performance and Quality
S2b	1A	Review of social policy business support	22	0	0	22	0	0.5	Efficiency	Yes	Officers to deliver as an operational measure following consultation with staff and trade unions.	No impact on service delivery. Posts will be matched to support services continuing to be provided.
S2c	1A	Review of social policy administrative support	0	51	38	89	129	2.5	Efficiency	Yes	Officers to deliver as an operational measure following consultation with staff and trade unions.	As part of the review, impact on performance will be fully assessed. Posts will be matched to support services continuing to be provided.
Total			22	81	38	141	129	3.0				

Social Policy Non Integration Joint Board – Review of Commissioned Services

Saving Ref	Consultation Ref	Measure	2023/24 £'000	2024/25 £'000	2025/26 £'000	Total £'000	Years 4 & 5 £'000	Estimated Staffing Reduction (FTE)	Prioritisation/ Efficiency	Full IIA?	Further Consultation/ Reporting or Delegation to Officers	Impact on Service Performance and Quality
S3a	1H	Review of existing contracts for commissioned care within Children & Families service	181	160	192	533	265	0.0	Efficiency	Yes	Officers to deliver as an operational measure, including engagement with third sector partners.	As part of the review, impact on service performance will be fully assessed. Reductions will be targeted towards non-essential services to minimise impact on priorities. The council will continue to meet statutory duties.
Total			181	160	192	533	265	0.0				

Social Policy Non Integration Joint Board – Children & Families – Family & Parenting Support

Saving Ref	Consultation Ref	Measure	2023/24 £'000	2024/25 £'000	2025/26 £'000	Total £'000	Years 4 & 5 £'000	Estimated Staffing Reduction (FTE)	Prioritisation/ Efficiency	Full IIA?	Further Consultation/ Reporting or Delegation to Officers	Impact on Service Performance and Quality
S4a	1G	Alternative approach to the delivery of active and achieving	30	0	0	30	0	0.0	Efficiency	Yes	Officers to deliver as an operational measure.	No adverse impact on service performance and quality anticipated.
S4b	1G	Development of a West Lothian adoption service	50	50	100	200	0	0.0	Efficiency	Yes	Findings of the review and revision to adoption policy to be considered by Social Work and Health PDSP and Council Executive.	This will improve performance in sourcing placements, reduce the risk of adoption breakdown and improve outcomes for children.
S4c	1G	Development of Intensive Fostering Service	0	290	300	590	600	0.0	Efficiency	Yes	Findings of the review and revision to the fostering service and policy to be considered by Social Work and Health PDSP and Council Executive.	This will improve placement performance with improved outcomes and experiences for children. It should reduce the risk of placement breakdowns and provide more opportunities for foster caring in West Lothian for West Lothian's children.
Total			80	340	400	820	600	0.0				
Total – Social Policy Non Integration Joint Board			330	625	650	1,605	994	3.5				

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

Saving Ref	Consultation Ref	Measure	2023/24 £'000	2024/25 £'000	2025/26 £'000	Total £'000	Years 4 & 5 £'000	Estimated Staffing Reduction (FTE)	Prioritisation/ Efficiency	Full IIA?	Further Consultation/ Reporting or Delegation to Officers	Impact on Service Performance and Quality
P1a	1A	Planning Services workforce management	112	0	0	112	0	2.5	Efficiency	No	Officers to deliver as operational measure following consultation with staff & trade unions.	It is anticipated that service performance and quality can be maintained.
P1b	1A	Economic Development & Regeneration workforce management	50	0	0	50	0	1.0	Efficiency	No	Officers to deliver as operational measure following consultation with staff & trade unions.	No adverse impact, although response timescales for non-priority activities could increase.
P1c	1A	Delivery of employability services through Access2 Employment	108	0	0	108	0	0.0	Efficiency	No	Officers to deliver as operational measure.	There should be no adverse impact on performance or service quality with the council continuing to support employability interventions.
Total			270	0	0	270	0	3.5				

Planning, Economic Development & Regeneration – Income & Contributions

Saving Ref	Consultation Ref	Measure	2023/24 £'000	2024/25 £'000	2025/26 £'000	Total £'000	Years 4 & 5 £'000	Estimated Staffing Reduction (FTE)	Prioritisation/ Efficiency	Full IIA?	Further Consultation/ Reporting or Delegation to Officers	Impact on Service Performance and Quality
P2a	5	Reintroduction of income generating pre-application enquiry service and increased income from revised statutory fees	88	0	0	88	0	0.0	Efficiency	No	Officers to deliver as operational measure.	No impact anticipated provided the number of applications submitted to the council continues to be at, or slightly above, current levels.
Total			88	0	0	88	0	0.0				
Total – Planning, Economic Development & Regeneration			358	0	0	358	0	3.5				

Education – Digital Transformation

Saving Ref	Consultation Ref	Measure	2023/24 £'000	2024/25 £'000	2025/26 £'000	Total £'000	Years 4 & 5 £'000	Estimated Staffing Reduction (FTE)	Prioritisation/ Efficiency	Full IIA?	Further Consultation/ Reporting or Delegation to Officers	Impact on Service Performance and Quality
E1a	1C	Replacement of senior phase campus with virtual campus to widen access to the curriculum	33	17	0	50	0	0.0	Efficiency	Yes	Officers to deliver as operational measure with pupils and parents consulted throughout implementation.	Impact assessed to be limited with the council continuing to provide a varied senior phase using new technology and working with partners.
Total			33	17	0	50	0	0.0				

Education – Service Redesign, Integration & Modernisation

Saving Ref	Consultation Ref	Measure	2023/24 £'000	2024/25 £'000	2025/26 £'000	Total £'000	Years 4 & 5 £'000	Estimated Staffing Reduction (FTE)	Prioritisation/ Efficiency	Full IIA?	Further Consultation/ Reporting or Delegation to Officers	Impact on Service Performance and Quality
E2a	3C	Focusing working with young people budget on out of school care, More Choices More Chances, 16+ youth choices & opportunities for all	100	200	200	500	0	8.5	Prioritisation	Yes	Revised Community Learning and Development Plan to be considered by the Education PDSP and approved by Education Executive.	A revised performance framework would be implemented but it should have no adverse impact on the key priority area of transition from school to positive destinations.
E2b	1B	Realignment of units & management structures	0	90	0	90	0	1.0	Efficiency	Yes	Officers to deliver as operational measure in consultation with staff & trade unions.	No adverse impact anticipated with all essential activities and statutory requirements continuing to be delivered.

Saving Ref	Consultation Ref	Measure	2023/24 £'000	2024/25 £'000	2025/26 £'000	Total £'000	Years 4 & 5 £'000	Estimated Staffing Reduction (FTE)	Prioritisation/ Efficiency	Full IIA?	Further Consultation/ Reporting or Delegation to Officers	Impact on Service Performance and Quality
E2c	1E	Realign breakfast club provision with roll out of free school meals (FSM) & breakfast club funding from Scottish Government	0	0	349	349	175	0.0	Efficiency	No	Officers to deliver as operational measure.	Current breakfast club provision will continue to be provided with no adverse impact on service performance and quality.
E2d	1E	Further review of instrumental music to align with Scottish Government funding levels	0	0	421	421	253	0.0	Efficiency	Yes	Officers to deliver as operational measure in consultation with key stakeholders.	Tuition will continue to be provided within the funding envelope. More efficient use of resources and service redesign should have no impact on performance.
E2h	1B	Increase number of shared headship positions in primary structure	0	22	35	57	38	0.0	Efficiency	Yes	Officers to deliver as operational measure in consultation with key stakeholders.	No adverse impact on service performance and quality anticipated as practice already exists and is successful. Staffing mix to change with no overall reduction in staffing FTE.
E2i	1E	Working in partnership with voluntary sector to deliver school holiday provision (previously approved saving)	88	0	0	88	0	0.0	Efficiency	No	Officers to deliver as operational measure.	No impact on service performance and quality. School holiday provision will continue to be provided at previous levels with no change to service delivery.
Total			188	312	1,005	1,505	466	9.5				

Education – Review Approach to Delivery of Culture & Sports

Saving Ref	Consultation Ref	Measure	2023/24 £'000	2024/25 £'000	2025/26 £'000	Total £'000	Years 4 & 5 £'000	Estimated Staffing Reduction (FTE)	Prioritisation/ Efficiency	Full IIA?	Further Consultation/ Reporting or Delegation to Officers	Impact on Service Performance and Quality
E3a	5	Fund public art commissioning through developer contributions	46	0	0	46	0	0.0	Efficiency	No	Officers to deliver as operational measure.	No adverse impact on service performance and quality anticipated.
E3b	1K	Supporting West Lothian Leisure (WLL) to become fully self-funded with no requirement for a management fee from the council	0	250	500	750	996	0.0	Prioritisation	Yes	Officers to deliver as operational measure with continued engagement with WLL.	WLL's Board is responsible for agreeing and implementing plans, ensuring that related implications are considered. The council's West Lothian Leisure Advisory Committee will continue to monitor WLL's implementation of plans, in accordance with the terms of its remit. WLL will develop a financial strategy taking account of reduced funding. The extent of the impact on performance is dependent on the nature of service redesign identified in WLL's modernisation programme.
Total			46	250	500	796	996	0.0				

Education – Redesign of Early Learning & Childcare (ELC)

Saving Ref	Consultation Ref	Measure	2023/24 £'000	2024/25 £'000	2025/26 £'000	Total £'000	Years 4 & 5 £'000	Estimated Staffing Reduction (FTE)	Prioritisation/ Efficiency	Full IIA?	Further Consultation/ Reporting or Delegation to Officers	Impact on Service Performance and Quality
E4a	3B	ELC income & partner providers – promotion of placements to utilise capacity and assist with parental choice	569	342	0	911	0	(2.0)	Efficiency	No	Officers to deliver as operational measure through the council's ongoing evolution of the ELC framework.	No adverse impact on performance anticipated with the quality of service provided maintained or enhanced. Will result in an increase of two FTE.
E4b	3B	Rationalise physical capacity & staffing at council establishments where provision is greater than parental choice levels	837	503	0	1,340	0	41.8	Efficiency	Yes	Officers to deliver as operational measure through the council's ongoing evolution of the ELC framework.	No adverse impact on performance anticipated with the quality of service provided maintained. Service capacity will align with parental demand and choice.
Total			1,406	845	0	2,251	0	39.8				

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

Saving Ref	Consultation Ref	Measure	2023/24 £'000	2024/25 £'000	2025/26 £'000	Total £'000	Years 4 & 5 £'000	Estimated Staffing Reduction (FTE)	Prioritisation/ Efficiency	Full IIA?	Further Consultation/ Reporting or Delegation to Officers	Impact on Service Performance and Quality
E5c	1D	Education and school based savings	777	3,772	2,697	7,246	977	To be determined following review of education resources, including DSM	Efficiency	Yes	Any revision to the DSM scheme to be presented to Education PDSP and Education Executive following consultation.	Officers and head teachers will prioritise resource to minimise the impact on meeting the needs of children and young people, maintaining the council's strong track record for attainment and securing positive destinations.
Total			777	3,772	2,697	7,246	977	TBC				
Total – Education			2,450	5,196	4,202	11,848	2,439	49.3				

Chief Executive/Finance & Property Services – Digital Transformation

Saving Ref	Consultation Ref	Measure	2023/24 £'000	2024/25 £'000	2025/26 £'000	Total £'000	Years 4 & 5 £'000	Estimated Staffing Reduction (FTE)	Prioritisation/ Efficiency	Full IIA?	Further Consultation/ Reporting or Delegation to Officers	Impact on Service Performance and Quality
F1a	1C	Automation & digital transformation in Purchase to Pay	0	30	0	30	0	1.0	Efficiency	Yes	Officers to deliver as operational measure following consultation with staff and trade unions.	Potential impact on the number of invoices paid within 30 days. Automation and streamlining of tasks will help ensure timescales continue to be met.
Total			0	30	0	30	0	1.0				

Chief Executive/Finance & Property Services – Technical Financial Savings

Saving Ref	Consultation Ref	Measure	2023/24 £'000	2024/25 £'000	2025/26 £'000	Total £'000	Years 4 & 5 £'000	Estimated Staffing Reduction (FTE)	Prioritisation/ Efficiency	Full IIA?	Further Consultation/ Reporting or Delegation to Officers	Impact on Service Performance and Quality
F2a	1J	Alignment of housing benefit budget to match costs	250	0	0	250	0	0.0	Efficiency	No	Officers to deliver as operational measure.	No impact on service performance and quality.
F2b	1J	Council tax aged debt income maximisation	300	0	0	300	0	0.0	Efficiency	Yes	Officers to deliver as operational measure, with realignment of staffing resources.	No impact on service performance and quality.
F2c	1J	Increase council tax collection rates from 97.75% to 98%	248	13	13	274	26	0.0	Efficiency	Yes	Officers to deliver as operational measure using new power from the Digital Economy Act 2017.	No impact on service performance and quality.

Saving Ref	Consultation Ref	Measure	2023/24 £'000	2024/25 £'000	2025/26 £'000	Total £'000	Years 4 & 5 £'000	Estimated Staffing Reduction (FTE)	Prioritisation/ Efficiency	Full IIA?	Further Consultation/ Reporting or Delegation to Officers	Impact on Service Performance and Quality
F2d	1J	Alignment of Lothian Valuation Joint Board budget to match costs	66	0	0	66	0	0.0	Efficiency	No	Officers to deliver as operational measure.	No impact on service performance and quality.
F2e	1J	Alignment of pension budget to match costs	150	0	0	150	0	0.0	Efficiency	No	Officers to deliver as operational measure.	No impact on service performance and quality.
Total			1,014	13	13	1,040	26	0.0				

Chief Executive/Finance & Property Services – Service Redesign, Integration & Modernisation

Saving Ref	Consultation Ref	Measure	2023/24 £'000	2024/25 £'000	2025/26 £'000	Total £'000	Years 4 & 5 £'000	Estimated Staffing Reduction (FTE)	Prioritisation/ Efficiency	Full IIA?	Further Consultation/ Reporting or Delegation to Officers	Impact on Service Performance and Quality
F3a	1A	Bring housing benefit award accuracy (HBAA) in house	25	0	0	25	0	0.0	Efficiency	No	Officers to deliver as operational measure.	Activity will be incorporated into existing workloads with no anticipated adverse impact on performance or quality.
F3b	1A	Financial Management Unit supplies & services & income generation	62	76	7	145	15	0.0	Efficiency	No	Officers to deliver as operational measure following consultation with staff & trade unions.	No impact on service performance and quality anticipated.
F3c	1A	Revenues Unit workforce management & supplies & services	63	54	0	117	0	0.5	Efficiency	Yes	Officers to deliver as operational measure following consultation with staff & trade unions.	No impact on service performance and quality anticipated.

Saving Ref	Consultation Ref	Measure	2023/24 £'000	2024/25 £'000	2025/26 £'000	Total £'000	Years 4 & 5 £'000	Estimated Staffing Reduction (FTE)	Prioritisation/ Efficiency	Full IIA?	Further Consultation/ Reporting or Delegation to Officers	Impact on Service Performance and Quality
F3d	1A	Anti-Poverty Service workforce management	0	0	221	221	0	6.0	Efficiency	Yes	Officers to deliver as operational measure following consultation with staff & trade unions.	There will be an extensive review of processes, how customers access the service and of demand levels. There will also be a review of service level agreements to focus on key tasks and priorities.
F3e	1A	Property Services workforce management & supplies & services	31	50	0	81	0	1.0	Efficiency	Yes	Officers to deliver as operational measure following consultation with staff & trade unions.	There is no adverse impact on property service performance and quality.
Total			181	180	228	589	15	7.5				

Chief Executive/Finance & Property Services – Climate Change

Saving Ref	Consultation Ref	Measure	2023/24 £'000	2024/25 £'000	2025/26 £'000	Total £'000	Years 4 & 5 £'000	Estimated Staffing Reduction (FTE)	Prioritisation/ Efficiency	Full IIA?	Further Consultation/ Reporting or Delegation to Officers	Impact on Service Performance and Quality
F4a	4G	Implementation of Non-domestic energy efficiency framework (NDEEF) phase 3 works	50	100	0	150	0	0.0	Efficiency	No	Officers to deliver as operational measure.	No adverse impact anticipated. It will assist in achieving the Climate Change Strategy and Carbon Management Plan targets.
F4b	4G	Installation of rooftop photo voltaic (PV) panels	30	30	0	60	0	0.0	Efficiency	No	Officers to deliver as operational measure.	No adverse impact anticipated. It will assist in achieving the Climate Change Strategy and Carbon Management Plan targets.

Saving Ref	Consultation Ref	Measure	2023/24 £'000	2024/25 £'000	2025/26 £'000	Total £'000	Years 4 & 5 £'000	Estimated Staffing Reduction (FTE)	Prioritisation/ Efficiency	Full IIA?	Further Consultation/ Reporting or Delegation to Officers	Impact on Service Performance and Quality
F4c	4G	Minor thermal efficiency works	20	0	0	20	0	0.0	Efficiency	No	Officers to deliver as operational measure.	No adverse impact anticipated. It will assist in achieving the Climate Change Strategy and Carbon Management Plan targets.
F4d	4G	Water efficiency measures	0	15	0	15	0	0.0	Efficiency	No	Officers to deliver as operational measure.	No adverse impact anticipated. It will assist in achieving the Climate Change Strategy and Carbon Management Plan targets.
F4e	4G	Energy mitigation measures (heating guidance, renewables & swimming pools)	445	575	0	1,020	0	0.0	Efficiency	No	Council Executive agreed 7 February 2023 that officers should develop detailed options, including a full review of swimming pool provision. Officers to deliver as operational measure.	No adverse impact anticipated. It will assist in achieving the Climate Change Strategy and Carbon Management Plan targets.
Total			545	720	0	1,265	0	0.0				

Chief Executive/Finance & Property Services – Income & Contributions

Saving Ref	Consultation Ref	Measure	2023/24 £'000	2024/25 £'000	2025/26 £'000	Total £'000	Years 4 & 5 £'000	Estimated Staffing Reduction (FTE)	Prioritisation/ Efficiency	Full IIA?	Further Consultation/ Reporting or Delegation to Officers	Impact on Service Performance and Quality
F5a	5	Lease Civic Centre café to a commercial operator, social enterprise or franchisee	0	25	0	25	0	0.0	Efficiency	Yes	Officers to deliver as operational measure, including consultation with staff and trade unions.	Delivery of service through commercial operator, social enterprise or franchisee should have no adverse impact on performance and quality.

Saving Ref	Consultation Ref	Measure	2023/24 £'000	2024/25 £'000	2025/26 £'000	Total £'000	Years 4 & 5 £'000	Estimated Staffing Reduction (FTE)	Prioritisation/ Efficiency	Full IIA?	Further Consultation/ Reporting or Delegation to Officers	Impact on Service Performance and Quality
F5b	5	Tenanted Non Residential Property (TNRP) rent & service charges	91	57	37	185	74	0.0	Efficiency	No	Officers to deliver as operational measure.	No impact on service performance and quality, increased charges may have an impact on tenancy levels.
F5c	5	Administration fee for works on Tenanted Non Residential Property (TNRP) properties	5	0	0	5	0	0.0	Efficiency	No	Officers to deliver as operational measure.	No impact on service performance and quality anticipated.
Total			96	82	37	215	74	0.0				

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

Saving Ref	Consultation Ref	Measure	2023/24 £'000	2024/25 £'000	2025/26 £'000	Total £'000	Years 4 & 5 £'000	Estimated Staffing Reduction (FTE)	Prioritisation/ Efficiency	Full IIA?	Further Consultation/ Reporting or Delegation to Officers	Impact on Service Performance and Quality
F6a	4F	Rationalisation of administrative offices	55	167	0	222	0	0.0	Efficiency	Yes	Officers to deliver as operational measure, including consultation with staff, partners & building users.	Properties are surplus following service changes. There is no impact on property service performance and quality. Will result in reduced emissions.
F6b	3A	Property budget savings following an IJB review of respite care services and the property estate	0	0	31	31	0	0.0	Efficiency	No	Officers to deliver as operational measure.	Properties are surplus following service changes. There is no impact on property service performance and quality. Will result in reduced emissions.

Saving Ref	Consultation Ref	Measure	2023/24 £'000	2024/25 £'000	2025/26 £'000	Total £'000	Years 4 & 5 £'000	Estimated Staffing Reduction (FTE)	Prioritisation/ Efficiency	Full IIA?	Further Consultation/ Reporting or Delegation to Officers	Impact on Service Performance and Quality
F6c	4F	Revised frequency of electrical testing in accordance with statutory requirements	7	0	0	7	0	0.0	Efficiency	No	Officers to deliver as operational measure.	No impact on performance and quality. Electrical testing statutory requirements, including testing in high risk environments, will continue to be met.
F6d	4F	Changes to security provision at Civic Centre	50	0	0	50	0	0.0	Efficiency	No	Officers to deliver as operational measure, including consultation with partners.	No adverse impact on service performance and quality anticipated.
Total			112	167	31	310	0	0.0				

Chief Executive/Finance & Property Services – Empowering Communities & Reducing the Number of Community Facilities

Saving Ref	Consultation Ref	Measure	2023/24 £'000	2024/25 £'000	2025/26 £'000	Total £'000	Years 4 & 5 £'000	Estimated Staffing Reduction (FTE)	Prioritisation/ Efficiency	Full IIA?	Further Consultation/ Reporting or Delegation to Officers	Impact on Service Performance and Quality
F7a	3A	Property budget savings following consolidation of the library portfolio due to changes to service delivery models (H4a)	0	0	20	20	0	0.0	Efficiency	Yes	Officers to deliver as operational measure.	Properties are surplus following implementation of service changes. There is no impact on property service performance and quality. Will result in reduced carbon emissions.
F7b	3A	Closure of automated public conveniences	163	195	0	358	0	0.0	Prioritisation	Yes	Officers to deliver as operational measure, including consultation with communities & potential comfort partners.	Subject to alternative facilities being available, this should have no adverse impact on performance and quality.

Saving Ref	Consultation Ref	Measure	2023/24 £'000	2024/25 £'000	2025/26 £'000	Total £'000	Years 4 & 5 £'000	Estimated Staffing Reduction (FTE)	Prioritisation/ Efficiency	Full IIA?	Further Consultation/ Reporting or Delegation to Officers	Impact on Service Performance and Quality
F7c	3A	Property budget savings following consolidation of sports pavilion portfolio due to changes in service delivery models	0	66	0	66	0	0.0	Efficiency	Yes	Officers to deliver as operational measure.	Properties are surplus following implementation of service changes. There is no impact on property service performance and quality. Will result in reduced carbon emissions.
Total			163	261	20	444	0	0.0				
Total – Chief Executive/Finance & Property Services			2,111	1,453	329	3,893	115	8.5				
Total			10,691	8,938	5,964	25,593	4,383	143.4				

DATA LABEL: PUBLIC

Appendix 4 – Assessment of Risk of Deliverability of Budget Savings Measures

To assist elected members in considering risks associated with proposed budget savings measures for 2023/24 to 2025/26 an updated assessment of the risk of deliverability of the budget savings measures has been undertaken. The risks have been assessed on the basis that the proposed budget saving measures are approved by Council on 21 February 2023.

A risk matrix is used to assess the level of risk. The matrix and the parameters for assessment are as follows:

RISK MATRIX

LIKELIHOOD	Almost Certain 5	5 Low	10 Medium	15 High	20 High	25 High
	Very Likely 4	4 Low	8 Medium	12 High	16 High	20 High
	Likely 3	3 Low	6 Low	9 Medium	12 High	15 High
	Possible 2	2 Low	4 Low	6 Low	8 Medium	10 Medium
	Unlikely 1	1 Low	2 Low	3 Low	4 Low	5 Medium
		Insignificant 1	Minor 2	Significant 3	Major 4	Catastrophic 5
		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

1. Unlikely – less than 10%
2. Possible – 10% to 50%
3. Likely – 50% to 70%
4. Very Likely – 70% to 90%
5. Almost Certain – 90% to 100%

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

<u>Hazard / Impact of Risk</u>	Personal safety	Property loss or damage	Regulatory, statutory or contractual	Financial loss, penalties, or costs	Impact on service delivery	Personal privacy infringement	Community / environmental	Impact on Reputation
Insignificant 1	Minor injury or discomfort to an individual	Negligible property damage	Breaches contained within the service	Less than £10k	No noticeable impact	None	Inconvenience to an individual or small group	Contained within service unit
Minor 2	Minor injury or discomfort to several people in one incident	Minor damage to one property	Breaches reported within the council no external action	£10k to £100k	Minimal disruption to services	Non special category personal information for one individual revealed or lost	Impact on an individual or small group	Contained within service
Significant 3	Major injury or harm to an individual	Significant damage to small building or minor damage to several properties from one source	Adverse comment or censure by government, courts, auditors, or regulators	More than £100k to £500k	Noticeable impact on service performance.	Non special category personal information for several individuals revealed or lost	Impact on a local community	Local social media or press interest
Major 4	Major injury or harm to several people in one incident	Major damage to critical building or serious damage to several properties from one source	Government, court or regulator sanction, including action which impairs our ability to deliver a service	More than £500k to £2m	Serious disruption to service performance	Special category personal information for one individual revealed or lost	Impact on several communities	National social media or press interest
Catastrophic 5	Death of one or more people	Total loss of critical building	Government, court or regulator action resulting in an inability to deliver key services	More than £2m	Non achievement of key corporate objectives	Special category personal information for several individuals revealed or lost	Impact on the whole of West Lothian or permanent damage to site of special scientific interest	Officers and/or members dismissed, sent to prison or forced to resign

Risk Assessment Overview by Service

Service	Level of Risk			
	Low	Medium	High	Total
Corporate Services	8	4	0	12
Housing, Customer & Building Services	3	3	0	6
Operational Services	8	5	3	16
Social Policy – Non IJB	8	2	0	10
Planning, Economic Development & Regeneration	4	0	0	4
Education	6	3	3	12
Chief Executive/Finance & Property Services	21	4	1	26
Total	58	21	7	86

Corporate Services

Ref	Measure	Total Three Year Value £'000	Level of Risk	Description of Main Identified Risks	Potential Impact of Identified Risks	Mitigating Actions to Manage Risk
C1a	Scottish Wide Area Network (SWAN) contract saving	75	Low (2)	No risks identified.	No risks identified.	No mitigating actions required.
C1b	Change to lone worker device solution	6	Low (1)	No risks identified. New solution will move from fob device to an application.	No risks identified. New solution will move from fob device to an application.	No mitigating actions required.
C1c	Streamlining & digitising corporate processes	100	Low (6)	Inability to achieve staffing reductions through natural changes. Demand for support does not reduce in line with assumptions. Managers unable to complete new responsibilities without extra support.	If staffing reductions are not achieved voluntarily it may mean delays in achieving the saving. Continued requirement for support may result in saving becoming undeliverable.	Workforce management policies will be used to minimise impact on staff. Guides, supporting information and e-learning will help support managers undertake increased responsibilities.
C1d	Multifunctional device (MFD) savings & reduction in print volumes	100	Medium (9)	Print volumes remain at current levels or increase.	If print volumes cannot be sufficiently reduced, the saving cannot be fully delivered.	Working with services to re-evaluate printing needs and suggest alternatives consistent with the Climate Change Strategy. Continued digitisation of services.
C2a	HR Services workforce management	96	Low (6)	Inability to achieve staffing reductions through natural changes. Changes to accommodate saving may be challenging for customers. Demand for support does not reduce in line with assumptions. Managers unable to complete new responsibilities without extra support.	If staffing reductions are not achieved voluntarily it may mean delays in achieving the saving. Continued requirement for support may result in saving becoming undeliverable.	Workforce management policies will be used to minimise impact on staff. Guides, supporting information and e-learning will help support managers undertake increased responsibilities. Support on policies and strategic HR issues will continue.
C2b	Corporate Health & Safety Team workforce management	26	Low (6)	No risks identified. Proposal will have no impact on total number of staff delivering Corporate Health & Safety support.	No risks identified. Proposal will have no impact on total number of staff delivering Corporate Health & Safety support.	No mitigating actions required.

Ref	Measure	Total Three Year Value £'000	Level of Risk	Description of Main Identified Risks	Potential Impact of Identified Risks	Mitigating Actions to Manage Risk
C2c	Members Services Support Team revised arrangements	47	Low (6)	Inability to achieve staffing reductions through natural changes in workforce. Changes to activities to accommodate saving may be challenging for customers.	If staffing reductions are not achieved voluntarily it may mean delays in achieving the saving. Continued requirement for support may result in saving becoming undeliverable.	Workforce management policies will be used to minimise impact on staff. Workload will be streamlined and prioritised. Existing number of support assistants will be retained.
C2d	IT Services workforce management	122	Medium (9)	Inability to achieve staffing reductions through natural changes in workforce. Changes to activities to accommodate saving may be challenging for customers. Demand for support does not reduce in line with assumptions.	If staffing reductions are not achieved voluntarily it may mean delays in achieving the saving. Continued requirement for support may result in saving becoming undeliverable.	Workforce management policies will be used to minimise impact on staff. Workload will be streamlined and prioritised. Responsibilities will be subsumed within remaining roles ensuring support continues to be provided.
C2e	Legal Services workforce management	70	Low (6)	Inability to achieve staffing reductions through natural changes in workforce. Changes to activities to accommodate saving may be challenging for customers. Demand for support does not reduce in line with assumptions.	If staffing reductions are not achieved voluntarily it may mean delays in achieving the saving. Continued requirement for support may result in saving becoming undeliverable. If legal support is required it may have to be externally procured at a potentially higher cost.	Workforce management policies will be used to minimise impact on staff. Workload will be streamlined and prioritised. Sufficient professional staff will be retained to minimise impact on legal advice. Engagement with services to agree revised service level agreements.
C2f	Reduction in print costs for Bulletin	5	Low (1)	No risks identified.	No risks identified.	No mitigating actions required.
C2g	Corporate Procurement Unit workforce management	110	Medium (9)	Inability to achieve staffing reductions through natural changes in workforce. Changes to activities to accommodate saving may be challenging for customers. Demand for support does not reduce in line with assumptions. Increased risk of non-compliance with regulations.	If staffing reductions are not achieved voluntarily it may mean delays in achieving the saving. Continued requirement for support may result in saving becoming undeliverable. Increased challenges against council procurement activity.	Workforce management policies will be used to minimise the impact on staff. Workload will be streamlined and prioritised. Expansion of Quick Quotes will support services to undertake more procurement activity independently. Compliance will be closely monitored.

