

The background of the slide features a large, light blue watermark of the City of Vancouver's coat of arms. The crest is a shield divided into four quadrants. The top-left quadrant shows a city skyline with a bridge. The top-right quadrant features a stag's head with large antlers. The bottom-left quadrant depicts a three-masted sailing ship on wavy water. The bottom-right quadrant shows a grizzly bear standing on its hind legs. Above the shield is a crown with four maple leaves. A banner at the bottom of the shield contains the motto "A NE FOR A".

# **AGENDA ITEM**

**3**

**Minute**

**FALKIRK COUNCIL**

**Minute of meeting of the EXECUTIVE held within the Municipal Buildings,  
Falkirk on Tuesday 26 September 2017 at 9.30 a.m.**

<b>Councillors:</b>	David Alexander	Dennis Goldie
	Gary Bouse	Gordon Hughes
	Provost Tom Coleman	Adanna McCue
	Fiona Collie	Cecil Meiklejohn
	Paul Garner	John Patrick

**Officers:** Karen Algie, Head of HR & Business Transformation  
Jack Frawley, Committee Services Officer  
Rhona Geisler, Director of Development Services  
Kenny Gillespie, Property and Asset Manager  
Colin Moodie, Chief Governance Officer  
Mary Pitcaithly, Chief Executive  
Stuart Ritchie, Director of Corporate & Housing Services  
Bryan Smail, Chief Finance Officer

**EX27. Apologies**

Apologies were intimated on behalf of Councillors Nimmo and Spears.

**EX28. Declarations of Interest**

Councillor Collie declared a non-financial interest in item 5 (ref EX31) as Secretary of the Bonnybridge Rail Group and stated that she would not take part in discussion or decision making on the item.

Councillor Garner declared a financial interest in item 18 (ref EX44) as a family member would be affected and stated that he would not take part in discussion or decision making on the item.

There were no further declarations of interest at this point.

**EX29. Minute**

**Decision**

**The minute of the meeting of the Executive held on 15 August 2017 was approved.**

### **EX30. Rolling Action Log**

A rolling action log detailing decisions not yet implemented following the previous meeting on 15 August 2017 was provided.

#### **Decision**

**The Executive noted the rolling action log.**

In accordance with her declaration of interest, Councillor Collie left the meeting prior to consideration of the following item.

### **EX31. Bonnybridge Scottish Transport Appraisal Guidance (STAG) Scoping Study**

The Executive considered a report by the Director of Development Services which provided an update on work undertaken to obtain the estimated costs of relevant STAG appraisal work to investigate transport issues in the Bonnybridge area.

In May 2017, Falkirk Council had commissioned Peter Brett Associates to carry out a study into the relevant stages of appraisal work and associated costs in relation to public transport issues in Bonnybridge. A copy of the Executive summary was appended to the report.

#### **Decision**

##### **The Executive:-**

- (1) noted the content of the report and the costs of each stage of STAG appraisal work;**
- (2) agreed that a Stage 1 pre-appraisal is undertaken with officers using information already held to inform the development of the report, and**
- (3) agreed to refer the matter to Council.**

Councillor Collie re-joined the meeting following consideration of the previous item.

### **EX32. Denny Eastern Access Road**

The Executive considered a report by the Director of Development Services which provided information on options to potentially accelerate the delivery of the Denny Eastern Access Road (DEAR).

The construction of DEAR was highlighted in the Local Development Plan as required to help deliver the development sites in and around Denny and help alleviate traffic congestion at Denny Cross. Two sections of DEAR had been constructed. The north section, between Broad Street and the new Denny High School, had been delivered by Falkirk Council. A roundabout, at the junction of Glasgow Road and Nethermains Road, and a section of the road had been delivered by Avant Homes.

The report set out a delivery programme and possible phasing with associated estimated costs. The costs included design fees, ecological survey, ground investigation, and relevant road safety audits required to progress the detailed design of the scheme.

The Scottish Government had undertaken a consultation on the Places, People and Planning paper on the future of the Scottish planning system with the Planning Bill outlining proposed changes due to be published by the end of 2017. It was proposed, as part of the new Planning Bill, to include provisions to address the issue of infrastructure deficiencies being a block to appropriate development by possibly including both a levy and restricting the ability to revisit certain planning obligations.

## **Decision**

### **The Executive:-**

- (1) noted the terms of the report;**
- (2) agreed to await the publication of the proposed revisions to the planning system, including provision for new legislation, and**
- (3) requested a follow up report from the Director of Development Services.**

## **EX33. Local Advice Hub and Support Hubs**

The Executive considered a report by the Director of Corporate and Housing Services which provided an update on the Advice and Support Hub in the East of the Council area and sought approval to roll this service model out across the West and Central areas.

A trial model of service delivery to replace the One Stop Shop model was introduced in the East of the Council area. The new approach focused on a face to face service to those who need the most support while supporting those customers who can access self-serve via the Council's website to do so. Multi-skilled advisers and specialist staff were available within the hub to deliver a range of services and give support to customers.

The trial hub was located in the One Stop Shop facility in Grangemouth with outreach services provided across the Bo'ness and Grangemouth area. Information was provided on the service delivered by the hub and outreach service which included customer feedback, enquiry volumes and customer experience.

The report set out proposals for future service provision and the next steps required to enhance and improve customer experience by changing counter service provision across the West and Central areas.

## **Decision**

### **The Executive agreed to:-**

- (1) extend the Advice and Support Hub model to the West and Central areas, replace the remaining One Stop Shops, Finance and Housing public offices with Central and West Advice Hubs and outreach services;**

- (2) carry out detailed property survey work required to conclude the options for the locations of the West and Central Advice Hubs;
- (3) engage with communities to determine locations for outreach services, and
- (4) receive a follow up report on the specific locations of West and Central Hubs.

#### **EX34. Strategic Property Review and Civic Headquarters Project Update Report**

The Executive considered a report by the Director of Development Services which provided an update on the Strategic Property Review (SPR), with particular focus on the progress in determining the approach to the Council's civic headquarters project. The report also sought approval to progress an action programme for the review and to purchase the former Westbank health facility.

Information was provided on the work undertaken to date to progress the Council headquarters project which included the results of the further condition survey undertaken at the Municipal Buildings, and to the market testing exercise carried out to identify locations in the town centre.

#### **Decision**

##### **The Executive:-**

- (1) noted progress on the Strategic Property Review and the Council's civic headquarters project;
- (2) noted the result of the recent condition survey of the Municipal Buildings complex;
- (3) agreed to authorise the Director of Development Services to acquire the former Westbank health facility from NHS Forth Valley at a cost of £155,000;
- (4) noted the outcome of the recent market testing exercise for town centre sites and that, following assessment of the submissions, a further report will be submitted to the Executive on the way forward;
- (5) agreed the Strategic Property Review action programme, and
- (6) agreed to proceed with the actions described in paragraph 6.2 of the report, including:
  - termination of the lease at Camelon One Stop Shop and Bonnybridge Finance office
  - renewal of the lease for a further year at Callendar Square
  - progress works to prepare Carronbank House as a location for a West area hub facility.

### **EX35. Strategic Property Review – Abbotsford House**

The Executive considered a report by the Director of Development Services which provided an update on the options available for the accommodation of Development Services staff arising from the impending lease termination of Abbotsford House.

The Executive agreed to an adjournment at 10.55am and reconvened at 11.05am with all members present as per the sederunt.

Following discussion the Executive agreed to continue consideration of the item to later in the meeting.

Prior to consideration of the following item Councillor Goldie declared a financial interest as co-owner of a property that could be impacted by the proposals. In accordance with his declaration Councillor Goldie left the meeting.

### **EX36. Housing Investment Programme – Owner Occupier Changes**

The Executive considered a report by the Director of Corporate and Housing Services which presented options for interim changes to the procedures for the recovery of costs from owners for works to common parts of the larger building of which their property forms part, normally undertaken as part of the Council's Housing Investment Programme.

The report set out the Council's current arrangements for recovering costs from owners where work was carried out. These costs were recovered in line with the Council's Corporate Debt Policy, which sought to be as responsive as possible to individuals' specific financial circumstances while recognising that there are limitations.

A range of options for interim changes to the cost recovery procedures were proposed and which had been designed to allow consideration of alternative arrangements to reflect individual owner's specific financial circumstances.

#### **Decision**

#### **The Executive agreed:-**

- (1) option 5 as the interim recovery procedure as outlined in Paragraph 5.3 of the report, and**
- (2) that an updated Scheme of Assistance would be provided to a future meeting of the Executive.**

Councillor Goldie re-joined the meeting following consideration of the previous item.

### **EX37. Assets Surplus to Operational Requirements**

The Executive considered a report by the Director of Development Services which sought approval for the land at Cobblebrae Crescent, Falkirk be declared surplus to operational requirements for disposal.

The land shown on the plan attached to the report was owned primarily by the Dawson Trust including the farm steading and surrounding land. A piece of land was held on the Council's Housing Revenue Account and was unused. The Dawson Trust wished to purchase the Council land to facilitate access to a new residential development.

#### **Decision**

**The Executive agreed to:-**

- (1) declare the land at Cobblebrae Crescent, Falkirk surplus to operational requirements, and**
- (2) authorise disposal of the land on the terms set out in the report.**

### **EX38. Transport Projects – Acquisition of Land for Icehouse Brae North and Laurieston Road Improvements (A9 to A904)**

The Executive considered a report by the Director of Development Services which sought renewed authority for a Compulsory Purchase Order (CPO) for a transport project where it has not been possible to acquire the land by negotiation.

The Policy and Resources Committee approved the promotion of a CPO on 16 November 2011 for the Icehouse Brae North and Laurieston Road improvement project, (A9 to A904). Due to the passage of time, while further discussions on the potential voluntary acquisition of the various interests at Laurieston Road had taken place, a renewal of authority for a CPO was sought.

#### **Decision**

**The Executive agreed the promotion of a Compulsory Purchase Order under the Roads (Scotland) Act 1984 over the private interests outlined in the report and subsequent referral to Scottish Ministers for Icehouse Brae North and Laurieston Road improvements (A9 to A904).**

### **EX39. Capital Programmes Update 2017/18**

The Executive considered a report by the Director of Corporate and Housing Services which provided details of the forecast position for the General Fund Services and Housing Capital Programmes. It also presented the Prudential Indicators for information.

The General Fund Services Budget for 2017/18, based on estimates made in late 2016, was £26m. The budget had been revised to £33.4m taking into account slippage of £6.8m from 2016/17 and £0.6m of projects that were rescheduled from previously approved budgets. The report detailed spend across Services and set out the main reasons for the forecast variance of

£1.883m against the revised budget. This produced a forecast spend of £35.3m for 2017/18.

## **Decision**

### **The Executive noted:-**

- (1) the forecast spend for both the General Fund Services (£35.3m) and Housing Capital Programmes (£33.0m);**
- (2) the Prudential Indicators, and**
- (3) the reduced external borrowing requirement for Capital Programme purposes.**

## **EX40. Barclay Review of Non-Domestic Rates**

The Executive considered a report by the Director of Corporate & Housing Services which outlined the key changes to Non-Domestic Rates (NDR) in Scotland as recommended by the Barclay Review and the potential impact on Falkirk.

The Scottish Government had asked Sir Ken Barclay to chair a review of NDR in Scotland with a remit of making recommendations to enhance and reform NDR, better support business growth, investment and reflect changing marketplaces. Any recommendations were to be revenue neutral. 30 recommendations were made as a result of the review, published on 22 August 2017 with the Secretary for Finance and the Constitution presenting the Scottish Government's response to Parliament on 12 September 2017.

The report stated that the areas with the largest potential financial impact were:-

- Introduction of a business growth accelerator;
- Reduction of the large business supplement;
- Exemption of day nurseries from rates, and
- Restricting the award of charity relief to a smaller number of ratepayers.

## **Decision**

### **The Executive noted:-**

- (1) the full range of proposals of the Barclay Review, and**
- (2) the measures which the Scottish Government, via the Cabinet Secretary for Finance and the Constitution, indicated on 12 September they are committed to taking forward at this stage.**



#### **EX41. Attendance at Conference – Request for Approval**

The Executive considered a report by the Director of Corporate & Housing Services which sought approval for members' attendance at the following conferences:-

- the Care of Older People in Scotland 2017: 5<sup>th</sup> Annual Conference, and
- the COSLA and Improvement Service Annual Conference and Exhibition 2017.

The Council's Standing Orders set out that committee approval for members' attendance at conferences is required where the cost exceeds £200. The requests which had been made exceeded this limit.

Councillor Meiklejohn, seconded by Councillor Alexander, moved that the Executive:-

- (1) agrees the request from Councillor Black to attend the Care of Older People in Scotland Conference on 21 November at a cost of £235 + vat, and
- (2) does not agree the requests from Councillors Bissett and Kerr to attend the COSLA and Improvement Service Conference.

As an amendment, Councillor Goldie, seconded by Councillor Patrick, moved that the Executive agrees the requests from:-

- (1) Councillor Black to attend the Care of Older People in Scotland Conference on 21 November at a cost of £235 + vat, and
- (2) Councillors Bissett and Kerr to attend the COSLA and Improvement Service Conference on 5 and 6 October at a cost of £180 + vat per delegate per day.

In terms of Standing Order 22.1, the vote was taken by roll call, there being 10 members present with voting as undernoted:-

For the motion (8) – Provost Coleman; and Councillors Alexander, Bouse, Collie, Garner, Hughes, Meiklejohn and McCue.

For the amendment (2) – Councillors Goldie and Patrick.

#### **Decision**

**The Executive agreed the motion.**

#### **EX42. Exclusion of Public**

**The Executive agreed in terms of Section 50A(4) of the Local Government (Scotland) Act 1973, to exclude the press and public from the meeting for the following items of business on the ground that they would involve the likely disclosure of exempt information as defined in Paragraphs 8, 9, 11 & 12 of Part 1 of Schedule 7A to the said Act.**

#### **EX43. Strategic Property Review – Abbotsford House (continued)**

The Executive considered a report by the Director of the Development Services which sought approval to purchase Abbotsford House on a spend to save basis, to assist in meeting Falkirk Council's interim office requirements.

Councillor Meiklejohn, seconded by Councillor Garner, moved that the Executive agrees:-

- (1) that the Director of Development Services be authorised to make an offer, on behalf of the Council, to purchase Abbotsford House at the price contained in the report, exclusive of fees and taxes, and subject to appropriate conditions. Thereafter, take all necessary steps to conclude the sale in accordance with the relevant timescales, and
- (2) that should, in the opinion of the Director of Development Services, sufficient progress on conclusion of missives for the purchase not be made in the relevant timescale, the matter be reported back to members with a view to pursuing another option.

As an amendment, Councillor Goldie, seconded by Councillor Patrick, moved that the Executive agrees to instruct the Director of Development Services to negotiate terms to extend the lease at Abbotsford House.

On a division, 2 members voted for the amendment and 8 members voted for the motion.

#### **Decision**

**The Executive agreed the motion.**

The Executive then resumed consideration of item 9 (ref EX35) which provided an update on the options available for the accommodation of Development Services staff.

The Executive considered what other option should be pursued if the matter was not concluded timeously.

#### **Decision**

**The Executive:-**

- (1) **noted this report on the options available for accommodation of Abbotsford House staff, and**

- (2) agreed, without prejudice to the decision to authorise the purchase of Abbotsford House, in the event that sufficient progress with the conclusion of missives was not made, that the Director of Development Services continues the work of relocating staff from Abbotsford House to Falkirk Community Stadium and other ancillary locations, particularly to:-
- (a) progress the necessary approvals and the establishment of a lease with FCSL for occupation of the first floor accommodation at the Stadium at a cost of £31,500 annually
  - (b) progress the arrangements to commission a programme of works via East Central Hubco at Suite 1B of Falkirk Community Stadium at an anticipated capital cost of £800,000, and
  - (c) complete the dilapidations schedule and progress towards undertaking the necessary works to Abbotsford House prior to the lease termination date.

Councillor Garner left the meeting prior to consideration of the following item of business in accordance with his declaration of interest.

**EX44. Employee Terms and Conditions : 35/37 Hours Protection – Consultation Update**

The Executive considered a report by the Director of Corporate and Housing Services providing an update on the negotiations with Trade Unions regarding the 35/37 hour protection and on the response from employees regarding voluntary acceptance of a change to the protection arrangement.

**Decision**

**The Executive:-**

- (1) noted that circa 15% of those in receipt of protection have agreed to the voluntary removal of the protection;
- (2) noted that it is likely that some affected employees are reserving their position until the Council finalises its position in relation to the removal of protection;
- (3) noted that in relation to the dispute raised by Unison, that there has been a further meeting with the Unions but without further reasoning or options being received beyond what was reported at the Executive meeting on 15 August 2017, and in paragraph 4.5 of this report;
- (4) noted that the minimum statutory consultation period of 45 days expired in July 2017 and the voluntary continuation of the consultation has so far been unable to achieve agreement;
- (5) agreed that as a result of the dispute from Unison remaining unresolved, the Council will seek to agree with Unison (and the GMB and Unite) to refer the matter to ACAS for conciliation under the Council's Disputes Policy;

- (6) agreed to authorise the Head of Human Resources & Business Transformation to agree with Unison the remit and terms of process for the referral in accordance with the following parameters;**
- any agreement in principle at conciliation will be reported back to the Executive for authorisation from the Council side (including onward referral to Council if any unbudgeted expenditure is involved);**
  - the SJC workforce is represented by three recognised trade unions, Unison, GMB and Unite. The implementation of any agreed resolution will require the agreement of all three unions. Therefore it is a condition of any referral that GMB and Unite agree to participate in the referral to ACAS and/or agree to implementation of any agreed resolution arising from the ACAS conciliation, and**
  - to facilitate this process a group of three senior Councillors will be available to be consulted by officers in relation to the conciliation, and**
- (7) agreed that employees who have already agreed to the voluntary removal of the protection should not be disadvantaged and officers may take any steps necessary to ensure this.**

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# **AGENDA ITEM**

## **4**

### **Rolling Action Log**



## Executive - 17 October 2017

ID	Date of Meeting	Report Title	Action	Action Owner	Expected Reporting Date	Status	Comments
111	27/09/2016	Decriminalised Parking Enforcement	To prepare further reports for the Executive on the progress towards implementing Decriminalised parking.	Director of Development Services	17/10/2017	In Progress	<p>Contract for erection of new signage has been completed. The first of 2 road markings contracts have now been awarded and work will start in October.</p> <p>A draft order application was submitted to Scottish Government/Transport Scotland in June 2017 for their consideration.</p> <p>Comments are awaited prior to formal submission. An updated report will be submitted to the Executive following receipt of comments from the Scottish Government/Transport Scotland, expected in September/October 2017.</p>
224	10/01/2017	Community Empowerment (Scotland) Act 2015	To receive a report on the outcomes of the first Community Action Plan process in Bo'ness and the Participatory Budgeting exercise in due course.	Chief Executive	28/11/2017	In Progress	<p>A meeting of the Bo'ness Stakeholder Group is being arranged to present the final draft of the Community Action Plan and advise on progress. The meeting is to be held before the end of September with a report to approve the Community Action Plan being submitted to the Community Planning Executive thereafter.</p>
228	10/01/2017	Tourism 2020 Update on Progress	Agreed in principle to the formation of a new Visit Falkirk organisation to take forward marketing activities jointly with key partners, with a further report to be supplied on the details of this proposal.	Director of Development Services	28/11/2017	In Progress	<p>Consultations on the proposal to develop a Falkirk Area Tourism Partnership have been held with local tourism businesses who have formed a core group to consider options for the partnership structure.</p> <p>This will be reported back as part of annual Tourism Strategy report in November 2017.</p>

ID	Date of Meeting	Report Title	Action	Action Owner	Expected Reporting Date	Status	Comments
234	21/02/2017	Traffic Management Arrangements for Marches, Processions and Parades and Development of Safety Advisory Group Model for Public Events	To receive an update report for the next meeting of Executive.	Director of Development Services		In Progress	A response from Police Scotland is awaited on recommendations 3.90 and 3.91 on the Dr Michael Rosie paper. Further opinion from senior counsel commissioned by North Ayrshire Council will require further examination in this context before a determination on fees can be made.
283	21/03/2017	Council of the Future	An updated report will be submitted to Executive in November.	Director of Corporate and Housing Services	28/11/2017	In Progress	Engagement sessions have been held with various stakeholders since February.  A report was submitted to Council in September. Update reports will be submitted to the Executive.
285	21/03/2017	Consultative Draft – Historic Environment Strategy for Falkirk	To receive a finalised report for approval and adoption following external consultation.	Director of Development Services	28/11/2017	In Progress	This will now be reported to the November meeting of the Executive.
287	21/03/2017	Development of a Family Firm Approach	The Executive agreed to the direction being taken in developing this approach.	Director of Children's Services	13/02/2018	In Progress	The Executive agreed with the approach being taken. A further report will be submitted by early 2018.  The Corporate Parenting Steering Group agreed Family Firm as one of its main priorities. ETU/Employability Partnership were asked to develop an initial proposal which was discussed at the Steering Group on 26 July 17. The opportunity to work with Who Carers, who have experience of the support required for a Family Firm approach to be effective has arisen and a small working group, including ETU, Who Cares and other key staff and agencies will now take this work forward with a view to a detailed proposal to bring to Members late 2017/early 2018

ID	Date of Meeting	Report Title	Action	Action Owner	Expected Reporting Date	Status	Comments
288	21/03/2017	Provision of Housing & Support for Care Leavers	To request a further progress report following consideration of the Housing Options Protocol by the Champions Board.	Director of Corporate and Housing Services	28/11/2017	In Progress	<p>The Housing Options Protocol is in early draft form and is being developed within the remit of the Housing/Social Work Strategy Group. Data sets are being developed to determine need which will provide the basis of the options that are required. The Champions Board is in its preparation stage and expected to launch in September 2017. Once operational, a request will be submitted to the Champions Board to agenda time to consider the protocol. A progress report will be submitted after this stage.</p> <p>A progress report will be submitted following the launch of Champions Board in September 2017.</p>
316	13/06/2017	Processing of Blue Bin Material and Charter Compliant Service	Director of Development Services to provide details of the funding application outcome and develop an implementation plan for approval at a future meeting.	Director of Development Services	17/10/2017	In Progress	Formal response from zero waste scotland still awaited as at end September. Report will now be submitted to November meeting of the Executive.
317	13/06/2017	Processing of Blue Bin Material and Charter Compliant Service	The implementation plan is to be informed by the conclusions of a review of the current domestic waste collection and disposal arrangements in place in the Council area. Such review is to incorporate a stakeholder engagement exercise. The review findings are to be reported back to a future meeting.	Director of Development Services	17/10/2017	In Progress	The implementation plan will flow from the decision made by members in relation to item 316.



ID	Date of Meeting	Report Title	Action	Action Owner	Expected Reporting Date	Status	Comments
318	13/06/2017	Falkirk Townscape Heritage Initiative Update and Steeple End Use Options	The Director of Development Services to submit a business case for Executive approval.	Director of Development Services	28/11/2017	In Progress	Business case is currently being worked on and will be submitted in November.
319	13/06/2017	Sale of former Torwood School site, Torwood, near Larbert	The Director of Development Services to submit a report to a future meeting providing information on additional options for maximising the use and value of the site.	Director of Development Services	28/11/2017	In Progress	Options paper to be reported in November.
356	26/09/2017	Bonnybridge Scottish Transport Appraisal Guidance (STAG) Scoping Study	The Executive agreed to refer the matter to Council to identify funding for the Stage 1 pre-appraisal.	Director of Development Services	06/12/2017	In Progress	A report will be considered by Council on 6th December 2017.
357	26/09/2017	Denny Eastern Access Road	To receive a follow up report from the Director of Development Services including information on any proposed revisions to the planning system included in new legislation.	Director of Development Services		In Progress	Planning bill expected to be published by Scottish Government before the end of the calendar year. Report for the Executive will follow thereafter.
358	26/09/2017	Local Advice Hub and Support Hubs	To receive a report on the specific locations of the West and Central Hubs.	Director of Corporate and Housing Services			



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# **AGENDA ITEM**

## **6**

**Audit Committee Referral –  
28 September 2017**

- **Corporate Risk Management Update**

**Falkirk Council**

**Title:** Referral from Audit Committee  
**Meeting:** Executive  
**Date:** 17 October 2017  
**Submitted By:** Director of Corporate & Housing Services

**1. Purpose of Report**

- 1.1 The purpose of this report is to refer a Corporate Risk Management Update report for consideration

**2. Recommendations**

- 2.1 **The Executive is asked to consider the Corporate Risk Management Update report which has been referred from the Audit Committee.**

**3. Background**

- 3.1 The Corporate Risk Policy and Framework was approved by the Executive in May 2015. In accordance with the policy, 6 month update reports are submitted to the Audit Committee. An update report on progress in embedding corporate risk within the Council was submitted to the Audit Committee on 28 September 2017. In addition to detailing progress made the report also provides an updated Corporate Risk Register.
- 3.2 The Audit Committee agreed to refer the report to the Executive for consideration.

**4. Considerations**

- 4.1 The report summarises the main areas of work undertaken to embed the Corporate Risk Policy and Framework since the last update report to the Audit Committee in March 2017, including within the Council of the Future project. It also provides an updated Corporate Risk Register.

**5. Consultation**

- 5.1 There has been no consultation on this report.

## **6. Implications**

### **Financial**

6.1 Not applicable.

### **Resources**

6.2 Not applicable.

### **Legal**

6.3 Not applicable.

### **Risk**

6.4 Not applicable.

### **Equalities**

6.5 Not applicable.

### **Sustainability/Environmental Impact**

6.6 Not applicable.

## **7. Conclusions**

7.1 The Audit Committee agreed to refer its 6 monthly Corporate Risk Management Update report to the Executive for consideration.

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Director of Corporate & Housing Services

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Date: 09 October 2017

### **Appendices**

1. Corporate Risk Management Update report

### **List of Background Papers:**

The following papers were relied on in the preparation of this report in terms of the Local Government (Scotland) Act 1973:

None

**Falkirk Council**

**Title: Corporate Risk Management Update**  
**Meeting: Audit Committee**  
**Date: 28 September 2017**  
**Submitted By: Director of Corporate and Housing Services**

**1. Purpose of Report**

- 1.1 This report provides an update on progress with embedding the Corporate Risk Management (CRM) Policy and Framework, and presents a revised Corporate Risk Register (CRR).

**2. Recommendations**

**2.1 It is recommended that Audit Committee:**

- (1) notes the actions taken to further embed risk management across, and within, Services;**
- (2) notes the revised Corporate Risk Register and background information, as detailed in appendices 1 to 4; and**
- (3) refers this report to the Executive for consideration.**

**3. Background**

**3.1 In October 2016 and March 2017 the Audit Committee noted that:**

- the revised CRM Policy and Framework (agreed by the Executive in May 2015) is being embedded across the Council;
- the CRM Group is reviewing all corporate risks on a cyclical basis;
- Corporate Working Groups (CWGs) will undertake a review of their arrangements (including their remit, membership, and a self assessment of their effectiveness) during 2016;
- a CMT and Members' Risk Workshop will be undertaken, as part of the Members' Development Program;

- Services are embedding flexible risk management arrangements, as part of their Council of the Future, Budget, and Service Planning processes;
- West Lothian Council's Internal Audit Team undertook an audit of Falkirk's CRM arrangements in early 2016, and provided Substantial Assurance; and
- the Committee will continue to receive 6 monthly CRM updates.