Ref	Measure	Total Three Year Value £'000	Level of Risk	Description of Main Identified Risks	Potential Impact of Identified Risks	Mitigating Actions to Manage Risk
C2h	Corporate Services non-filling of staffing vacancies	126	Medium (9)	Vacancies occur in service areas where there is limited opportunity to review processes. Changes to activities to accommodate saving may be challenging for customers. Demand for support does not reduce in line with assumptions.	Vacancies arising in statutory areas or where processes cannot be streamlined may require redeployment of staff. Continued requirement for support may result in saving becoming undeliverable.	Maximisation of streamlining and automation of processes across all service areas. Revised service standards and agreements to be developed for transparency of priorities. Effective medium term workforce management planning.
Total		883				

Housing, Customer and Building Services

Ref	Measure	Total Three Year Value £'000	Level of Risk	Description of Main Identified Risks	Potential Impact of Identified Risks	Mitigating Actions to Manage Risk
H1a	Customer Information Service (CIS) and cash office review	24	Low (4)	Inability to achieve staffing reductions through natural changes in workforce. Customer reluctance to use Paypoint or telephone/online payments.	If staffing reductions are not achieved voluntarily it may mean delays in achieving the saving. Changes may result in reduced customer satisfaction.	Expanding use of Paypoint will see a substantial increase in number of locations (from two to over 800). Investment in online resources and digital content. Extensive communication to demonstrate benefits of moving to wider network.
H1b	Further automation of customer contact centre	117	Medium (9)	Ability to implement automated processes which are effective and reflect demand. Customer acceptance of revised approach.	Without automation of processes there will be a negative impact on performance and customer satisfaction.	Investment in technology and streamlining of processes and requests to ensure contact service staff remain available to address more complex requests/assist those not comfortable with automation.
H2a	Safer Neighbourhood Team workforce management & savings in supplies & services	55	Low (2)	Changes in support from key Community Safety Partnership partners.	Changes to support could impact on the partnership's ability to tackle anti-social behaviour, however risk is assessed to be minimal.	Current service provision is based on the proposal due to vacancies with no impact on service delivery. Working closely with partners.
H2b	Staffing saving customer and communities	120	Low (6)	Inability to achieve staffing reductions through natural changes in workforce. Changes to activities to accommodate saving may not be acceptable to customers.	If staffing reductions are not achieved voluntarily it 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 to ensure an effective service continues to be provided. Anticipated can be delivered with no impact on frontline services.
H3a	Rationalised community centre portfolio	150	Medium (9)	The council is not able to reduce or rationalise properties through asset transfer or closure due to lack of interest in asset transfer or inability to produced proposals to relocate services and activities.	Will not achieve the anticipated reduction in staffing costs and will require maintaining a property portfolio with insufficient revenue and capital budget to run and maintain buildings.	Working closely with community groups to ensure long term viability. Mapping exercise to identify alternative locations, focused on delivering services in local communities.

Ref	Measure	Total Three Year Value £'000	Level of Risk	Description of Main Identified Risks	Potential Impact of Identified Risks	Mitigating Actions to Manage Risk
H4a	Rationalise the number of library facilities by only retaining libraries located in partnership centres	121	Medium (9)	Consultation may result in a lack of alternative provision being identified.	If the facilities are not rationalised the council cannot achieve staffing savings as the staffing establishments for each location would have to be retained.	Libraries would remain in partnership centres, enhanced by activities being undertaken at other locations. Digital offer will be improved in line with growing demand. Consideration could be given to community run and pop up libraries.
Total		587				

Operational Services

Ref	Measure	Total Three Year Value £'000	Level of Risk	Description of Main Identified Risks	Potential Impact of Identified Risks	Mitigating Actions to Manage Risk
O1a	Removal of subsidised bus & demand responsive transport	1,950	High (12)	Adverse impact on users of routes which are not commercial due to the low number of users. Public support for retaining services.	Pressure to reinstate uncommercial routes with low user numbers would mean the full value of the saving would not be deliverable.	Investigation of alternative travel arrangements which are more cost effective and efficient. Introduction of Young Persons Entitlement Scheme may increase number of commercial routes, minimising impact.
O1b	Mainstream school transport adjusted to reflect statutory requirements	1,272	High (12)	Public desire to retain provision above statutory minimum. Insufficient capacity on commercial network for displaced demand. New contract prices being significantly higher.	Retention of any provision would mean the full value of the saving would not be deliverable. Increased contract prices would result in an unbudgeted pressure or reduced value of saving.	Working with schools to promote school active travel plans and safe routes to schools. Early engagement with commercial operators to assess options for capacity. Young Persons Entitlement Scheme means free transport for all young people is available. Close monitoring of market conditions and prices.
O1c	Removal of concessionary rail scheme	213	Medium (9)	Public support for retaining concession scheme.	Reinstatement of the scheme, or any element of it, would mean the saving is not deliverable.	Early engagement with users to promote alternative concessions (e.g. Senior Railcard) and reasons for changes. Access to free bus travel would remain.
O2a	Removal of street crossing patrol service	475	Medium (9)	Local safety issues raised by specific schools and parents/carers.	Pressure to reinstate crossing patrols at sites would result in additional costs and the full value of the saving would not be deliverable.	Continuation of promotion of school active travel plans and early engagement on safe access and routes to school.
O2b	Realign breakfast club provision with roll out of FSM & breakfast club funding from Scottish Government	268	Low (6)	Scottish Government funding is not received in line with previous commitments regarding free school meal provision.	Insufficient funding is received to ensure continued delivery of service in line with national commitments.	Continued engagement with COSLA and Scottish Directors of Finance regarding the appropriate funding of national commitments.

Ref	Measure	Total Three Year Value £'000	Level of Risk	Description of Main Identified Risks	Potential Impact of Identified Risks	Mitigating Actions to Manage Risk
O2c	Use of Facilities Management Assistants to deliver school meals	144	Low (6)	Acceptance of changes in work responsibilities although there will be no contractual changes.	Delays in acceptance of changes may result in delays to implementing savings.	Early engagement with employees. Workforce management policies will minimise the impact on staff.
O2d	50% reduction in cleaning hours in primary schools on a Friday	166	Medium (9)	High risk health and safety cleaning will remain but if there are activities in school that create significant mess this may require additional cleaning.	Need for additional cleaning above the revised service levels will result in additional costs.	Working closely with schools to help manage reduced cleaning levels on a Friday. Focus will be on high risk areas to ensure health and safety requirements are met.
O2e	Focusing on Food & Drink in Schools (Scotland) Regulations 2020 rather than Food for Life Served Here accreditation	53	Low (2)	No risks identified.	No risks identified.	No mitigating actions required.
O3a	Consolidating service provision at Beecraigs Country Park on wider park experiences & closing the animal attraction	95	Low (4)	Timely rehoming of animals. Inability to achieve staffing reductions through natural changes in workforce.	Delays in rehoming animals would require the retention of staff to manage animal welfare. If staffing reductions are not achieved voluntarily it may mean delays in achieving the saving.	Working with local partners (such as zoos, farms and small holdings) to identify suitable locations for rehoming animals. Workforce management policies will be used to minimise the impact on staff.
O4a	Removal of festive lighting	85	Low (6)	Public desire for the council to continue to deliver festive lighting.	Pressure to retain current provision will impact on the level of saving that can be achieved.	Providing support to community groups and third parties to deliver own festive décor. Support could include facilitating crowdfunding or other initiatives.
O4b	Street lighting electrician workforce management	61	Low (4)	50% of saving requires removal of festive lighting. Delays in response times to resolve lighting faults.	Inability to remove festive lighting would result in half of the saving not being deliverable. Longer timescales to resolve faults could impact on customer satisfaction.	Introduction of LED street lighting has improved reliability and reduced the instances of faults. Remaining staffing should be sufficient for service needs.

Ref	Measure	Total Three Year Value £'000	Level of Risk	Description of Main Identified Risks	Potential Impact of Identified Risks	Mitigating Actions to Manage Risk
O4c	Revised winter maintenance service	100	Medium (9)	Communities may expect the current level of service to be maintained, including non-statutory elements.	The full level of savings could not be achieved if this proposal is not implemented in full.	Early communication of changes to support transition. Support community involvement initiatives. Statutory requirements will continue to be delivered.
O5a	Revised community recycling centre opening hours	336	Medium (9)	Public desire to maintain current opening hours. Inability to achieve changes to staffing requirements through natural changes in workforce.	Pressure to retain current opening hours will impact on the level of saving that can be achieved. If changes to staffing are not achieved may result in delays in achieving the saving.	Proposal reflects times the majority of customers access sites to ensure most effective and efficient use of resources. All sites will be retained with revised complementary hours to ensure availability across West Lothian. Workforce management policies will minimise the impact on staff.
O5b	Full year effect of previously implemented twin stream recycling saving (previously agreed saving)	231	Low (3)	No risk identified – full year effect of change to service delivery implemented in 2022/23.	No risk identified – full year effect of change to service delivery implemented in 2022/23.	No mitigating actions other than to monitor waste tonnage levels.
O6a	Introduction of charges for household garden waste collections	820	High (12)	Level of forecast demand is not met meaning a shortfall in income. Adverse impact on household behaviour although evidence in other councils is that charging has not resulted in a permanent increase in fly tipping.	Actual income is less than budgeted income. Short term increase in fly tipping resulting in additional cost to tidy up adverse household behaviour.	Households would continue to have access to free community recycling centres. Implementation would be supported by extensive communication and engagement. Monitoring income levels.
O7a	Management restructures following changes to service delivery	150	Low (6)	Inability to achieve staffing reduction through natural changes in workforce. Changes to activities may not be acceptable to customers. Increased statutory requirements.	Staff may have to be redeployed which would mean delays in achieving the saving. Changes to activities may result in reduced customer satisfaction or increased need to outsource.	Workforce management policies will minimise the impact on staff. Workload to be streamlined and prioritised to ensure an effective service continues to be provided.
Total		6,419				

Social Policy Non Integration Joint Board

Ref	Measure	Total Three Year Value £'000	Level of Risk	Description of Main Identified Risks	Potential Impact of Identified Risks	Mitigating Actions to Manage Risk
S1a	Revised SWIFT replacement support and maintenance arrangements	44	Low (2)	No risk identified in current financial planning period as new system is being implemented.	No risk identified in current financial planning period as new system is being implemented.	No mitigating actions required.
S1b	Swift replacement review of support	20	Low (2)	No risk identified in current financial planning period as new system is being implemented.	No risk identified in current financial planning period as new system is being implemented.	No mitigating actions required.
S1c	Withdraw from Interagency Information Exchange portal	47	Low (2)	No risk identified. Portal is currently not being used to support service delivery.	No risk identified. Portal is currently not being used to support service delivery.	No mitigating actions required. The council uses other systems to facilitate information sharing and make referrals.
S2a	Creation of a Children & Families access team	30	Low (4)	Substantial increase in demand for service greater than anticipated in modelling new team.	Any substantial increase in demand may require additional staffing which would mean saving is not deliverable.	To anticipate future demand, and develop common tools and pathways, an analysis of current enquiries will be undertaken. New model should result in improved outcomes & earlier interventions.
S2b	Review of social policy business support	22	Low (4)	As services change support will be realigned. At this stage a fully revised model has not been finalised, making it difficult to assess the level of support required. Inability to achieve staffing reductions through natural changes in workforce.	Revised support structure may not adequately support the service. Staff may have to be redeployed which would mean delays in achieving the saving.	Revised requirements will be determined in line with agreed changes to service delivery. Remaining activity will focus on delivering key outcomes. Workforce management policies will minimise the impact on staff.
S2c	Review of social policy administrative support	89	Low (4)	As services change support will be realigned. At this stage a fully revised model has not been finalised, making it difficult to assess the level of support required. Inability to achieve staffing reductions through natural changes in workforce.	Revised administration structure may not adequately support the service. Staff may have to be redeployed which would mean delays in achieving the saving.	Revised requirements will be determined in line with agreed changes to service delivery. A substantial administration support team will remain in place to support professional staff. Workforce management policies will minimise the impact on staff.

Ref	Measure	Total Three Year Value £'000	Level of Risk	Description of Main Identified Risks	Potential Impact of Identified Risks	Mitigating Actions to Manage Risk
S3a	Review of existing contracts for commissioned care within Children & Families service	533	Medium (8)	Pressure to continue to provide funding where it is assessed that the organisation no longer supports the council's priorities and key service delivery.	Any pressure to retain funding inconsistent with the strategic plan would mean saving is not deliverable.	A robust assessment process will be used to ensure value for money and alignment with strategic plan. Focus on effective use of resources. Needs of children and families would continue to be met.
S4a	Alternative approach to the delivery of active and achieving	30	Low (2)	No risk identified. Any identified unmet needs can be met from section payments or alternative funding sources.	No risk identified. Any identified unmet needs can be met from section payments or alternative funding sources.	Communication with parents and carers to signpost alternative service delivery or additional support options.
S4b	Development of a West Lothian adoption service	200	Low (6)	Creation of a new service attracting potential adopters when there are other established agencies in the local area. The number of potential adopters interested in applying to adopt through the council is not known at this time and may not meet need.	Delays in developing the new service and approving adopters locally compared to plans could result in a delay in achieving the saving.	Council provision would be an improved service at lower cost, which should have a positive impact on demand. Investment in promoting the council's new adoption service.
S4c	Development of Intensive Fostering Service	590	Medium (8)	Difficulty in predicting demand and managing complex needs within community settings as opposed to residential settings. Availability of suitable carers for fostering, intensive fostering and short breaks.	Demand and needs of young people and supply of appropriate carers is inconsistent with plans meaning unbudgeted pressures or saving is not deliverable.	Development of a clear committed approach to carer support will be developed and enhanced by multi-agency input. Investment in recruitment and promotion of service. Focus on change and redesign of service to mitigate risks.
Total		1,605				

Planning, Economic Development and Regeneration

Ref	Measure	Total Three Year Value £'000	Level of Risk	Description of Main Identified Risks	Potential Impact of Identified Risks	Mitigating Actions to Manage Risk
P1a	Planning Services workforce management	112	Low (6)	Inability to achieve staffing reduction through natural changes in workforce. Increase in workload from new legislation. Increased demand for building warrants.	Staff may have to be redeployed which would mean delays in achieving the saving. Existing performance levels may be unsustainable if increased demand impacts on customer satisfaction.	Revised planning requirements allow a more flexible approach to planning. Flexible job descriptions allows staff to move to high demand areas. Streamlining and prioritisation of tasks to minimise impact.
P1b	Economic Development & Regeneration workforce management	50	Low (4)	Changes to activities to accommodate saving may not be acceptable to customers, especially where a specific level of activity is expected.	Changes to activities may result in reduced customer satisfaction, with potential pressure to reinstate some activities meaning the saving is not delivered.	Service will continue to focus on key priorities of employment, deprivation and community wealth building. Adopting a flexible approach should mean no major changes to activities.
P1c	Delivery of employability services through Access2 Employment	108	Low (3)	Reduction or refocusing of Scottish Government grant used to deliver Access2Employment although this is unlikely given current policy commitments.	If funding was reduced this would require changes to service delivery to reflect revised funding.	No mitigating actions required. Service will be redesigned to reflect Scottish Government funding. The council also has one-off funding earmarked to support employability initiatives.
P2a	Reintroduction of income generating pre-application enquiry service and increased income from revised statutory fees	88	Low (2)	Level of forecast demand is not met meaning a shortfall in income.	Actual income is less than budgeted income.	Close monitoring of income levels however current performance against budget is robust. Element of increased income relates to increased statutory fees which the Scottish Government has implemented,
Total		358				

Education

Ref	Measure	Total Three Year Value £'000	Level of Risk	Description of Main Identified Risks	Potential Impact of Identified Risks	Mitigating Actions to Manage Risk
E1a	Replacement of senior phase campus with virtual campus to widen access to the curriculum	50	Low (2)	Ability to secure agreement with West Lothian College on the introduction of virtual campus technology.	Inability to develop virtual learning with the college could impact on the range of learning available with an adverse impact on customer satisfaction.	Recent experiences demonstrate that this model can be successful. History of working together demonstrates that the council and college can deliver this successfully in partnership.
E2a	Focusing working with young people budget on out of school care, More Choices More Chances, 16+ youth choices & opportunities for all	500	Medium (8)	Delays to the Scottish Government's community level systems of childcare, including funding. Availability of suitable community partners.	Reduced availability of youth services beyond the key priorities (e.g. LGBT, additional support needs, deprivation). Demand to reinstate services, including delivery by the council, would mean full value of saving would not be delivered.	Scottish Government commitment to support priority groups in Tackling Child Poverty Plan and expansion of childcare. Success of summer programme demonstrates availability of suitable community partners to deliver services.
E2b	Realignment of units & management structures	90	Low (2)	No risk identified. Changes to management capacity is supported by central, peer and network support.	No risk identified. Changes to management capacity is supported by central, peer and network support.	Continued use of networks and peer support. Availability of Quality Improvement Team to support some functions and greater use of project managers for large scale projects/ changes.
E2c	Realign breakfast club provision with roll out of free school meals (FSM) & breakfast club funding from Scottish Government	349	Low (6)	Scottish Government funding is not received in line with previous commitments regarding free school meal provision.	Insufficient funding is received to ensure continued delivery of service in line with national commitments.	Continued engagement with COSLA and Scottish Directors of Finance regarding the appropriate funding of national commitments.
E2d	Further review of instrumental music to align with Scottish Government funding levels	421	Medium (9)	Scottish Government funding is not received in line with previous commitments regarding instrumental music provision.	Insufficient funding is received to ensure continued delivery of service in line with national commitments.	Continued engagement with COSLA and Scottish Directors of Finance regarding the appropriate funding of national commitments.

Ref	Measure	Total Three Year Value £'000	Level of Risk	Description of Main Identified Risks	Potential Impact of Identified Risks	Mitigating Actions to Manage Risk
E2h	Increase number of shared headship positions in primary structure	57	Low (2)	No risk identified. Shared leadership model is well established and changes to management capacity is supported by central, peer and network support.	No risk identified. Shared leadership model is well established and changes to management capacity is supported by central, peer and network support.	Continued use of networks and peer support. Availability of Quality Improvement Team to support implementation.
E2i	Working in partnership with voluntary sector to deliver school holiday provision (previously approved saving)	88	Low (2)	No risk identified. The summer programme has been successfully delivered by the voluntary sector over the last two years.	No risk identified. The summer programme has been successfully delivered by the voluntary sector over the last two years.	No mitigating actions required.
E3a	Fund public art commissioning through developer contributions	46	Low (2)	Developer contributions are sufficient to fund the post on an ongoing basis, although based on contributions received to date this is assessed to be low risk.	Insufficient developer contributions would result in an unbudgeted cost pressure or mean less investment in delivering new art installations.	No mitigating actions required other than to monitor developer contributions for public art on an ongoing basis.
E3b	Supporting West Lothian Leisure (WLL) to become fully self-funded with no requirement for a management fee from the council	750	High (12)	Continued operational capacity of WLL within the current trading climate, particularly in relation to private sector competition. The WLL Board making decisions and taking action to facilitate sustainable services based on reduced funding.	May impact on the long term financial sustainability of WLL, resulting in a financial pressure for the council to maintain funding.	WLL's financial strategy is currently in development including the identification of efficiencies and service changes to ensure ongoing viability. Their new financial plan and service model will be based on the revised funding parameters.
E4a	ELC income & partner providers – promotion of placements to utilise capacity and assist with parental choice	911	Medium (8)	The Scottish Government's 'Funding Follows the Child' principle places decisions in the hands of parents. Given the high turnover of children in the ELC sector and the demand led nature of the sector, provision can change significantly year on year.	Parental decisions and demands fluctuate significantly requiring to reactive and responsive planning for ELC provision.	Robust pupil placement processes and implementation of discretionary hours makes council settings a more desirable option for parents and carers.

Ref	Measure	Total Three Year Value £'000	Level of Risk	Description of Main Identified Risks	Potential Impact of Identified Risks	Mitigating Actions to Manage Risk
E4b	Rationalise physical capacity & staffing at council establishments where provision is greater than parental choice levels	1,340	High (12)	The Scottish Government widening eligibility to younger age groups without appropriate funding in the expectation that councils have sufficient capacity to deliver extended eligibility. Impact of parental decisions, because of funding following the child, on service requirements.	Following rationalisation there is insufficient capacity to deliver widened eligibility if there is no funding provided by the Scottish Government.	Careful analysis of capacity within current eligibility to ensure changes to capacity are appropriate and sustainable. Ongoing monitoring of Scottish Government policy commitments and funding.
E5c	Education and school based savings	7,246	High (15)	Revisions to service delivery require consultation with stakeholders. Adverse impact of any Scottish Government imposed input measures.	Any input measures introduced by the Scottish Government could impact on deliverability of the saving, either in full or in part. If the changes to service delivery cannot be agreed, the budget saving could not be delivered.	Careful monitoring of impact of savings on any potential input measures. Working with head teachers to develop revised service delivery that is fit for purpose. Use of new initiatives, such as increased use of technology and greater cluster working arrangements, to support changes in service delivery.
Total		11,848				

Chief Executive/Finance and Property Services

Ref	Measure	Total Three Year Value £'000	Level of Risk	Description of Main Identified Risks	Potential Impact of Identified Risks	Mitigating Actions to Manage Risk
F1a	Automation & digital transformation in Purchase to Pay	30	Low (2)	Ability to implement automated processes which are effective and reflect demand. Customer acceptance of revised approach.	Without automation of processes there will be a negative impact on performance and customer satisfaction.	Investment in technology and streamlining of processes. Initial investigative work suggests extension of automation will allow the saving to be delivered.
F2a	Alignment of housing benefit budget to match costs	250	Low (3)	Changes to Department of Work and Pensions' (DWP) approach to fraud and housing benefit.	Any unanticipated changes implemented by the DWP could lead to an increase in overpayments, increasing the cost of providing housing benefit.	Closely monitoring any proposed changes to housing benefit and fraud initiatives. Caseload will be monitored to ensure budget reflects demand.
F2b	Council tax aged debt income maximisation	300	Medium (9)	Level of council tax income is not achieved, however based on current collection rates the risk is assessed to be low.	Target collection rates are not achievable resulting in a shortfall in council tax income compared to budgeted levels.	Renewed focus and service restructure will help ensure level of income can be achieved. Working with the Anti-Poverty Service to provide financial support and advice.
F2c	Increase council tax collection rates from 97.75% to 98%	274	Medium (9)	Delays in approval of debt pilot with the Scottish Government to lay regulations under the Digital Economy Act 2017. Continued cost of living crisis having an adverse impact on collection.	Target collection rates are not achievable resulting in a shortfall in council tax income compared to budgeted levels.	Renewed focus and service restructure will help ensure level of income can be achieved. Working with the Anti-Poverty Service to provide financial support and advice.
F2d	Alignment of Lothian Valuation Joint Board budget to match costs	66	Low (2)	No risks identified – saving can be applied to budget immediately with no impact on service delivery.	No risks identified – saving can be applied to budget immediately with no impact on service delivery.	No mitigating actions required.
F2e	Alignment of pension budget to match costs	150	Low (3)	No risks identified – saving can be applied to budget immediately with no impact on service delivery.	No risks identified – saving can be applied to budget immediately with no impact on service delivery.	No mitigating actions required.
F3a	Bring housing benefit award accuracy (HBAA) in house	25	Low (2)	No risks identified – there is sufficient capacity within the team to manage introduction of internal checks.	No risks identified – there is sufficient capacity within the team to manage introduction of internal checks.	No mitigating actions required.

Ref	Measure	Total Three Year Value £'000	Level of Risk	Description of Main Identified Risks	Potential Impact of Identified Risks	Mitigating Actions to Manage Risk
F3b	Financial Management Unit supplies & services & income generation	145	Low (3)	No risks identified. Increased income reflects increased cost of service delivery.	No risks identified. Increased income reflects increased cost of service delivery.	No mitigating actions required.
F3c	Revenues Unit workforce management & supplies & services	117	Low (3)	Inability to achieve staffing reductions through natural changes in workforce. Changes to activities to accommodate saving may not be acceptable to customers.	Staff may have to be redeployed which would mean delays in achieving the saving. Changes to activities may result in reduced customer satisfaction.	Workforce management policies will minimise the impact on staff. There will continue to be appropriate resources and capacity. Continued automation will assist in streamlining tasks.
F3d	Anti-Poverty Service workforce management	221	Low (6)	Inability to achieve staffing reductions through natural changes in workforce. Changes to activities to accommodate saving may not be acceptable to customers.	Staff may have to be redeployed which would mean delays in achieving the saving. Changes to activities may result in reduced customer satisfaction.	Workforce management policies will minimise the impact on staff. There will continue to be appropriate resources and capacity. Continued automation will assist in streamlining tasks.
F3e	Property Services workforce management & supplies & services	81	Low (2)	Anticipated reduction in work requirements through consolidation of property assets is not realised.	If property assets are not reduced, work will have to be prioritised within remaining resources potentially impacting on maintenance standards and customer satisfaction.	Continued use of automation will streamline activity and processes to support staffing reductions. Clear priorities will be established for resources and support.
F4a	Implementation of Non-domestic energy efficiency framework (NDEEF) phase 3 works	150	Low (3)	Actual benefits and costs may not reflect initial assumptions. Increases in unit prices are greater than budgeted.	If implementation differs from plans, this could result in additional costs or lesser than anticipated savings.	Use of established technology. Robust business cases. Ensuring budget appropriate captures unit price movements based on energy price guidance.
F4b	Installation of rooftop photo voltaic (PV) panels	60	Low (3)	Actual benefits and costs may not reflect initial assumptions. Increases in unit prices are greater than budgeted.	If implementation differs from plans, this could result in additional costs or lesser than anticipated savings.	Use of established technology. Robust business cases. Ensuring budget appropriate captures unit price movements based on energy price guidance.

Ref	Measure	Total Three Year Value £'000	Level of Risk	Description of Main Identified Risks	Potential Impact of Identified Risks	Mitigating Actions to Manage Risk
F4c	Minor thermal efficiency works	20	Low (3)	Actual benefits and costs may not reflect initial assumptions. Increases in unit prices are greater than budgeted.	If implementation differs from plans, this could result in additional costs or lesser than anticipated savings.	Use of established technology. Robust business cases. Ensuring budget appropriate captures unit price movements based on energy price guidance.
F4d	Water efficiency measures	15	Low (3)	Actual benefits and costs may not reflect initial assumptions. Increases in unit prices are greater than budgeted.	If implementation differs from plans, this could result in additional costs or lesser than anticipated savings.	Use of established technology. Robust business cases. Ensuring budget appropriate captures unit price movements based on energy price guidance.
F4e	Energy mitigation measures (heating guidance, renewables & swimming pools)	1,020	High (12)	Actual benefits and costs may not reflect initial assumptions. Increases in unit prices are greater than budgeted. Resistance to suggested behaviour change from building users.	If implementation differs from plans, this could result in additional costs or lesser than anticipated savings.	Use of established technology. Robust business cases. Ensuring budget appropriate captures unit price movements based on energy price guidance. Engagement with building users.
F5a	Lease Civic Centre café to a commercial operator, social enterprise or franchisee	25	Low (4)	Lack of suitable interest from commercial, social enterprise or franchisee operators. Resistance to changed operator from customers.	The council would have to continue to deliver café facilities if no suitable operator was identified. Changes to operators may have an impact on customer satisfaction.	Lease agreement and operational arrangements will reflect current service provision and scope/standards as a minimum.
F5b	Tenanted Non Residential Property (TNRP) rent & service charges	185	Low (6)	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, meaning income targets are not achieved. Previous experience has not seen a material impact on tenancy levels.	Market conditions will be carefully monitored to ensure that properties remain competitive. Proposed increase should bring the council in line with other landlords.
F5c	Administration fee for works on Tenanted Non Residential Property (TNRP) properties	5	Low (1)	No risk identified.	No risk identified.	No mitigating actions required.