#### **4. Considerations**

- 4.1 This report is provided in line with the CRM Policy and Framework, which states that the Committee will receive 6-monthly updates on risk management arrangements.
- 4.2 Since the last report, further work (via the CRM Group) has been undertaken to progress the actions outlined in section 3, and to further embed CRM arrangements. Actions include:
- developing the risk details for each corporate risk to ensure they include meaningful consequences, lessons learnt, and measurable actions (work to date is incorporated into the risk register as detailed in Appendices 1 to 4);
  - progressing a review of Corporate Working Groups, and integrating the Corporate Risk Register and Corporate Working Group reviews. Again, work to date is now reflected in the risk register in the Appendices;
  - embedding CRM arrangements within the Council of the Future Program and Members' and officers' training and development programs (an event is being planned as part of the Member Development programme); and
  - West Lothian Council's Internal Audit Team undertook a follow-up review of CRM arrangements in early 2017. They again provided Substantial Assurance, but noted that work is required to further embed the Policy and Framework fully across Services.
- 4.3 The CRM Group and CMT will continue to improve and embed CRM arrangements.

## **5. Consultation**

- 5.1 All Services have been consulted on the recommendations within this report, and the corporate risks at Appendices 1 to 3.

## **6. Implications**

### **Financial**

- 6.1 There are no direct financial implications arising from this report. However, failure to manage corporate risks could have significant financial consequences.

### **Resources**

- 6.2 There are no direct resource implications arising from this report.

### **Legal**

- 6.3 There are no direct legal implications arising from this report. However, failure to effectively embed the CRM Policy and Framework and manage corporate risks could have significant legal consequences.

### **Risk**

- 6.4 The key risks are failure to effectively implement the CRM Policy and Framework; and to identify, assess, mitigate, and report on the risks to delivering outcomes.
- 6.5 Risks continue to be monitored as part of the Council's governance arrangements, including Service Performance Planning, Council of the Future reviews, (Service) self assessments, and reviews of incidents, audits, and lessons learned.

### **Equalities**

- 6.6 An Equality and Poverty Impact Assessment (EPIA) was not required for this report.

### **Sustainability / Environmental Impact**

- 6.7 An Environmental Impact Assessment (EIA) was not required for this report.



## **7. Conclusions**

- 7.1 The CRM Policy and Framework is being embedded across the Council, and the CRM Group and CMT will continue to monitor and progress the actions outlined within this report.
- 7.2 A CMT and Members' Risk Workshop will be planned and delivered as part of the Members' Development Programme.
- 7.3 The Committee will continue to receive CRM updates on a 6 monthly basis.

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Director of Corporate & Housing Services

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Date: 19 September 2017

## **Appendices**

1. Summary of High Risks;
2. Summary of Medium Risks;
3. Details of High Risks; and
4. Corporate Risk Register Key.

## **List of Background Papers**

- None

### Summary of High Risks

Risk Code	Risk Category	Risk Title	Target Risk (if relevant)	Working Group / Board (if relevant)	Portfolio Holder
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#### Lead Service: Chief Executive

CRR_CE_G_02	G	Uncertainties surrounding Brexit	Low	CRMG	LEA
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#### Lead Service: Adult Social Work Services

CRR_AS_1.02	C	Health and Social Care Integration	Medium	ProgB	HSC
CRR_AS_1.03	C	Self-Directed Support Reforms	Medium	ProgB	PP
CRR_AS_1.06	G	Harm to Vulnerable People / Public Protection (Adults)	High	COPPSG	PP/ HSC

#### Lead Service: Children's Services

CRR_CS_01	G	Closing the Gap in Attainment	Medium	-	EDU
CRR_CS_02	C	Criminal Justice Review	Low	ProgB	PP
CRR_CS_04	G	Getting It Right For Every Child (GIRFEC) Change Program	Medium		PP
CRR_CS_08	G	Harm to Vulnerable People / Public Protection (Children)	-	COPPSG	PP

#### Lead Service: Corporate & Housing Services

CRR_CHS_A_07	A	Failure to implement lessons learnt from housing fires and associated risks	-	SHG	HSG
CRR_CHS_C_01	C	Failure to recognise, and act upon, the need for transformational change and continuous improvement.	Medium	COTFB	LEA
CRR_CHS_C_02	C	Failure to monitor, measure, manage, and mitigate the impacts of Welfare Reform and Poverty.	Medium	WRGG	LEA
CRR_CHS_F_01	F	Insufficient funding to deliver services and deliver outcomes.	Medium	-	LEA
CRR_CHS_G_01	G	Failure to properly discharge equalities duties.	Medium	-	-
CRR_CHS_H_01	H	Failures in workforce planning, including absence, vacancy management, and succession planning.	Medium	-	RES
CRR_CHS_I_01	I	Compromised security, or inefficient use, of the Council's data and information asset.	Medium	IMG	RES
CRR_CHS_I_03	I	Cyber security incident compromises IT infrastructure, corporate application, social media channel, or data / information.	Medium	IMG	LEA
CRR_CHS_P_01	P	Failure to undertake proper engagement and consultation with service users, stakeholders, and partners on the delivery of services.	Medium	-	LEA

#### Lead Service: Development Services

CRR_DS_A_03	A	Development Projects	Medium	ProgB	ED/ ENV
CRR_DS_F_01	F	Major Investment: TIF and Regeneration	Medium	ProgB	ED/ ENV
CRR_DS_P_01	P	Employment and Training	Medium	-	ED

### Summary of Medium Risks

Risk Code	Risk Category	Risk Title	Target Risk (if relevant)	Working Group / Board (if relevant)	Portfolio Holder
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#### Lead Service: Chief Executive

CRR_CE_G_01	G	Failures in Leadership at Council and Partnership Level.	Medium	CRMG	LEA
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#### Lead Service: Children's Services

CRR_CS_05	C	Integration of Education and Social Work Services to create Children's Services	Low	-	EDU
CRR_CS_07	A	Structural Failure to School Buildings	Low	-	RES
CRR_CS_09	C	Tackling Bureaucracy and Reducing Workload in Schools	Low	-	EDU
CRR_CS_10	C	Social Work - Risks Identified in CSWO Annual Report 15-16	Low	COPPSG	PP
CRR_CS_11	C	Baillie Gwynne Report	Low	-	EDU
CRR_CS_12	C	Failure to Deliver Scottish Government Early Years Expansion (by 2020)	Low	-	EDU
CRR_CS_13	C	SSSC Code of Conduct - Recent Changes	Low	-	RES

#### Lead Service: Corporate & Housing Services

CRR_CHS_A_04	A	Failure to provide a safe environment for employees and visitors.	Medium	SWG	LEA
CRR_CHS_A_06	A	Failure to Comply with Scottish Housing Quality Standards (SHQS).	Medium	SHG	HSG
CRR_CHS_F_03	F	Failure in Financial Management Control, or Assurance.	Medium	CPRG	LEA
CRR_CHS_G_13	G	Procurement and Commissioning arrangements fail to secure best value, and demonstrate compliance with Council standards or legal requirements.	Medium	PB	LEA

#### Lead Service: Development Services

CRR_DS_A_01	A	Asset Construction and Design: All Asset Types	Low	CAMG	LEA
CRR_DS_A_01	A	Environmental Risks: Energy, Waste, and Sustainability	Medium	CSG	LEA
CRR_DS_A_02	A	Assets (excluding Housing): Maintenance, Availability, and Reliability	Medium	CAMG	LEA
CRR_DS_C_01	C	Resilience: Business Continuity Management	Medium		LEA
CRR_DS_C_02	C	Resilience: Emergency Planning / Civil Contingencies	Medium	EoS RRP	LEA
CRR_DS_G_01	G	Prohibitions and Loss of Licences, e.g. Operator Licence for vehicles	Medium	FFG	LEA
CRR_DS_G_02	G	Regulatory Enforcement	Medium		ENV

**Details of High Risks****Lead Service: Chief Executive**

Uncertainties surrounding Brexit		Governance	Current Risk	Target Risk
			High	Low
Risk Statement	There are significant uncertainties surrounding Brexit. This could impact on the economy and employment; and may add to the Council's budget and staff resource pressures.			
Worst Case Consequences	<ul style="list-style-type: none"><li>Resources are further stretched / detracted from Corporate priorities;</li><li>Failure to manage change / legislation; and</li><li>Failure to deliver Best Value services and make well-informed decisions.</li></ul>			
Controls / Mitigation	Monitoring developments and engaging with Governments and other stakeholders.			
What more could we be doing?	Implement action plans to mitigate the risk as further information becomes available.			
Lessons Learnt	Previous elections and referendums.			
Latest Note / Review Date	Amended in September 2017.			05 September 2017
Lead Officer	Chief Executive			

**Lead Service: Adult Social Work Services**

Health and Social Care Integration		Change	Current Risk	Target Risk
			High	Medium
Risk Statement	The risk is that Adult Services fail to meet the commitments agreed by the IJB, as set out within the HSCP's Strategic Plan. The Falkirk Integration Joint Board (IJB)'s will receive an update on their Strategic Risk Register at their meeting in June 2016; and governance arrangements will be developed further through consultation with relevant Officers / Groups. A draft summary of risks (at May 2016) are:			
	<u>Short-Term Priorities:</u> 1. Financial Stability and Commissioning (inc capacity across all sectors, co-location / sharing of teams / assets); 2. Leadership, Decision Making, and Scrutiny (inc governance arrangements / potential for adverse audits / inspections); and 3. Performance of the IJB (including the need to meet HEAT targets, and Delayed Discharge / Waiting Times issues).			
	<u>Medium-Term Priorities:</u> 1. Culture, behaviours, and values. 2. HR Management / Workforce Planning (including sustainable change skills and absence); 3. Service User and Unpaid Carer Experience (including engagement, feedback, and complaints); 4. Safety of a) Patients and Service Users, b) Staff and Volunteers, and c) Unpaid Carers; and 5. Information Management and Governance (inc ICT systems / infrastructure; data protection and data sharing).			
	<u>Long-Term Priorities:</u> 1. Effective Links with Other Partnerships (e.g. Community Planning, Third/ Voluntary sectors, Criminal Justice, and Housing).			
Worst Case Consequences	Financial and Project: Severe budget gaps and project delay / failures. Harm: serious harm (death / injury) and disadvantage / inequalities. HR: significant issues, including stress absence / claims. Reputation: national media interest and / or loss of confidence. Service: opportunities to improve services, efficiencies, outcomes.			
Controls / Mitigation	See IJB Risk Register.			
What more could we be doing?	1. See IJB Risk Register. 2. A number of actions were identified during the Risk Specialists' Workshop in November 2016 and these will be addressed as part of a risk update to the IJB in early 2017.			
Lessons Learnt	Lessons Learnt will be considered as part of future HSCP Leadership Team risk reviews.			
Latest Note / Review Date	Changed Lead Service / Officer to Adult Services. And, the JMT / IJB are still to develop an HSCP Risk Register.			02 Feb 2016
Lead Officer	Head of Adult's Services			

Self-Directed Support Reforms		Change	Current Risk	Target Risk
			High	Medium
<b>Risk Statement</b>	<p>There is uncertainty around the Council's capacity to deliver change due to resources, processes, skills and budgets; financial constraints, information and governance risks - including IT changes, loss of charging incomes, and potential increased fraud.</p> <p>If managed well the reforms will create opportunities for improved enablement / choice and flexibility of support. The risks &amp; actions associated with this project are detailed within the SDS Project Risk Register.</p> <p>Context: Implementation of SDS will substantially impact on the Council, our partners and vulnerable people - in particular, older people, children and young people and those with physical, mental and learning disabilities.</p>			
<b>Worst Case Consequences</b>	<ol style="list-style-type: none"> <li>1. Harm: death / injury and disadvantage / inequalities.</li> <li>2. Financial: significant cost of service changes / SDS options and fraud potential.</li> <li>3. Governance: increased Human Rights claims and (individuals) liabilities.</li> <li>4. Reputation Damage - to Council and Partners.</li> <li>5. Stakeholder relationships breakdown.</li> </ol>			
<b>Controls / Mitigation</b>	<ol style="list-style-type: none"> <li>1. SDS Steering Groups monitor Programme Risk Register and plans.</li> <li>2. Financial controls, linked to capacity / budget planning decisions.</li> <li>3. Improved workforce skills and procurement capacity.</li> <li>4. The risk is monitored by Public Protection Chief Officers' Strategy Group, and under-pinned by policies, guidance, and inspections.</li> </ol>			
<b>What more could we be doing?</b>	<ol style="list-style-type: none"> <li>1. Review Adult Services and partners' risk frameworks and eligibility criteria.</li> <li>2. Develop risk resources (including guidance) for practitioners.</li> <li>3. Implement Audit actions (Council and National).</li> <li>4. Continued participation in national risk (enablement) review.</li> <li>5. Continued engagement with partners, including providers, third sector, people with support needs and carers.</li> <li>6. Work is currently taking place on Policy - Eligibility / Assessment (with Members' involvement), Procurement, and Forward-Project Planning.</li> </ol>			
<b>Lessons Learnt</b>	Complaints relating to allocation of personal budgets are reviewed at Team Level, but will consider a process for capturing these at Service level.			
<b>Latest Note / Review Date</b>	<p>Comments from Risk Specialists' Workshop on 03 Nov 2016:</p> <p>Emerging Risk - potential legal challenges associated with delayed implementation across all people re SDS options (i.e. breach of legislation). The Council's Policies and procedures impacts on our ability to manage this risk.</p> <p>Review Mechanisms and Additional Controls added.</p> <p>Assurance - Note that Audit Scotland reports on Council's implementation of SDS legislation.</p> <p>Lessons Learnt - complaints relating to allocation of personal budgets are reviewed at Team Level, but will consider a process for capturing these at Service level.</p>			24 Nov 2016
<b>Lead Officer</b>	Head of Adult's Services			