Ref	Measure	Total Three Year Value £'000	Level of Risk	Description of Main Identified Risks	Potential Impact of Identified Risks	Mitigating Actions to Manage Risk
F6a	Rationalisation of administrative offices	222	Low (6)	Staff resistance to relocation or continuation of flexible working approach. Market conditions may result in delays bringing surplus sites to market.	The council will not be able to dispose of buildings which would result in additional unbudgeted revenue and capital costs in keeping buildings open.	Early engagement and working with staff to support transition and continued implementation of flexible working. Cost/benefit analysis to be completed for specific surplus sites to maximise benefit.
F6b	Property budget savings following an IJB review of respite care services and the property estate	31	Low (4)	The Integration Joint Board do not agree changes to delivery models meaning buildings are not surplus to requirements.	The council will not be able to dispose of buildings which would result in additional unbudgeted revenue and capital costs in keeping buildings open.	Working with the IJB and services to check proposals are progressing to allow saving to be achieved.
F6c	Revised frequency of electrical testing in accordance with statutory requirements	7	Low (1)	No risk identified. Testing will comply with Health & Safety Executive (HSE) guidance and will not change in schools, partnership centres, community centres and care homes.	No risk identified. Testing will comply with Health & Safety Executive (HSE) guidance and will not change in schools, partnership centres, community centres and care homes.	Facilities Management Assistants will be properly trained to undertake visual inspections and workload revised to incorporate new task. Will apply to low risk office environments only.
F6d	Changes to security provision at Civic Centre	50	Low (2)	No risk identified. Operational and health and safety requirements will continue to be met.	No risk identified. Operational and health and safety requirements will continue to be met.	No mitigating actions required.
F7a	Property budget savings following consolidation of the library portfolio due to changes to service delivery models (H4a)	20	Medium (8)	Customers may not support the rationalisation of locations meaning individual locations have to be retained.	If the facilities are not rationalised the council cannot achieve property savings as all the locations would have to be retained.	Libraries would remain in partnership centres, enhanced by activities being undertaken at other locations. Digital offer will be improved in line with growing demand. Consideration could be given to community run and pop up libraries.
F7b	Closure of automated public conveniences	358	Medium (9)	Community resistance to closure and potential increase in anti-social behaviour.	Full saving will not be deliverable if any of the locations have to be retained. Unbudgeted cost for annual inflationary increase in contract.	Current usage of facilities is very low. Media campaign to direct current users to alternative local facilities. Potential introduction of comfort partner scheme. Other council buildings would continue to be available for use.

Ref	Measure	Total Three Year Value £'000	Level of Risk	Description of Main Identified Risks	Potential Impact of Identified Risks	Mitigating Actions to Manage Risk
F7c	Property budget savings following consolidation of sports pavilion portfolio due to changes in service delivery models	66	Low (4)	The council is not able to reduce or rationalise properties through asset transfer or closure due to lack of interest in asset transfer.	Will not achieve a reduction in property costs and will require maintaining a property portfolio with insufficient revenue and capital budget to run and maintain buildings. Due to energy pressures, retention of buildings would result in further budget pressure.	Working closely with community groups to ensure long term viability. Mapping exercise to identify alternative locations, focused on delivering services in local communities.
Total		3,893				

DATA LABEL: PUBLIC

Appendix 5 - Proposed Schedule of Fees and Charges 2023/24 to 2025/26 (2022/23 for information)

Alcohol Licence Fees	2022/23	2023/24 Proposed	2024/25 Proposed	2025/26 Proposed	Basis of charge	Discretionary/ Non-Discretionary
Transfer application	£25.00	£25.00	£25.00	£25.00	Per application	Non-Discretionary
Minor variation - change to premises manager	£31.00	£31.00	£31.00	£31.00	Per application	Non-Discretionary
All other minor variations	£20.00	£20.00	£20.00	£20.00	Per application	Non-Discretionary
Major variation of premises licence	£100.00	£100.00	£100.00	£100.00	Per application	Non-Discretionary
Personal licence	£50.00	£50.00	£50.00	£50.00	Per application	Non-Discretionary
Duplicate personal licence	£25.00	£25.00	£25.00	£25.00	Per application	Non-Discretionary
Duplicate premises licence	£35.00	£35.00	£35.00	£35.00	Per application	Non-Discretionary
Occasional licence	£10.00	£10.00	£10.00	£10.00	Per application	Non-Discretionary
Extended hours application	£10.00	£10.00	£10.00	£10.00	Per application	Non-Discretionary
Provisional grant of premises licence	£200.00	£200.00	£200.00	£200.00	Per application	Non-Discretionary
Premises License Category 1 - application fee	£200.00	£200.00	£200.00	£200.00	Per application	Non-Discretionary
Premises License Category 1 - annual fee	£180.00	£180.00	£180.00	£180.00	Per year	Non-Discretionary
Premises License Category 2 - application fee	£800.00	£800.00	£800.00	£800.00	Per application	Non-Discretionary
Premises License Category 2 - annual fee	£220.00	£220.00	£220.00	£220.00	Per year	Non-Discretionary
Premises License Category 3 - application fee	£1,100.00	£1,100.00	£1,100.00	£1,100.00	Per application	Non-Discretionary
Premises License Category 3 - annual fee	£280.00	£280.00	£280.00	£280.00	Per year	Non-Discretionary
Premises License Category 4 - application fee	£1,300.00	£1,300.00	£1,300.00	£1,300.00	Per application	Non-Discretionary
Premises License Category 4 - annual fee	£500.00	£500.00	£500.00	£500.00	Per year	Non-Discretionary
Premises License Category 5 - application fee	£1,700.00	£1,700.00	£1,700.00	£1,700.00	Per application	Non-Discretionary
Premises License Category 5 - annual fee	£700.00	£700.00	£700.00	£700.00	Per year	Non-Discretionary
Premises License Category 6 - application fee	£2,000.00	£2,000.00	£2,000.00	£2,000.00	Per application	Non-Discretionary
Premises License Category 6 - annual fee	£900.00	£900.00	£900.00	£900.00	Per year	Non-Discretionary

Gambling Premises Fees	2022/23	2023/24 Proposed	2024/25 Proposed	2025/26 Proposed	Basis of charge	Discretionary/ Non-Discretionary
Adult gaming centre - application fee	£1,400.00	£1,400.00	£1,400.00	£1,400.00	Per application	Non-Discretionary
Adult gaming centre - first annual fee	£525.00	£525.00	£525.00	£525.00	Per fee	Non-Discretionary
Adult gaming centre - annual fee	£700.00	£700.00	£700.00	£700.00	Per year	Non-Discretionary
Adult gaming centre - application to vary licence	£700.00	£700.00	£700.00	£700.00	Per application	Non-Discretionary
Adult gaming centre - transfer fee	£840.00	£840.00	£840.00	£840.00	Per application	Non-Discretionary
Adult gaming centre - reinstatement fee	£840.00	£840.00	£840.00	£840.00	Per application	Non-Discretionary
Betting premises - application fee	£2,100.00	£2,100.00	£2,100.00	£2,100.00	Per application	Non-Discretionary
Betting premises - first annual fee	£300.00	£300.00	£300.00	£300.00	Per year	Non-Discretionary
Betting premises - annual fee	£400.00	£400.00	£400.00	£400.00	Per year	Non-Discretionary
Betting premises - application to vary licence	£1,050.00	£1,050.00	£1,050.00	£1,050.00	Per application	Non-Discretionary

Gambling Premises Fees	2022/23	2023/24 Proposed	2024/25 Proposed	2025/26 Proposed	Basis of charge	Discretionary/ Non-Discretionary
Betting premises - transfer fee	£840.00	£840.00	£840.00	£840.00	Per application	Non-Discretionary
Betting premises - reinstatement fee	£840.00	£840.00	£840.00	£840.00	Per application	Non-Discretionary
Bingo club - application fee	£2,450.00	£2,450.00	£2,450.00	£2,450.00	Per application	Non-Discretionary
Bingo club - first annual fee	£525.00	£525.00	£525.00	£525.00	Per fee	Non-Discretionary
Bingo club - annual fee	£700.00	£700.00	£700.00	£700.00	Per year	Non-Discretionary
Bingo club - application to vary licence	£1,200.00	£1,200.00	£1,200.00	£1,200.00	Per year	Non-Discretionary
Bingo club - transfer fee	£840.00	£840.00	£840.00	£840.00	Per application	Non-Discretionary
Bingo club - reinstatement fee	£840.00	£840.00	£840.00	£840.00	Per application	Non-Discretionary
Family entertainment centre - application fee	£1,400.00	£1,400.00	£1,400.00	£1,400.00	Per application	Non-Discretionary
Family entertainment centre - first annual fee	£375.00	£375.00	£375.00	£375.00	Per fee	Non-Discretionary
Family entertainment centre - annual fee	£500.00	£500.00	£500.00	£500.00	Per year	Non-Discretionary
Family entertainment centre - application to vary licence	£700.00	£700.00	£700.00	£700.00	Per application	Non-Discretionary
Family entertainment centre - transfer fee	£660.00	£660.00	£660.00	£660.00	Per application	Non-Discretionary
Family entertainment centre - reinstatement fee	£660.00	£660.00	£660.00	£660.00	Per application	Non-Discretionary
Large casino - application fee	£7,500.00	£7,500.00	£7,500.00	£7,500.00	Per application	Non-Discretionary
Large casino - first annual fee	£5,620.00	£5,620.00	£5,620.00	£5,620.00	Per fee	Non-Discretionary
Large casino - annual fee	£7,500.00	£7,500.00	£7,500.00	£7,500.00	Per year	Non-Discretionary
Large casino - application to vary licence	£3,750.00	£3,750.00	£3,750.00	£3,750.00	Per application	Non-Discretionary
Large casino - transfer fee	£1,600.00	£1,600.00	£1,600.00	£1,600.00	Per application	Non-Discretionary
Large casino - reinstatement fee	£1,600.00	£1,600.00	£1,600.00	£1,600.00	Per application	Non-Discretionary
Race tracks - application fee	£1,750.00	£1,750.00	£1,750.00	£1,750.00	Per application	Non-Discretionary
Race tracks - first annual fee	£750.00	£750.00	£750.00	£750.00	Per fee	Non-Discretionary
Race tracks - annual fee	£1,000.00	£1,000.00	£1,000.00	£1,000.00	Per year	Non-Discretionary
Race tracks - variation	£870.00	£870.00	£870.00	£870.00	Per application	Non-Discretionary
Race tracks - transfer	£660.00	£660.00	£660.00	£660.00	Per application	Non-Discretionary
Race tracks - reinstatement	£660.00	£660.00	£660.00	£660.00	Per application	Non-Discretionary
Small casino - application fee	£6,000.00	£6,000.00	£6,000.00	£6,000.00	Per application	Non-Discretionary
Small casino - first annual fee	£2,810.00	£2,810.00	£2,810.00	£2,810.00	Per fee	Non-Discretionary
Small casino - annual fee	£3,750.00	£3,750.00	£3,750.00	£3,750.00	Per year	Non-Discretionary
Small casino - application to vary licence	£3,000.00	£3,000.00	£3,000.00	£3,000.00	Per application	Non-Discretionary
Small casino - transfer fee	£1,350.00	£1,350.00	£1,350.00	£1,350.00	Per application	Non-Discretionary
Small casino - reinstatement fee	£1,350.00	£1,350.00	£1,350.00	£1,350.00	Per application	Non-Discretionary
Gambling premises - request a copy of a licence	£25.00	£25.00	£25.00	£25.00	Per copy	Non-Discretionary
Gambling premises - notification of change of circumstances	£50.00	£50.00	£50.00	£50.00	Per notification	Non-Discretionary

Gambling Permits Fees	2022/23	2023/24 Proposed	2024/25 Proposed	2025/26 Proposed	Basis of charge	Discretionary/ Non-discretionary
Family entertainment centre gaming machine - new application fee	£300.00	£300.00	£300.00	£300.00	Per application	Non-Discretionary
Family entertainment centre gaming machine - renewal	£300.00	£300.00	£300.00	£300.00	Per renewal	Non-Discretionary
Small society lottery - new application fee	£40.00	£40.00	£40.00	£40.00	Per application	Non-Discretionary
Small society lottery - annual fee	£20.00	£20.00	£20.00	£20.00	Per year	Non-Discretionary
Club gaming - new application fee	£200.00	£200.00	£200.00	£200.00	Per application	Non-Discretionary
Club gaming - annual fee	£50.00	£50.00	£50.00	£50.00	Per year	Non-Discretionary
Club gaming - renewal	£200.00	£200.00	£200.00	£200.00	Per renewal	Non-Discretionary
Club gaming - permit variation fee	£100.00	£100.00	£100.00	£100.00	Per variation	Non-Discretionary
Club gaming machine - new application fee	£200.00	£200.00	£200.00	£200.00	Per application	Non-Discretionary
Club gaming machine - annual fee	£50.00	£50.00	£50.00	£50.00	Per year	Non-Discretionary
Club gaming machine - renewal	£200.00	£200.00	£200.00	£200.00	Per renewal	Non-Discretionary
Club gaming machine - permit variation fee	£100.00	£100.00	£100.00	£100.00	Per variation	Non-Discretionary
Licenced premises (2 machines or less) - new application fee	£50.00	£50.00	£50.00	£50.00	Per application	Non-Discretionary
Licenced premises (3 machines or more) - new application fee	£150.00	£150.00	£150.00	£150.00	Per application	Non-Discretionary
Licenced premises (3 machines or more) - annual fee	£50.00	£50.00	£50.00	£50.00	Per year	Non-Discretionary
Licenced premises gaming machine permits - variation	£100.00	£100.00	£100.00	£100.00	Per variation	Non-Discretionary
Licenced premises gaming machine permits - transfer	£25.00	£25.00	£25.00	£25.00	Per transfer	Non-Discretionary
Prize gaming permits - new application fee	£300.00	£300.00	£300.00	£300.00	Per application	Non-Discretionary
Prize gaming permits - renewal fee	£300.00	£300.00	£300.00	£300.00	Per renewal	Non-Discretionary
Gambling permit - change of name	£25.00	£25.00	£25.00	£25.00	Per change	Non-Discretionary
Request a copy of a permit	£15.00	£15.00	£15.00	£15.00	Per copy	Non-Discretionary

Hire Car Licensing	2022/23	2023/24 Proposed	2024/25 Proposed	2025/26 Proposed	Basis of charge	Discretionary/ Non-discretionary
Taxi - initial grant	£468.11	£489.17	£511.19	£534.19	Per application	Discretionary
Taxi - renewal fee	£424.37	£443.47	£463.42	£484.28	Per year	Discretionary
Private hire car - initial grant	£444.78	£464.80	£485.71	£507.57	Per application	Discretionary
Private hire car - renewal fee	£424.37	£443.47	£463.42	£484.28	Per year	Discretionary
Taxi driver - initial grant	£217.29	£227.07	£237.29	£247.96	Per application	Discretionary
Taxi driver - renewal fee	£183.75	£192.02	£200.66	£209.69	Per year	Discretionary
Taxi driver (within first year of PHC driver)	£40.84	£42.68	£44.60	£46.61	Per year	Discretionary
Private hire car driver - initial grant	£217.29	£227.07	£237.29	£247.96	Per application	Discretionary
Private hire car driver - renewal fee	£183.75	£192.02	£200.66	£209.69	Per year	Discretionary
Duplicate licence	£8.75	£9.14	£9.56	£9.99	Per replacement	Discretionary
Replacement ID card	£8.75	£9.14	£9.56	£9.99	Per replacement	Discretionary
Replacement vehicle	£72.92	£76.20	£79.63	£83.21	Per amendment	Discretionary
Amendment to licence (apart from address)	£40.84	£42.68	£44.60	£46.61	Per amendment	Discretionary
Application for change of address	Free	Free	Free	Free	Per amendment	Discretionary
Missed medical fee	£71.69	£74.92	£78.29	£81.81	Per appointment	Discretionary

Hire Car Licensing	2022/23	2023/24 Proposed	2024/25 Proposed	2025/26 Proposed	Basis of charge	Discretionary/ Non-discretionary
Application to install CCTV	£43.75	£45.72	£47.78	£49.93	Per application	Discretionary
Vehicle test cancellation fee	£43.75	£45.72	£47.78	£49.93	Per appointment	Discretionary
Replacement plates - front	£14.58	£15.24	£15.92	£16.64	Per replacement	Discretionary
Replacement plates - rear	£29.17	£30.48	£31.85	£33.29	Per replacement	Discretionary
Replacement plate bracket - front	£14.58	£15.24	£15.92	£16.64	Per replacement	Discretionary
Replacement plate bracket - rear	£21.87	£22.85	£23.88	£24.96	Per replacement	Discretionary
Private hire car replacement door signs	£15.80	£16.51	£17.25	£18.03	Per year	Discretionary
Advertising on taxis - full livery	£109.37	£114.29	£119.43	£124.81	Per year	Discretionary
Advertising on taxis - sides only	£51.04	£53.34	£55.74	£58.25	Per year	Discretionary
Advertising on type 2 private hire cars	£43.75	£45.72	£47.78	£49.93	Per year	Discretionary
Administration fee - first year	£40.84	£42.68	£44.60	£46.61	Per year	Discretionary

Civic Licence Fees	2022/23	2023/24 Proposed	2024/25 Proposed	2025/26 Proposed	Basis of charge	Discretionary/ Non-discretionary
Public entertainment - initial grant (1 year)	£166.24	£173.72	£181.54	£189.71	Per application	Discretionary
Public entertainment - renewal fee (1 year)	£123.95	£129.53	£135.36	£141.45	Per year	Discretionary
Public entertainment - temporary fee	£115.21	£120.39	£125.81	£131.47	Per event	Discretionary
Public entertainment fee - gala/marches/committees, voluntary & community groups	Nil	Nil	Nil	Nil	Per event	Discretionary
Public fireworks display - temporary fee	£40.84	£42.68	£44.60	£46.61	Per event	Discretionary
Indoor sports entertainment - initial grant	£166.24	£173.72	£181.54	£189.71	Per application	Discretionary
Indoor sports entertainment - renewal fee	£123.95	£129.53	£135.36	£141.45	Per year	Discretionary
Indoor sports entertainment - temporary fee	£115.21	£120.39	£125.81	£131.47	Per event	Discretionary
Second hand dealer - initial grant	£166.24	£173.72	£181.54	£189.71	Per application	Discretionary
Second hand dealer - renewal fee	£123.95	£129.53	£135.36	£141.45	Per year	Discretionary
Second hand dealer - temporary fee	£115.21	£120.39	£125.81	£131.47	Per event	Discretionary
Second hand dealer - exemption fee	£40.84	£42.68	£44.60	£46.61	Per event	Discretionary
Market operator - initial grant	£244.99	£256.01	£267.54	£279.57	Per application	Discretionary
Market operator - renewal fee	£205.62	£214.87	£224.54	£234.65	Per year	Discretionary
Market operator - temporary fee	£115.21	£120.39	£125.81	£131.47	Per event	Discretionary
Window cleaner - initial grant	£56.87	£59.43	£62.10	£64.90	Per application	Discretionary
Window cleaner - renewal fee	£40.84	£42.68	£44.60	£46.61	Per year	Discretionary
Late hours catering - initial grant	£115.21	£120.39	£125.81	£131.47	Per application	Discretionary
Late hours catering - renewal fee	£87.50	£91.44	£95.55	£99.85	Per year	Discretionary
Late hours catering - exemption fee	£40.84	£42.68	£44.60	£46.61	Per year	Discretionary
Metal dealer - initial grant	£115.21	£120.39	£125.81	£131.47	Per application	Discretionary
Metal dealer - renewal fee	£87.50	£91.44	£95.55	£99.85	Per year	Discretionary
Itinerant metal dealer - initial grant	£97.71	£102.11	£106.70	£111.50	Per application	Discretionary
Itinerant metal dealer - renewal fee	£74.38	£77.73	£81.22	£84.88	Per year	Discretionary
Street trader food - initial grant	£115.21	£120.39	£125.81	£131.47	Per application	Discretionary

Civic Licence Fees	2022/23	2023/24 Proposed	2024/25 Proposed	2025/26 Proposed	Basis of charge	Discretionary/ Non-discretionary
Street trader food - renewal fee	£87.50	£91.44	£95.55	£99.85	Per year	Discretionary
Street trader food - temporary fee	£81.66	£85.33	£89.17	£93.19	Per event	Discretionary
Street trader non-food - initial fee	£97.71	£102.11	£106.70	£111.50	Per application	Discretionary
Street trader non-food - renewal fee	£74.38	£77.73	£81.22	£84.88	Per year	Discretionary
Street trader non-food - temporary fee	£81.66	£85.33	£89.17	£93.19	Per event	Discretionary
Street trader wheeled bin - initial fee	£115.21	£120.39	£125.81	£131.47	Per application	Discretionary
Street trader wheeled bin - renewal fee	£87.50	£91.44	£95.55	£99.85	Per year	Discretionary
Street trader wheeled bin - temporary fee	£81.66	£85.33	£89.17	£93.19	Per event	Discretionary
Street trader replacement vehicle	£40.84	£42.68	£44.60	£46.61	Per replacement	Discretionary
Street trader employee - initial grant	£56.87	£59.43	£62.10	£64.90	Per application	Discretionary
Street trader employee - renewal fee	£40.84	£42.68	£44.60	£46.61	Per year	Discretionary
Street trader employee - temporary fee	£40.84	£42.68	£44.60	£46.61	Per event	Discretionary
Cinema (one year)	£516.23	£539.46	£563.74	£589.10	Per year	Discretionary
Cinema (one month)	£170.62	£178.30	£186.32	£194.71	Per month	Discretionary
Cinema (transfer)	£202.71	£211.83	£221.36	£231.33	Per transfer	Discretionary
Theatre (one year)	£516.23	£539.46	£563.74	£589.10	Per year	Discretionary
Theatre (one month)	£170.62	£178.30	£186.32	£194.71	Per month	Discretionary
Theatre (transfer)	£202.71	£211.83	£221.36	£231.33	Per transfer	Discretionary
Hypnotist	£49.59	£51.82	£54.15	£56.59	Per year	Discretionary
Sex shops	£850.19	£888.45	£928.43	£970.21	Per year	Discretionary
Venison dealer (3 year)	£74.38	£77.73	£81.22	£84.88	Per 3 years	Discretionary
Amendment to licence	£40.84	£42.68	£44.60	£46.61	Per amendment	Discretionary
Houses in multiple occupation (3 to 50 residents)	£718.94	£751.29	£785.10	£820.43	Per application	Discretionary
Houses in multiple occupation (51 to 100 residents)	£724.10	£756.68	£790.74	£826.32	Per application	Discretionary
Houses in multiple occupation (101 to 150 residents)	£754.47	£788.42	£823.90	£860.98	Per application	Discretionary
Houses in multiple occupation (151 to 200 residents)	£818.07	£854.88	£893.35	£933.55	Per application	Discretionary
Houses in multiple occupation (200+ residents)	£881.70	£921.38	£962.84	£1,006.17	Per application	Discretionary
Knife dealer	£218.74	£228.58	£238.87	£249.62	Per year	Discretionary
Skin piercing - initial grant	£166.24	£173.72	£181.54	£189.71	Per application	Discretionary
Skin piercing - renewal fee	£123.95	£129.53	£135.36	£141.45	Per year	Discretionary
Booking office licence - application fee	£145.83	£152.39	£159.25	£166.42	Per application	Discretionary
Booking office licence - licence fee	£145.83	£152.39	£159.25	£166.42	Per year	Discretionary
Administration fee	£40.84	£42.68	£44.60	£46.61	Per amendment	Discretionary

Short Term Lets	2022/23	2023/24 Proposed	2024/25 Proposed	2025/26 Proposed	Basis of charge	Discretionary/ Non-discretionary
Home sharing/Home Letting/Home Sharing and Letting: 1 Bedroom	£325.00	£325.00	£339.63	£354.91	Per application	Discretionary
Home sharing/Home Letting/Home Sharing and Letting: 2-3 Bedrooms	£420.00	£420.00	£438.90	£458.65	Per application	Discretionary
Home sharing/Home Letting/Home Sharing and Letting: 4-6 Bedrooms	£595.00	£595.00	£621.78	£649.75	Per application	Discretionary
Home sharing/Home Letting/Home Sharing and Letting: 7+ Bedrooms	£865.00	£865.00	£903.93	£944.60	Per application	Discretionary
Secondary Letting: 1 Bedroom	£450.00	£450.00	£470.25	£491.41	Per application	Discretionary
Secondary Letting: 2-3 Bedrooms	£550.00	£550.00	£574.75	£600.61	Per application	Discretionary
Secondary Letting: 4-6 Bedrooms	£720.00	£720.00	£752.40	£786.26	Per application	Discretionary
Secondary Letting: 7+ Bedrooms	£1,000.00	£1,000.00	£1,045.00	£1,092.03	Per application	Discretionary
Variation to Licence	£150.00	£150.00	£156.75	£163.80	Per application	Discretionary
Temporary Licence – 50% of full licence cost	50%	50%	50%	50%	Per application	Discretionary
Temporary Exemption	£300.00	£300.00	£313.50	£327.61	Per application	Discretionary
Inspection and Report	£120.00	£120.00	£125.40	£131.04	Per application	Discretionary

Road Permits and Temporary Traffic Regulations Orders	2022/23	2023/24 Proposed	2024/25 Proposed	2025/26 Proposed	Basis of charge	Discretionary/ Non-discretionary
Section 56 Footway Crossing permit	£89.00	£93.01	£97.19	£101.56	Per permit	Discretionary
Section 56 Road Opening permit	£172.00	£179.74	£187.83	£196.28	Per permit	Discretionary
Section 58 Road Occupation permit	£202.00	£211.09	£220.59	£230.52	Per permit	Discretionary
Section 59 Tables and Chairs Road Occupation permit	£218.00	£227.81	£238.06	£248.77	Per permit	Discretionary
Section 85 Skip permit	£89.00	£93.01	£97.19	£101.56	Per permit	Discretionary
Section 109 Installation of Utility Apparatus permit	£310.00	£323.95	£338.53	£353.76	Per permit	Discretionary
Temporary Traffic Lights permit	£68.00	£71.06	£74.26	£77.60	Per permit	Discretionary
Temporary Traffic Regulations Order (TTRO)	£716.00	£748.22	£781.89	£817.07	Per permit	Discretionary
Dropped Crossing – Residents Permit	£36.72	£38.37	£40.10	£41.90	Per permit	Discretionary

Road Construction Consents	2022/23	2023/24 Proposed	2024/25 Proposed	2025/26 Proposed	Basis of charge	Discretionary/ Non-discretionary
Road construction consents - inspector rate	£67.01	£70.03	£73.18	£76.47	Per hour	Discretionary
Road construction consents - technician rate	£70.26	£73.42	£76.73	£80.18	Per hour	Discretionary
Road construction consents - engineer	£96.44	£100.78	£105.31	£110.05	Per hour	Discretionary
Road construction consents - senior engineer	£114.84	£120.01	£125.41	£131.05	Per hour	Discretionary
Road safety audits - team member rate	£524.74	£548.35	£573.03	£598.82	Per day	Discretionary
Road safety audits - team leader rate	£592.45	£619.11	£646.97	£676.08	Per day	Discretionary

Fleet and Community Transport	2022/23	2023/24 Proposed	2024/25 Proposed	2025/26 Proposed	Basis of charge	Discretionary/ Non-discretionary
MOT class 4	£54.85	£54.85	£54.85	£54.85	Per MOT	Non-Discretionary
MOT class 5	£59.55	£59.55	£59.55	£59.55	Per MOT	Non-Discretionary
MOT class 7	£58.60	£58.60	£58.60	£58.60	Per MOT	Non-Discretionary
Repairs/service to vehicles	Price on request	Price on request	Price on request	Price on request	Per job	Discretionary

Cemetery and Burial Grounds	2022/23	2023/24 Proposed	2024/25 Proposed	2025/26 Proposed	Basis of charge	Discretionary/ Non-discretionary
Sale of lairs - all cemeteries	£773.52	£808.33	£844.70	£882.71	Per lair	Discretionary
Sale of cremation lair - other cemeteries (4 sets of ashes)	£308.48	£322.36	£336.87	£352.03	Per lair	Discretionary
Interment fees - adult	£738.32	£771.54	£806.26	£842.55	Per interment	Discretionary
Interment fees - 6 to 18 years	Nil	Nil	Nil	Nil	Per interment	Discretionary
Interment fees - stillborn and up to 5 years (including cremated remains)	Nil	Nil	Nil	Nil	Per interment	Discretionary
Interment fees - cremated remains	£159.29	£166.46	£173.95	£181.78	Per interment	Discretionary
Other charges - duplicate or transfer certificate	£25.88	£27.04	£28.26	£29.53	Per certificate	Discretionary
Headstone applications (under 3 feet) - Adambrae, Kingscavil, Fauldhouse (new extension), Hermand Park, Woodbank (new extension) - strip foundation	£107.32	£112.15	£117.20	£122.47	Per headstone	Discretionary
Headstone applications (over 3 feet) - Adambrae, Kingscavil, Fauldhouse (new extension), Hermand Park, Woodbank (new extension) - strip foundation	£155.26	£162.25	£169.55	£177.18	Per headstone	Discretionary
Headstone applications other cemeteries (under 3 feet)	£64.39	£67.29	£70.32	£73.48	Per headstone	Discretionary
Headstone applications other cemeteries (over 3 feet)	£105.89	£110.66	£115.63	£120.84	Per headstone	Discretionary
Memorial planter - Adambrae Cemetery - 10 year lease	£435.75	£455.36	£475.85	£497.26	Per planter	Discretionary
Memorial planter - Adambrae Cemetery - 20 year lease	£519.90	£543.30	£567.74	£593.29	Per planter	Discretionary

Note: services out with normal hours will be increased by 50% and Sundays and Public Holidays by 100%

Public Transport - School Bus Passes	2022/23	2023/24 Proposed	2024/25 Proposed	2025/26 Proposed	Basis of charge	Discretionary/ Non-discretionary
School bus passes - Primary single	£0.84	£0.88	£0.92	£0.96	Per pass - single	Discretionary
School bus passes - Primary return	£1.41	£1.47	£1.54	£1.61	Per pass - return	Discretionary
School bus passes - Primary - book of 10	£6.30	£6.58	£6.88	£7.19	Per pass - 10 journey	Discretionary
School bus passes - Primary - term 1	£105.11	£109.84	£114.78	£119.95	Per pass - term 1	Discretionary
School bus passes - Primary - term 2	£74.83	£78.20	£81.72	£85.39	Per pass - term 2	Discretionary
School bus passes - Primary - term 3	£58.20	£60.82	£63.56	£66.42	Per pass - term 3	Discretionary
School bus passes - Primary - all terms	£238.13	£248.85	£260.04	£271.75	Per pass - all terms	Discretionary
School bus passes - Secondary School single	£0.99	£1.03	£1.08	£1.13	Per pass - single	Discretionary
School bus passes - Secondary School return	£1.69	£1.77	£1.85	£1.93	Per pass - return	Discretionary
School bus passes - Secondary School - book of 10	£7.72	£8.07	£8.43	£8.81	Per pass - 10 journey	Discretionary
School bus passes - Secondary School - term 1	£126.49	£132.18	£138.13	£144.35	Per pass - term 1	Discretionary
School bus passes - Secondary School - term 2	£89.67	£93.71	£97.92	£102.33	Per pass - term 2	Discretionary

Public Transport - School Bus Passes	2022/23	2023/24 Proposed	2024/25 Proposed	2025/26 Proposed	Basis of charge	Discretionary/ Non-discretionary
School bus passes - Secondary School - term 3	£70.07	£73.22	£76.52	£79.96	Per pass - term 3	Discretionary
School bus passes - Secondary School - all terms	£286.23	£299.11	£312.57	£326.64	Per pass - all terms	Discretionary

School Catering	2022/23	2023/24 Proposed	2024/25 Proposed	2025/26 Proposed	Basis of charge	Discretionary/ Non-discretionary
Primary school meals - all primary one to primary five pupils	Nil	Nil	Nil	Nil	Per meal	Non-Discretionary
Primary school meals – primary six and seven pupils (Note 1)	£2.33	£2.20	£2.54	£2.66	Per meal	Discretionary
Primary school meals concession - parents/guardians in receipt of means tested benefits and all special school pupils	Nil	Nil	Nil	Nil	Per meal	Non-Discretionary
Secondary school catering - full meal (Note 2)	£2.52	£2.43	£2.75	£2.88	Per meal	Discretionary
Secondary school meals concession - parents/guardians in receipt of means tested benefits	Nil	Nil	Nil	Nil	Per meal	Non-Discretionary
School catering - teachers paid (full meal)	£4.28	£4.47	£4.67	£4.88	Per meal	Discretionary
Breakfast clubs - all primary, special school & secondary pupils entitled to free school meal	Nil	Nil	Nil	Nil	Per meal	Discretionary
Breakfast clubs - all other secondary pupils	£0.65	£0.61	£0.71	£0.74	Per meal	Discretionary
School milk - per 200ml carton	£0.20	£0.21	£0.22	£0.23	Per carton	Discretionary
School milk concession - all nursery/special school pupils and primary parents/guardians in receipt of means tested benefits	Nil	Nil	Nil	Nil	Per carton	Discretionary

Note 1: Primary school meal prices were temporarily reduced from the approved price of £2.33 to £1.96 in 2022/23 using one-off Covid-19 resources - agreed at Council Executive in June 2021. This represented a temporary reduction of 37 pence per meal in 2022/23.