Harm to Vulnerable People / Public Protection (Adults)		Governance	Current Risk	Target Risk
			High	High
<b>Risk Statement</b>	<p>There is a risk of harm to vulnerable people if the Council fails to meet it's statutory public protection duties. This includes Adult Support and Protection; Child Protection and both sex offenders and violent offenders (Criminal Justice Service users). In relation to Children's Services the risk is two fold (the protection of the community from the service user and the protection of the service user from the community). The delivery of Adult Support and Protection (ASP) service is also overseen by and accountable to the IJB (integration Joint Board).</p>			
<b>Worst Case Consequences</b>	<p>Death or serious harm to a vulnerable person. Significant Case Reviews / Fatal Accident Enquiries / Court / Prosecution or other external legal interventions. Potential compensation claims external criticism / intervention (e.g. Care Inspectorate or Criminal Justice Authority). Reputational damage to the Council.</p>			
<b>Controls / Mitigation</b>	<p>Current robust processes with partners regarding sharing of information (including protocols). The following processes MAPPA / IRD's / CP and ASP Case Conferences / CP / ASP register integrated / Single shared assessment.</p> <p>Robust training programme for all Council and partner agency staff regarding CP / ASP / MAPPA. Awareness raising with the public. Police run scheme for identification of sex offenders in local communities.</p>			
<b>What more could we be doing?</b>	<p>Council strategies (GIRFEC / Corporate Parenting). SOLD / Service Plans. Core Social Work assessment and provision of care services.</p> <p>Self evaluation and PSIF reviews.</p>			
<b>Lessons Learnt</b>				
<b>Latest Note / Review Date</b>	September 2016 - added separate risks for harm - adults and children.			24 Nov 2016
<b>Lead Officer</b>	Chief Social Work Officer and Head of Adult's Services			

## Lead Service: Children's Services

Closing the Gap in Attainment		Governance	Current Risk	Target Risk
			High	Medium
<b>Risk Statement</b>	The risks specific to Children's Services include: a) Increasing positive destinations/ outcomes; b) Meeting attainment targets / closing the attainment gap; c) Improving pupil attendance; and d) Delivering zero tolerance strategy on illiteracy & innumeracy.			
<b>Worst Case Consequences</b>	Prosecution or other legal remedy; Civil claims; Criticism & external intervention (e.g. Care Commission & Criminal Justice Authority); Damage to reputation; Breakdown in communications with partners leads to poor sharing of info & decisions;			
<b>Controls / Mitigation</b>	Monitored, scrutinised and reviewed by a) Children's Services Senior Leadership Team; b) performance panel; and c) Scottish Government.			
<b>What more could we be doing?</b>	Progress the Curriculum for Excellence tasks within the Children's Services Service Performance Plan (SPP), including: <ul style="list-style-type: none"> <li>• National Improvement Framework</li> <li>• Address the CFE priorities set out in the Authority Expectations 2013-16</li> <li>• Support the practical application in learning and teaching of mobile devices</li> <li>• Ensure Workforce Planning and Recruitment meets Current and Future Needs</li> <li>• Implement the Literacy Strategy</li> <li>• Implement the Numeracy Strategy Improve Business Process and System to support more efficient work-streams</li> <li>• Allocate attainment challenge funding to support identified schools.</li> </ul>			
<b>Lessons Learnt</b>				
<b>Latest Note / Review Date</b>	Support Quality Improvement team now have taken up their posts and are proactively engaging with schools. Revised guidance has been developed and will be shared with schools before Easter.			15 Mar 2017
<b>Lead Officer</b>	Head of Education			

Criminal Justice Review		Change	Current Risk	Target Risk
			High	Low
<b>Risk Statement</b>	Offending happens on a daily basis. On occasion very serious crimes will take place and sometimes by people on criminal justice supervision.			
<b>Worst Case Consequences</b>	Death or significant injury to others or significant damage to property, poor communication and decision making, particularly if not based on defensible assessments may cause external criticism and potential intervention. High Court trials, Fatal Accident Enquiries and significant Case Reviews. Reputational risk to Council.			
<b>Controls / Mitigation</b>	Following national and local guidance, acting carefully, ensuring Criminal Justice staff and managers have excellent training and support. Working in partnership within and outwith the Council.			
<b>What more could we be doing?</b>	Managing offenders is a multi-agency task, all areas of the Council and our partners should consider how they incorporate communication and capacity building in this regard.			
<b>Lessons Learnt</b>				
<b>Latest Note / Review Date</b>	The Community Justice Strategic Group continues to meet quarterly. It includes all designated partners and has a role to review risks.			16 Mar 2017
<b>Lead Officer</b>	Chief Social Work Officer			

Getting It Right For Every Child (GIRFEC) Change Program		Governance	Current Risk	Target Risk
			High	Medium
<b>Risk Statement</b>	The risks / challenges include:- a) Implementing "named person" responsibilities (GIRFEC); b) Regulatory compliance in regard to ASN (Additional Support Needs); c) Completing the inclusion review; d) Action plans from the joint Children's Services inspection; e) the information exchange and interface between named person and lead professional; and f) Vacancy management - loss of senior management and associated knowledge through significant downsizing.			
<b>Worst Case Consequences</b>	Prosecution or other legal remedy; Civil claims; Criticism & external intervention (e.g. Care Inspectorate & Criminal Justice Authority); Damage to reputation; Breakdown in communications with partners leads to poor sharing of info & decisions;			
<b>Controls / Mitigation</b>	Implementation Plan for Named Person - August 2016. JCC RAG Resource Allocation Group - subject to review.			
<b>What more could we be doing?</b>	Progress the Curriculum for Excellence tasks within the Children's Service Performance Plan (SPP), including:: <ul style="list-style-type: none"> <li>• Address the CFE Priorities set out in the Service Plan.</li> <li>• Develop and Implement the Nurturing Programme and Nurturing Schools - Completed.</li> <li>• Deliver the expansion in Early Years Provision in line with the Children and Young People's Bill.</li> <li>• Develop and Implement the Procedures for the Named Person, Team Around the Child and Child's Plan.</li> <li>• Implement Improvements Identified by the Early Years Collaborative.</li> <li>• Track, Monitor, and Intervene to support Vulnerable Groups, especially Looked After Children, Plan for and Build Community Capacity in collaboration with relevant Stakeholders and Partners.</li> <li>• Develop information protocol between Named Person Service and Lead Professionals.</li> </ul>			
<b>Lessons Learnt</b>				
<b>Latest Note / Review Date</b>	Reviewed by SLT - March 2017			24 Mar 2017
<b>Lead Officer</b>	Head of Education			

Harm to Vulnerable People / Public Protection (Children)		Governance	Current Risk	Target Risk
			High	-
<b>Risk Statement</b>	There is a risk of harm to vulnerable children and young people and adults if the Council fails to meet its statutory public protection duties. This includes Adult Support and Protection; Child Protection and both sex offenders and violent offenders (Criminal Justice Service users). In relation to Criminal Justice the risk is twofold (the protection of the community from the service user and the protection of the service user from the community). The delivery of Adult Support and Protection (ASP) service is also overseen by and accountable to the IJB (integration Joint Board). The risk in terms of children is twofold: <ul style="list-style-type: none"> <li>• The need to keep children safe and avoid child deaths</li> <li>• The reputational risk to the Council in this situation.</li> </ul>			
<b>Worst Case Consequences</b>	Death or serious harm to a child / young person or vulnerable adults. Significant Case Reviews / Fatal Accident Enquiries / Court / Prosecution or other external legal interventions. Potential compensation claims. External criticism / intervention (e.g. Care Inspectorate or Criminal Justice Authority). Reputational damage to the Council.			
<b>Controls / Mitigation</b>	Current robust processes with partners regarding sharing of information (including protocols). The following processes MAPPA / IRD's / CP and ASP Case Conferences / CP / ASP register integrated / Single shared assessment.  Governance Structure - including risk, audit, and performance monitoring are in place (e.g. Child Protection Committee). Robust training programme for all Council and partner agency staff regarding CP / ASP / MAPPA. Awareness raising with the public. Police run scheme for identification of sex offenders in local communities.			
<b>What more could we be doing?</b>	Council strategies (GIRFEC / Corporate Parenting). SOLD / Service Plans.			
<b>Lessons Learnt</b>				
<b>Latest Note / Review Date</b>	CPC / ASPC / MAPPA processes are routinely evaluated to ensure they continue to mitigate against risks.			16 Mar 2017
<b>Lead Officer</b>	Chief Social Work Officer			

## Lead Service: Corporate & Housing Services

Failure to implement lessons learnt from housing fires and associated risks		Governance	Current Risk	Target Risk
			High	-
Latest Note	This has been added as a new risk and further details will be provided in future reports.			30 Aug 2017

Failure to recognise, and act upon, the need for transformational change and continuous improvement.		Change	Current Risk	Target Risk
			High	Medium
Risk Statement	The Council fails to plan for, and implement, appropriate transformational change, leading to missed opportunity and failure to deliver the right services, to the right people, in the right way, and within budget.			
Worst Case Consequences	The Council is unable to achieve the required savings in the required timescales, leading to service failure (including delivery of statutory services); external intervention in the running of the Council; and the Council does not have the required skills or expertise to deliver services.			
Controls / Mitigation	Council of Future Board in place (comprising elected Members and Chief Officers); programme of Council of Future work being progressed; Change Manager and Programme Management Office team appointed, in conjunction with the Improvement Service, to ensure good practice and pace of change; and framework for future Council of Future reporting, timelines, outcomes, and benefits being developed.			
What more could we be doing?	Continued oversight and scrutiny by CMT, Audit Committee, Executive, and Council; external audit of the Council's Financial Statements, and Internal Audit of processes and controls; and reviewing the change programme through Council of the Future proposals.			
Lessons Learnt	Review of change programme through work on Council of the Future. Consideration has been given to best practice, lessons learned by other Councils, feedback from audit Scotland and programmes in place elsewhere.			
Latest Note / Review Date	Report submitted to Council in September to consider the Council of the Future programme.			10 Aug 2017
Lead Officer	Head of HR & Business Transformation			

Failure to monitor, measure, manage, and mitigate the impacts of Welfare Reform and Poverty.		Change	Current Risk	Target Risk
			High	Medium
Risk Statement	The Council fails to recognise the impacts of the Welfare Reform programme, and the outcomes for stakeholders, leading to increased poverty within communities, higher arrears, and unplanned and unbudgeted impacts / demands on Council services (including housing).			
Worst Case Consequences	Impact on citizen's ability to pay bills, leading to health and mental health issues for our communities, and unsustainable pressure on Council services; significant negative impact on to the economy in Falkirk; and fall in rents and Council Tax collection rates and impact on Council finances.			
Controls / Mitigation	Provision of advice services; refocussing of Fairer Falkirk Fund; and refocussing of Poverty Strategy.			
What more could we be doing?	Three significant workstreams in place – Advice and Support Hubs; Services to Tenants and Rent Improvement. The objective of these reviews is to provide more accessible support services to help mitigate financial difficulties for our residents.			
Lessons Learnt	The workstreams have identified that more direct face to face contact, coupled with single designated points of contact and case ownership are considered by our residents to provide improved means of support and assistance.			
Latest Note / Review Date	Revised advice and support services are scheduled to commence in the Grangemouth and Bo'ness areas from 12 December 2016. Following on from that, a new operating structure and revised roles for housing officers will commence within the same localities from early 2017.			30 Nov 2016
Lead Officer	Heads of Policy, Technology & Improvement and Head of Housing Services			



Insufficient funding to deliver services and deliver outcomes.		Financial	Current Risk	Target Risk
			High	Medium
<b>Risk Statement</b>	Budgetary, economic, or demographic pressures, and failure to properly manage and allocate resources to deal with these, mean that the Council is unable to deliver services and meet its statutory and other obligations.			
<b>Worst Case Consequences</b>	The Council is unable (or unwilling) to take the actions and difficult decisions needed to live within its revenue budget; service failure, resulting in inability to deliver statutory services; threat to lives and significant negative impact on the wellbeing of the citizens of Falkirk if services not delivered; and external intervention in the running of the Council.			
<b>Controls / Mitigation</b>	Medium term financial planning, scenario modelling, and horizon scanning; robust and inclusive budget preparation process; ongoing budget monitoring by managers, and expert advice from Service Accountants; gathering and considering network intelligence via, eg COSLA, CIPFA Directors of Finance Group; and implementing and enforcing Financial Regulations and other good practice guidance and processes.			
<b>What more could we be doing?</b>				
<b>Lessons Learnt</b>				
<b>Latest Note / Review Date</b>	Budget report together with MTFP (Medium Term Financial Plan) submitted to Council 28 June 2017. Member Budget Working Group now meeting for current budget cycle. Further budget report to October Executive.			28 Aug 2017
<b>Lead Officer</b>	Chief Finance Officer			

Failure to properly discharge equalities duties.		Governance	Current Risk	Target Risk
			High	Medium
<b>Risk Statement</b>	Failure to comply with equalities duties may lead to disadvantage, poverty, inequality, or harm, and associated reputational, safety, legal, and financial implications.			
<b>Worst Case Consequences</b>	Challenge under Equalities Act and consequences of this.			
<b>Controls / Mitigation</b>	Duty to publish equalities information; Assessing and reviewing Policy; Considering award criteria and conditions in relation to public procurement; and materials published in an accessible manner.			
<b>What more could we be doing?</b>	Community Planning Partnership focus on equalities and fairness; and reports to CMT and Executive.			
<b>Lessons Learnt</b>	A report is prepared for CMT to review the achievement of our equality outcomes and the equality impact assessment process annually.			
<b>Latest Note / Review Date</b>				
<b>Lead Officer</b>	Head of Policy, Technology & Improvement			

Failures in workforce planning, including absence, vacancy management, and succession planning.		Human Resources	Current Risk	Target Risk
			High	Medium
<b>Risk Statement</b>	Failures in workforce planning adversely and significantly impact on the quality and consistency of service delivery, and compromise on-going availability of services.			
<b>Worst Case Consequences</b>	Failure to deliver services, including statutory services; more staff employed than required and / or staff with the wrong skill set; no clear plan to achieve savings that impact on staff; and industrial relations issues.			
<b>Controls / Mitigation</b>	Workforce Strategy agreed by Members, and monitoring of implementation by Human Resources; Workforce Planning Framework in place and being implemented by Services; Workforce Plans being developed across all Services and Council wide plan drafted.			
<b>What more could we be doing?</b>	Ensuring workforce plans form part of day to day workforce considerations, budget strategy and change programme.			
<b>Lessons Learnt</b>	Research of best practice undertaken to develop the workforce strategy and the workforce planning framework.			
<b>Latest Note / Review Date</b>	Workforce plan for Council will be reviewed once the Corporate Plan is agreed by Members. In addition, the plan will be further reviewed once the saving options for future years are available. Further work will be undertaken with Services at this stage to update their individual Service workforce plans.			10 Aug 2017
<b>Lead Officer</b>	Head of HR & Business Transformation			

Compromised security, or inefficient use, of the Council's data and information asset.		Information	Current Risk	Target Risk
			High	Medium
Risk Statement	Failure to properly secure data and information may lead to data breach, legal recourse, and reputational damage. Equally, failure to maximise the value of the data and information asset may lead to disjointed and inefficient service delivery, and adverse impact on clients' experience of interacting with the Council.			
Worst Case Consequences	Significant data breach leading to personal harm and / or ICO investigation, fine, and reputational damage; Loss of data that compromises people's safety; Loss of personal information that compromises individuals' privacy; Loss of confidence in Council; and Ineffective / inefficient service delivery through failure to join up relevant information.			
Controls / Mitigation	Information Governance Manager appointed, with recognition of risk at corporate level; Information Governance and Security Policies in place; data protection training regime in place and monitored; framework of policies including Acceptable Use Policy and Record Retention Policy; Public Services Network compliance; and working to further develop strategy and practice for appropriate sharing of information across Services.			
What more could we be doing?				
Lessons Learnt				
Latest Note / Review Date				
Lead Officer	Chief Governance Officer and Head of Policy, Technology & Improvement			

Cyber security incident compromises IT infrastructure, corporate application, social media channel, or data / information.		Information	Current Risk	Target Risk
			High	Medium
Risk Statement	A targeted cyber attack may impact on the availability, integrity, and confidentiality of Council systems and data / information, with associated impact on service delivery and financial loss.			
Worst Case Consequences	Significant data breach, leading to personal harm and / or ICO investigation, fine, and reputational damage; loss of data that compromises peoples safety; loss of personal information that compromises individuals; and significant impact on stakeholders' ability to interact electronically with the Council and Loss of confidence in Council.			
Controls / Mitigation	Annual Public Services Network accreditation; network security, including firewalls, network segregation, penetration testing; and Information Security and Acceptable Use Policies, and supporting processes and procedures.			
What more could we be doing?				
Lessons Learnt				
Latest Note / Review Date				
Lead Officer	Head of Policy, Technology & Improvement			

Failure to undertake proper engagement and consultation with service users, stakeholders, and partners on the delivery of services.		Partnerships	Current Risk	Target Risk
			High	Medium
Risk Statement	Failure to appropriately engage and consult with service users, stakeholders, and partners on the design and delivery of Council services could lead to flawed decision making, services that do not meet people’s needs, poorly targeted expenditure, and adverse impact on communities or individuals.			
Worst Case Consequences	Uninformed (or un-evidenced) decision making; resources not allocated to meet need; and failure to deliver statutory obligations.			
Controls / Mitigation	<ul style="list-style-type: none"><li>• Participation Strategy was subject to a review by Scrutiny Panel in 2015;</li><li>• Actively responding to the requirements of the Community Empowerment Act 2015;</li><li>• Active and responsive Citizen’s Panel;</li><li>• Participation Strategy and supporting guidance and processes; and</li><li>• Development of a locality planning model and priorities.</li></ul>			
What more could we be doing?	Procurement of Citizen Space, a bespoke online consultation and engagement platform.			
Lessons Learnt	Community Planning Audits – outcomes from audits of Falkirk and other Councils.			
Latest Note / Review Date	Added reference to Community Planning Partnership and Following the Public Pound risk – these used to be listed separately.			21 Feb 2017
Lead Officer	Head of Policy, Technology & Improvement			

## Lead Service: Development Services

Development Projects		Assets	Current Risk	Target Risk
			High	Medium
Risk Statement	This includes roads, flood prevention works, town centre regeneration and crematorium refurbishment. Failure to deliver projects and achieve income targets (or benefits) on time and cost could have an impact on the Council and communities.			
Worst Case Consequences	Extended project delay and service / economic interruption; severe contractor failures and unplanned costs / budget gaps; sustained media interest, complaints, and loss of confidence; multiple harm (injury / death / assets damage) and civil claims.			
Controls / Mitigation	Project boards have implemented project risk registers (PRRs) and risk / performance / budget monitoring frameworks and contingency plans; construction health and safety arrangements meet statutory duties; and working groups monitor strategies and plans – including corporate asset management (CAM) capital planning and review groups, project working groups, the procurement board and the Council Executive. Previous pressure on Denny town centre is lessened, the Helix is complete.			
What more could we be doing?	Develop project schedule, develop, review and monitor PRRs more formally using red, amber, green (RAG) indicators; and review CAM Strategy and asset / project risk framework. Provide post project review reports to CMT and reports to Development Services DMT twice a year.			
Lessons Learnt	Project officers have continuous professional development (CPD) programmes.			
Latest Note / Review Date	Last updated November 2016.			29 Nov 2016
Lead Officer	Development Services DMT			

Major Investment: TIF and Regeneration		Financial	Current Risk	Target Risk
			High	Medium
Risk Statement	Failure to deliver project on time and cost as set out in TIF and THI delivery plans.			
Worst Case Consequences	Major loss of funding, inward investment and /or budget gaps presents harm to assets, the economy, and individuals and serious project delay, criticism, and national media interest.			
Controls / Mitigation	Economic Development Strategy. TIF programme management e.g. capital investment plan; Portfolio Management Plan and construction plans; performance monitoring and reporting to Council Executive; monitor outcomes from progress, consultation and engagement.			
What more could we be doing?	Key reports / audit actions, e.g. Business Gateway Internal Audits, and Economic Partnership. Review and monitor PRRs more formally using red, amber, green (RAG) indicators. Provide post project review reports to CMT and reports to Development Services DMT twice a year.			
Lessons Learnt	Project officers have continuous professional development (CPD) programmes.			
Latest Note / Review Date	Last updated November 2016.			29 Nov 2016
Lead Officer	Head of Economic Development & Environmental Services			

Employment and Training		Partnerships	Current Risk	Target Risk
			High	Medium
Risk Statement	The changing policy and financial landscape for the delivery of employability support could have a significant impact on external funding and service provision available for the most disadvantaged job seekers.			
Worst Case Consequences	Major loss of funding and / or budget gaps; negative impact on the local economy, business and individuals; increase in inequality, unemployment and demand for welfare; and potential reputational damage as a result of limited ability to provide support.			
Controls / Mitigation	Strategic Objectives Local Delivery (SOLD) Plan, new Economic Strategy, Unit Operating Plan, performance and budget monitoring and reporting. Participation in strategic groups at a national level advocating on behalf of local government.			
What more could we be doing?	Formalise review and monitoring of risk registers e.g. twice a year to Development Services Departmental Mgt Team (DMT) and the Corporate Risk Management Group (CRMG). Review improved alignment and connectivity across Council services supporting key client groups.			
Lessons Learnt	ETU Management Team and Staff undertake continuous assessment and review with external evaluations as appropriate taking forward key improvement actions.			
Latest Note / Review Date	Updated 7 April 2017.			07 Apr 2017
Lead Officer	Head of Economic Development & Environmental Services			

**Corporate Risk Register Key**

Risk Categories		Corporate Working Groups		Portfolio Holders	
A	Assets	BVWG	Best Value Working Group	CLT	Culture, Leisure, and Tourism
C	Change	CPR	Capital Planning and Review	ED	Economic Development
F	Financial	COPPSG	Chief Officers' Public Protection Strategy Group	EDU	Education
G	Governance	COTFB	Council of the Future Board	ENV	Environment
H	Human Resources	CPP LB	Community Planning Partnership Leadership Board	HSC	Health and Social Care
I	Information	CAMG	Corporate Asset Management Group	HOU	Housing
P	Partnerships	CSG	Corporate Sustainability Group	LEA	Leader of the Council
		CRMG	Corporate Risk Management Group	PP	Public Protection
		EoS RRP	East of Scotland Regional Resilience Partnership	RES	Resources
		FFG	Fit Fleet Group		
		IMG	Information Management Group		
		PB	Procurement Board		
		ProgB	Programme Board		
		SHG	Strategic Housing Group		
		SWG	Safety at Work Group		
		WRGG	Welfare Reform Governance Group		

**Target Risk and Additional Actions (Risk Tolerance):**

A Target Risk Level and Additional Actions are only included on High Risks where the Current Risk Level is greater than the Council's risk tolerance, and the Lead Officer considers it achievable to reduce the level of risk to Medium.

In some cases, e.g. Public Protection, the Current Risk Level is High and cannot be reduced to Medium, despite robust controls being in place.

The background of the slide features a large, light blue outline of the Coat of Arms of the Government of Nunavut. The crest is a shield divided into four quadrants. The top-left quadrant shows a stylized sun with rays. The top-right quadrant shows a caribou head with antlers. The bottom-left quadrant shows a three-masted sailing ship on wavy lines representing water. The bottom-right quadrant shows a bearded man in traditional Inuit clothing. Above the shield is a crown with four points, each topped with a flower. A banner at the bottom of the shield contains the text 'ANE FOR A' in a stylized font.

# **AGENDA ITEM**

**7**

## **Projected Financial Position 2017/18**

**Falkirk Council**

**Title:** Projected Financial Position 2017/18  
**Meeting:** Executive  
**Date:** 17 October 2017  
**Submitted By:** Director of Corporate & Housing Services

**1. Purpose of Report**

- 1.1 This report presents an update on the financial position of the Council for 2017/18. It also provides an update on the position with Reserves consistent with the policy approved by the Executive in January 2015.

**2. Recommendations**

**2.1 The Executive is invited to note:**

- (1) the Council's projected year-end financial position for 2017/18,**
- (2) the position with respect to Reserves**

**3. Background**

- 3.1 Following the Council's approved 2017/18 budget in February 2017 and the update report to Executive in August 2017, this report provides details of progress in meeting the budgeted financial targets.

**4. Considerations**

**4.1 General Fund**

- 4.1.1 Appendix 1 sets out both General Fund net expenditure by Service and how it is financed. Movements between budget and projected outturn are expressed in monetary and percentage terms.

- 4.1.2 Net expenditure at the 31 March 2018 is forecast to be £329.7m which is £2.144m (0.6%) below the resources available. This is a marginal movement of £0.102m from the position reported in August. The overall variance is primarily due to lower employee costs and capital charges partly offset by the increased cost of care packages for children looked after away from home in both external fostering placements and residential care. The lower employee costs are consistent with the Budget report presented to Members in February which anticipated savings, primarily from actions taken relating to voluntary severance.
- 4.1.3 The reasons for significant overall deviations from budget are described below:-

Children's Services – (over budget by £1.169m; 0.6%)

(i) Education (over budget by £0.145m)

The Education Division of the Service is projecting broadly in line with budget. In terms of significant variations, higher property costs are offset by a reduction in residential schools expenditure, as a result of a reduced number of children in these schools, and lower employee costs due to vacant posts. However, there is the possibility that the budget saving from the refinancing of the NPDO schools project will not be achieved in the current financial year due to the complexity involved in the negotiations with the various senior debt lenders. A sum of £1.300m has been earmarked from the Devolved Schools Management reserve to offset this pressure if it arises.

(ii) Social Work – Children & Families (over budget by £1.024m)

The overspend is primarily due to the costs associated with providing care packages for children looked after away from home in both external fostering placements and residential care, where the demand remains volatile and unpredictable. These additional costs have been partially offset by a reduced number of children in residential schools. Whilst the Service remains committed to making efficiencies in both fostering and residential placement provision both remain highly challenging and financially volatile areas. This is demonstrated in the increase in overspend of £340k since the August report. Secure care is required for some youngsters and is determined on their needs and risks. Secure care is high cost with weekly fees set within a national framework. Additional costs are being incurred as a result of obligations under the Children and Young People Act in relation to kinship care, continuing care and after care provision. At this stage, there are indications that the projected spend may increase further, however, work is ongoing within the Service to mitigate this.

Social Work Adult Services (under budget by £0.472m; 8.2%)

This budget is in large part made up of administration, property and transport costs for Social Work Adult Services that have remained with the Council. It also includes an area of direct social work provision, the mental health officer service. The underspend is principally due to lower expenditure on property costs within Day Centres and Council run Care Homes and an underspend within Supporting People.

Development Services (over budget by £0.135m; 0.5%)

The Service is currently projecting an overspend which is mainly due to additional costs associated with the collection and disposal of waste. In June the Executive agreed to review collection and disposal arrangements and the outcome of the review may have financial consequences. This has been partially offset by lower employee costs and increased income.

Corporate & Housing Services (under budget by £1.946m; 6.8%)

(i) General Fund Housing (under budget by £0.373m)

In line with the last financial year, there are lower than anticipated staff costs within Welfare Advice, Homeless and Private Sector Housing.

(ii) Central Support Services (under budget by £1.573m)

An anticipated underspend on staffing costs across all central support services is the most significant factor contributing to the projection. This position is consistent with the previous financial year and is primarily a result of actions already taken in terms of voluntary service and future budget savings. The overall effect is to reduce the projected costs of Central Support Services to the General Fund by £1.573m.

(iii) Miscellaneous Services

At this stage in the financial year we are projecting Miscellaneous Services to be on budget.

Integration Joint Board

For 2017/18, a net sum of £60.351m (£58.610m from the General Fund) has been passed to the IJB for delegation back to the Council. It is for the IJB to manage its expenditure within the resources provided, although Members should be aware that for the Council Services passed over to the IJB, an underspend of £0.224m is anticipated. The projected underspend is related to the ring-fenced HRA element. To achieve the aforementioned outturn, IJB need to deliver the £2m savings target in full and manage the risks around the increase in external home care purchase including spend in Discharge to Assess.

Capital Financing Costs (under budget by £0.350m; 2.4%)

An underspend of £0.350m is forecast and is due to a reduction in borrowing for 2016/17. This reduction in borrowing is mainly due to the re-profiling of Scottish Government grant for the new Carrongrange High School from 2017/18 to 2016/17 and slippage in the 2016/17 Capital Programme, both of which have previously been reported to the Executive.