Note 2: Secondary school meal prices were temporarily reduced from the approved price of £2.52 to £2.20 in 2022/23 using one-off Covid-19 resources - agreed at Council Executive in June 2021. This represented a temporary reduction of 32 pence per meal in 2022/23.

Note 3: Secondary school breakfast club prices were temporarily reduced from the approved price of £0.65 to £0.55 in 2022/23 using one-off Covid-19 resources - agreed at Council Executive in June 2021. This represented a temporary reduction of 10 pence per meal in 2022/23.

Civic Centre Café	2022/23	2023/24 Proposed	2024/25 Proposed	2025/26 Proposed	Basis of charge	Discretionary/ Non-discretionary
All items	4.5% increase	4.5% increase	4.5% increase	4.5% increase	Per unit	Discretionary

Showground Leases - Circus / Gala Day	2022/23	2023/24 Proposed	2024/25 Proposed	2025/26 Proposed	Basis of charge	Discretionary/ Non-discretionary
King George V, Whitburn	£1,203.62	£1,257.78	£1,314.38	£1,373.53	Per lease	Discretionary
Limefield, Polbeth	£902.03	£942.62	£985.04	£1,029.37	Per lease	Discretionary
Meadow Park, Bathgate	£897.87	£938.27	£980.50	£1,024.62	Per lease	Discretionary
Niddry Park, Bathgate	£719.40	£751.77	£785.60	£820.95	Per lease	Discretionary
Stewartfield Park, Broxburn	£1,210.54	£1,265.01	£1,321.94	£1,381.43	Per lease	Discretionary
Watson Park, Armadale	£1,200.85	£1,254.89	£1,311.36	£1,370.37	Per lease	Discretionary

Environmental Wardens - Fixed Penalties	2022/23	2023/24 Proposed	2024/25 Proposed	2025/26 Proposed	Basis of charge	Discretionary/ Non-discretionary
Environmental Wardens - fixed penalties - littering	£80.00	£80.00	£80.00	£80.00	Per penalty	Non-Discretionary
Environmental Wardens - fixed penalties - fly tipping	£200.00	£200.00	£200.00	£200.00	Per penalty	Non-Discretionary
Environmental Wardens - fixed penalties - dog fouling	£80.00	£80.00	£80.00	£80.00	Per penalty	Non-Discretionary
Environmental Wardens - fixed penalties - dog fouling - if not paid within 28 days	£100.00	£100.00	£100.00	£100.00	Per penalty	Non-Discretionary

Countryside - Caravan and Camping	2022/23	2023/24 Proposed	2024/25 Proposed	2025/26 Proposed	Basis of charge	Discretionary/ Non-discretionary
Caravan site fees - high season caravan/motorhome/trailer tent (2 people)	£29.70	£31.04	£32.43	£33.89	Per night	Discretionary
Caravan site fees - low season caravan/motorhome/trailer tent (2 people)	£23.75	£24.82	£25.94	£27.10	Per night	Discretionary
Caravan site fees - backpacker/cyclist with no car, one person tent	£12.75	£13.32	£13.92	£14.55	Per night	Discretionary
Caravan site fees - one person tent with car	£17.05	£17.82	£18.62	£19.46	Per night	Discretionary
Caravan site fees - tent less than 16m2	£19.60	£20.48	£21.40	£22.37	Per night	Discretionary
Caravan site fees - tent between 16m2 - 24m2	£29.70	£31.04	£32.43	£33.89	Per night	Discretionary
Caravan site fees - extra person aged 5 or above	£4.95	£5.17	£5.41	£5.65	Per night	Discretionary
Caravan site fees - extra car	£5.40	£5.64	£5.90	£6.16	Per night	Discretionary
Non-Return / Damage of on-site access card	£30.00	£31.35	£32.76	£34.23	Per card	Discretionary
Caravan Club and Camping & Caravanning Club concession - 10% discount on 7+ consecutive nights stay	10% discount	10% discount	10% discount	10% discount	Per 7+ night booking	Discretionary
Little Lodges 6 berth - high season (based on 2 people, minimum 2-night stay)	£65.35	£68.29	£71.36	£74.58	Per night	Discretionary
Little Lodges 6 berth - low season (based on 2 people, minimum 2-night stay)	£59.40	£62.07	£64.87	£67.79	Per night	Discretionary
Little Lodges 4 berth - high season (based on 2 people, minimum 2-night stay)	£53.45	£55.86	£58.37	£61.00	Per night	Discretionary
Little Lodges 4 berth - low season (based on 2 people, minimum 2-night stay)	£47.50	£49.64	£51.87	£54.21	Per night	Discretionary
Little Lodges - children under 3 years of age	Nil	Nil	Nil	Nil	Per night	Discretionary
Little Lodges - extra person aged 3+	£5.00	£5.23	£5.46	£5.71	Per night	Discretionary
Little Lodges - dog	£5.00	£5.23	£5.46	£5.71	Per night	Discretionary
Little Lodges - extra car	£5.00	£5.23	£5.46	£5.71	Per night	Discretionary

Countryside - Miscellaneous Park Hire Charges	2022/23	2023/24 Proposed	2024/25 Proposed	2025/26 Proposed	Basis of charge	Discretionary/ Non-discretionary
Visitor Centre - Almondell & Calderwood Country Park (first hour)	£14.55	£15.20	£15.89	£16.60	Per hour	Discretionary
Visitor Centre - Almondell & Calderwood Country Park (each subsequent hour)	£13.10	£13.69	£14.31	£14.95	Per hour	Discretionary
Sutherland Building Classroom Hire - Beecraigs Country Park (first hour)	£14.55	£15.20	£15.89	£16.60	Per hour	Discretionary
Sutherland Building Classroom Hire - Beecraigs Country Park (each subsequent hour)	£13.10	£13.69	£14.31	£14.95	Per hour	Discretionary
Group hire of target/field for archery course	£17.65	£18.44	£19.27	£20.14	Per hour	Discretionary
Individual hire of target/field for archery course	£7.90	£8.26	£8.63	£9.02	Per hour	Discretionary
Secure Dog Area - commercial clubs/groups (max 6 dogs)	£17.65	£18.44	£19.27	£20.14	Per hour	Discretionary
Secure Dog Area - public use, up to 2 dogs (extra dogs £2 per head per hour)	£7.90	£8.26	£8.63	£9.02	Per hour	Discretionary
Hire of pioneering course	£17.65	£18.44	£19.27	£20.14	Per hour	Discretionary

Countryside - Miscellaneous Park Hire Charges	2022/23	2023/24 Proposed	2024/25 Proposed	2025/26 Proposed	Basis of charge	Discretionary/ Non-discretionary
Barbecue booking fee	£29.10	£30.41	£31.78	£33.21	Per session	Discretionary
Barbecue - mid week rate for 15 or less persons	£21.80	£22.78	£23.81	£24.88	Per session	Discretionary
Countryside Ranger Service - adult (1.5 hours maximum)	£4.50	£4.70	£4.91	£5.14	Per event/activity	Discretionary
Countryside Ranger Service - child (1.5 hours maximum)	£3.10	£3.24	£3.39	£3.54	Per event/activity	Discretionary
Countryside Ranger Service - classroom based presentation	£30.85	£32.24	£33.69	£35.20	Per event	Discretionary
Countryside Ranger Service - activity based at school	£3.10	£3.24	£3.39	£3.54	Per child	Discretionary
Polkemmet Bowling green fees – adult	£4.20	£4.39	£4.59	£4.79	Per hour	Discretionary
Polkemmet Bowling green fees – concession	£3.75	£3.92	£4.10	£4.28	Per hour	Discretionary
Polkemmet Bowling green fees - over 60's resident in West Lothian	Nil	Nil	Nil	Nil	Per hour	Discretionary
Polkemmet hire of bowls	£1.65	£1.72	£1.80	£1.88	Per hour	Discretionary

School Letting – Primary Schools (Prices Exclude VAT which will be added if applicable)	2022/23	2023/24 Proposed	2024/25 Proposed	2025/26 Proposed	Basis of charge	Discretionary/ Non-discretionary
Category 1 - free of charge	Nil	Nil	Nil	Nil	Per hour	Discretionary
Category 2 - youth organisations - classroom	£5.93	£6.20	£6.48	£6.77	Per hour	Discretionary
Category 2 - youth organisations - gym/small hall	£9.85	£10.29	£10.76	£11.24	Per hour	Discretionary
Category 3 - other recognised community organisations - classroom	£10.51	£10.98	£11.48	£11.99	Per hour	Discretionary
Category 3 - other recognised community organisations - gym/small hall	£17.11	£17.88	£18.68	£19.53	Per hour	Discretionary
Category 4 - instructional classes - classroom	£25.66	£26.81	£28.02	£29.28	Per hour	Discretionary
Category 4 - instructional classes - gym/small hall	£43.47	£45.43	£47.47	£49.61	Per hour	Discretionary
Category 5 - commercial use - classroom	£27.01	£28.23	£29.50	£30.82	Per hour	Discretionary
Category 5 - commercial use - gym/small hall	£46.74	£48.84	£51.04	£53.34	Per hour	Discretionary
Category 6 - summer schools	By quote	By quote	By quote	By quote	Per quoted rate	Discretionary
Category 7 - youth group camps in educational premises	£9.85	£10.29	£10.76	£11.24	Per person per day	Discretionary
Category 8 - use of playgrounds for car parking for commercial/fundraising activities	£33.62	£35.13	£36.71	£38.37	Per hour	Discretionary
Category 10 - gym halls, badminton or volleyball courts - adult groups	£24.93	£26.05	£27.22	£28.45	Per hour per court	Discretionary
Category 10 - gym halls, badminton or volleyball courts - registered youth groups	£10.21	£10.67	£11.15	£11.65	Per hour per court	Discretionary
Category 10 - gym halls, badminton or volleyball courts - adults	£4.87	£5.09	£5.32	£5.56	Per hour per person	Discretionary
Category 10 - gym halls, badminton or volleyball courts - registered youths	£3.27	£3.42	£3.57	£3.73	Per hour per person	Discretionary
Category 13 - football, rugby, hockey or training - synthetic pitch - adult groups	£38.48	£40.21	£42.02	£43.91	Per hour	Discretionary
Category 13 - football, rugby, hockey or training - synthetic pitch – registered groups	£18.70	£19.54	£20.42	£21.34	Per hour	Discretionary
Category 13 - football, rugby, hockey or training - grass pitch - adult groups	£36.81	£38.47	£40.20	£42.01	Per hour	Discretionary
Category 13 - football, rugby, hockey or training - grass – registered youth groups	£17.81	£18.61	£19.45	£20.32	Per hour	Discretionary
Category 16 - floodlighting - adult groups	£10.69	£11.17	£11.67	£12.20	Per hour	Discretionary
Category 16 - floodlighting - registered youth groups	£8.12	£8.49	£8.87	£9.27	Per hour	Discretionary
Category 17 - meetings in premises not normally open - weekdays or Saturdays - additional charge 2hr min	£30.58	£31.96	£33.39	£34.90	Per hour	Discretionary

School Letting – Primary Schools (Prices Exclude VAT which will be added if applicable)	2022/23	2023/24 Proposed	2024/25 Proposed	2025/26 Proposed	Basis of charge	Discretionary/ Non-discretionary
Category 17 - meetings in premises not normally open - Sundays - additional charge 2hr min	£41.58	£43.45	£45.41	£47.45	Per hour	Discretionary

Fauldhouse Partnership Centre	2022/23	2023/24 Proposed	2024/25 Proposed	2025/26 Proposed	Basis of charge	Discretionary/ Non-discretionary
Swimming – adult	£3.00	£3.14	£3.28	£3.42	Per adult	Discretionary
Swimming - juvenile/adult concession	£1.50	£1.57	£1.64	£1.71	Per concession	Discretionary
Swimming concession - under 5's and over 60's	Nil	Nil	Nil	Nil	Per person	Discretionary
Swim and sauna/steam room - adults	£4.93	£5.15	£5.38	£5.63	Per adult	Discretionary
Swim and sauna/steam room - over 60's concession	£2.50	£2.61	£2.73	£2.85	Per adult	Discretionary
10 visit swim ticket (16+ Monday to Friday 8am to 4pm)	£19.28	£20.15	£21.05	£22.00	Per 10 visits	Discretionary
Monthly pass (16+ unlimited pool/sauna/steam room use)	£29.46	£30.79	£32.17	£33.62	Per pass	Discretionary
Monthly pass plus - 2 x (16+ unlimited pool/sauna/steam room use)	£53.03	£55.42	£57.91	£60.52	Per pass	Discretionary

Linlithgow Burgh Halls - Room Hire Charges	2022/23	2023/24 Proposed	2024/25 Proposed	2025/26 Proposed	Basis of charge	Discretionary/ Non-discretionary
Education Room/Garden Room - community groups non-income generating	£13.65	£14.26	£14.91	£15.58	Per hour	Discretionary
Education Room/Garden Room - community groups / small business enterprise income generating	£21.30	£22.26	£23.26	£24.31	Per hour	Discretionary
Education Room/Garden Room - commercial organisations	£41.55	£43.42	£45.37	£47.42	Per hour	Discretionary
Education Room/Garden Room - commercial organisations half day (4 hours)	£150.75	£157.53	£164.62	£172.03	Per half day	Discretionary
Education Room/Garden Room - commercial organisations full day (8 hours)	£303.15	£316.79	£331.05	£345.94	Per full day	Discretionary
Education Room/Garden Room - day delegate rate	£24.95	£26.07	£27.25	£28.47	Per delegate	Discretionary
Provost Lawrie/Baillie Hardie Hall weekdays - community groups non-income generating	£22.50	£23.51	£24.57	£25.68	Per hour	Discretionary
Provost Lawrie/Baillie Hardie Hall weekdays - community groups / small business enterprise income generating	£31.50	£32.92	£34.40	£35.95	Per hour	Discretionary
Provost Lawrie/Baillie Hardie Hall weekdays - commercial organisations	£66.40	£69.39	£72.51	£75.77	Per hour	Discretionary
Provost Lawrie/Baillie Hardie Hall weekends - community groups non-income generating	£34.25	£35.79	£37.40	£39.08	Per hour	Discretionary
Provost Lawrie/Baillie Hardie Hall weekends - community groups / small business enterprise income generating	£49.80	£52.04	£54.38	£56.83	Per hour	Discretionary
Provost Lawrie/Baillie Hardie Hall weekends - commercial organisations	£85.15	£88.98	£92.99	£97.17	Per hour	Discretionary
Provost Lawrie/Baillie Hardie Hall weekdays - commercial organisations half day (4 hours)	£242.10	£252.99	£264.38	£276.28	Per half day	Discretionary
Provost Lawrie/Baillie Hardie Hall weekdays - commercial organisations half day (8 hours)	£485.25	£507.09	£529.91	£553.75	Per full day	Discretionary
Provost Lawrie/Baillie Hardie Hall weekends - commercial organisations half day (4 hours)	£305.85	£319.61	£334.00	£349.03	Per half day	Discretionary

Linlithgow Burgh Halls - Room Hire Charges	2022/23	2023/24 Proposed	2024/25 Proposed	2025/26 Proposed	Basis of charge	Discretionary/ Non-discretionary
Provost Lawrie/Baillie Hardie Hall weekends - commercial organisations full day (8 hours)	£612.75	£640.32	£669.14	£699.25	Per full day	Discretionary
Provost Lawrie/Baillie Hardie Hall weekends - day delegate rate	£24.95	£26.07	£27.25	£28.47	Per Delegate	Discretionary

Linlithgow Burgh Halls - General Equipment Hire and Services	2022/23	2023/24 Proposed	2024/25 Proposed	2025/26 Proposed	Basis of charge	Discretionary/ Non-discretionary
Portable induction loop	Nil	Nil	Nil	Nil	Per item	Discretionary
Lectern	Nil	Nil	Nil	Nil	Per item	Discretionary
Top table	Nil	Nil	Nil	Nil	Per item	Discretionary
Trestle tables	Nil	Nil	Nil	Nil	Per item	Discretionary
Small square tables	Nil	Nil	Nil	Nil	Per item	Discretionary
200 conference chairs	Nil	Nil	Nil	Nil	Per item	Discretionary
Card tables	Nil	Nil	Nil	Nil	Per item	Discretionary
Flip chart stand with pad and pens	£8.00	£8.36	£8.74	£9.13	Per item	Discretionary
TV/DVD player	£32.00	£33.44	£34.94	£36.52	Per item	Discretionary
Digital projector	£26.50	£27.69	£28.94	£30.24	Per item	Discretionary
Digital projector & screen	£48.00	£50.16	£52.42	£54.78	Per item	Discretionary
Laptop computer	£32.00	£33.44	£34.94	£36.52	Per item	Discretionary
Sound system	£42.00	£43.89	£45.87	£47.93	Per item	Discretionary
Wired microphone	£16.00	£16.72	£17.47	£18.26	Per item	Discretionary
Radio microphone	£32.00	£33.44	£34.94	£36.52	Per item	Discretionary
140 chair covers	£1.00	£1.05	£1.09	£1.14	Per item	Discretionary
5 portable staging pieces	£32.00	£33.44	£34.94	£36.52	Per item	Discretionary
Additional cleaning	£32.00	£33.44	£34.94	£36.52	Per item	Discretionary
Photocopying A4	£0.10	£0.10	£0.11	£0.11	Per item	Discretionary
Photocopying A3	£0.20	£0.21	£0.22	£0.23	Per item	Discretionary
Laminating A4	£0.80	£0.84	£0.87	£0.91	Per item	Discretionary
Laminating A3	£1.60	£1.67	£1.75	£1.83	Per item	Discretionary
Phone calls - local only	£0.50	£0.52	£0.55	£0.57	Per minute	Discretionary
Linen table cloth hire	£6.50	£6.79	£7.10	£7.42	Per item	Discretionary

Linlithgow Burgh Halls - Wedding Packages	2022/23	2023/24 Proposed	2024/25 Proposed	2025/26 Proposed	Basis of charge	Discretionary/ Non-discretionary
Standard package - Friday and Saturday (Jan/Feb/Nov/Dec)	£1,175.00	£1,228.00	£1,283.00	£1,341.00	Per package	Discretionary
Standard package - Friday and Saturday (Mar/Apr/Sep/Oct)	£1,765.00	£1,844.00	£1,927.00	£2,014.00	Per package	Discretionary
Standard package - Friday and Saturday (May to Aug)	£2,370.00	£2,477.00	£2,588.00	£2,705.00	Per package	Discretionary
Standard package - Sunday to Thursday (Jan/Feb/Nov/Dec)	£940.00	£982.00	£1,027.00	£1,073.00	Per package	Discretionary
Standard package - Sunday to Thursday (Mar/Apr/Sep/Oct)	£1,415.00	£1,479.00	£1,545.00	£1,615.00	Per package	Discretionary
Standard package - Sunday to Thursday (May to Aug)	£1,900.00	£1,986.00	£2,075.00	£2,168.00	Per package	Discretionary

Linlithgow Burgh Halls - Wedding Packages	2022/23	2023/24 Proposed	2024/25 Proposed	2025/26 Proposed	Basis of charge	Discretionary/ Non-discretionary
Standard package & ceremony supplement - Friday & Saturday (Jan/Feb/Nov/Dec)	£1,765.00	£1,844.00	£1,927.00	£2,014.00	Per package	Discretionary
Standard package & ceremony supplement - Friday & Saturday (Mar/Apr/Sep/Oct)	£2,370.00	£2,477.00	£2,588.00	£2,705.00	Per package	Discretionary
Standard package & ceremony supplement - Friday & Saturday (May to Aug)	£2,965.00	£3,098.00	£3,238.00	£3,384.00	Per package	Discretionary
Standard package & ceremony supplement - Sunday to Thursday (Jan/Feb/Nov/Dec)	£1,415.00	£1,479.00	£1,545.00	£1,615.00	Per package	Discretionary
Standard package & ceremony supplement - Sunday to Thursday (Mar/Apr/Sep/Oct)	£1,900.00	£1,986.00	£2,075.00	£2,168.00	Per package	Discretionary
Standard package & ceremony supplement - Sunday to Thursday (May to Aug)	£2,370.00	£2,477.00	£2,588.00	£2,705.00	Per package	Discretionary
Deluxe package - Friday and Saturday (Jan/Feb/Nov/Dec)	£2,370.00	£2,477.00	£2,588.00	£2,705.00	Per package	Discretionary
Deluxe package - Friday and Saturday (Mar/Apr/Sep/Oct)	£2,965.00	£3,098.00	£3,238.00	£3,384.00	Per package	Discretionary
Deluxe package - Friday and Saturday (May to Aug)	£3,555.00	£3,715.00	£3,882.00	£4,057.00	Per package	Discretionary
Deluxe package - Sunday to Thursday (Jan/Feb/Nov/Dec)	£1,900.00	£1,986.00	£2,075.00	£2,168.00	Per package	Discretionary
Deluxe package - Sunday to Thursday (Mar/Apr/Sep/Oct)	£2,370.00	£2,477.00	£2,588.00	£2,705.00	Per package	Discretionary
Deluxe package - Sunday to Thursday (May to Aug)	£2,850.00	£2,978.00	£3,112.00	£3,252.00	Per package	Discretionary
Deluxe package & ceremony supplement - Friday and Saturday (Jan/Feb/Nov/Dec)	£2,965.00	£3,098.00	£3,238.00	£3,384.00	Per package	Discretionary
Deluxe package & ceremony supplement - Friday and Saturday (Mar/Apr/Sep/Oct)	£3,555.00	£3,715.00	£3,882.00	£4,057.00	Per package	Discretionary
Deluxe package & ceremony supplement - Friday and Saturday (May to Aug)	£4,155.00	£4,342.00	£4,537.00	£4,742.00	Per package	Discretionary
Deluxe package & ceremony supplement - Sunday to Thursday (Jan/Feb/Nov/Dec)	£2,370.00	£2,477.00	£2,588.00	£2,705.00	Per package	Discretionary
Deluxe package & ceremony supplement - Sunday to Thursday (Mar/Apr/Sep/Oct)	£2,850.00	£2,978.00	£3,112.00	£3,252.00	Per package	Discretionary
Deluxe package & ceremony supplement - Sunday to Thursday (May to Aug)	£3,320.00	£3,469.00	£3,626.00	£3,789.00	Per package	Discretionary
Exclusive Use - Friday and Saturday (Jan/Feb/Nov/Dec)	£4,745.00	£4,959.00	£5,182.00	£5,415.00	Per package	Discretionary
Exclusive Use - Friday and Saturday (Mar/Apr/Sep/Oct)	£5,345.00	£5,586.00	£5,837.00	£6,100.00	Per package	Discretionary
Exclusive Use - Friday and Saturday (May to Aug)	£5,935.00	£6,202.00	£6,481.00	£6,773.00	Per package	Discretionary
Exclusive Use - Sunday to Thursday (Jan/Feb/Nov/Dec)	£3,795.00	£3,966.00	£4,144.00	£4,331.00	Per package	Discretionary
Exclusive Use - Sunday to Thursday (Mar/Apr/Sep/Oct)	£4,275.00	£4,467.00	£4,668.00	£4,878.00	Per package	Discretionary
Exclusive Use - Sunday to Thursday (May to Aug)	£4,745.00	£4,959.00	£5,182.00	£5,415.00	Per package	Discretionary
Catering company deposit	£500.00	£500.00	£500.00	£500.00	Per package	Discretionary
Catering company charge - % of catering contract	10%	20%	20%	20%	Per package	Discretionary

Environmental Health & Trading Standards - Licensing Charges	2022/23	2023/24 Proposed	2024/25 Proposed	2025/26 Proposed	Basis of charge	Discretionary/ Non-discretionary
Food Export Health Certificates	£95.92	£100.24	£104.75	£109.46	Per application	Discretionary
Duplicate Food Export Certificates - requested with original	£8.46	£8.84	£9.24	£9.65	Per certificate	Discretionary
Duplicate Food Export Certificates - requested after original issued	£16.93	£17.69	£18.49	£19.32	Per certificate	Discretionary
Section 50 certificates licence fees - new premises - planning permission	£86.11	£89.98	£94.03	£98.27	Per premises	Discretionary
Section 50 certificates licence fees - new premises - building warrant	£234.57	£245.13	£256.16	£267.68	Per premises	Discretionary
Section 50 certificates licence fees - new premises - hygiene certificate	Nil	Nil	Nil	Nil	Per premises	Discretionary
Weights & measures certificates	£123.00	£128.54	£134.32	£140.36	Per hour	Discretionary
Petroleum Storage Licences (less than 2,500 litres)	£45.00	£45.00	£45.00	£45.00	Per licence	Non-discretionary
Petroleum Storage Licences (2,500 to 50,000 litres)	£61.00	£61.00	£61.00	£61.00	Per licence	Non-discretionary
Petroleum Storage Licences (more than 50,000 litres)	£128.00	£128.00	£128.00	£128.00	Per licence	Non-discretionary

Environmental Health & Trading Standards - Licensing Charges	2022/23	2023/24 Proposed	2024/25 Proposed	2025/26 Proposed	Basis of charge	Discretionary/ Non-discretionary
Immigration letter (housing inspections)	£102.98	£107.61	£112.46	£117.52	Per application	Discretionary
New licence to store explosives - minimum separation distance of greater than 0 metres is required	£189.00	£189.00	£189.00	£189.00	Per new licence	Non-discretionary
New licence to store explosives - no minimum separation distance required	£111.00	£111.00	£111.00	£111.00	Per new licence	Non-discretionary
Renewal of licence to store explosives - minimum separation distance of greater than 0 metres is required	£88.00	£88.00	£88.00	£88.00	Per year renewal	Non-discretionary
Renewal of licence to store explosives - no minimum separation distance required	£55.00	£55.00	£55.00	£55.00	Per year renewal	Non-discretionary
Variation of name or address/transfer/replacement of explosives licence	£37.00	£37.00	£37.00	£37.00	Per application	Non-discretionary
Firework extended sale period licence	£500.00	£500.00	£500.00	£500.00	Per year	Non-discretionary
Trusted Trader Membership fee (VAT registered businesses)	£237.00	£247.67	£258.81	£270.46	Per year	Discretionary
Trusted Trader Membership fee (non VAT registered businesses)	£118.00	£123.31	£128.86	£134.66	Per year	Discretionary
Stray dog charges – initial charge	£25.00	£25.00	£25.00	£25.00	Per animal	Non-discretionary

Environmental Health & Trading Standards - Private Water Sampling- Regulated Supplies	2022/23	2023/24 Proposed	2024/25 Proposed	2025/26 Proposed	Basis of charge	Discretionary/ Non-discretionary
Analysis of samples (recharge of analyst fees)	per analysts fee	per analysts fee	per analysts fee	per analysts fee	Per visit	Non-discretionary
Risk assessment preparation and site visit if required	£131.55	£131.55	£131.55	£131.55	Per visit	Non-discretionary
Sampling visit	£76.85	£76.85	£76.85	£76.85	Per visit	Non-discretionary
Review of risk assessment	£54.89	£54.89	£54.89	£54.89	Per review	Non-discretionary