#### Employee Related Liabilities (£0.220m)

The actual costs of compensatory lump sums paid as a result of employees leaving through voluntary severance are £0.220m. Currently there are a very small number of voluntary severance applications still to be considered. As the Council moves forward with the budget exercise these, along with any new applications, will be reviewed and the projection updated accordingly.

#### Council Tax (over budget by £0.400m; 0.7%)

The increase in the council tax yield is due to two main factors:-

- a) High volume of new properties and band increases added to valuation list, with retrospection;
- b) Significant reduction in exemptions, again with retrospection, in relation to exempt empty properties.

## **4.2 Trading Account**

- 4.2.1 The overall surplus of Building Maintenance is £0.504m, which is in line with budgeted position.

## **4.3 Workforce Changes**

- 4.3.1 The Budget report presented in February noted the actions required to balance the budget would see reductions in the workforce but noted that the Council must continue to plan for savings required in future years. As a result, officers will continue to use the following options to achieve savings:-

- non-filling of vacancies where possible;
- a review of all temporary employees and agency workers, ending contracts where possible;
- any other options to achieve savings through voluntary means; and
- severance.

- 4.3.2 To date, progress with employees seeking redeployment and leaving through voluntary severance is as follows:-

	<b>No of Posts</b>		
	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>
Seeking Redeployment	95	16	10
Severance	163	137	19

Overall, from August 2015 to August 2017, headcount and FTE have reduced as follows:

	<b>August 2015</b>	<b>August 2016</b>	<b>August 2017</b>
Headcount	7,244	7,056	7,002
FTE	6,107	5,939	5,905

#### **4.4 Housing Revenue Account (HRA)**

- 4.4.1 Overall, the HRA spending of £61.02m (Appendix 2) is in line with budget. Projected savings in staff costs and central support costs will provide additional Capital Financed from Current Revenue [CFCR] to augment the resources available to undertake housing investment. The figure for the HRA incorporates a payment of £1.414m to the IJB for in scope services e.g. garden aid and adaptation expenditure.
- 4.4.2 The reserve balance brought forward at 1 April 2017 was £5.093m and no application from reserves is currently planned for 2017/18. The current projected level of reserves is considered to be prudent to meet future revenue and capital investment requirements. This level is in line with the Scottish average of c10% of annual expenditure.

#### **4.5 General Fund Reserves**

- 4.5.1 The Council policy on its Reserves Strategy was reviewed and approved by the Executive on 13 January 2015. In respect of the Council's Uncommitted General Fund, the policy provides for 2% of annual revenue expenditure (giving a range of £6.6m - £10.8m) to be held as a contingency against unforeseen events and emergencies. The Reserves Strategy also states that the purpose of each earmarked Reserve must be clearly understood and highlights the requirement for an agreed protocol for use which accords with the Council's priorities and can enable the use of these Reserves to better feed into the budget process. Any sums deemed surplus, should properly be returned to the Uncommitted General Fund.
- 4.5.2 Appendix 1 shows a projected balance of £10.373m at March 2018.
- 4.5.3 The following paragraphs provide an update on the expenditure and transfers in respect of the Council's reserves and earmarked funds. A summary of the transactions and balances is included at Appendix 3.

#### **4.5.4 Repairs and Renewals Fund**

The significant balances over £0.100m and the anticipated movements on the fund are detailed below. Balances below £100,000 will be reviewed to determine whether they are still required for the intended purpose or can be returned to the General Fund.

##### Roads Signage (£0.165m)

The Executive agreed on 27 September 2016 that the Council would pursue Decriminalised Parking Enforcement (DPE) in response to Police Scotland withdrawing its traffic warden service. This required the Council to formally apply to the Scottish Government seeking a Designation Order in accordance with the Road Traffic Act 1991.

As part of this process Falkirk Council was required to undertake a review of existing waiting restrictions to ensure that DPE could be properly enforced. The outcome of the review required remedial works to existing traffic signs and road markings. This work is currently underway and the £0.165m set aside will be fully utilised during the current financial year to augment existing network maintenance budgets committed for these remedial works.

#### Strategic Property Review (£0.750m)

The Council is undertaking a comprehensive review of its property assets including its leased portfolio. This is anticipated to result in withdrawal from a number of existing leases and provision for the associated removal and dilapidations costs is necessary. As a consequence a sum of £0.750m has been earmarked to assist these works. This will be kept under review pending decisions relating to those properties affected.

#### Social Work Services Properties (£0.180m)

The balance of £0.180m has been retained for revenue repairs on social work properties with £0.088m currently anticipated to be utilised this financial year.

#### Procurement (£0.102m)

During 2016/17 additional income was generated by the Procurement division through the adoption of volume rebate clauses within a range of tenders. The total unbudgeted additional income is £0.102m and was carried forward to 2017/18. This income will be utilised in 2017/18 to support the delivery of a number of spend to save procurement improvements workstreams.

#### General Fund Housing (£0.267m)

The £0.267m will be utilised in 2017/18 to upgrade the Council's hostel accommodation to help reduce future accommodation and support costs.

#### Citizens Advice Bureau (£0.111m)

In February 2015 the Executive agreed to relocate Falkirk's Citizen Advice Bureau to premises in Meeks Road. Funding of £0.203m was identified to meet the estimated fit out costs, including the contribution of £0.111m from Repairs and Renewals Fund. It is expected that a contract will be let in the next few months with a view to having a preferred bid selected by early December and work starting in January 2018.

#### Mobile & Flexible Working (£0.247m)

In December 2014 the Executive approved a project on Mobile and Flexible working. Funding has been provided to help cover the additional revenue costs required to undertake the project. It is anticipated that the £0.247m will be fully utilised in the current financial year.

#### 4.5.5 Earmarked Reserves

The position with each of the five funds is as follows:

##### Devolved Schools Management (£3.356m)

The balance on the fund at 31 March 2017 is £3.356m. A sum of £1.300m has been provisionally earmarked to offset the possibility that the refinancing savings from the NPDO schools project will not be achieved in 2017/18 as noted above in the report.

Of the remaining balance, £1.200m reflects the year end carry forward balances held at individual schools for use by headteachers and ring fenced external funding monies. A further £0.550m will be used to offset teaching costs in 2017/18 with the remaining balance of c£0.300m earmarked to help manage the expected growth and expansion in early years provision and increased demand for places from qualifying 2 year olds.

##### Economic Development (£0.369m)

The fund has £0.284m for property maintenance/dilapidations works at Meeks Road, Almond Court and Victoria Mills (Bo'ness) and £0.085m for business support/landscape Initiatives including delivery of tourism signage works.

##### Central Energy Efficiency Loan Fund (£0.507m)

The loan fund was initially established in 2004 with money provided by the Scottish Government to enable energy management projects. The Council has provisionally been awarded another £0.500m of match loan funding from Salix, a government funded company which provides grants and loans to public organisations across the UK. It is anticipated that £0.325m will be spent through the Scottish Government's Non-Domestic Energy Efficiency Framework (NDEEF) in the current financial year and the balance in 2018/19. This will be dependent upon the entire works programme having achieved a key milestone payment stage, as defined in the NDEEF arrangements. These works will improve energy efficiency and reduce costs at up to 15 non-domestic buildings, including schools, leisure centres and care homes.

##### Insurance Fund (£5.200m)

The Insurance Fund was actuarially valued in 2015, the results of which were previously advised to Members. Although the Fund is considered to be broadly healthy, it does face uncertainty in terms of future MMI claims.

##### Spend to Save (£3.136m)

The Executive previously agreed to fund the following projects

##### Baler for processing recyclates

The purchase of a baler for processing recyclates will help to ensure the Council maximises income from waste processing and offset increasing costs for managing waste. It is anticipated that funding of £0.225m will be utilised during 2017/18.

### SWIS Project Manager

A project manager has been recruited on a temporary basis to lead on the procurement, implementation and development contract of a new ICT system for Social Work Services. This system will replace the current older and limited in-house system and will offer improvements and efficiencies in business processes, data and information sharing (with Health and other partner agencies), information management, internal accounting and will augment the Council's move to promote flexible and mobile working. The estimated cost of this for a 23 month period is £80,000, with circa £40,000 required in the current financial year.

### Health & Social Care Partnership

A proposal to deliver change and c£2.1m savings across the Health & Social Care Partnership will require additional temporary staffing costing £0.325m. It is estimated that £0.140m will be utilised in the 2017/18 and the remainder in the following financial year.

Of the remaining balance funding of c£1.9m is earmarked to help cover the costs of voluntary severance, with a further c£0.6m to fund the Rehab Group proposals for the factory unit at Central Business Park and enabling Social Work staff to be trained as Mental Health Officers.

## **5. Consultation**

- 5.1 There is no requirement to carry out a consultation based on the report proposals.

## **6. Implications**

### **Financial**

- 6.1 The financial implications are detailed within the report. Overall the General Fund expenditure is £2.144m (0.6%) below the resources available and the Housing Revenue Account is on budget.

### **Resources**

- 6.2 There are no resource implications arising from the report recommendations.

### **Legal**

- 6.3 There are no legal implications arising from the report recommendations.

### **Risk**

- 6.4 There are no risk implications arising from the report recommendations.

## **Equalities**

- 6.5 EPIAs, as appropriate, were carried out as part of the Budget process which led to these Budget figures.

## **Sustainability/Environmental Impact**

- 6.6 A sustainability assessment was not required.

## **7. Conclusions**

- 7.1 Net expenditure on the General Fund is now forecast to be £329.7m which is £2.144m (0.6%) below the resources available. The projected General Fund balance for 2017/18 is £10.373m.
- 7.2 Spending within the Housing Revenue Account is in line with budget, leading to projected year-end reserves of £5.093m which will be deployed in a planned manner over time.

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Director of Corporate & Housing Services

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**Date:** 02 October 2017

## **APPENDICES**

Appendix 1 – General Fund Projected Outturn Statement 2017/18

Appendix 2 – Housing Revenue Account Projected Outturn Statement 2017/18

Appendix 3 – Repairs & Renewals Fund and Other Earmarked Reserves

## **List of Background Papers:**

**The following papers were relied on in the preparation of this report in terms of the Local Government (Scotland) Act 1973:**

- **Budget Working Papers**

## FALKIRK COUNCIL

## GENERAL FUND

## PROJECTED REVENUE OUTTURN STATEMENT 2017/18

	<b>Budget</b>	<b>Projected</b>	<b>(Fav)/ Adv</b>		<b>Previous</b>
	<b>£'000</b>	<b>Outturn</b>	<b>Variance</b>		<b>(Fav)/ Adv</b>
		<b>£'000</b>	<b>£'000</b>	<b>%</b>	<b>Variance</b>
					<b>£'000</b>
Childrens Services	182,253	183,422	1,169	0.6	740
Social Work - Adult Services	5,776	5,304	(472)	(8.2)	(567)
Development Services	28,831	28,966	135	0.5	135
Corporate & Housing Services	28,628	26,682	(1,946)	(6.8)	(1,564)
Trading Accounts	(504)	(504)	-	-	-
Provision for Budget Pressures	500	-	(500)	(100.0)	(500)
Sub - Total	245,484	243,870	(1,614)	(0.7)	(1,756)
Falkirk Community Trust	11,433	11,433	-	-	-
Valuation Board	1,215	1,215	-	-	-
Integration Joint Board	58,610	58,610	-	-	-
Employee Related Liabilities		220	220	-	-
Capital Financing Costs / Capital Charges	14,774	14,424	(350)	(2.4)	(350)
<b>NET EXPENDITURE</b>	<b>331,516</b>	<b>329,772</b>	<b>(1,744)</b>	<b>(0.5)</b>	<b>(2,106)</b>
<b>Financed By :</b>					
General Revenue Funding	202,121	202,121	-	-	-
Non-Domestic Rates	65,438	65,438	-	-	-
Net Council Tax	60,657	61,057	(400)	(0.7)	(140)
<b>NET INCOME</b>	<b>328,216</b>	<b>328,616</b>	<b>(400)</b>	<b>(0.1)</b>	<b>- 140.00</b>
<b>SURPLUS/(DEFICIT)</b>	<b>(3,300)</b>	<b>(1,156)</b>	<b>(2,144)</b>	<b>(0.6)</b>	<b>(2,246)</b>
Add : General Fund Surplus as at 1 April 2017		11,529			
Transfers (to)/from Earmarked Funds (see Appendix 3)		-			
<b>General Fund Balance as at 31 March 2018</b>		<b>10,373</b>			
Reserves Strategy Policy - Range	<b>6,600 - 10,000</b>				

<p style="text-align: center;"><b>FALKIRK COUNCIL</b></p> <p style="text-align: center;"><b>HOUSING REVENUE ACCOUNT</b></p> <p style="text-align: center;"><b>PROJECTED REVENUE OUTTURN STATEMENT 2017/18</b></p>
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	<b><u>Budget</u></b> <b>£'000</b>	<b><u>Projected</u></b> <b><u>Outturn</u></b> <b>£'000</b>	<b><u>(Fav)/ Adv</u></b> <b><u>Variance</u></b> <b>£'000</b>	<b>%</b>	<b><u>Previous</u></b> <b><u>Variance</u></b> <b>£'000</b>
Employee Expenses	6,731	5,816	(915)	(13.6)	(900)
Property Expenses	22,967	22,967	-	-	-
Transport Expenses	12	12	-	-	-
Supplies and Services	3,486	3,486	-	-	-
Third Party Payments	1,780	1,780	-	-	-
Support Services	5,070	4,752	(318)	(6.3)	(318)
Capital Charges	19,598	20,798	1,200	6.1	1,225
Sub-Total	59,644	59,611	(33)	(0.1)	7
Integration Joint Board	1,414	1,414	-	-	-
Compensatory Lump Sums	-	-	-	-	-
Gross Expenditure	61,058	61,025	(33)	(0.1)	7
Income	61,058	61,025	33	0.1	(7)
<b>Surplus/(Deficit)</b>	<b>-</b>	<b>-</b>	<b>-</b>		<b>-</b>
Add: Surplus brought forward at 1 April 2017		5,093			
Projected Surplus at 31 March 2018		5,093			