Environmental Health & Trading Standards - Private Water Sampling- Exempt Supplies	2022/23	2023/24 Proposed	2024/25 Proposed	2025/26 Proposed	Basis of charge	Discretionary/ Non-discretionary
Analysis of samples (recharge statutory maximum)	£48.00	£48.00	£48.00	£48.00	Per visit	Statutory Maximum
Risk assessment preparation and site visit if required	£120.00	£120.00	£120.00	£120.00	Per visit	Statutory Maximum
Sampling visit	£70.00	£70.00	£70.00	£70.00	Per visit	Statutory Maximum
Review of risk assessment	£50.00	£50.00	£50.00	£50.00	Per review	Statutory Maximum

Animal Premises/Business Licence Fees	2022/23	2023/24 Proposed	2024/25 Proposed	2025/26 Proposed	Basis of charge	Discretionary/ Non-discretionary
Animal Boarding Establishment Licence - new licence application	£294.81	£308.08	£321.94	£336.43	Per year -new licence	Discretionary
Animal Boarding Establishment Licence - renewal	£132.60	£138.57	£144.80	£151.32	Per year renewal	Discretionary
Home Boarding Licence - new licence	£211.59	£221.11	£231.06	£241.46	Per year - new licence	Discretionary
Home Boarding Licence - renewal	£132.60	£138.57	£144.80	£151.32	Per year renewal	Discretionary
Dog Day Care Licence - new licence application	£294.81	£308.08	£321.94	£336.43	Per year - new licence	Discretionary
Dog Day Care Licence - renewal	£132.60	£138.57	£144.80	£151.32	Per year renewal	Discretionary

Animal Premises/Business Licence Fees	2022/23	2023/24 Proposed	2024/25 Proposed	2025/26 Proposed	Basis of charge	Discretionary/ Non-discretionary
Dog Breeding Establishment Licence - new licence and renewal	£309.00	£322.91	£337.44	£352.62	Per application/renewal	Discretionary
Cat Breeding Establishment Licence - new licence and renewal	£309.00	£322.91	£337.44	£352.62	Per application/renewal	Discretionary
Rabbit Breeding Establishment Licence - new licence and renewal	£309.00	£322.91	£337.44	£352.62	Per application/renewal	Discretionary
Dangerous Wild Animals Licence - new licence application	£294.81	£308.08	£321.94	£336.43	Per year - new licence	Discretionary
Dangerous Wild Animals Licence - renewal	£132.60	£138.57	£144.80	£151.32	Per year renewal	Discretionary
Sale of Pet Animals Establishment (pet shop etc) - new licence and renewal	£309.00	£322.91	£337.44	£352.62	Per application/renewal	Discretionary
Animal Welfare Establishment - new licence and renewal	£309.00	£322.91	£337.44	£352.62	Per application/renewal	Discretionary
Animal re-homing establishment (with requirement for establishment inspection) – new licence and renewal	£309.00	£322.91	£337.44	£352.62	Per application/renewal	Discretionary
Animal re-homing establishment (no requirement for establishment inspection) – new licence and renewal	£154.00	£160.93	£168.17	£175.74	Per application/renewal	Discretionary
Riding School Licence - new licence application	£294.81	£308.08	£321.94	£336.43	Per year - new licence	Discretionary
Riding School Licence - renewal	£211.59	£221.11	£231.06	£241.46	Per year renewal	Discretionary
Performing Animals Registration - new licence application	£100.15	£104.66	£109.37	£114.29	Per registration	Discretionary
Zoo Licence - new licence application	£938.05	£980.26	£1,024.37	£1,070.47	Per year - new licence	Discretionary
Zoo Licence - renewal (6 years)	£557.03	£582.10	£608.29	£635.66	Per 6 years - renewal	Discretionary
Vet cancellation fee - if less than 48 hours' notice (exc VAT)	£134.16	£140.20	£146.51	£153.10	Per cancellation	Discretionary

Site Licence Application Fees for Mobile Home (Permanent Resident) Sites	2022/23	2023/24 Proposed	2024/25 Proposed	2025/26 Proposed	Basis of charge	Discretionary/ Non-discretionary
Licence application for 1-10 residential units – new application	£655.00	£684.48	£715.28	£747.46	Per application	Discretionary
Licence application for 1-10 residential units – renewal (5 years)	£542.00	£566.39	£591.88	£618.51	Per application	Discretionary
Licence application for 11-20 residential units – new application	£1,311.00	£1,370.00	£1,431.64	£1,496.07	Per application	Discretionary
Licence application for 11-20 residential units – renewal (5 years)	£1,084.00	£1,132.78	£1,183.76	£1,237.02	Per application	Discretionary
Licence application for 21-40 residential units – new application	£2,621.00	£2,738.95	£2,862.20	£2,991.00	Per application	Discretionary
Licence application for 21-40 residential units – renewal (5 years)	£2,169.00	£2,266.61	£2,368.60	£2,475.19	Per application	Discretionary
Licence application for 41-70 residential units – new application	£4,588.00	£4,794.46	£5,010.21	£5,235.67	Per application	Discretionary
Licence application for 41-70 residential units – renewal (5 years)	£3,796.00	£3,966.82	£4,145.33	£4,331.87	Per application	Discretionary
Licence application for 71-100+ residential units – new application	£6,569.00	£6,864.61	£7,173.51	£7,496.32	Per application	Discretionary
Licence application for 71-100+ residential units – renewal (5 years)	£5,425.00	£5,669.13	£5,924.24	£6,190.83	Per application	Discretionary

Pest Control (charges include VAT 20% unless stated otherwise)	2022/23	2023/24 Proposed	2024/25 Proposed	2025/26 Proposed	Basis of charge	Discretionary/ Non-discretionary
Rats and mice treatment - domestic (non-council tenant) - 5 visit maximum	£94.10	£162.00	£169.29	£176.91	Per treatment	Discretionary
Rats and mice treatment – domestic (non-council tenant concession) - 5 visit maximum	£47.05	£81.00	£84.65	£88.45	Per treatment	Discretionary
Rats and mice treatment – domestic (council tenant - charged to Housing Revenue Account)	Nil	Nil	Nil	Nil	Per treatment	Discretionary
Rats and mice treatment - non-domestic premises (initial visit)	£94.10	£162.00	£169.29	£176.91	Per visit	Discretionary
Rats and mice treatment - non-domestic premises (each subsequent visit) (Excluding VAT)	£65.25	£68.19	£71.25	£74.46	Per hour	Discretionary
Fleas - domestic (non-council tenant) - 5 visit maximum	£94.10	£162.00	£169.29	£176.91	Per treatment	Discretionary
Fleas - domestic (non-council tenant concession) - 5 visit maximum	£47.05	£81.00	£84.65	£88.45	Per treatment	Discretionary
Fleas - domestic (council tenant - charged to Housing Revenue Account)	Nil	Nil	Nil	Nil	Per treatment	Discretionary
Fleas - non-domestic premises (initial visit)	£94.10	£162.00	£169.29	£176.91	Per visit	Discretionary
Fleas - non-domestic premises (each subsequent visit) (Excluding VAT)	£65.25	£68.19	£71.25	£74.46	Per hour	Discretionary
Bedbugs - domestic (non-council tenant) (survey visit)	£74.46	£77.81	£81.31	£84.97	Per survey	Discretionary
Bedbugs - domestic (non-council tenant concession) (survey visit)	£37.23	£38.90	£40.66	£42.49	Per survey	Discretionary
Bedbugs - domestic (council tenant - charged to Housing Revenue Account) (survey visit)	Nil	Nil	Nil	Nil	Per survey	Discretionary
Bedbugs - domestic (non-council tenant) (treatment)	By quote	By quote	By quote	By quote	Per treatment	Discretionary
Bedbugs - domestic (non-council tenant concession) (treatment)	By quote	By quote	By quote	By quote	Per treatment	Discretionary
Bedbugs - domestic (council tenant - charged to Housing Revenue Account) (treatment)	By quote	By quote	By quote	By quote	Per treatment	Discretionary
Wasps - domestic (non-council tenant)	£64.90	£67.82	£70.87	£74.06	Per treatment	Discretionary
Wasps - domestic (non-council tenant concession)	£32.45	£33.91	£35.44	£37.03	Per treatment	Discretionary
Wasps - domestic (council tenant - charged to Housing Revenue Account)	Nil	Nil	Nil	Nil	Per treatment	Discretionary
Wasps - non-domestic premises (initial visit)	£64.90	£67.82	£70.87	£74.06	Per visit	Discretionary
Wasps - non-domestic premises (each subsequent visit) (Excluding VAT)	£65.25	£68.19	£71.25	£74.46	Per hour	Discretionary
Other insects - domestic (non-council tenant) - 5 visit maximum	£74.46	£162.00	£169.29	£176.91	Per treatment	Discretionary
Other insects - domestic (non-council tenant concession) - 5 visit maximum	£37.23	£81.00	£84.65	£88.45	Per treatment	Discretionary
Other insects - domestic (council tenant - charged to Housing Revenue Account)	£0.00	Nil	Nil	Nil	Per treatment	Discretionary
Other insects - non-domestic premises (initial visit)	£74.46	£162.00	£169.29	£176.91	Per visit	Discretionary
Other insects - non-domestic premises (each subsequent visit) (Excluding VAT)	£65.25	£68.19	£71.25	£74.46	Per hour	Discretionary
Squirrels - One Week's Trapping	£194.77	£203.53	£212.69	£222.26	Per week	Discretionary
Moles - One Week's Trapping or Three Gassing Visits	£194.77	£203.53	£212.69	£222.26	Per week or 3 visits	Discretionary

Property Management Fees (all fees inclusive of VAT)	2022/23	2023/24 Proposed	2024/25 Proposed	2025/26 Proposed	Basis of charge	Discretionary/ Non-discretionary
Wayleaves for utilities – excluding legal fees	£220.00	£220.00	£220.00	£220.00	Per transaction	Discretionary
Servitudes – excluding legal fees	£360.00	£360.00	£360.00	£360.00	Per transaction	Discretionary
Minutes of waiver/standard securities – excluding legal fees	£360.00	£360.00	£360.00	£360.00	Per transaction	Discretionary
Land sales (transactions up to £10,000)	£360.00	£360.00	£360.00	£360.00	Per transaction	Discretionary
Land sales (transactions over £10,000)	£720.00	£720.00	£720.00	£720.00	Per transaction	Discretionary

Property Management Fees (all fees inclusive of VAT)	2022/23	2023/24 Proposed	2024/25 Proposed	2025/26 Proposed	Basis of charge	Discretionary/ Non-discretionary
Garden ground administration fee – excluding legal fees	£200.00	£200.00	£200.00	£200.00	Per transaction	Discretionary
Preparation of deed plans	£220.00	£220.00	£220.00	£220.00	Per transaction	Discretionary
Planning permission (guide)	£440.00	£440.00	£440.00	£440.00	Per transaction	Discretionary
Commercial property advertising boards - administration fee	£220.00	£270.00	£270.00	£270.00	Per transaction	Discretionary
Landlord reference - retaining unit within WLC area	£150.00	£190.00	£190.00	£190.00	Per transaction	Discretionary
Landlord reference - not retaining unit within WLC area	£290.00	£350.00	£350.00	£350.00	Per transaction	Discretionary
New leases, lease renewals (transactions up to £10,000)	£360.00	£500.00	£500.00	£500.00	Per transaction	Discretionary
New leases, lease renewals (transactions over £10,000)	£720.00	£750.00	£750.00	£750.00	Per transaction	Discretionary
Landlords consent (transactions up to £10,000)	£360.00	£500.00	£500.00	£500.00	Per transaction	Discretionary
Landlords consent (transactions between £10,000 and £14,999)	£720.00	£750.00	£750.00	£750.00	Per transaction	Discretionary
Landlords consent (transactions between £15,000 and £19,999)	n/a	£1,000.00	£1,000.00	£1,000.00	Per transaction	Discretionary
Landlords consent (transactions between £20,000 and £24,999)	n/a	£1,250.00	£1,250.00	£1,250.00	Per transaction	Discretionary
Landlords consent (transactions above £25,000)	n/a	£1,500.00	£1,500.00	£1,500.00	Per transaction	Discretionary
Roundabout sponsorship	£130.00	Min £170.00	Min £170.00	Min £170.00	Per month	Discretionary

Library Charges	2022/23	2023/24 Proposed	2024/25 Proposed	2025/26 Proposed	Basis of charge	Discretionary/ Non-discretionary
Replacement membership card	£1.10	£1.15	£1.20	£1.25	Per card	Discretionary
Photocopying/Printing A4 Black and White	£0.10	£0.10	£0.11	£0.11	Per copy	Discretionary
Photocopying/Printing A4 Colour	£0.20	£0.21	£0.22	£0.23	Per copy	Discretionary
Photocopying/Printing A3 Black and White	£0.20	£0.21	£0.22	£0.23	Per copy	Discretionary
Photocopying/Printing A3 Colour	£0.40	£0.42	£0.44	£0.46	Per copy	Discretionary
Unreturned Items	replacement cost	replacement cost	replacement cost	replacement cost	Per item	Discretionary

Registration Services - Births and Deaths	2022/23	2023/24 Proposed	2024/25 Proposed	2025/26 Proposed	Basis of charge	Discretionary/ Non-discretionary
Full birth certificate - at the time of registration or within one month of registration	£10.00	£10.00	£10.00	£10.00	Per certificate	Non-discretionary
Full birth certificate - purchased out with one month of registration	£15.00	£15.00	£15.00	£15.00	Per certificate	Non-discretionary
Death certificate	Nil	Nil	Nil	Nil	Per certificate	Non-discretionary
Abbreviated extract of the death entry	Nil	Nil	Nil	Nil	Per extract	Non-discretionary
Full death extract - at the time of registration or within one month of registration	£10.00	£10.00	£10.00	£10.00	Per extract	Non-discretionary
Full death extract - purchased out with one month of registration	£15.00	£15.00	£15.00	£15.00	Per extract	Non-discretionary

Registration Services - Marriages and Civil Ceremonies	2022/23	2023/24 Proposed	2024/25 Proposed	2025/26 Proposed	Basis of charge	Discretionary/ Non-discretionary
Registry Office weddings - Monday to Friday – without guests	£155.00	£155.00	£155.00	£155.00	Per ceremony	Non-discretionary
Registry Office weddings - Monday to Friday – with guests	£215.00	£218.00	£221.00	£224.00	Per ceremony	Discretionary supplement
Registry Office weddings - Saturday – without guests	£230.00	£233.00	£237.00	£241.00	Per ceremony	Discretionary supplement
Registry Office weddings - Saturday – with guests	£290.00	£296.00	£302.00	£309.00	Per ceremony	Discretionary supplement
Venue Weddings – Monday to Friday	£356.00	£365.00	£374.00	£384.00	Per ceremony	Discretionary supplement
Venue Weddings – Saturday 12-4pm or Mon-Fri 4-5pm	£405.00	£416.00	£428.00	£440.00	Per ceremony	Discretionary supplement
Venue Weddings – Sunday and Public Holidays	£485.00	£500.00	£516.00	£532.00	Per ceremony	Discretionary supplement

Registration Services - Naming Ceremonies and Renewal of Vows	2022/23	2023/24 Proposed	2024/25 Proposed	2025/26 Proposed	Basis of charge	Discretionary/ Non-discretionary
Office ceremony - Monday to Thursday	£76.00	£79.00	£83.00	£87.00	Per event	Discretionary
Office ceremony - Saturday	£253.00	£264.00	£276.00	£283.00	Per event	Discretionary
Office ceremony - Sunday and Public Holidays	£387.00	£404.00	£423.00	£442.00	Per event	Discretionary
Approved venues - Monday to Thursday	£211.00	£220.00	£230.00	£240.00	Per event	Discretionary
Approved venues - Saturday	£282.00	£295.00	£308.00	£322.00	Per event	Discretionary
Approved venues - Sunday and Public Holidays	£387.00	£404.00	£423.00	£442.00	Per event	Discretionary

Private Landlord Registrations	2022/23	2023/24 Proposed	2024/25 Proposed	2025/26 Proposed	Basis of charge	Discretionary/ Non-discretionary
Application with single local authority	£68.00	£68.00	£68.00	£68.00	Per application	Non-discretionary
Two or more applications with different local authorities	£34.00	£34.00	£34.00	£34.00	Per application	Non-discretionary
Property cost for each property rented out by the landlord	£16.00	£16.00	£16.00	£16.00	Per property	Non-discretionary
Late application fee	£137.00	£137.00	£137.00	£137.00	Per application	Non-discretionary

Community Alarms and Telecare	2022/23	2023/24 Proposed	2024/25 Proposed	2025/26 Proposed	Basis of charge	Discretionary/ Non-discretionary
Community Alarms & Telecare equipment	£3.20	£3.34	£3.49	£3.65	Per week	Discretionary

Housing with Care Meals	2022/23	2023/24 Proposed	2024/25 Proposed	2025/26 Proposed	Basis of charge	Discretionary/ Non-discretionary
Weekly meal charge	Average £49.40	£55.00	£57.48	£60.06	Per week	Discretionary
Single Lunch meal charge		£2.85	£2.98	£3.11	Per meal	Discretionary
Single Evening meal charge		£5.00	£5.23	£5.46	Per meal	Discretionary

Bulky Uplifts	2022/23	2023/24 Proposed	2024/25 Proposed	2025/26 Proposed	Basis of charge	Discretionary/ Non-discretionary
Bulky Uplift – charge for up to 5 items	£35.00	£36.58	£38.22	£39.94	Per uplift	Discretionary

Garden Waste Permit	2022/23	2023/24 Proposed	2024/25 Proposed	2025/26 Proposed	Basis of charge	Discretionary/ Non-discretionary
Garden Waste permit per bin	n/a	£35.00	£35.00	£35.00	Per bin	Discretionary

Planning Services - Building Warrants Fees	2022/23	2023/24 Proposed	2024/25 Proposed	2025/26 Proposed	Basis of charge	Discretionary/ Non-discretionary
Value of works (£0,000 - £5,000)	£150.00	£150.00	£150.00	£150.00	Per application	Non-discretionary
Value of works (£5,001 - £5,500)	£169.00	£169.00	£169.00	£169.00	Per application	Non-discretionary
Value of works (£5,501 - £6,000)	£188.00	£188.00	£188.00	£188.00	Per application	Non-discretionary
Value of works (£6,001 - £6,500)	£207.00	£207.00	£207.00	£207.00	Per application	Non-discretionary
Value of works (£6,501 - £7,000)	£226.00	£226.00	£226.00	£226.00	Per application	Non-discretionary
Value of works (£7,001 - £7,500)	£245.00	£245.00	£245.00	£245.00	Per application	Non-discretionary
Value of works (£7,501 - £8,000)	£264.00	£264.00	£264.00	£264.00	Per application	Non-discretionary
Value of works (£8,001 - £8,500)	£283.00	£283.00	£283.00	£283.00	Per application	Non-discretionary
Value of works (£8,501 - £9,000)	£302.00	£302.00	£302.00	£302.00	Per application	Non-discretionary
Value of works (£9,001 - £9,500)	£321.00	£321.00	£321.00	£321.00	Per application	Non-discretionary
Value of works (£9,501 - £10,000)	£340.00	£340.00	£340.00	£340.00	Per application	Non-discretionary
Value of works (£10,001 - £11,000)	£359.00	£359.00	£359.00	£359.00	Per application	Non-discretionary
Value of works (£11,001 - £12,000)	£378.00	£378.00	£378.00	£378.00	Per application	Non-discretionary
Value of works (£12,001 - £13,000)	£397.00	£397.00	£397.00	£397.00	Per application	Non-discretionary
Value of works (£13,001 - £14,000)	£416.00	£416.00	£416.00	£416.00	Per application	Non-discretionary
Value of works (£14,001 - £15,000)	£435.00	£435.00	£435.00	£435.00	Per application	Non-discretionary
Value of works (£15,001 - £16,000)	£454.00	£454.00	£454.00	£454.00	Per application	Non-discretionary
Value of works (£16,001 - £17,000)	£473.00	£473.00	£473.00	£473.00	Per application	Non-discretionary
Value of works (£17,001 - £18,000)	£492.00	£492.00	£492.00	£492.00	Per application	Non-discretionary
Value of works (£18,001 - £19,000)	£511.00	£511.00	£511.00	£511.00	Per application	Non-discretionary
Value of works (£19,001 - £20,000)	£530.00	£530.00	£530.00	£530.00	Per application	Non-discretionary
Value of works (£20,001 - £30,000)	£593.00	£593.00	£593.00	£593.00	Per application	Non-discretionary
Value of works (£30,001 - £40,000)	£656.00	£656.00	£656.00	£656.00	Per application	Non-discretionary
Value of works (£40,001 - £50,000)	£719.00	£719.00	£719.00	£719.00	Per application	Non-discretionary
Value of works (£50,001 - £60,000)	£782.00	£782.00	£782.00	£782.00	Per application	Non-discretionary
Value of works (£60,001 - £70,000)	£845.00	£845.00	£845.00	£845.00	Per application	Non-discretionary
Value of works (£70,001 - £80,000)	£908.00	£908.00	£908.00	£908.00	Per application	Non-discretionary
Value of works (£80,001 - £90,000)	£971.00	£971.00	£971.00	£971.00	Per application	Non-discretionary
Value of works (£90,001 - £100,000)	£1,034.00	£1,034.00	£1,034.00	£1,034.00	Per application	Non-discretionary
Value of works (£100,001 - £120,000)	£1,137.00	£1,137.00	£1,137.00	£1,137.00	Per application	Non-discretionary
Value of works (£120,001 - £140,000)	£1,240.00	£1,240.00	£1,240.00	£1,240.00	Per application	Non-discretionary
Value of works (£140,001 - £160,000)	£1,343.00	£1,343.00	£1,343.00	£1,343.00	Per application	Non-discretionary
Value of works (£160,001 - £180,000)	£1,446.00	£1,446.00	£1,446.00	£1,446.00	Per application	Non-discretionary
Value of works (£180,001 - £200,000)	£1,549.00	£1,549.00	£1,549.00	£1,549.00	Per application	Non-discretionary
Value of works (£200,001 - £220,000)	£1,652.00	£1,652.00	£1,652.00	£1,652.00	Per application	Non-discretionary

Planning Services - Building Warrants Fees	2022/23	2023/24 Proposed	2024/25 Proposed	2025/26 Proposed	Basis of charge	Discretionary/ Non-discretionary
Value of works (£220,001 - £240,000)	£1,755.00	£1,755.00	£1,755.00	£1,755.00	Per application	Non-discretionary
Value of works (£240,001 - £260,000)	£1,858.00	£1,858.00	£1,858.00	£1,858.00	Per application	Non-discretionary
Value of works (£260,001 - £280,000)	£1,961.00	£1,961.00	£1,961.00	£1,961.00	Per application	Non-discretionary
Value of works (£280,001 - £300,000)	£2,064.00	£2,064.00	£2,064.00	£2,064.00	Per application	Non-discretionary
Value of works (£300,001 - £320,000)	£2,167.00	£2,167.00	£2,167.00	£2,167.00	Per application	Non-discretionary
Value of works (£320,001 - £340,000)	£2,270.00	£2,270.00	£2,270.00	£2,270.00	Per application	Non-discretionary
Value of works (£340,001 - £360,000)	£2,373.00	£2,373.00	£2,373.00	£2,373.00	Per application	Non-discretionary
Value of works (£360,001 - £380,000)	£2,476.00	£2,476.00	£2,476.00	£2,476.00	Per application	Non-discretionary
Value of works (£380,001 - £400,000)	£2,579.00	£2,579.00	£2,579.00	£2,579.00	Per application	Non-discretionary
Value of works (£400,001 - £420,000)	£2,682.00	£2,682.00	£2,682.00	£2,682.00	Per application	Non-discretionary
Value of works (£420,001 - £440,000)	£2,785.00	£2,785.00	£2,785.00	£2,785.00	Per application	Non-discretionary
Value of works (£440,001 - £460,000)	£2,888.00	£2,888.00	£2,888.00	£2,888.00	Per application	Non-discretionary
Value of works (£460,001 - £480,000)	£2,991.00	£2,991.00	£2,991.00	£2,991.00	Per application	Non-discretionary
Value of works (£480,001 - £500,000)	£3,094.00	£3,094.00	£3,094.00	£3,094.00	Per application	Non-discretionary
Value of works (£500,001 - £550,000)	£3,272.00	£3,272.00	£3,272.00	£3,272.00	Per application	Non-discretionary
Value of works (£550,001 - £600,000)	£3,450.00	£3,450.00	£3,450.00	£3,450.00	Per application	Non-discretionary
Value of works (£600,001 - £650,000)	£3,628.00	£3,628.00	£3,628.00	£3,628.00	Per application	Non-discretionary
Value of works (£650,001 - £700,000)	£3,806.00	£3,806.00	£3,806.00	£3,806.00	Per application	Non-discretionary
Value of works (£700,001 - £750,000)	£3,984.00	£3,984.00	£3,984.00	£3,984.00	Per application	Non-discretionary
Value of works (£750,001 - £800,000)	£4,162.00	£4,162.00	£4,162.00	£4,162.00	Per application	Non-discretionary
Value of works (£800,001 - £850,000)	£4,340.00	£4,340.00	£4,340.00	£4,340.00	Per application	Non-discretionary
Value of works (£850,001 - £900,000)	£4,518.00	£4,518.00	£4,518.00	£4,518.00	Per application	Non-discretionary
Value of works (£900,001 - £950,000)	£4,696.00	£4,696.00	£4,696.00	£4,696.00	Per application	Non-discretionary
Value of works (£950,001 - £1,000,000)	£4,874.00	£4,874.00	£4,874.00	£4,874.00	Per application	Non-discretionary
Value of works greater than £1,000,000 - additional fee per £100,000	£253.00	£253.00	£253.00	£253.00	Per application	Non-discretionary

Building Warrants – work not started prior to the application	2022/23	2023/24 Proposed	2024/25 Proposed	2025/26 Proposed	Basis of charge	Discretionary/ Non-discretionary
Application for conversion only - that is without any building work	£150.00	£150.00	£150.00	£150.00	Per application	Non-discretionary
Application for demolition only - that is where there are no immediate plans for rebuilding	£150.00	£150.00	£150.00	£150.00	Per application	Non-discretionary
Amendment to warrant application (value increased by £5,000 or under)	£100.00	£100.00	£100.00	£100.00	Per application	Non-discretionary
Amendment to warrant application - increase of more than £5,000 (take from fee table above)	Per BW fee table	Per BW fee table	Per BW fee table	Per BW fee table	Per application	Non-discretionary
Amendment for further stage of staged building warrants	£100.00	£100.00	£100.00	£100.00	Per application	Non-discretionary
Extend period of validity of building warrant	£100.00	£100.00	£100.00	£100.00	Per application	Non-discretionary
Application to provide facilities solely for use of disabled persons within a dwelling	No Fee	No Fee	No Fee	No Fee	Per application	Non-discretionary

Building Warrants – work has started prior to the original application being submitted	2022/23	2023/24 Proposed	2024/25 Proposed	2025/26 Proposed	Basis of charge	Discretionary/ Non-discretionary
Building warrant application - based on value of work	200% of BW fee	200% of BW fee	200% of BW fee	200% of BW fee	Per application	Non-discretionary
Application for conversion only - that is without any building work	£200.00	£200.00	£200.00	£200.00	Per application	Non-discretionary
Application for demolition only - that is where there are no immediate plans for rebuilding	£200.00	£200.00	£200.00	£200.00	Per application	Non-discretionary

Building Warrants – work has been completed and no building warrant submitted	2022/23	2023/24 Proposed	2024/25 Proposed	2025/26 Proposed	Basis of charge	Discretionary/ Non-discretionary
Building warrant application - based on value of work	300% of BW fee	300% of BW fee	300% of BW fee	300% of BW fee	Per application	Non-discretionary
Application for conversion only - that is without any building work	£300.00	£300.00	£300.00	£300.00	Per application	Non-discretionary
Application for demolition only - that is where there are no immediate plans for rebuilding	£300.00	£300.00	£300.00	£300.00	Per application	Non-discretionary

Building Warrants – copy documents	2022/23	2023/24 Proposed	2024/25 Proposed	2025/26 Proposed	Basis of charge	Discretionary/ Non-discretionary
Building warrant and or completion certificate where building warrant reference is provided	£31.00	£60.00*	£60.00*	£60.00*	Per document	Discretionary
Building warrant and or completion certificate where building warrant reference provided – Fast Track service	£75.00	£100.00*	£100.00*	£100.00*	Per document	Discretionary
Building warrant and or completion certificate where building warrant reference is not provided	£52.00	£90.00*	£90.00*	£90.00*	Per document	Discretionary
Building warrant and or completion certificate where building warrant reference is not provided – Fast Track service	£100.00	£140.00*	£140.00*	£140.00*	Per document	Discretionary
Copy of building warrant approved plans – on each occasion a copy of the plans is an additional fee	n/a	£60.00	£60.00	£60.00	Per document	Discretionary
Copy of building warrant approved plans – on each occasion a copy of the plans is an additional fee – Fast track	n/a	£100.00	£100.00	£100.00	Per document	Discretionary

**Plans are an extra charge*

Building Warrants – Discounts for using certifier of design	2022/23	2023/24 Proposed	2024/25 Proposed	2025/26 Proposed	Basis of charge	Discretionary/ Non-discretionary
Value of works (£0,000 - £5,000)	£30.00	£30.00	£30.00	£30.00	Per application	Non-discretionary
Value of works (£5,001 - £10,000)	£40.00	£40.00	£40.00	£40.00	Per application	Non-discretionary
Value of works (£10,001 - £15,000)	£50.00	£50.00	£50.00	£50.00	Per application	Non-discretionary
Value of works (£15,001 - £20,000)	£60.00	£60.00	£60.00	£60.00	Per application	Non-discretionary
Value of works (£20,001 - £50,000)	£80.00	£80.00	£80.00	£80.00	Per application	Non-discretionary
Value of works (£50,001 - £100,000)	£100.00	£100.00	£100.00	£100.00	Per application	Non-discretionary
Value of works (£100,001 or Greater)	10% of fee	10% of fee	10% of fee	10% of fee	Per application	Non-discretionary

Building Warrants – Discounts for using certifier of construction	2022/23	2023/24 Proposed	2024/25 Proposed	2025/26 Proposed	Basis of charge	Discretionary/ Non-discretionary
Value of works (£0,000 - £5,000)	£15.00	£15.00	£15.00	£15.00	Per application	Non-discretionary
Value of works (£5,001 - £10,000)	£15.00	£15.00	£15.00	£15.00	Per application	Non-discretionary
Value of works (£10,001 - £15,000)	£20.00	£20.00	£20.00	£20.00	Per application	Non-discretionary
Value of works (£15,001 - £20,000)	£25.00	£25.00	£25.00	£25.00	Per application	Non-discretionary
Value of works (£20,001 - £50,000)	£30.00	£30.00	£30.00	£30.00	Per application	Non-discretionary
Value of works (£50,001 - £100,000)	£35.00	£35.00	£35.00	£35.00	Per application	Non-discretionary
Value of works (£100,001 or Greater)	3% of fee	3% of fee	3% of fee	3% of fee	Per application	Non-discretionary

Letters of Comfort	2022/23	2023/24 Proposed	2024/25 Proposed	2025/26 Proposed	Basis of charge	Discretionary/ Non-discretionary
Works carried out without a building warrant – works completed prior to 1 May 2005 – value of works under £5,000 - domestic	£278.00	£450.00	£450.00	£450.00	Per letter of comfort	Discretionary
Works carried out without a building warrant – works completed prior to 1 May 2005 – value of works above £5,000 - domestic	£278.00	£300 plus BW fee	£300 plus BW fee	£300 plus BW fee	Per letter of comfort	Discretionary
Works carried out without a building warrant – works completed prior to 1 May 2005 – value of works under £5,000 – non-domestic	£535.00	£500.00	£500.00	£500.00	Per letter of comfort	Discretionary
Works carried out without a building warrant – works completed prior to 1 May 2005 – value of works above £5,000 – non-domestic	£535.00	£350 plus BW fee	£350 plus BW fee	£350 plus BW fee	Per letter of comfort	Discretionary
Expired building warrant submitted prior to 1 May 2005 - domestic	£160.00	£225.00	£225.00	£225.00	Per letter of comfort	Discretionary
Expired building warrant submitted prior to 1 May 2005 – non-domestic	£294.00	£360.00	£360.00	£360.00	Per letter of comfort	Discretionary
Confirmation completed works are exempt – works completed prior to 1 May 2005 - domestic	£150.00	£200.00	£200.00	£200.00	Per letter of comfort	Discretionary
Confirmation completed works are exempt – works completed prior to 1 May 2005 – non-domestic	£250.00	£325.00	£325.00	£325.00	Per letter of comfort	Discretionary
Desktop confirmation no BW required – works proposed/completed after 1 May 2005 - domestic	£50.00	£75.00	£75.00	£75.00	Per letter of comfort	Discretionary
Desktop confirmation no BW required – works proposed/completed after 1 May 2005 – non-domestic	£100.00	£125.00	£125.00	£125.00	Per letter of comfort	Discretionary
Desktop review and site visit confirmation no BW required - works proposed/completed after 1 May 2005 - domestic	£150.00	£175.00	£175.00	£175.00	Per letter of comfort	Discretionary
Desktop review and site visit confirmation no BW required - works proposed/completed after 1 May 2005 – non-domestic	£250.00	£275.00	£275.00	£275.00	Per letter of comfort	Discretionary

Fees for Applications for Planning Permission and for applications for approval, consent or agreement required by a condition imposed on a grant of planning permission in principle	2022/23	2023/24 Proposed	2024/25 Proposed	2025/26 Proposed	Basis of charge	Discretionary/ Non-discretionary
1. New dwellings - Construction of buildings, structures or erections for use as residential accommodation						
a) Where the number of dwelling houses to be created by the development does not exceed 10, £600 for each dwelling house,	£600.00	£600.00	£600.00	£600.00	Per application	Non-discretionary
b) Where the number of dwelling houses to be created by the development is fewer than 50, £600 for the first 10 dwelling houses, and £450 for each dwelling house thereafter,	Max £23,550	Max £23,550	Max £23,550	Max £23,550	Per application	Non-discretionary
c) Where the number of dwelling houses to be created by the development is 50 or more, £600 for the first 10 dwelling houses, £450 for each dwelling house in excess of 10 up to 49 dwelling houses, and £250 for each dwelling house in excess of 50, subject to a maximum total of £150,000	Max £150,000	Max £150,000	Max £150,000	Max £150,000	Per application	Non-discretionary
2. Existing dwellings - The carrying out of operations which will result in the enlargement, improvement or other alteration of an existing dwelling.						
a) one dwelling	£300.00	£300.00	£300.00	£300.00	Per application	Non-discretionary
b) 2 or more dwellings	£600.00	£600.00	£600.00	£600.00	Per application	Non-discretionary
3a) The carrying out of operations, including the erection of a building within the curtilage of an existing dwelling house, for purposes ancillary to the enjoyment of the dwelling house as such, or	£300.00	£300.00	£300.00	£300.00	Per application	Non-discretionary
3b) the erection or construction of gates, fences, walls or other means of enclosure along a boundary of the curtilage of an existing dwelling house.	£300.00	£300.00	£300.00	£300.00	Per application	Non-discretionary
4. Non-Residential Buildings. The construction of buildings, structures or erections including extensions (other than construction within categories 1, 5, and 6).						
a) Where no floor area is created or the gross floor space created does not exceed 50 square metres, £300,	£300.00	£300.00	£300.00	£300.00	Per application	Non-discretionary
b) Where the gross floor space created exceeds 50 square metres, £600 in respect of any gross floor space up to 100 square metres,	£600.00	£600.00	£600.00	£600.00	Per application	Non-discretionary
c) Where the gross floor space exceeds 100 square metres, £600 plus £600 per 100 square metres in respect of any gross floor space exceeding 100 square metres and up to 4,000 square metres,	Max £24,000	Max £24,000	Max £24,000	Max £24,000	Per application	Non-discretionary
d) Where the gross floor space exceeds 4,000 square metres, £24,000 plus £300 per 100 square metres in respect of any gross floor space exceeding 4,000 square metres, subject to a maximum of £150,000,	Max £150,000	Max £150,000	Max £150,000	Max £150,000	Per application	Non-discretionary
e) Where no buildings are to be created, £600 per 0.1 hectare of site area, subject to a maximum of £150,000.	Max £150,000	Max £150,000	Max £150,000	Max £150,000	Per application	Non-discretionary
Agricultural Buildings						
5. The erection, on land used for the purposes of agriculture, of buildings to be used for agricultural purposes (other than buildings in category 6).						
a) Where the ground area to be covered by the development does not exceed 500 square metres	£500.00	£500.00	£500.00	£500.00	Per application	Non-discretionary
b) Where the ground area to be covered by the development exceeds 500 square metres, £500 plus £500 for each 100 square metres in excess of 500 square metres, subject to a maximum of £25,000.	Max £25,000	Max £25,000	Max £25,000	Max £25,000	Per application	Non-discretionary

Fees for Applications for Planning Permission and for applications for approval, consent or agreement required by a condition imposed on a grant of planning permission in principle	2022/23	2023/24 Proposed	2024/25 Proposed	2025/26 Proposed	Basis of charge	Discretionary/ Non-discretionary
6. The erection of glasshouses or polytunnels to be used for agricultural purposes. £100 for each 100 square metres of ground area to be covered by the development subject to a maximum of £5,000.	Max £5,000	Max £5,000	Max £5,000	Max £5,000	Per application	Non-discretionary
7. The erection of wind turbines and the carrying out of other operations in connection with the construction of the generating station, including the construction or installation of any means of access to the generating station, pipes or other conduits, and overhead lines.						
a) (i) Where none of the turbines have a ground to hub height exceeding 15 metres, £1,250	£1,250	£1,250	£1,250	£1,250	Per application	Non-discretionary
b) (ii) Where one or more of the turbines has a ground to hub height exceeding 15 metres, but not exceeding 50 metres, £2,500	£2,500	£2,500	£2,500	£2,500	Per application	Non-discretionary
c) (iii) Where one or more of the turbines has a ground to hub height exceeding 50 metres, £5,000	£5,000	£5,000	£5,000	£5,000	Per application	Non-discretionary
d) Where the number of turbines does exceed 3, £500 for each 0.1 hectare of site area, subject to a maximum of £150,000.	Max £150,000	Max £150,000	Max £150,000	Max £150,000	Per application	Non-discretionary
8. The construction of a hydro-electric generating station and the carrying out of any other operations in connection with the construction of the generating station, including the construction or installation of any means of access to the generating station, pipes or other conduits, and overhead lines. £500 for each 0.1 hectare of site area, subject to a maximum of £25,000.	Max £25,000	Max £25,000	Max £25,000	Max £25,000	Per application	Non-discretionary
9. The construction of a solar electric generating station and the carrying out of any other operations in connection with the construction of the generating station, including the construction or installation of any means of access to the generating station, pipes or other conduits, and overhead lines. £500 for each 0.1 hectare of site area, subject to a maximum of £25,000.	Max £25,000	Max £25,000	Max £25,000	Max £25,000	Per application	Non-discretionary
10. The carrying out of any operations connected with the exploratory drilling for oil or natural gas.						
a) Where the site area does not exceed 0.1 hectares, £1,000,	£1,000.00	£1,000.00	£1,000.00	£1,000.00	Per application	Non-discretionary
b) Where the site area exceeds 0.1 hectares, £1,000 in respect of the first 0.1 hectares of site area, plus £500 for each 0.1 hectare of site area in excess of 0.1 hectares, subject to a maximum of £150,000.	Max £150,000	Max £150,000	Max £150,000	Max £150,000	Per application	Non-discretionary
Fish and Shellfish Farming						
11. The placing or assembly of equipment in any part of any marine waters for the purposes of fish farming. £200 for each 0.1 hectare of the surface area of the marine waters to be used in relation to the placement or assembly of any equipment for the purposes of fish farming and £75 for each 0.1 hectare of the sea bed to be used in relation to such development, subject to a maximum of £25,000.	Max £25,000	Max £25,000	Max £25,000	Max £25,000	Per application	Non-discretionary
12. The placing or assembly of equipment in any part of any marine waters for the purposes of shellfish farming. £200 for each 0.1 hectare of the surface area of the marine waters to be used in relation to the placement or assembly of any equipment for the purposes of shellfish farming, subject to a maximum of £25,000.	Max £25,000	Max £25,000	Max £25,000	Max £25,000	Per application	Non-discretionary

Fees for Applications for Planning Permission and for applications for approval, consent or agreement required by a condition imposed on a grant of planning permission in principle	2022/23	2023/24 Proposed	2024/25 Proposed	2025/26 Proposed	Basis of charge	Discretionary/ Non-discretionary
13. The erection, alteration or replacement of plant or machinery.						
a) Where the site area does not exceed 5 hectares, £500 for each 0.1 hectare of site area	£500.00	£500.00	£500.00	£500.00	Per application	Non-discretionary
b) Where the site area exceeds 5 hectares, £25,000 plus £250 for each 0.1 hectare of the site area in excess of 5 hectares, subject to a maximum of £150,000	Max £150,000	Max £150,000	Max £150,000	Max £150,000	Per application	Non-discretionary
14. The construction of car parks, service roads and other means of access on land used for the purposes of a single undertaking, where the development is required for a purpose incidental to the existing use of the land	£500	£500	£500	£500	Per application	Non-discretionary
15. Operations for the winning and working of minerals (not including peat).						
a) Where the site area does not exceed 0.1 hectare, £1,000	£1,000	£1,000	£1,000	£1,000	Per application	Non-discretionary
b) Where the site area exceeds 0.1 hectare, but does not exceed 15 hectares, £1,000 plus £500 for each 0.1 hectare of the site area in excess of 0.1 hectare	Max £75,500	Max £75,500	Max £75,500	Max £75,500	Per application	Non-discretionary
c) Where the site area exceeds 15 hectares, £75,000, plus £250 for each 0.1 hectare of site area in excess of 15 hectares, subject to a maximum of £150,000	Max £15,000	Max £15,000	Max £15,000	Max £15,000	Per application	Non-discretionary
16. Operations for the extraction of peat. £500 for each 0.1 hectare of site area, subject to a maximum of £6,000.	Max £6,000	Max £6,000	Max £6,000	Max £6,000	Per application	Non-discretionary
17. The carrying out of any operations not coming within any of the above categories.						
a) Where the site area does not exceed 0.1 hectare, £1,000	£1,000.00	£1,000.00	£1,000.00	£1,000.00	Per application	Non-discretionary
b) Where the site area exceeds 0.1 hectare, but does not exceed 15 hectares, £1,000 plus £500 for each 1 hectare of the site area in excess of 0.1 hectare,	Max £8,450	Max £8,450	Max £8,450	Max £8,450	Per application	Non-discretionary
c) Where the site area exceeds 15 hectares, £8,500 plus £250 for each 0.1 hectare of the site area in excess of 15 hectares, subject to a maximum of £150,000.	Max £150,000	Max £150,000	Max £150,000	Max £150,000	Per application	Non-discretionary
Use of Land						
18. the use of land for the disposal of refuse or waste materials or for the deposit of material remaining after minerals have been extracted from land.						
a) Where the site area does not exceed 0.1 hectare, £1,000,	£1,000	£1,000	£1,000	£1,000	Per application	Non-discretionary
b) Where the site area exceeds 0.1 hectare, but does not exceed 15 hectares, £1,000 plus £500 for each 1 hectare of the site area in excess of 0.1 hectare	Max £8,450	Max £8,450	Max £8,450	Max £8,450	Per application	Non-discretionary
c) Where the site area exceeds 15 hectares, £8,500 plus £250 for each 0.1 hectare of the site area in excess of 15 hectares, subject to a maximum of £150,000.	Max £150,000	Max £150,000	Max £150,000	Max £150,000	Per application	Non-discretionary
19. The use of land for the storage of minerals in the open.						
a) Where the site area does not exceed 0.1 hectare, £1,000,	£1,000	£1,000	£1,000	£1,000	Per application	Non-discretionary
b) Where the site area exceeds 0.1 hectare, but does not exceed 15 hectares, £1,000 plus £500 for each 1 hectare of the site area in excess of 0.1 hectare,	Max £8,450	Max £8,450	Max £8,450	Max £8,450	Per application	Non-discretionary
c) Where the site area exceeds 15 hectares, £25,500 plus £250 for each 0.1 hectare of the site area in excess of 15 hectares, subject to a maximum of £150,000.	Max £150,000	Max £150,000	Max £150,000	Max £150,000	Per application	Non-discretionary

Fees for Applications for Planning Permission and for applications for approval, consent or agreement required by a condition imposed on a grant of planning permission in principle	2022/23	2023/24 Proposed	2024/25 Proposed	2025/26 Proposed	Basis of charge	Discretionary/ Non-discretionary
Change of Use of Buildings for Land						
20. The change of use of a building to use as one or more dwelling houses.						
a) Where the number of dwelling houses to be created by the development does not exceed 10, £600 for each dwelling house	£600.00	£600.00	£600.00	£600.00	Per application	Non-discretionary
b) Where the number of dwelling houses to be created by the development is fewer than 50, £600 for the first 10 dwelling houses, and £450 for each dwelling house thereafter	Max £23,550	Max £23,550	Max £23,550	Max £23,550	Per application	Non-discretionary
c) Where the number of dwelling houses to be created by the development is 50 or more, £23,550 plus £250 for each dwelling house in excess of 50	£23,550 plus £250 per house in excess of 50	£23,550 plus £250 per house in excess of 50	£23,550 plus £250 per house in excess of 50	£23,550 plus £250 per house in excess of 50	Per application	Non-discretionary
21. A material change in the use of a building (other than a change of use referred to in category 20).						
a) Where the gross floor space does not exceed 100 square metres, £600	£600	£600	£600	£600	Per application	Non-discretionary
b) Where the gross floor space exceeds 100 square metres, £600 plus £600 per 100 square metres up to 4,000 square metres	Max £24,000	Max £24,000	Max £24,000	Max £24,000	Per application	Non-discretionary
c) Where the gross floor space exceeds 4,000 square metres, £24,000 plus £300 per 100 square metres in respect of any gross floor space exceeding 4,000 square metres, subject to a maximum of £150,000	Max £150,000	Max £150,000	Max £150,000	Max £150,000	Per application	Non-discretionary
22. A material change in the use of land (other than— (a) a change of use within category 21, or (b) a change of use within categories 18 or 19, or (c) a change in the use of equipment placed or assembled in marine waters for the purposes of fish farming or shellfish farming).	Max £5,000	Max £5,000	Max £5,000	Max £5,000	Per application	Non-discretionary

Fees for Applications for planning permission in principle	2022/23	2023/24 Proposed	2024/25 Proposed	2025/26 Proposed	Basis of charge	Discretionary/ Non-discretionary
Residential Development						
1. Construction of buildings, structures or erections for use as residential accommodation.						
a) Where only one dwelling house is to be created, £600,	£600	£600	£600	£600	Per application	Non-discretionary
b) Where more than one dwelling house is to be created and the site area does not exceed 2.5 hectares, £600 for each 0.1 hectare of the site area,	Max £15,000	Max £15,000	Max £15,000	Max £15,000	Per application	Non-discretionary
c) Where more than one dwelling house is to be created and site area exceeds 2.5 hectares, £600 for each 0.1 hectare up to 2.5 hectares of the site area, and then £300 for each 0.1 hectare in excess of 2.5 hectares, subject to a maximum of £75,000	Max £75,000	Max £75,000	Max £75,000	Max £75,000	Per application	Non-discretionary
Non-Residential Buildings						
2. The construction of buildings, structures or erections including extensions. £600 for each 0.1 hectare up to 2.5 hectares of the site area, and then £300 for each 0.1 hectare in excess of 2.5 hectares, subject to a maximum of £75,000.	Max £75,000	Max £75,000	Max £75,000	Max £75,000	Per application	Non-discretionary

Fees for Applications for a certificate of lawful use or development	2022/23	2023/24 Proposed	2024/25 Proposed	2025/26 Proposed	Basis of charge	Discretionary/ Non-discretionary
Certificates of lawfulness of existing use or development						
1. An application under section 150(1)(a) or (b) of the 1997 Act (or both as the case may be) - The amount that would be payable in respect of an application for planning permission to institute the use or carry out the operations specified in the application (or an application to do both, as the case may be)					Per application	Non-discretionary
2. An application under section 150(1)(c) of the 1997 Act	£300	£300	£300	£300	Per application	Non-discretionary
Certificates of lawfulness for proposed use or development						
3. An application under section 151(1) of the 1997 Act (apart from one within category 4). - Half the amount that would be payable in respect of an application for planning permission to institute the use or carry out the operations specified in the application (or an application to do both, as the case may be)					Per application	Non-discretionary
4. An application under section 151(1)(a) where the use specified is use as one or more separate dwelling houses. £600 for each dwelling house, subject to a maximum of £150,000	Max £150,000	Max £150,000	Max £150,000	Max £150,000	Per application	Non-discretionary

Fees for a determination as to whether the planning authority's prior approval is required in relation to development under schedule 1 of the general permitted development order	2022/23	2023/24 Proposed	2024/25 Proposed	2025/26 Proposed	Basis of charge	Discretionary/ Non-discretionary
1. An application made for determination as to whether the prior approval of the planning authority is required in relation to development under schedule 1 of the General Permitted Development Order (other than one within categories 2 to 9).	£100	£100	£100	£100	Per application	Non-discretionary
2. An application made by virtue of paragraph (4A) of Class 18 of Part 6 (agricultural buildings & operations) of schedule 1 of the General Permitted Development Order.	No Fee	No Fee	No Fee	No Fee	Per application	Non-discretionary
3. An application made by virtue of paragraph (4) of Class 18B of Part 6 (agricultural buildings & operations) of schedule 1 of the General Permitted Development Order.	£500	£500	£500	£500	Per application	Non-discretionary
4. An application made by virtue of paragraph (5) of Class 18C of Part 6 (agricultural buildings & operations) of schedule 1 of the General Permitted Development Order.	£500	£500	£500	£500	Per application	Non-discretionary
5. An application made by virtue of paragraph (4) of Class 21A of Part 6A (fish farming) of schedule 1 of the General Permitted Development Order	£500	£500	£500	£500	Per application	Non-discretionary
6. An application made by virtue of paragraph (4) of Class 22A of Part 7 (forestry buildings & operations) of schedule 1 of the General Permitted Development Order.	£500	£500	£500	£500	Per application	Non-discretionary
7. An application made by virtue of paragraph (5) of Class 22B of Part 7 (forestry buildings & operations) of schedule 1 of the General Permitted Development Order.	£500	£500	£500	£500	Per application	Non-discretionary
8. An application made by virtue of paragraph (4) of Class 22 of Part 7 (forestry buildings & operations) of schedule 1 of the General Permitted Development Order	No Fee	No Fee	No Fee	No Fee	Per application	Non-discretionary
9. An application made by virtue of subparagraph (23) of Class 67 of Part 20 (development by electronic communications code operators) of schedule 1 of the General Permitted Development Order	£500	£500	£500	£500	Per application	Non-discretionary

Planning Services - Pre-Planning Advice, Non-Material Variations and Certificates of Compliance with conditions	2022/23	2023/24 Proposed	2024/25 Proposed	2025/26 Proposed	Basis of charge	Discretionary/ Non-discretionary
Pre-application advice – householder	£90.00	£90.00	£90.00	£90.00	Per request	Discretionary
Pre-application advice - householder request for meeting or visit (additional to above)	£90.00	£90.00	£90.00	£90.00	Per request	Discretionary
Pre-application advice - small local development	50% of cost of planning application Max of £1,200	50% of cost of planning application Max of £1,200	50% of cost of planning application Max of £1,200	50% of cost of planning application Max of £1,200	Per request	Discretionary
Pre-application advice - small local development – applicant requests an unaccompanied visit prior to advice letter being sent (additional to small local development fee)	£120.00	£120.00	£120.00	£120.00	Per request	Discretionary
Pre-application advice - small local development – applicant requests a face to face meeting or site visit (additional to small local development fee)	£300.00	£300.00	£300.00	£300.00	Per request	Discretionary
Pre-application advice - medium local development	50% of cost of planning application Max of £2,400	50% of cost of planning application Max of £2,400	50% of cost of planning application Max of £2,400	50% of cost of planning application Max of £2,400	Per request	Discretionary
Pre-application advice - medium local development – applicant requests an unaccompanied visit prior to advice letter being sent (additional to medium local development fee)	£120.00	£120.00	£120.00	£120.00	Per request	Discretionary
Pre-application advice - small local development – applicant requests a face to face meeting or site visit (additional to small local development fee)	£300.00	£300.00	£300.00	£300.00	Per request	Discretionary
Pre-application advice - major development	50% of cost of planning application Max of £3,600	50% of cost of planning application Max of £3,600	50% of cost of planning application Max of £3,600	50% of cost of planning application Max of £3,600	Per request	Discretionary
Pre-application advice - major development – applicant requests an unaccompanied visit prior to advice letter being sent (additional to medium local development fee)	£120.00	£120.00	£120.00	£120.00	Per request	Discretionary
Pre-application advice - major development – applicant requests a face to face meeting or site visit (additional to small local development fee)	£300.00	£300.00	£300.00	£300.00	Per request	Discretionary
Non-Material Variation – request	£200.00	£200.00	£200.00	£200.00	Per request	Discretionary
Compliance with plans/conditions – all applications	£100.00	£100.00	£100.00	£100.00	Per request	Discretionary

APPENDIX 6 - DETAILED ANALYSIS OF BUDGET CHANGE - CORPORATE SERVICES**REVENUE BUDGET 2023/24**

£ £

BASE BUDGET 2022/23**10,415,038****BASE BUDGET MOVEMENTS 2023/24****STAFFING**

Pay	303,987	
2022/23 5% Pay Award Capital Funding	102,286	
2022/23 5% Pay Award Unfunded Element	96,473	
Additional Day Annual Leave	68	
National Insurance Uplift Reversal	<u>(90,350)</u>	412,464

SERVICE PRESSURES AND DEVELOPMENTS

Cessation of Procurement Contract Rebates	150,000	
Review of Corporate Services Recharges	<u>306,000</u>	456,000

INFLATION AND INDEXATION

Fuel - petrol/diesel	<u>21</u>	21
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DIGITAL TRANSFORMATION

Scottish Wide Area Network (SWAN) contract saving	(75,000)	
Multifunctional device (MFD) savings and reduction in print volumes	<u>(90,000)</u>	(165,000)

SERVICE REDESIGN, INTEGRATION & MODERNISATION

HR Services workforce management	(96,000)	
Corporate Health and Safety Team workforce management	(26,000)	
Members Services Support Team revised arrangements	(47,000)	
IT Services workforce management	(66,000)	
Reduction in print costs for Bulletin	<u>(5,000)</u>	(240,000)

TOTAL BASE BUDGET INCREASE 2023/24**463,485****TOTAL BUDGET 2023/24 - BASE BUDGET****10,878,523**

APPENDIX 6 - DETAILED ANALYSIS OF BUDGET CHANGE - HOUSING, CUSTOMER & BUILDING SERVICES

REVENUE BUDGET 2023/24	£	£
BASE BUDGET 2022/23		8,663,425
BASE BUDGET MOVEMENTS 2023/24		
STAFFING		
Pay	304,592	
2022/23 5% Pay Award Capital Funding	144,133	
2022/23 5% Pay Award Unfunded Element	135,945	
Additional Day Annual Leave	2,257	
National Insurance Uplift Reversal	<u>(89,988)</u>	496,939
DEMOGRAPHICS AND DEMAND LED PRESSURES		
Homelessness	<u>80,000</u>	80,000
SCOTTISH GOVERNMENT FUNDED SERVICE DEVELOPMENTS		
Rapid Rehousing Transition Plan Adjustment to Funding	<u>(18,000)</u>	(18,000)
SERVICE PRESSURES AND DEVELOPMENTS		
Registration Income Removal of Nationality Checking	30,000	
Homelessness	<u>700,000</u>	730,000
INFLATION AND INDEXATION		
Electricity - buildings	11,653	
Gas	4,595	
Water and Sewerage	169	
Passenger Transport Contracts	<u>5,112</u>	21,529
INCOME AND CONTRIBUTIONS		
Rent of Non-HRA Houses - 3.5% per annum	(140,209)	
Libraries and Partnership Centres - use of premises - 4.5% increase	<u>(2,145)</u>	(142,354)
DIGITAL TRANSFORMATION		
Further automation of customer contact centre	<u>(25,000)</u>	(25,000)
SERVICE REDESIGN, INTEGRATION & MODERNISATION		
Safer Neighbourhood Team workforce management and savings in supplies and services	(32,000)	
Staffing saving customer and communities	<u>(120,000)</u>	(152,000)
TOTAL BASE BUDGET INCREASE 2023/24		991,114
TOTAL BUDGET 2023/24 - BASE BUDGET		<u>9,654,539</u>
TIME LIMITED INVESTMENT		
Homelessness Preventative Investment		80,000
Women's Safety in Public Spaces		100,000
Housing Need and B&B Budget Pressure		500,000
TOTAL BUDGET 2023/24 - BASE BUDGET AND TIME LIMITED		<u>10,334,539</u>

APPENDIX 6 - DETAILED ANALYSIS OF BUDGET CHANGE - OPERATIONAL SERVICES

Agenda Item 4

REVENUE BUDGET 2023/24

£ £

BASE BUDGET 2022/23**62,331,427****BASE BUDGET MOVEMENTS 2023/24****STAFFING**

Pay	1,315,630	
2022/23 5% Pay Award Capital Funding	689,969	
2022/23 5% Pay Award Unfunded Element	650,759	
Additional Day Annual Leave	14,401	
National Insurance Uplift Reversal	<u>(365,568)</u>	2,305,191

DEMOGRAPHICS AND DEMAND LED PRESSURES

Roads and Footpaths	18,000	
Waste	217,855	
Additional Support Needs Transport	<u>39,000</u>	274,855

REVENUE CONSEQUENCES OF CAPITAL PROGRAMME

School Estate Expansion - additional staffing costs	<u>461,890</u>	461,890
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INFLATION AND INDEXATION

Electricity - street lighting	763,627	
Fuel - petrol/diesel	78,656	
Waste Disposal Gate Fees and Landfill Tax	335,143	
Green Waste	247,000	
Passenger Transport Contracts	162,433	
Operational Materials - general	82,536	
Food	<u>80,201</u>	1,749,596

REPRIORITISED PASSENGER TRANSPORT STRATEGY

Removal of subsidised bus and demand responsive transport	(1,463,000)	
Mainstream school transport adjusted to reflect statutory requirements	(951,000)	
Removal of concessionary rail scheme	<u>(213,000)</u>	(2,627,000)

REVISED CATERING, CLEANING & FACILITIES MANAGEMENT MODELS & STANDARDS

Removal of street crossing patrol service	(356,000)	
Use of Facilities Management Assistants to deliver school meals	(144,000)	
50% reduction in cleaning hours in primary schools on a Friday	(111,000)	
Focusing on Food and Drink in Schools (Scotland) Regulations 2020	<u>(53,000)</u>	(664,000)