**ANALYSIS OF REPAIRS & RENEWALS FUND**

<b>Service</b>		<b>Balance 01/04/2017 £'000</b>	<b>Spend £'000</b>	<b>Transfers £'000</b>	<b>Balance 31/03/2018 £'000</b>
Development	Roads	80	-	-	80
	Roads - Signage	165	(165)	-	-
	Strategic Property Review	750	-	-	750
	Crematorium	76	-	-	76
	Birkhill Mine Demolition	38	-	-	38
	Pavilion Improvement	50	-	-	50
Social Work	Older People's Accommodation	180	(88)	-	92
Corp & Housing	Printworks	48	(4)	-	44
	Procurement	102	(102)	-	-
	General Fund Housing	267	(267)	-	-
	Citizens Advice Bureau	111	(111)	-	-
	Travelling Peoples Site	35	(35)	-	-
	Municipal Buildings Lift Repair	2	(2)	-	-
	Mobile & Flexible Working	247	(247)	-	-
<b>TOTAL</b>		<b>2,151</b>	<b>(1,021)</b>	<b>-</b>	<b>1,130</b>

**ANALYSIS OF EARMARKED RESERVES**

<b>Description</b>	<b>Balance 01/04/2017 £'000</b>	<b>Spend £'000</b>	<b>Transfers £'000</b>	<b>Balance 31/03/2018 £'000</b>
Devolved Schools Management*	3,356	-	-	3,356
Economic Development	369	-	-	369
Central Energy Efficiency	507	(325)	-	182
Insurance	5,200	-	-	5,200
Spend to Save	3,136	(405)	-	2,731
<b>TOTAL</b>	<b>12,568</b>	<b>(730)</b>	<b>-</b>	<b>11,838</b>

<b>OVERAL TOTAL</b>	<b>14,719</b>	<b>(1,751)</b>	<b>-</b>	<b>12,968</b>
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\*As noted in the report, £1.3m has been provisionally earmarked to offset the possibility that the savings from the refinancing of the NPDO schools project will not be achieved in 2017/18.



The background of the slide features a large, light blue watermark of the City of Vancouver's coat of arms. The crest includes a crown at the top with four maple leaves, a shield divided into four quadrants (top-left: a ship, top-right: a stag, bottom-left: a ship, bottom-right: an eagle), and a banner at the bottom with the motto 'CITY OF VANCOUVER'.

# **AGENDA ITEM**

**8**

**Revenue Budget  
2018/19 and 2019/20**

**Falkirk Council**

**Title:** Revenue Budget 2018/19 and 2019/20  
**Meeting:** Executive  
**Date:** 17 October 2017  
**Submitted By:** Director of Corporate & Housing Services

**1. Purpose of Report**

- 1.1 This report takes forward the two year Revenue Budget process and in particular presents in the attached templates savings options identified to date by officers.

**2. Recommendations**

**2.1 The Executive is invited to note:**

- 1) a report dealing with years 3 – 5 of the Medium Term Financial Plan will be presented to Members later this financial year [para 4.1.4];
- 2) the potential impact on the workforce if the options being consulted on were to subsequently be agreed [para 4.2.1];
- 3) discussions will continue with Trade Unions on Terms & Conditions [para 4.2.4];
- 4) the Budget savings options identified by Officers in the appended templates and that these will be the subject of consultation with stakeholders [section 4.3]; and
- 5) that Officers be directed to continue to research further savings options which can be brought before Members later in the Budget process [section 4.3];

**3. Background**

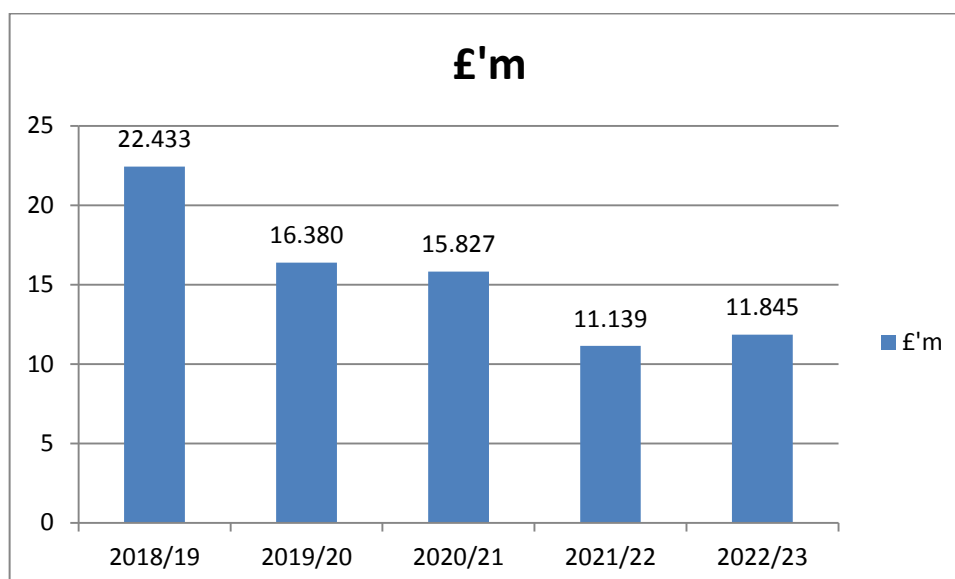
- 3.1 A report on the Revenue Budget and Medium Term Financial Picture was considered by Council at its meeting on 28 June. Council agreed the progression of a two year Revenue Budget within the context of the new Corporate Plan and Council of the Future agenda.
- 3.2 That meeting of Council also agreed that the Member Budget Working Group be reconvened. In the interim the Group has met twice.

- 3.3 At its meeting on 20 September, Council approved the Corporate Plan 2017-2022 and also considered a report on the Council of the Future.

## 4. Considerations

### 4.1 Context

- 4.1.1 Audit Scotland has regularly criticised councils generally and Falkirk specifically, for needing to do more on setting clear priorities and aligning them with financial planning processes. With the recent approval of the five year Corporate Plan the Council has now determined eight priorities. These will now need to be factored into the Budget processes going forward and the format of the attached template reflects this.
- 4.1.2 The report on Council of the Future to Council in September 2017 noted that much of this transformation agenda is about redesigning services end to end from a customer perspective by putting in place technologies to make these customer journeys more streamlined and efficient. Council of the Future is also geared to deliver significant budget savings and these will be captured in both the years one & two frame and subsequent years as an integral part of the Medium Term Financial Plan (MTFP). Council of the Future savings identified so far are c.£13.1m in 2018/19 and c.£4.7m in 2019/20.
- 4.1.3 A specific and significant piece of work which will feed into the Budget process is the Strategic Property Review. In essence, this Review has found that the Council has too many properties; these are costly and no longer affordable and, moreover, are not best configured for effective service delivery. This in turn will need to link and interface with the emergent Locality Planning approach and the impact of the Community Empowerment agenda.
- 4.1.4 A Medium Term Financial Picture was presented to Council on 28 June. Its central financial projections of annual Budget gaps are presented in the bar chart below.



The report noted that these projected gaps represented one part of the MTFP. To complete the MTFP, however, what is needed is how these financial gaps between resources and desired spend will be bridged. Unfortunately, the Scottish Government has indicated that they will continue to submit only a one year Budget for 2018/19, which is not conducive to Councils' medium term planning. The two year Budget process considered in section 4.3 of this report will address the first two years of the MTFP. Officers will bring proposals before Members later in the financial year dealing with the latter three years of the MTFP.

4.1.5 The Fraser of Allander Institute has released its annual briefing on Scotland's Budget. Some of the key content from the briefing is set out below:-

- Scotland faces considerable public spending restraint in the years to come. Their central scenario shows the Scottish Government resource budget falling by 2.3% in real terms by 2021, while the pessimistic and optimistic scenarios are 3.8% and 1.2% respectively.
- The non-education elements of local government are the largest part of the budget which could be categorized as non-protected. Non protected service areas could face cuts of between 9-14% over this parliamentary term i.e. by 2020/2021.
- Pressures are not just restricted to the near term. With an ageing population and rising health costs more money will be needed for the health service just to stand still.
- Continuing as before is not an option if Scotland's devolved budget is to be sustainable in the long term.

The briefing serves to reinforce the challenges facing Councils and also, interestingly, chimes with what Falkirk Council has done in terms of preparing medium term financial planning scenarios based on central/optimistic/pessimistic assumptions. Moreover, there is the recognition that the status quo is not viable and that radical change is essential.

4.1.6 Also on the agenda for this meeting is the latest financial projection for 2017/18 and this estimates a year-end general fund reserve balance of £10.4m, relative to the strategy range of £6.6m-£10.8m. Members have regularly been given cautionary and prudent advice with respect to the deployment of reserves to help achieve a balanced budget. Notably, reserves can only be deployed once and, "using reserves to support services in the short term is not sustainable unless they are used to support service transformation and generate future savings".

## 4.2 Workforce

4.2.1 As explained in Section 4.3, the options presented to Members to date include a reduction in workforce numbers of 246 FTE. Whilst these options are being presented to Members at this stage to enable consultation to be undertaken, this projected level of impact on the workforce, if such options were subsequently to be agreed, is always difficult. For Members' information, from 31 March 2014 to 31 March 2017, the Council's workforce has reduced by c7%.

4.2.2 Work continues to be undertaken on workforce changes, with a view to implementing these by voluntary methods as far as possible. For those reductions made to date, this has been achieved using the following methods:-

- Deleting vacant posts;
- Ending temporary contracts;
- Monitoring vacancy management;
- Using any other voluntary method that can be agreed with the employee group;
- Offering voluntary service.

Given however, the projected financial position, it has been necessary to consider options which include further reductions in workforce spend. The aim will be to continue to achieve these by the above voluntary methods although Members will note from the templates in Appendix 1, that this is becoming increasingly difficult.

4.2.3 To ensure full engagement with employees through this process, employees who work within those areas of service delivery in which options have been presented, have received where possible a briefing on the option to ensure they understand what this could mean if it were to subsequently be agreed. In addition, further information will be shared with employees on the decision of Members in considering this report, to ensure all Council employees have the opportunity to be advised on the options and to comment on these. Trade Unions have also received an update on the Council's budget position from officers. In addition, a Tripartite meeting has been held to ensure that the Trade Unions have had the opportunity to discuss the approach being taken.

4.2.4 Members will also note that as part of the options being considered to address the projected budget gap, there is an option that c£1.5m of this be funded through changes to terms and conditions. Members will be aware of previous discussions in this regard which did not result in any agreement with Trade Unions to achieve this saving. This option has been highlighted to the Trade Unions and subject to this being agreed by Members as an area they wish officers to take forward, discussion will commence with Trade Unions on how this may be progressed.

- 4.2.5 For Members' information, in line with the Council's workforce strategy, Service workforce plans and a Council wide plan have been developed to take account of projected changes in workforce. A copy of the executive summary of the Council wide workforce plan is attached as Appendix 2. this will require to be updated to reflect any decisions taken by Members on the budget options.

#### 4.3 Budget 2018/19 and 2019/20

##### Budget Gaps

- 4.3.1 The overall medium term position is reflected at paragraph 4.1.4 and the Revenue Budget position for the forthcoming two financial years is captured at Appendix 3. This shows projected gaps of £22.4m for 2018/2019 and £16.4m for 2019/2020. Since these figures were presented to Council in June there has been several developments that are likely to impact on these projections:-
- a) The removal, of the public sector pay cap. Staff remuneration is the Council's largest cost category.
  - b) The Barclay review on non domestic rates and the Scottish Government's response. Were the rates relief on Falkirk Community Trust properties to be removed there would be an additional rates cost of £1.2m. The Scottish Government has decided to defer its position on this until later in the year.
  - c) The £130m provided to local government in a very late enhancement to the 2017/2018 revenue support grant settlement was expected to be base-lined, but the Scottish Government has now advised that this will not be the case. Falkirk's share of this was £3.8m.
  - d) The context of the Fraser of Allander Institute paper as outlined at paragraph 4.1.5.

It is not yet clear how variables a) to c) will impact on the bottom line gaps and in consequence it is not proposed at this stage to adjust these projections. Having said that, the risk of their impact is on the downside and Council should be very much mindful of this. In particular, the amount of savings options must be expanded to cover this risk.

- 4.3.2 The Budget Gap Statement (Appendix 3) sets out the main sources whereby the Budget Gaps may be bridged. It is emphasised that this is a snapshot in time and very much work-in-progress. This is evidenced by the comments above relating to the need to expand the number of savings options and the position for year 2 where there is £4.591m still to be identified to close the gap of £16.4m, with a similar additional sum to be found so that Members have genuine options to choose from.
- 4.3.3 Bridging elements in the Gap Statement also includes the Integration Joint Board (IJB) and Falkirk Community Trust (FCT). The c£4m contributions shown for the IJB are the estimated maximum that it is expected the Scottish Government will allow, consistent with the approval applied in 2017/2018.



With respect to the Trust, it is important that Members note that the £1.5m contributions shown are predicated on Members agreeing to a staged and strategic reduction in the Council subsidy. This, however, needs to be placed in the context of FCT being the biggest area of discretionary spend so that Members can see all their options in the round. Both the IJB and FCT will submit business plans for Members' consideration in November and in the interim it is expected that the Member Budget Working Group will wish to explore the position with both these independent bodies.

- 4.3.4 Reference to Terms and Conditions has been made at section 4.2 and for Reserves at para 4.1.6. The Council's own Service savings options are considered in the next section.

#### Service Savings Options

- 4.3.5 Service savings options identified to date by officers are set out in a standard format in the templates appended. The position is summarised in the following table:-

	2018/19			2019/20			
Services	£000	% *	FTE	£000	% *	Savings Target	FTE
Children's Services	6,114	4.0	94.5	1,882	1.3	10,780	-
Development Services	4,997	17.5	50.32	822	3.5	1,760	18.17
Corporate & Housing Services	2,884	9.8	53.5	2,085	7.8	1,930	29.9
	13,995		198.32	4,789		14,470	48.07
Estimated Budget Gap	22,400			16,380			

\* % of Service adjusted budget.