REVISED SERVICE STANDARDS AND DELIVERY MODELS - NETS, LAND & COUNTRYSIDE

Consolidating service provision at Beecraigs Country Park	<u>(95,000)</u>	(95,000)
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REVISED SERVICE STANDARDS & DELIVERY MODELS - ROADS & TRANSPORTATION

Removal of festive lighting	(85,000)	
Street lighting electrician workforce management	(61,000)	
Revised winter maintenance service	<u>(100,000)</u>	(246,000)

REVISED SERVICE STANDARDS & DELIVERY MODELS - WASTE

Revised community recycling centre opening hours	(336,000)	
Full year effect of previously implemented twin stream recycling saving	<u>(231,000)</u>	(567,000)

INCOME AND CONTRIBUTIONS

Introduction of charges for household garden waste collections	(661,000)	
Country Parks Fees and Charges - 4.5% increase	(10,328)	
Bulky Uplifts - 4.5% increase	(7,695)	
Cemeteries - 4.5% increase	(32,807)	
Catering Income - increase	(94,687)	
External Cleaning - 4.5% increase	(2,475)	
Roads Permits and Licences - 4.5% increase	(12,938)	
NETs Fees and Charges - 4.5% increase	<u>(1,139)</u>	(823,069)

TOTAL BASE BUDGET DECREASE 2023/24**(230,537)****TOTAL BUDGET 2023/24 - BASE BUDGET****62,100,890**

APPENDIX 6 - DETAILED ANALYSIS OF BUDGET CHANGE - OPERATIONAL SERVICES

Agenda Item 4

REVENUE BUDGET 2023/24**TIME LIMITED INVESTMENT**

	£	£
Winter Resilience Fund		333,000
Volunteers and Fly Tipping		38,000
Ecology Team		89,000
Transport Fund		57,000
New Vehicles and Equipment Street Cleaning		34,000
Roads Essential Repairs		500,000
Waste Tonnages		209,000
School Meal Price Phasing		165,000
Additional Support Needs (ASN) Transport Budget Pressure		580,000
Fleet and Vehicle Budget Pressure		840,000

TOTAL BUDGET 2023/24 - BASE BUDGET AND TIME LIMITED**64,945,890**

APPENDIX 6 - DETAILED ANALYSIS OF BUDGET CHANGE - SOCIAL POLICY NON INTEGRATION JOINT BOARD**REVENUE BUDGET 2023/24**

£ £

BASE BUDGET 2022/23**35,417,604****BASE BUDGET MOVEMENTS 2023/24****STAFFING**

Pay	570,005	
2022/23 5% Pay Award Capital Funding	236,808	
2022/23 5% Pay Award Unfunded Element	223,341	
Additional Day Annual Leave	3,984	
National Insurance Uplift Reversal	(167,795)	866,343

DEMOGRAPHICS AND DEMAND LED PRESSURES

External Placements/Kinship Care	192,498	192,498
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SCOTTISH GOVERNMENT FUNDED SERVICE DEVELOPMENTS

Criminal Justice Social Work	4,000	
Whole Family Wellbeing	3,000	7,000

SERVICE PRESSURES AND DEVELOPMENTS

Non Domestic Rates - five yearly revaluation	41	41
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INFLATION AND INDEXATION

Fuel - petrol/diesel	53	
External Placements/Kinship Care	456,906	
Food	366	457,325

DIGITAL TRANSFORMATION

Withdraw from Interagency Information Exchange (IIE) web portal	(47,000)	(47,000)
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SERVICE REDESIGN, INTEGRATION & MODERNISATION

Review of Social Policy business support	(22,000)	(22,000)
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REVIEW OF COMMISSIONED SERVICES

Review of existing contracts for commissioned care within children and families service	(181,000)	(181,000)
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CHILDREN & FAMILIES - FAMILY & PARENTING

Alternative approach to the delivery of active and achieving	(30,000)	
Development of a West Lothian adoption service	(50,000)	(80,000)

TOTAL BASE BUDGET INCREASE 2023/24**1,193,207****TOTAL BUDGET 2023/24 - BASE BUDGET****36,610,811****TIME LIMITED INVESTMENT**

Support Payments		40,000
Advocacy Services for Children		23,000
Domestic Abuse Additional Staffing		51,000
Kinship Care Family Support Workers		57,000
Looked After Children Additional Staffing		136,000
Mental Health Support for Young People		91,000
Domestic Abuse Support		163,000
Whole Family Wellbeing		66,000

TOTAL BUDGET 2023/24 - BASE BUDGET AND TIME LIMITED**37,237,811**

APPENDIX 6 - DETAILED ANALYSIS OF BUDGET CHANGE - PLANNING, ECONOMIC DEVELOPMENT & REGENERATION

REVENUE BUDGET 2023/24

£ £

BASE BUDGET 2022/23

4,223,092

BASE BUDGET MOVEMENTS 2023/24

STAFFING

Pay	156,778	
2022/23 5% Pay Award Capital Funding	96,135	
2022/23 5% Pay Award Unfunded Element	90,669	
National Insurance Uplift Reversal	<u>(46,663)</u>	296,919

INFLATION AND INDEXATION

Electricity - buildings	1,393	
Passenger Transport Contracts	<u>24</u>	1,417

SERVICE REDESIGN, INTEGRATION & MODERNISATION

Planning Services workforce management	(112,000)	
Economic Development & Regeneration workforce management	(50,000)	
Delivery of employability services through Access2Employment	<u>(108,000)</u>	(270,000)

INCOME AND CONTRIBUTIONS

Reintroduction of pre-application enquiry service & increased income from revised statutory fees	<u>(88,000)</u>	(88,000)
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TOTAL BASE BUDGET DECREASE 2023/24

(59,664)

TOTAL BUDGET 2023/24 - BASE BUDGET

4,163,428

TIME LIMITED INVESTMENT

Covid-19 Local Recovery and Renewal Fund		76,000
Additional Training and Employment		100,000
Economic Recovery Plan		1,250,000
Climate Emergency Fund		80,000

TOTAL BUDGET 2023/24 - BASE BUDGET AND TIME LIMITED

5,669,428

APPENDIX 6 - DETAILED ANALYSIS OF BUDGET CHANGE - EDUCATION

Agenda Item 4

REVENUE BUDGET 2023/24

£ £

BASE BUDGET 2022/23**207,052,870****BASE BUDGET MOVEMENTS 2023/24****STAFFING**

Pay - non teachers	1,408,097	
2022/23 5% Pay Award Capital Funding - non teachers	850,998	
2022/23 5% Pay Award Unfunded Element - non teachers	802,619	
National Insurance Uplift Reversal - non teachers	(252,882)	
Additional Day Annual Leave	19,279	
Pay - teachers	3,657,892	
2022/23 5% Pay Award Capital Funding - teachers	1,342,025	
2022/23 5% Pay Award Unfunded Element - teachers	1,265,743	
National Insurance Uplift Reversal - teachers	(1,051,686)	
Superannuation - teachers	101,650	8,143,735

DEMOGRAPHICS AND DEMAND LED PRESSURES

Schools	1,302,000	1,302,000
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REVENUE CONSEQUENCES OF CAPITAL PROGRAMME

School Estate Expansion - additional staffing costs	751,000	751,000
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SCOTTISH GOVERNMENT FUNDED SERVICE DEVELOPMENTS

Early Learning and Childcare	715,000	
Attainment Scotland Fund	516,000	
Instrumental Music Fees Adjustment to Funding	(18,000)	
Core Curriculum Charges	27,000	1,240,000

SERVICE PRESSURES AND DEVELOPMENTS

West Lothian Leisure Living Wage	150,000	150,000
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INFLATION AND INDEXATION

Public Private Partnership (PPP) Unitary Charge	2,312,100	
Scottish Qualification Authority Fees	22,928	
Food	1,391	2,336,419

INCOME AND CONTRIBUTIONS

School Milk - 4.5% increase	(9,540)	
Linlithgow Burgh Halls - 4.5% increase	(12,635)	
Primary School Lets - 4.5% increase	(6,458)	
Kirkton Tennis Courts - 4.5% increase	(113)	(28,746)

DIGITAL TRANSFORMATION

Replacement of senior phase campus with virtual campus to widen access to the curriculum	(33,000)	(33,000)
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SERVICE REDESIGN, INTEGRATION & MODERNISATION

Focusing on out of school care, MCMC, 16+ youth choices and opportunities for all	(100,000)	
Working in partnership with the voluntary sector to deliver school holiday provision	(88,000)	(188,000)

REVIEW APPROACH TO DELIVERY OF CULTURE & SPORTS

Fund public art commissioning through developer contributions	(46,000)	(46,000)
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REDESIGN OF EARLY LEARNING & CHILDCARE

Early Learning & Childcare (ELC) income & partner providers – promotion of placements to utilise capacity	(569,000)	
Rationalise physical capacity and staffing at council establishments	(837,000)	(1,406,000)

EDUCATION AND SCHOOL BASED SAVING

Education and school based saving	(777,000)	(777,000)
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TOTAL BASE BUDGET INCREASE 2023/24**11,444,408****TOTAL BUDGET 2023/24 - BASE BUDGET****218,497,278**

APPENDIX 6 - DETAILED ANALYSIS OF BUDGET CHANGE - EDUCATION

Agenda Item 4

REVENUE BUDGET 2023/24

£

£

TIME LIMITED INVESTMENT

Education Quality Assurance	145,000
Young People Health Conditions Youth Work	10,000
Sports Provision Mapping	19,000
Community Sports Development	75,000

TOTAL BUDGET 2023/24 - BASE BUDGET AND TIME LIMITED**218,746,278**

APPENDIX 6 - DETAILED ANALYSIS OF BUDGET CHANGE - CHIEF EXECUTIVE/FINANCE & PROPERTY SERVICES

<u>REVENUE BUDGET 2023/24</u>	£	£
BASE BUDGET 2022/23		30,313,718
<u>BASE BUDGET MOVEMENTS 2023/24</u>		
STAFFING		
Pay	391,468	
2022/23 5% Pay Award Capital Funding	165,690	
2022/23 5% Pay Award Unfunded Element	156,274	
National Insurance Uplift Reversal	<u>(116,301)</u>	597,131
REVENUE CONSEQUENCES OF CAPITAL PROGRAMME		
Utilities, Non Domestic Rates and Maintenance of Operational Properties	<u>1,111,660</u>	1,111,660
SCOTTISH GOVERNMENT FUNDED SERVICE DEVELOPMENTS		
Scottish Disability Assistance	47,000	
Scottish Child Payment - adjustment for one-off funding	<u>(1,720,000)</u>	(1,673,000)
SERVICE PRESSURES AND DEVELOPMENTS		
Non Domestic Rates - five yearly revaluation	<u>1,040,916</u>	1,040,916
INFLATION AND INDEXATION		
Electricity - buildings	3,120,645	
Gas	2,571,728	
Biomass	497,000	
Carbon	29,187	
Water and Sewerage	122,751	
Fuel - petrol/diesel	47	
Food	<u>70</u>	6,341,428
SERVICE REDESIGN, INTEGRATION & MODERNISATION		
Bring housing benefit award accuracy (HBAA) in house	(25,000)	
Financial Management Unit supplies and services and income generation	(62,000)	
Revenues Unit workforce management and savings in supplies and services	(63,000)	
Property Services workforce management and savings in supplies and services	<u>(31,000)</u>	(181,000)
CLIMATE CHANGE & ENERGY MITIGATION		
Implementation of Non-domestic energy efficiency framework (NDEEF) phase 3 works	(50,000)	
Installation of rooftop photo voltaic (PV) panels	(30,000)	
Minor thermal efficiency works	(20,000)	
Energy mitigation measures (heating guidance, renewables & swimming pools)	<u>(445,000)</u>	(545,000)
INCOME & CONTRIBUTIONS		
Tenanted Non Residential Property (TNRP) rent & service charges	(91,000)	
Administration fee for works on Tenanted Non Residential Property (TNRP) properties	<u>(5,000)</u>	(96,000)
EFFICIENCY FROM IMPROVED USE & MANAGEMENT OF COUNCIL PROPERTIES		
Rationalisation of administrative offices	(55,000)	
Revised frequency of electrical testing in accordance with statutory requirements	(7,000)	
Changes to security provision at Civic Centre	<u>(50,000)</u>	(112,000)
EMPOWERING COMMUNITIES & REDUCING THE NUMBER OF COMMUNITY FACILITIES		
Closure of automated public conveniences	<u>(163,000)</u>	(163,000)
TOTAL BASE BUDGET INCREASE 2023/24		6,321,135
TOTAL BUDGET 2023/24 - BASE BUDGET		<u>36,634,853</u>

APPENDIX 6 - DETAILED ANALYSIS OF BUDGET CHANGE - CHIEF EXECUTIVE/FINANCE & PROPERTY SERVICES

<u>REVENUE BUDGET 2023/24</u>	£	£
TIME LIMITED INVESTMENT		
Business Support Administration		50,000
Financial Support for Families Campaign		100,000
Young Peoples' Homeless Intervention		75,000
Fuel Poverty		275,000
Macmillan Cancer Support Hub		58,000
West Lothian Food Network Extended Funding		275,000
Campaign Development Worker GP Surgeries		84,000
Anti-Poverty Investment		167,000
TOTAL BUDGET 2023/24 - BASE BUDGET AND TIME LIMITED		<u>37,718,853</u>

APPENDIX 6 - DETAILED ANALYSIS OF BUDGET CHANGE - NON SERVICE EXPENDITURE

Agenda Item 4

REVENUE BUDGET 2023/24	£	£
BASE BUDGET 2022/23		48,621,965
BASE BUDGET MOVEMENTS 2023/24		
SCOTTISH GOVERNMENT FUNDED SERVICE DEVELOPMENTS		
Reduction in Core Council Tax Reduction Scheme (CTRS) Funding	(60,000)	
NDR Empty Property Relief	<u>3,000,000</u>	2,940,000
SERVICE PRESSURES AND DEVELOPMENTS		
Prudential Borrowing for Approved Capital Programme	<u>150,000</u>	150,000
TECHNICAL FINANCIAL SAVINGS		
Alignment of housing benefit budget to match costs	(250,000)	
Alignment of Lothian Valuation Joint Board budget to match costs	(66,000)	
Alignment of pension budget to match costs	<u>(150,000)</u>	(466,000)
TOTAL BASE BUDGET INCREASE 2023/24		2,624,000
TOTAL BUDGET 2023/24 - BASE BUDGET		<u>51,245,965</u>

APPENDIX 6 - DETAILED ANALYSIS OF BUDGET CHANGE - CORPORATE SERVICES**REVENUE BUDGET 2024/25**

£ £

BASE BUDGET 2023/24**10,878,523****BASE BUDGET MOVEMENTS 2024/25****STAFFING**Pay 208,738 208,738**INFLATION AND INDEXATION**Fuel - petrol/diesel 14 14**DIGITAL TRANSFORMATION**Change to Lone Worker Device solution (6,000)
Streamlining and digitising corporate processes (50,000)
Multifunctional device (MFD) savings and reduction in print volumes (5,000) (61,000)**SERVICE REDESIGN, INTEGRATION & MODERNISATION**IT Services workforce management (56,000)
Corporate Services non-filling of staffing vacancies (63,000) (119,000)**TOTAL BASE BUDGET INCREASE 2024/25****28,752****TOTAL BUDGET 2024/25 - BASE BUDGET****10,907,275**

APPENDIX 6 - DETAILED ANALYSIS OF BUDGET CHANGE - HOUSING, CUSTOMER & BUILDING SERVICES**REVENUE BUDGET 2024/25**

	£	£
BASE BUDGET 2023/24		9,654,539
BASE BUDGET MOVEMENTS 2024/25		
Pay	<u>209,155</u>	209,155
DEMOGRAPHICS AND DEMAND LED PRESSURES		
Homelessness	<u>80,000</u>	80,000
INFLATION AND INDEXATION		
Electricity - buildings	5,450	
Gas	1,549	
Water and Sewerage	51	
Passenger Transport Contracts	<u>4,363</u>	11,413
INCOME AND CONTRIBUTIONS		
Rent of Non-HRA Houses - 3.5% per annum	(145,117)	
Libraries and Partnership Centres - use of premises - 4.5% increase	<u>(2,241)</u>	(147,358)
DIGITAL TRANSFORMATION		
Customer Information Service (CIS) and cash office review	(24,000)	
Further automation of customer contact centre	<u>(25,000)</u>	(49,000)
SERVICE REDESIGN, INTEGRATION & MODERNISATION		
Safer Neighbourhood Team workforce management and savings in supplies and services	<u>(23,000)</u>	(23,000)
MODERNISED LIBRARY & INFORMATION SERVICES		
Rationalise the number of library facilities by retaining libraries located in partnership centres	<u>(121,000)</u>	(121,000)
TOTAL BASE BUDGET DECREASE 2024/25		(39,790)
TOTAL BUDGET 2024/25 - BASE BUDGET		<u><u>9,614,749</u></u>
TIME LIMITED INVESTMENT		
Housing Need and B&B Budget Pressure		500,000
TOTAL BUDGET 2024/25 - BASE BUDGET AND TIME LIMITED		<u><u>10,114,749</u></u>

APPENDIX 6 - DETAILED ANALYSIS OF BUDGET CHANGE - OPERATIONAL SERVICES

Agenda Item 4

REVENUE BUDGET 2024/25

£ £

BASE BUDGET 2023/24**62,100,890****BASE BUDGET MOVEMENTS 2024/25**

STAFFING		
Pay	903,396	903,396
DEMOGRAPHICS AND DEMAND LED PRESSURES		
Roads and Footpaths	45,000	
Waste	66,307	
Additional Support Needs Transport	38,000	149,307
REVENUE CONSEQUENCES OF CAPITAL PROGRAMME		
School Estate Expansion - additional staffing costs	68,749	68,749
INFLATION AND INDEXATION		
Electricity - street lighting	357,162	
Fuel - petrol/diesel	52,437	
Waste Disposal Gate Fees and Landfill Tax	225,217	
Passenger Transport Contracts	138,609	
Operational Materials - general	70,000	
Operational Materials - Bitumen	7,000	
Food	77,715	928,140
REPRIORITISED PASSENGER TRANSPORT STRATEGY		
Removal of subsidised bus and demand responsive transport	(487,000)	
Mainstream school transport adjusted to reflect statutory requirements	(321,000)	(808,000)
REVISED CATERING, CLEANING & FACILITIES MANAGEMENT MODELS & STANDARDS		
Removal of street crossing patrol service	(119,000)	
50% reduction in cleaning hours in primary schools on a Friday	(55,000)	(174,000)
INCOME AND CONTRIBUTIONS		
Introduction of charges for household garden waste collections	(159,000)	
Country Parks Fees and Charges - 4.5% increase	(10,792)	
Bulky Uplifts - 4.5% increase	(8,041)	
Cemeteries - 4.5% increase	(34,284)	
Catering Income - increase	(107,656)	
External Cleaning - 4.5% increase	(2,586)	
Roads Permits and Licences - 4.5% increase	(13,521)	
NETs Fees and Charges - 4.5% increase	(1,190)	(337,070)
SERVICE REDESIGN, INTEGRATION & MODERNISATION		
Management restructures following changes to service delivery	(150,000)	(150,000)
TOTAL BASE BUDGET INCREASE 2024/25		580,522
TOTAL BUDGET 2024/25 - BASE BUDGET		62,681,412
TIME LIMITED INVESTMENT		
Winter Resilience Fund		334,000
New Vehicles and Equipment Street Cleaning		34,000
Fleet and Vehicle Budget Pressure		840,000
TOTAL BUDGET 2024/25 - BASE BUDGET AND TIME LIMITED		63,889,412

APPENDIX 6 - DETAILED ANALYSIS OF BUDGET CHANGE - SOCIAL POLICY NON INTEGRATION JOINT BOARD**REVENUE BUDGET 2024/25**

£ £

BASE BUDGET 2023/24**36,610,811****BASE BUDGET MOVEMENTS 2024/25****STAFFING**Pay 391,398 391,398**DEMOGRAPHICS AND DEMAND LED PRESSURES**External Placements/Kinship Care 209,457 209,457**INFLATION AND INDEXATION**Non Domestic Rates - poundage 11Fuel - petrol/diesel 35External Placements/Kinship Care 379,576Food 354 379,976**DIGITAL TRANSFORMATION**Revised SWIFT replacement support and maintenance arrangements (44,000) (44,000)**SERVICE REDESIGN, INTEGRATION & MODERNISATION**Creation of a Children & Families Access Team (30,000)Review of social policy administrative support (51,000) (81,000)**REVIEW OF COMMISSIONED SERVICES**Review of existing contracts for commissioned care within children and families service (160,000) (160,000)**CHILDREN & FAMILIES - FAMILY & PARENTING**Development of a West Lothian adoption service (50,000)Development of Intensive Fostering Service (290,000) (340,000)**TOTAL BASE BUDGET INCREASE 2024/25****355,831****TOTAL BUDGET 2024/25 - BASE BUDGET****36,966,642**

APPENDIX 6 - DETAILED ANALYSIS OF BUDGET CHANGE - PLANNING, ECONOMIC DEVELOPMENT & REGENERATION

	£	£
<u>REVENUE BUDGET 2024/25</u>		
BASE BUDGET 2023/24		4,163,428
<u>BASE BUDGET MOVEMENTS 2024/25</u>		
STAFFING		
Pay	<u>107,654</u>	107,654
INFLATION AND INDEXATION		
Electricity - buildings	532	
Passenger Transport Contracts	<u>20</u>	552
TOTAL BASE BUDGET INCREASE 2024/25		108,206
TOTAL BUDGET 2024/25 - BASE BUDGET		<u>4,271,634</u>
TIME LIMITED INVESTMENT		
Economic Recovery Plan		1,326,000
TOTAL BUDGET 2024/25 - BASE BUDGET AND TIME LIMITED		<u>5,597,634</u>

APPENDIX 6 - DETAILED ANALYSIS OF BUDGET CHANGE - EDUCATION

Agenda Item 4

REVENUE BUDGET 2024/25

£ £

BASE BUDGET 2023/24**218,497,278****BASE BUDGET MOVEMENTS 2024/25****STAFFING**

Pay - non teachers	966,890	
Pay - teachers	2,511,743	
Superannuation - teachers	<u>101,647</u>	3,580,280

DEMOGRAPHICS AND DEMAND LED PRESSURES

Schools	<u>881,000</u>	881,000
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REVENUE CONSEQUENCES OF CAPITAL PROGRAMME

School Estate Expansion - additional staffing costs	<u>282,000</u>	282,000
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INFLATION AND INDEXATION

Public Private Partnership (PPP) Unitary Charge	581,000	
Scottish Qualification Authority Fees	19,565	
Food	<u>1,348</u>	601,913

INCOME AND CONTRIBUTIONS

School Milk - 4.5% increase	(9,969)	
Linlithgow Burgh Halls - 4.5% increase	(13,203)	
Primary School Lets - 4.5% increase	(6,749)	
Kirkton Tennis Courts - 4.5% increase	<u>(118)</u>	(30,039)

DIGITAL TRANSFORMATION

Replacement of senior phase campus with virtual campus to widen access to the curriculum	<u>(17,000)</u>	(17,000)
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SERVICE REDESIGN, INTEGRATION & MODERNISATION

Focusing on out of school care, MCMC, 16+ youth choices and opportunities for all	(200,000)	
Realignment of units and management structures	(90,000)	
Increase number of shared headship positions in primary structure	<u>(22,000)</u>	(312,000)

REVIEW APPROACH TO DELIVERY OF CULTURE & SPORTS

Supporting West Lothian Leisure (WLL) to become fully self-funded	<u>(250,000)</u>	(250,000)
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REDESIGN OF EARLY LEARNING & CHILDCARE

Early Learning & Childcare (ELC) income & partner providers – promotion of placements to utilise capacity	(342,000)	
Rationalise physical capacity and staffing at council establishments	<u>(503,000)</u>	(845,000)

EDUCATION AND SCHOOL BASED SAVING

Education and school based saving	<u>(3,772,000)</u>	(3,772,000)
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TOTAL BASE BUDGET INCREASE 2024/25**119,154****TOTAL BUDGET 2024/25 - BASE BUDGET****218,616,432****TIME LIMITED INVESTMENT**

Education and Schools Transition Fund		821,000
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TOTAL BUDGET 2024/25 - BASE BUDGET AND TIME LIMITED**219,437,432**

APPENDIX 6 - DETAILED ANALYSIS OF BUDGET CHANGE - CHIEF EXECUTIVE/FINANCE & PROPERTY SERVICES

	£	£
<u>REVENUE BUDGET 2024/25</u>		
BASE BUDGET 2023/24		36,634,853
<u>BASE BUDGET MOVEMENTS 2024/25</u>		
STAFFING		
Pay	<u>268,803</u>	268,803
REVENUE CONSEQUENCES OF CAPITAL PROGRAMME		
Utilities, Non Domestic Rates and Maintenance of Operational Properties	<u>671,811</u>	671,811
INFLATION AND INDEXATION		
Electricity - buildings	1,322,192	
Gas	482,057	
Carbon	63,706	
Water and Sewerage	37,137	
Non Domestic Rates - poundage	281,764	
Fuel - petrol/diesel	31	
Food	<u>68</u>	2,186,955
DIGITAL TRANSFORMATION		
Automation and digital transformation in Purchase to Pay	<u>(30,000)</u>	(30,000)
SERVICE REDESIGN, INTEGRATION & MODERNISATION		
Financial Management Unit supplies and services and income generation	(76,000)	
Revenues Unit workforce management and savings in supplies and services	(54,000)	
Property Services workforce management and savings in supplies and services	<u>(50,000)</u>	(180,000)
CLIMATE CHANGE & ENERGY MITIGATION		
Implementation of Non-domestic energy efficiency framework (NDEEF) phase 3 works	(100,000)	
Installation of rooftop photo voltaic (PV) panels	(30,000)	
Water efficiency measures	(15,000)	
Energy mitigation measures (heating guidance, renewables & review of assets)	<u>(575,000)</u>	(720,000)
INCOME & CONTRIBUTIONS		
Lease Civic Centre café to a commercial operator, social enterprise or franchisee	(25,000)	
Tenanted Non Residential Property (TNRP) rent & service charges	<u>(57,000)</u>	(82,000)
EFFICIENCY FROM IMPROVED USE & MANAGEMENT OF COUNCIL PROPERTIES		
Rationalisation of administrative offices	<u>(167,000)</u>	(167,000)
EMPOWERING COMMUNITIES & REDUCING THE NUMBER OF COMMUNITY FACILITIES		
Closure of automated public conveniences	(195,000)	
Property budget savings following consolidation of the sports pavilion portfolio	<u>(66,000)</u>	(261,000)
TOTAL BASE BUDGET INCREASE 2024/25		1,687,569
TOTAL BUDGET 2024/25 - BASE BUDGET		<u><u>38,322,422</u></u>

APPENDIX 6 - DETAILED ANALYSIS OF BUDGET CHANGE - NON SERVICE EXPENDITURE

Agenda Item 4

REVENUE BUDGET 2024/25

£ £

BASE BUDGET 2023/24**51,245,965****BASE BUDGET MOVEMENTS 2024/25****SERVICE PRESSURES AND DEVELOPMENTS**

Prudential Borrowing for Approved Capital Programme

150,000 150,000**TOTAL BASE BUDGET INCREASE 2024/25****150,000****TOTAL BUDGET 2024/25 - BASE BUDGET****51,395,965**

APPENDIX 6 - DETAILED ANALYSIS OF BUDGET CHANGE - CORPORATE SERVICES**REVENUE BUDGET 2025/26**

£ £

BASE BUDGET 2024/25**10,907,275****BASE BUDGET MOVEMENTS 2025/26****STAFFING**

Pay	212,907	
Superannuation	<u>6,886</u>	219,793

INFLATION AND INDEXATION

Fuel - petrol/diesel	<u>14</u>	14
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DIGITAL TRANSFORMATION

Streamlining and digitising corporate processes	(50,000)	
Multifunctional device (MFD) savings and reduction in print volumes	<u>(5,000)</u>	(55,000)

SERVICE REDESIGN, INTEGRATION & MODERNISATION

Legal Services workforce management	(70,000)	
Corporate Procurement Unit workforce management	(110,000)	
Corporate Services non-filling of staffing vacancies	<u>(63,000)</u>	(243,000)

TOTAL BASE BUDGET DECREASE 2025/26**(78,193)****TOTAL BUDGET 2025/26 - BASE BUDGET****10,829,082**

APPENDIX 6 - DETAILED ANALYSIS OF BUDGET CHANGE - HOUSING, CUSTOMER & BUILDING SERVICES

<u>REVENUE BUDGET 2025/26</u>	£	£
BASE BUDGET 2024/25		9,614,749
<u>BASE BUDGET MOVEMENTS 2025/26</u>		
Pay	213,338	
Superannuation	<u>7,235</u>	220,573
DEMOGRAPHICS AND DEMAND LED PRESSURES		
Homelessness	<u>80,000</u>	80,000
INFLATION AND INDEXATION		
Electricity - buildings	1,880	
Gas	945	
Water and Sewerage	40	
Passenger Transport Contracts	<u>4,450</u>	7,315
INCOME AND CONTRIBUTIONS		
Rent of Non-HRA Houses - 3.5% per annum	(150,196)	
Libraries and Partnership Centres - use of premises - 4.5% increase	<u>(2,342)</u>	(152,538)
DIGITAL TRANSFORMATION		
Further automation of customer contact centre	<u>(67,000)</u>	(67,000)
EMPOWERING COMMUNITIES AND REDUCING THE NUMBER OF COMMUNITY FACILITIES		
Rationalised community centre portfolio	<u>(150,000)</u>	(150,000)
TOTAL BASE BUDGET DECREASE 2025/26		(61,650)
TOTAL BUDGET 2025/26 - BASE BUDGET		<u><u>9,553,099</u></u>

APPENDIX 6 - DETAILED ANALYSIS OF BUDGET CHANGE - OPERATIONAL SERVICES

Agenda Item 4

REVENUE BUDGET 2025/26

£ £

BASE BUDGET 2024/25**62,681,412****BASE BUDGET MOVEMENTS 2025/26****STAFFING**

Pay	921,466	
Superannuation	27,201	948,667

DEMOGRAPHICS AND DEMAND LED PRESSURES

Roads and Footpaths	26,000	
Waste	65,612	
Additional Support Needs Transport	40,000	131,612

REVENUE CONSEQUENCES OF CAPITAL PROGRAMME

School Estate Expansion - additional staffing costs	181,822	181,822
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INFLATION AND INDEXATION

Electricity - street lighting	123,208	
Fuel - petrol/diesel	52,437	
Waste Disposal Gate Fees and Landfill Tax	229,721	
Passenger Transport Contracts	141,381	
Operational Materials - general	72,000	
Operational Materials - Bitumen	8,000	
Food	62,520	689,267

INCOME AND CONTRIBUTIONS

Country Parks Fees and Charges - 4.5% increase	(11,277)	
Bulky Uplifts - 4.5% increase	(8,403)	
Cemeteries - 4.5% increase	(35,826)	
Catering Income - increase	(121,163)	
External Cleaning - 4.5% increase	(2,703)	
Roads Permits and Licences - 4.5% increase	(14,129)	
NETs Fees and Charges - 4.5% increase	(1,243)	(194,744)

REVISED CATERING, CLEANING & FACILITIES MANAGEMENT MODELS & STANDARDS

Realign breakfast club provision with roll out of FSM and breakfast club funding from Scottish Government	(268,000)	(268,000)
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TOTAL BASE BUDGET INCREASE 2025/26**1,488,624****TOTAL BUDGET 2025/26 - BASE BUDGET****64,170,036****TIME LIMITED INVESTMENT**

New Vehicles and Equipment Street Cleaning		34,000
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TOTAL BUDGET 2025/26 - BASE BUDGET AND TIME LIMITED**64,204,036**

APPENDIX 6 - DETAILED ANALYSIS OF BUDGET CHANGE - SOCIAL POLICY NON INTEGRATION JOINT BOARD**REVENUE BUDGET 2025/26**

£ £

BASE BUDGET 2024/25**36,966,642****BASE BUDGET MOVEMENTS 2025/26****STAFFING**

Pay	399,223	
Superannuation	<u>13,806</u>	413,029

DEMOGRAPHICS AND DEMAND LED PRESSURES

External Placements/Kinship Care	<u>226,214</u>	226,214
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INFLATION AND INDEXATION

Non Domestic Rates - poundage	11	
Fuel - petrol/diesel	35	
External Placements/Kinship Care	397,593	
Food	<u>285</u>	397,924

DIGITAL TRANSFORMATION

Swift replacement review of support	<u>(20,000)</u>	(20,000)
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SERVICE REDESIGN, INTEGRATION & MODERNISATION

Review of social policy administrative support	<u>(38,000)</u>	(38,000)
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REVIEW OF COMMISSIONED SERVICES

Review of existing contracts for commissioned care within children and families service	<u>(192,000)</u>	(192,000)
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CHILDREN & FAMILIES - FAMILY & PARENTING

Development of a West Lothian adoption service	(100,000)	
Development of Intensive Fostering Service	<u>(300,000)</u>	(400,000)

TOTAL BASE BUDGET INCREASE 2025/26**387,167****TOTAL BUDGET 2025/26 - BASE BUDGET****37,353,809**

APPENDIX 6 - DETAILED ANALYSIS OF BUDGET CHANGE - PLANNING, ECONOMIC DEVELOPMENT & REGENERATION

	£	£
<u>REVENUE BUDGET 2025/26</u>		
BASE BUDGET 2024/25		4,271,634
<u>BASE BUDGET MOVEMENTS 2025/26</u>		
STAFFING		
Pay	109,806	
Superannuation	<u>3,781</u>	113,587
INFLATION AND INDEXATION		
Electricity - buildings	183	
Passenger Transport Contracts	<u>21</u>	204
TOTAL BASE BUDGET INCREASE 2025/26		113,791
TOTAL BUDGET 2025/26 - BASE BUDGET		<u><u>4,385,425</u></u>
TIME LIMITED INVESTMENT		
Economic Recovery Plan		1,327,000
TOTAL BUDGET 2025/26 - BASE BUDGET AND TIME LIMITED		<u><u>5,712,425</u></u>

APPENDIX 6 - DETAILED ANALYSIS OF BUDGET CHANGE - EDUCATION

Agenda Item 4

REVENUE BUDGET 2025/26

£ £

BASE BUDGET 2024/25**218,616,432****BASE BUDGET MOVEMENTS 2025/26****STAFFING**

Pay - non teachers	986,240	
Superannuation - non teachers	22,365	
Pay - teachers	2,561,979	
Superannuation - teachers	<u>102,666</u>	3,673,250

DEMOGRAPHICS AND DEMAND LED PRESSURES

Schools	<u>413,000</u>	413,000
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REVENUE CONSEQUENCES OF CAPITAL PROGRAMME

School Estate Expansion - additional staffing costs	<u>567,000</u>	567,000
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INFLATION AND INDEXATION

Public Private Partnership (PPP) unitary charge	598,000	
Scottish Qualification Authority fees	19,957	
Food	<u>1,084</u>	619,041

INCOME AND CONTRIBUTIONS

School Milk - 4.5% increase	(10,418)	
Linlithgow Burgh Halls - 4.5% increase	(13,797)	
Primary School Lets - 4.5% increase	(7,052)	
Kirkton Tennis Courts - 4.5% increase	<u>(123)</u>	(31,390)

SERVICE REDESIGN, INTEGRATION & MODERNISATION

Focusing on out of school care, MCMC, 16+ youth choices and opportunities for all	(200,000)	
Realign breakfast club provision with roll out of FSM and breakfast club funding from Scottish Government	(349,000)	
Further review of instrumental music to align with Scottish Government funding levels	(421,000)	
Increase number of shared headship positions in primary structure	<u>(35,000)</u>	(1,005,000)

REVIEW APPROACH TO DELIVERY OF CULTURE & SPORTS

Supporting West Lothian Leisure (WLL) to become fully self-funded	<u>(500,000)</u>	(500,000)
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EDUCATION AND SCHOOL BASED SAVING

Education and school based saving	<u>(2,697,000)</u>	(2,697,000)
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TOTAL BASE BUDGET INCREASE 2025/26**1,038,901****TOTAL BUDGET 2025/26 - BASE BUDGET****219,655,333****TIME LIMITED INVESTMENT**

Education and Schools Transition Fund		411,000
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TOTAL BUDGET 2025/26 - BASE BUDGET AND TIME LIMITED**220,066,333**

APPENDIX 6 - DETAILED ANALYSIS OF BUDGET CHANGE - CHIEF EXECUTIVE/FINANCE & PROPERTY SERVICES

	£	£
<u>REVENUE BUDGET 2025/26</u>		
BASE BUDGET 2024/25		38,322,422
<u>BASE BUDGET MOVEMENTS 2025/26</u>		
STAFFING		
Pay	274,184	
Superannuation	<u>8,895</u>	283,079
REVENUE CONSEQUENCES OF CAPITAL PROGRAMME		
Utilities, Non Domestic Rates and Maintenance of Operational Properties	<u>191,041</u>	191,041
INFLATION AND INDEXATION		
Electricity - buildings	456,112	
Gas	294,002	
Carbon	(11,891)	
Water and Sewerage	29,314	
Non Domestic Rates - poundage	290,212	
Fuel - petrol/diesel	31	
Food	<u>55</u>	1,057,835
SERVICE REDESIGN, INTEGRATION & MODERNISATION		
Financial Management Unit supplies and services and income generation	(7,000)	
Anti-Poverty Service workforce management	<u>(221,000)</u>	(228,000)
INCOME & CONTRIBUTIONS		
Tenanted Non Residential Property (TNRP) rent & service charges	<u>(37,000)</u>	(37,000)
EFFICIENCY FROM IMPROVED USE & MANAGEMENT OF COUNCIL PROPERTIES		
Property budget savings following an IJB review of respite care services and the property estate	<u>(31,000)</u>	(31,000)
EMPOWERING COMMUNITIES & REDUCING THE NUMBER OF COMMUNITY FACILITIES		
Property budget savings following consolidation of the library portfolio	<u>(20,000)</u>	(20,000)
TOTAL BASE BUDGET INCREASE 2025/26		1,215,955
TOTAL BUDGET 2025/26 - BASE BUDGET		<u><u>39,538,377</u></u>

APPENDIX 6 - DETAILED ANALYSIS OF BUDGET CHANGE - NON SERVICE EXPENDITURE

Agenda Item 4

REVENUE BUDGET 2025/26

£ £

BASE BUDGET 2024/25**51,395,965****BASE BUDGET MOVEMENTS 2025/26****SERVICE PRESSURES AND DEVELOPMENTS**

Prudential Borrowing for Approved Capital Programme

150,000 150,000**TOTAL BASE BUDGET INCREASE 2025/26****150,000****TOTAL BUDGET 2025/26 - BASE BUDGET****51,545,965**

DATA LABEL: PUBLIC

Appendix 7 - Time Limited Investment 2023/24 to 2025/26

Housing, Customer & Building Services

Item	2023/24 £'000	2024/25 £'000	2025/26 £'000	Total £'000
Homelessness Preventative Investment	80	0	0	80
Women's Safety in Public Spaces	100	0	0	100
Housing Need and B&B Budget Pressure	500	500	0	1,000
Total	680	500	0	1,180

Operational Services

Item	2023/24 £'000	2024/25 £'000	2025/26 £'000	Total £'000
Winter Resilience Fund	333	334	0	667
Volunteers and Fly Tipping	38	0	0	38
Ecology Team	89	0	0	89
Transport Fund	57	0	0	57
New Vehicles and Equipment Street Cleaning	34	34	34	102
Roads Essential Repairs	500	0	0	500
Waste Tonnages	209	0	0	209
School Meal Price Phasing	165	0	0	165
Additional Support Needs (ASN) Transport Budget Pressure	580	0	0	580
Fleet and Vehicle Budget Pressure	840	840	0	1,680
Total	2,845	1,208	34	4,087

Social Policy – Non IJB

Item	2023/24 £'000	2024/25 £'000	2025/26 £'000	Total £'000
Support Payments	40	0	0	40
Advocacy Services for Children	23	0	0	23
Domestic Abuse Additional Staffing	51	0	0	51
Kinship Care Family Support Workers	57	0	0	57
Looked After Children Additional Staffing	136	0	0	136
Mental Health Support for Young People	91	0	0	91
Domestic Abuse Support	163	0	0	163
Whole Family Wellbeing	66	0	0	66
Total	627	0	0	627

Planning, Economic Development and Regeneration

Item	2023/24 £'000	2024/25 £'000	2025/26 £'000	Total £'000
Covid-19 Local Recovery and Renewal Fund	76	0	0	76
Additional Training & Employment	100	0	0	100
Economic Recovery Plan	1,250	1,326	1,327	3,903
Climate Emergency Fund	80	0	0	80
Total	1,506	1,326	1,327	4,159

Education

Item	2023/24 £'000	2024/25 £'000	2025/26 £'000	Total £'000
Education Quality Assurance	145	0	0	145
Young People Health Conditions Youth Work	10	0	0	10
Sports Provision Mapping	19	0	0	19
Community Sports Development	75	0	0	75
Education and Schools Transition Fund	0	821	411	1,232
Total	249	821	411	1,481

Chief Executive/Finance and Property Services

Item	2023/24 £'000	2024/25 £'000	2025/26 £'000	Total £'000
Business Support Administration	50	0	0	50
Financial Support for Families Campaign	100	0	0	100
Young Peoples' Homeless Intervention	75	0	0	75
Fuel Poverty	275	0	0	275
Macmillan Cancer Support Hub	58	0	0	58
West Lothian Food Network Extended Funding	275	0	0	275
Campaign Development Worker GP Surgeries	84	0	0	84
Anti-Poverty Investment	167	0	0	167
Total	1,084	0	0	1,084

Total Time Limited Investment	6,991	3,855	1,772	12,618
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DATA LABEL: PUBLIC

Appendix 8 – 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 2022 was £52.8 million and is forecast to be £52.5 million at 1 April 2023. The balance consists of the following:

- An uncommitted General Fund Balance of £2 million.
- Approved funding for time limited investment of £5.5 million, including ongoing time limited investment to support recovery from the pandemic.
- A modernisation fund of £5.3 million for early retirement and voluntary severance (ERVS) and other modernisation and transformation activity, which is required in full to meet the cost associated with staffing and other transformational changes.
- A Devolved Schools Management (DSM) scheme balance of £1 million comprised of balances held by individual schools.
- Developer contributions of £1.5 million related to building new council houses and funded from the Housing Revenue Account.
- Other earmarked balances of £5.4 million, including committed Economic Recovery Plan funding and lifetime licensing income.
- Winter Resilience Fund of £700,000
- A budget contingency of £31.1 million for the new five year revenue financial plan including amounts agreed by Council Executive on 6 December 2022 and the retrospective adjustment arising from the accounting change for service concessions which will be released in financial year 2022/23 as agreed by West Lothian Council on 24 January 2023.

3. Uncommitted General Fund Balance

The principal focus, when 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 2023/24, equivalent to 0.38% of annual baseline revenue expenditure. At this level, West Lothian Council will continue to have the lowest uncommitted General Fund Balance in Scotland.

4. Other Elements of the General Fund Balance

The council's modernisation fund was established on 15 January 2013 to assist in meeting one-off costs associated with implementing changes to services and in delivering proactive workforce planning. The establishment of the 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 2023 is projected to be £5.3 million.

With estimated staff reductions of over 143 FTE to deliver the identified savings in the first three years of the council's five year revenue strategy 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 appropriate level to cover costs associated with implementing savings. In order to facilitate staffing changes and service modernisation, and to respond to anticipated financial challenges, 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 2023/24.

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 2022. Based on the results of this revaluation, and on an assessment of potential future risks, it is considered essential to maintain the insurance fund at the identified level to ensure all current liabilities and risks are appropriately covered. Should the value be reduced below the actuarial revaluation, 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 2023 is expected to be £30.5 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 2023/24 to 2032/33 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 challenges due to the level of grant funding, 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 2023/24 are as follows:

	Forecast Balance 1 April 2023 £000's	Additions/ (Withdrawals) £000's	Forecast Balance 31 March 2024 £000's
Insurance Fund	7,307	-	7,307
Capital Fund	30,504	(23,824)	6,680

As outlined in the main report, the council is facing ongoing uncertainty. In line with the Accounts Commission's acknowledgement that council reserves are a key tool to managing the medium term financial impacts of uncertain events, and as has been experienced in recent years, the council's reserves will increase in the short term. This includes decisions by Council Executive and West Lothian Council during 2022/23 to create a financial plan contingency, which will have a positive impact on the council's reserves in the short term, particularly in the current financial year due to the service concession retrospective accounting adjustment. 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 have 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.
- Subject to approval today, the council will have a five year revenue strategy and three year detailed revenue budget with approved recurring budget savings of £39.5 million compared to an estimated budget gap of £43.3 million. Although one-off resources will be deployed in the first two years, the council will have a recurring balanced budget by 2025/26.
- 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.
- There are appropriate earmarked reserves, the use of which could be reviewed and reprioritised in light of substantial unbudgeted pressures. Although West Lothian Council has the lowest unallocated General Fund Balance of any authority in Scotland, as shown in the most recent Local Government Benchmarking Framework (LGBF) indicators, the council's total reserves represent 21% of annual budgeted revenue.
- Approval of a £6 million inflation and risk reserve will help provide a buffer for any potential shocks in the cost of delivering council services. This will be in addition to the unallocated General Fund Balance.
- 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 most recent LGBF indicators show that the council's actual outturn for 2021/22 was 100.19% of budgeted expenditure.
- 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 3.4% of the net revenue stream at the 31 March 2022, remains relatively low compared to other councils (West Lothian Council is seventh lowest in the LGBF indicators for financing costs to the net revenue stream).
- Regular review and reporting of the council's future financial position to councillors, including updates on the five year revenue budget model, with action taken where necessary (e.g. Council Executive decisions on 6 December 2022) to help ensure the ongoing financial sustainability of the council.

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.
- The council demonstrates good financial control of the in-year budget. The Auditor has identified no control deficiencies and confirms the council has 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 the lowest balance in 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 2023/24 and beyond.

The level of reserves and balances will be kept under review, taking into account latest circumstances and financial demands on the council.

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Appendix 9 – 2023/24 Prudential Indicators

The key objective of the Prudential Code is to ensure that capital investment plans are affordable, prudent and sustainable. The Code includes 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.

	2022/23	2023/24	2024/25	2025/26
	£'000	£'000	£'000	£'000
	Estimate	Estimate	Estimate	Estimate
General Fund	85,466	68,956	54,706	42,637
Housing	33,301	26,592	34,662	34,343
Total	118,767	95,548	89,368	76,980

Implications

The capital expenditure estimates are based on the new 2023/24 to 2027/28 Housing capital investment programme agreed by Council on 7 February 2023 and the new General Fund ten year capital investment strategy 2023/24 to 2032/33 which is being presented to Council on 21 February 2023.

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, including long term financing liabilities. The figures reflect changes to the capital financing requirement arising from the review of service concessions, agreed by Council on 24 January 2023.

	2022/23	2023/24	2024/25	2025/26
	£'000	£'000	£'000	£'000
	Estimate	Estimate	Estimate	Estimate
General Fund	541,184	543,739	535,540	527,976
Housing	287,350	299,445	317,607	335,280
Total	828,534	843,184	853,147	863,256

Implications

The capital financing requirement continues to rise throughout the period as the council's outstanding debt incorporates the additional borrowing required to finance 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.

	2022/23 £'000 Estimate	2023/24 £'000 Estimate	2024/25 £'000 Estimate	2025/26 £'000 Estimate
General Fund	5.6%	5.6%	5.7%	5.7%
Housing	22.2%	26.5%	27.6%	28.8%

Implications

The General Fund ratio is forecast to be relatively consistent over the period as the council continues to borrow at a lower level for the new ten 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 Depute 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 service concessions 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.

	2022/23 £'000 Estimate	2023/24 £'000 Estimate	2024/25 £'000 Estimate	2025/26 £'000 Estimate
Capital Financing Requirement	828,534	843,184	853,147	863,256
Gross External Borrowing (including long term liabilities)	828,534	843,184	853,147	863,256
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, 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:	2023/24 £'000	2024/25 £'000	2025/26 £'000
Gross External Borrowing	828,778	838,202	836,783
Other Long-Term Liabilities	74,455	70,440	67,021
External Debt	903,233	908,642	903,804

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:	2023/24 £'000	2024/25 £'000	2025/26 £'000
Gross External Borrowing	818,778	828,202	826,783
Other Long-Term Liabilities	73,455	69,440	66,021
External Debt	892,233	897,642	892,804

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.

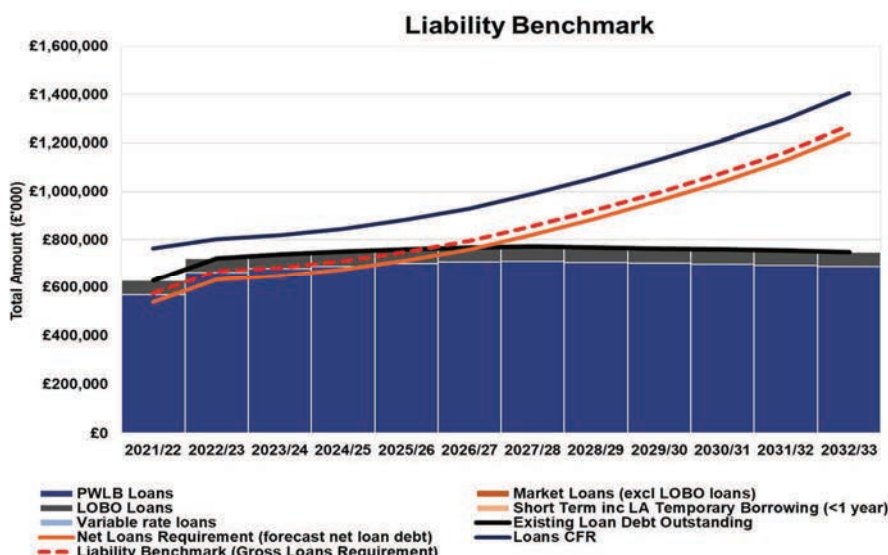
7. ACTUAL EXTERNAL DEBT

Purpose of the Indicator

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

	31 March 2022 £'000
Actual External Borrowing	635,452
Actual Other Long-Term Liabilities	80,247
Actual External Debt	715,699

8. LIABILITY BENCHMARK



Implications

The liability benchmark demonstrates that actual borrowing is less than the capital financing requirement, therefore the council is only borrowing for the purposes of capital investment. In the short to medium term, actual borrowing is more than the liability benchmark which indicates an overborrowed position if reserves are applied to cover borrowing within the definition and calculation of the benchmark. However, given that the majority of the council’s reserves are earmarked for specific purposes, with substantial commitment to utilise them in the short to medium term (e.g. Covid-19), it is unlikely that reserves will be used in the first instance as a substitute for external borrowing as they will be required for other expenditure.

9. TREASURY MANAGEMENT INDICATORS

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

9.1 Adoption of the CIPFA Treasury Management Code

The CIPFA Treasury Code was adopted in March 1997 as an indication of good practice. The 2023/24 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 2022/23 final annual treasury report will be reported in the first half of 2023/24, following conclusion of the year end process.

9.2 Upper limits for fixed and variable rate borrowing for 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.

9.3 Maturity structure of fixed rate borrowing for 2023/24

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%

9.4 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.

DATA LABEL: PUBLIC

Appendix 10 – Revenue Budget Strategy – Approach to Integrated Impact Assessment

1. Introduction

Assessing impact is a key 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 how the potential barriers they may face may differ. Integrated Impact Assessment (IIA) is a mechanism which enables the council to consider needs/barriers and identify any adverse impacts on 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 creates a legal responsibility to pay due regard to how inequalities of outcome caused by socioeconomic disadvantage can be reduced when making strategic decisions.

The council has mainstreamed integrated impact assessment into the budget setting process with assessments being conducted on proposals prior to approval by 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. Impact assessments have been carried out for each individual savings measure, as appropriate, in relation to equality impact and the Fairer Scotland Duty. A wider assessment has also been undertaken in relation to budget saving measures for 2023/24 to 2025/26.

2. Stage 1 - Integrated Relevance Assessment of Revenue Budget 2023/24 to 2025/26

As part of the development of the three year revenue budgets for 2023/24 to 2025/26, all budget reduction saving measures 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. A review of the screening process can be undertaken at any time, especially if new information becomes available or unforeseen consequences arise.

3. Stage 2 – Integrated Impact Assessment (IIA) of Revenue Budget 2023/24 to 2025/26

The full IIA involves consideration of the following:

- Purpose of the policy i.e. the main aims, objectives and intended outcomes including the context in which the policy or change will be applied.
- 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.

The following Revenue Budget Strategy 2023/24 to 2027/28 reports were presented to PDSPs in January 2023. These reports considered saving options for 2023/24 to 2025/26 and included Integrated Relevance Assessments and full IIA's (where appropriate), for all the budget reduction options over the period 2023/24 to 2025/26.

26 January 2023

Corporate Policy and Resources Policy Development and Scrutiny Panel

<https://coins.westlothian.gov.uk/coins/agenda.asp?meetingid=9313>

30 January 2023

Social Work and Health Policy Development and Scrutiny Panel

<https://coins.westlothian.gov.uk/coins/agenda.asp?meetingid=9315>

31 January 2023

Economy, Community Empowerment and Wealth Building Policy Development and Scrutiny Panel

<https://coins.westlothian.gov.uk/coins/agenda.asp?meetingid=9253>

Environment and Sustainability Policy Development and Scrutiny Panel

<https://coins.westlothian.gov.uk/coins/agenda.asp?meetingid=9264>

Education Policy Development and Scrutiny Panel

<https://coins.westlothian.gov.uk/coins/agenda.asp?meetingid=8909>

Public and Community Safety Policy Development and Scrutiny Panel

<https://coins.westlothian.gov.uk/coins/agenda.asp?meetingid=9316>

Due to the medium-term nature of the budget strategy and the challenge of delivering £31.7 million of budget savings over the three year period 2023/24 to 2025/26, it is important that savings are managed effectively to ensure that they are able to be realised in full and on time. To support delivery of savings, the council has adopted a project management approach which, in line with best practice, will ensure that changes to service delivery are managed in a controlled way.

By adopting this medium-term approach, officers are able to develop and implement budget savings in a prioritised and structured way. In line with IIA guidance, this facilitates the further review of the impact of policy or resource decisions during the development of projects. This ensures that integrated assessments occur 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 savings.

4. Cumulative Impact of Revenue Budget 2023/24 to 2025/26

As well as the individual integrated relevance assessments conducted on budget saving measures, officers have conducted a cumulative analysis of the implications of the wider financial strategy. It is recognised 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 impact of the budget reduction proposals as set out in the budget report for 2023/24 to 2025/26 is an estimated reduction of 143.4 FTE which is equivalent to 2.1% of the council's overall workforce, in FTE terms. There will also be estimated growth in FTE numbers of 101.9 FTE. Whilst FTE reductions and additions are estimates using average salaries, overall it is estimated that the net cumulative workforce implications of the revenue budget for 2023/24 to 2025/26 is an overall net reduction of 41.5 FTE equivalent to 0.7% of the council's overall workforce, in FTE terms.

Consultation and the full change process will be implemented under the council's Managing Organisational Change policy and procedures. It is anticipated that a large number of the FTE reductions will be achieved through the removal of vacant posts or retirement and voluntary severance, however a reduction in posts may have implications for employee development opportunities with potential limitations to career progression as staffing structures become leaner across the council.

Impact on Service Users

Due to the scale of budget savings 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 2022/23, 42% of the council's overall revenue budget supports Education Services, 26% supports Social Care services for vulnerable children and adults and older people and 13% of the budget supports Operational Services which includes the management of roads, open spaces, waste services and cemeteries.

Many of the budget saving proposals outlined in the 2023/24 to 2025/26 revenue budget will have no adverse impact on performance or the quality of services provided. Efficiencies that are delivered from the modernisation of systems and automation of processes will have no detrimental impact on front line service users, and therefore mitigate against further savings having to be found in front line services. In some areas, investment in online resources and digital content will enhance accessibility to service users.

The council will continue to meet all of its statutory duties. Some of the budget saving proposals will however impact on services directly accessed by service users and result in a change to current service standards.

West Lothian is an area that has a mix of urban and rural communities, a significant jobs base in its own right and is well located relative to other parts of Scotland for jobs and services. In relation to poverty and related indicators, West Lothian as a whole is usually at or just below the Scottish average. The area's recent economic history has been one of industrial change. In addition, the area has experienced significant population growth, which is set to continue over the next 15 years.

However, there are still underlying issues of poverty and deprivation with a core of individuals and households experiencing extreme hardship and wider groups experiencing financial difficulties and challenges. Being mindful that those residents could potentially be disproportionately affected by the cost of living crisis, additional resources have been allocated to the Advice Shop to provide support to households experiencing financial pressures (e.g. energy costs) to help them maximise their income. This investment helps to improve inequalities of outcome.

The current cost of living crisis continues to demonstrate the need to protect those on the lowest incomes. The council has a robust approach to support vulnerable and low-income households with both the Anti-Poverty Service and the Revenues Unit working to ensure that those who require additional support in relation to council tax are able to access it. The council tax reduction scheme (CTRS) is in place to help those on a low income pay all or part of their council tax. It is promoted along with 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 for those people in receipt of 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. Officers will continue to prioritise how best to promote CTRS and other available support.

An increase in council tax will though have a detrimental impact on those experiencing socio-economic disadvantage that are not eligible for support. It is highlighted, however, that without the additional income generated through a council tax increase, it would not be possible to sustain the levels of service outlined throughout the budget. In overall terms, therefore, the implementation of a council tax increase is likely to have both a positive and negative impact on those who are experiencing social-economic disadvantage by preserving essential services to those most in need but requiring those not eligible for full relief to pay slightly more.

Budget saving measures aim to limit, as far as possible, any changes which will have a direct adverse impact on service delivery, ensuring that critical services and support continues to be delivered to West Lothian citizens. While the council cannot mitigate against all of impacts of the pandemic and the cost of living crisis, the budget focuses on delivering a fairer West Lothian in line with the Fairer Scotland Duty.

A number of the budget measures will change the way current services are delivered to children. The development of a West Lothian adoption service, an intensive fostering service and creation of a children and families access team will result in more responsive crisis intervention services and will improve outcomes and experiences for adopted and fostered children.

Proposed education and school based savings will result in reduced investment per pupil which may impact on performance across all schools. Reduction in per capita allocations could impact on the delivery of the curriculum in all schools. The cost per pupil varies across all councils, and there is no obvious cause and effect link between the highest spending and most positive outcomes. There will be a potential negative impact on all pupils, but there will be no disproportionate impact on any group with protected characteristics, any group based on socio-economic background or on human rights.

Changes to school transport will affect some pupils currently utilising the school bus service but school transport will still operate in line with statutory requirements.

Proposals in the budget to reduce the number of council buildings, to undertake energy mitigation works or to decrease mileages will have a positive impact on carbon reduction and will assist the council in delivery of its Climate Change Strategy and Carbon Management Plan targets.

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 and the Fairer Scotland Duty, part 1 of the Equality Act 2010, which creates a legal responsibility to pay due regard to how inequalities of outcome caused by socioeconomic disadvantage can be reduced when making strategic decisions.