The savings across all 3 Services are also ranked by value in the appendix.

- 4.3.6 Identifying savings options has proved to be a particularly challenging task when set against the cumulative Budget gaps of £100m+ that have had to be bridged over the past decade. Consequently, to help identify yet further and significant savings, several approaches have been harnessed:-
- Services were asked to identify all feasible options
  - Services were then set a target relative to their (adjusted) budget for year 2 (2019/20)
  - A focus on the top 20 areas of spend
  - Spend that is underpinned by a statutory requirement relative to spend that is discretionary

The target in b) was derived from the size of the anticipated aggregate savings needed. Service budgets were adjusted for known significant spend components over which they had no real control. This resulted in a more realistic target, albeit an extremely challenging one and this is evident in the content in the attached templates.

- 4.3.7 It will be apparent from the figure at para 4.3.5 that Children's Services as the Council's largest Service has not yet managed to identify savings consistent with its target. This does mean that significantly disproportionate pressure is then put on the other Services, with important consequences for service delivery in these areas. This is a recurrent and indeed non sustainable theme in the Council's Budget setting over a number of years.
- 4.3.8 As already noted, the savings identified so far are a work-in-progress, both in terms of further work being required on these and for the need in the coming months to identify significantly more savings options.

#### Engagement with Stakeholders

- 4.3.9 The Council's approach will continue to be transparent about the options being considered well in advance of the Budget setting meeting in February. Flowing from today's meeting, information will be made available to the public about the savings options the Council will be considering. A range of channels will be used, including the Council's website, Falkirk Council News, social media and the Citizens' Panel. There will also be engagement via Community Councils and Parent Teacher Councils for Education. The IJB will undertake consultation with service users, carers and key stakeholders. The purpose of this activity is to engage with the public around the Budget and help them understand the context in which difficult decisions will have to be made.
- 4.3.10 As noted in section 4.2, engagement will also take place with staff and trade unions.
- 4.3.11 It is important that the Council has a clear and consistent [subject to external events] message that is conveyed to all the Council's stakeholders via the various channels available. It is anticipated that this message reflects the following key strands: -
- As the Corporate Plan notes, over the next 5 years approximately a quarter of the Council's Budget will be lost.
  - Some services that the community have become used to over the years, are no longer affordable and will disappear or greatly reduce. The Council will need to focus on what is most needed and valued by its communities.
  - The Council will be transformed in that it will be smaller, delivering fewer services and in a different way, more efficient, harnessing digital and self service.
  - A major mitigating and indeed potentially redemptive element, is a radically new relationship with partners, the Third Sector and most critically of all, our communities, who have the potential to be empowered to significantly fill this vacuum and have services better geared to their real local needs.
  - These changes now need to happen quickly.

4.3.12 Equality and Poverty Impact Assessments (EPIA) are an important aspect of the Council's budget process and involve assessing the impact that any changes to services will have and taking steps to mitigate this if required. These assessments will be taken forward by Services and will involve engagement with service users for each of the budget savings proposals. In line with guidance the EPIA process will seek to identify impacts and any mitigation that can be brought to bear to reduce potential impacts. The outcomes of these exercises will be fed into the budget process so that Members are fully informed about the potential impact before any final decisions are made in February 2018.

#### 4.4 Looking Forward

4.4.1 The Scottish Government has announced that their Budget will be presented to Parliament on 14 December 2017 following the UK Chancellor's Budget on 22 November 2017. This is a critical stage in the Council's own Budget process, as that is when the funding picture, and most importantly the revenue support grant figure is publicized. As became evident during the Scottish Government's 2017/18 Budget process, it needs to be agreed by Parliament and that can and did, lead to late and significant changes. A report will be prepared for Council after the Scottish Government Budget is announced.

4.4.2 It is evident that there is a very challenging timeframe between the announcement of the Scottish Government Budget, and the issuing of an agenda for a February Council Budget meeting, particularly when the festive period shutdown is factored in. Consequently, savings options need to be developed ahead of the Grant Settlement announcement to ensure the options are fit for purpose in terms of allowing informed decision making by Members.

4.4.3 Council will also receive the business plans, with savings proposals, for both the Integration Joint Board and Falkirk Community Trust in December 2017. That will afford the Council the opportunity to make comment and give feedback so that these bodies can consider this through their respective corporate governance processes. That in turn will help facilitate the Council reaching final decisions in February 2018 at its Budget meetings.

4.4.4 In the interim, officers will continue to develop existing and identify new savings options. It is anticipated that the Member Budget Working Group will play a key role in reviewing the savings options in some detail. The EPIA process will be progressed and appropriate engagements and consultations will be undertaken with stakeholders.

4.4.5 As noted at paragraph 4.1.4 a report will also be brought back to Members on how years three – five of the Medium Term Financial plan might be tackled.

- 4.4.6 Members are advised that there are also parallel Budget workstreams progressing with respect to the General Services Capital Programme and HRA for both revenue (rents) and capital.

## **5. Consultation**

- 5.1 Engagement will be conducted with stakeholders as the Budget process progresses.

## **6. Implications**

### **Financial**

- 6.1 Preparation of a balanced Budget and compliance with it thereafter is a cornerstone of the Council's corporate governance obligations.

### **Resources**

- 6.2 There are significant resources required to prepare the Budget and the ultimate Budget decisions taken by Members will of themselves impact on resources.

### **Legal**

- 6.3 No legal implications arise from the report recommendations, other than to note that it is a legal requirement to set a balanced Budget before the statutory deadline date in March (albeit it is not invalid merely because it is set on or after that date).

### **Risk**

- 6.4 There are no particular risk implications arising from this report.

### **Equalities**

- 6.5 Preparation of Equality & Poverty Impact Assessments (EPIAs) are an integral part of the Budget process.

### **Sustainability/Environmental Impact**

- 6.6 This will be considered as part of the evaluation of savings options.

## **7. Conclusions**

- 7.1 This report updates Council on the landscape impacting on the preparation of the 2018/19 and 2019/20 Revenue Budget. The position remains uncertain, particularly until the announcement of the Council's Revenue Support Grant on 14 December 2017.
- 7.2 The report and attached templates bring formally to Members' attention the first tranche of Budget savings options identified by Officers. This will allow necessary EPIAs and consultations to be pursued and thus inform Member decision-making later in the Budget cycle. As noted in the report, considerably more savings options require to be identified. A further report will be presented to Council in December.
- 7.3 Work will continue to ensure that Members have sufficient fit for purpose options to allow the statutory requirement of a balanced Budget to be achieved in February 2018.
- 7.4 Given the cumulative scale of Budget gaps Members have had to address over the past decade, it is inevitable that many of these savings options will be very unpalatable and Members should prepare themselves for the very difficult decisions that they necessarily will have to take to secure the statutory requirement of a balanced Budget. There will need to be a critical focus on the areas of Council spend which are discretionary.
- 7.5 The information contained in this report makes it very clear that the shape of the Council in terms of its size, range of services it delivers and how these services will be delivered, needs to radically change. A large part of the challenge will involve effective communication with stakeholders and finding new and creative ways to work with all stakeholders and not least the community.

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Director of Corporate & Housing Services

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**Date:** 09 October 2017

### **Appendices:**

- 1) List of officer savings options with summaries**
- 2) Workforce Plan**
- 3) Budget Gap Statement 2018/19 and 2019/20**

Appendix 1

SAVINGS RANKED IN DESCENDING ORDER BY VALUE

REF	DESCRIPTION	2018/19	
		AMOUNT £'000	FTE
CS5	CL&D - Closure of Community Education Centres	1,511	37.00
CS29	Secondary Senior Phase Review	1,250	40.00
CS27	Strategic Service Review of Children & Families	875	
DV33	Remove Bus Subsidies	719	
CHS003	Staff Savings - Finance	494	13.50
DV34	Closure of Employment & Training Unit	490	10.00
CHS001	Staff Savings - Human Resources & Business Transformation	450	18.00
DV14	Charge for Brown Bin Collection	433	(7.00)
DV9	Reduction in bus subsidies	352	
CHS002	Staff Savings - General Fund Housing	325	10.00
CHS011	Fairer Falkirk	300	
CHS021	Procurement	300	
DV18	Free Special Uplift	300	6.00
CS24	Review of C & F Social Work Staff	290	7.00
CS21	Reduce reliance on Out of Authority Residential Care Provision	275	
DV38	Smart Working - Smart Travel	250	
CHS014	Promoting a Fairer Falkirk through digital Inclusion	243	
CS15	General Budget Rebasng	237	
DV10	Reduction in Employment and Training Unit Services	205	4.00
DV35	Removal of whole Community Safety Service	203	5.00
CHS004	Staff Savings - Governance	200	4.20
CS11	SFLA's Primary School – Alignment of Core Working Week	200	
DV3	Reduce the opening hours at the household waste recycling centres	200	10.00
DV5	Ban Vans from using Household Waste Recycling Centres	200	
DV26	Reduction in Roads Maintenance budget	200	2.00
DV29	Reduction in Street Cleansing	200	3.00
DV20	Fortnightly Brown Bin Collection - April to September	166	6.00
CS14	Breakfast Clubs - Cease Provision	155	
DV30	Remove all Christmas Light provision	150	-
CS4	Public Toilets / APCs	138	1.00
CS16	Community Halls - Transfer/Closure programme	110	
CS25	Management of Early Year Provision	100	
CS26	NPDO Charity Board	100	
DV17	Community Wardens	100	
DV19	Waste Collection in Flatted Properties	100	
DV27	Remove all flower bedding and baskets	100	2.00
DV28	Fuel rebasing exercise	100	-
DV31	Reduction in Employment & Training Unit Services	100	2.00
CS2	Home to School Transport (Secondary)	94	
CHS015	Internal Audit - Income from Clackmannan	90	
CS8	HQ Staffing Reductions – ASN Outreach	90	3.00
CHS007	CCTV	75	
CS13	Music Instructors	75	2.00
CS17	Foodbank Projects	75	
CS18	Early Years Stop all non-statutory childcare	75	
CS6	Children & Families Social Work Staff	70	1.50

CS22	Reduction of Holiday Activity Programmes for Children with Disabilities	70	
CS20	Review of Social Work Offices & Teams	70	
CS1	Home to School Transport (P1 – P3 Only)	62	
CHS005	Staff Savings - Policy, Technology & Improvement	58	2.00
CS3	Price Increases (School Meals and Childcare Charges)	55	
DV21	Free after Three	53	
CHS006	Staff Savings - Procurement	50	1.00
CHS016	Sheriff Officer Income	50	
DV32	Planning & Economic Development - Miscellaneous Savings	50	
CHS022	Falkirk Homeless Project - Equipment	48	
CHS017	Restrict Cash Collection (3 hours per day 3 Offices)	40	1.50
CS23	Independant Review arrangements for Looked After at Home Children	40	1.00
DV15	Reduction in Activity of Community Safety Team	40	3.00
CHS008	HR & Payroll System - removal of paper forms	34	1.50
CHS023	Licensing - Revise fee assumptions	34	0.40
DV4	Increase Charges for Special Uplifts	30	
DV6	Reduction in School Crossing Patrols	30	1.82
DV7	Reduction in Support for Economic Development, Growth and Investment	30	
DV13	Reduce the number of new/replacement bus shelters	30	
CS9	HQ Staffing Reductions:- Curriculum Support Team	29	1.00
CS10	Secondary Schools - Review of Janitorial Provision	28	1.00
CHS009	Stop retrospective Disclosure and PVG checks	27	1.00
DV36	Growth & Investment	27	
CS7	School Meals -(Special School Sector)	25	
DV8	Reduction in Support for Economic Development, Tourism	21	
DV1	Review of Pest Control Service	20	1.00
DV22	CCTV Surveillance	20	
DV2	Reduce Countryside Ranger Service	17	1.00
DV23	Larger Street Bins	16	
CHS012	Registration Property Costs	15	
CHS013	Remove provision for by-elections	15	
CS12	Community Lets	15	
DV25	Forest Estate Plan	15	
CHS018	Running Costs for Willow House	13	
CHS032	Reduce/ stop number of editions of Falkirk Council News	10	
DV11	Reduce Shopmobility Service	10	
DV24	Bo'ness Community Bus	10	
DV37	Removal of Pest Control Services	10	0.50
CHS010	Reduction in recruitment and advertising support	8	0.40
CHS025	Democratic Services - Review charges to external bodies	5	
		<b>13,995</b>	<b>198.32</b>

# SAVINGS RANKED IN DESCENDING ORDER BY VALUE

REF	DESCRIPTION	2019/20	
		AMOUNT £'000	FTE
CS28	Children & Families Strategic Service Review	1,000	
CS29	Secondary Senior Phase Review	750	
CHS011	Fairer Falkirk	568	
CHS021	Procurement	300	
DV33	Remove Bus Subsidies	240	
CHS031	Customer & Business Support - eliminate manual input of timesheet and develop systems for input	236	11.00
DV35	Community Safety	200	5.00
DV38	Smart Working/Smart Travel	150	
CHS030	Reduce call handling in Contact Centre	143	6.20
CS19	Small Primary Schools Amalgamations	132	
DV34	Close the Employment Training Unit	123	14.17
CHS005	Staff Savings - Policy, Technology & Improvement	120	4.00
CHS033	Further savings from contract management	100	
CHS001	Staff Savings - Human Resources & Business Transformation	92	2.10
CHS003	Staff Savings - Finance	90	3.00
CHS026	COSLA Fee	90	
CHS004	Staff Savings - Governance	80	2.00
CHS016	Sheriff Officer Income	80	
CHS007	CCTV	70	
DV16	Parking Charges at Larbert and Polmont Stations	42	(1.00)
DV15	Reduction in Activity of Community Safety Team	40	-
CHS027	HR Operations - stop support for discipline & capability cases	33	1.00
CHS032	Reduce/ stop number of editions of Falkirk Council News	20	
CHS029	Stop support for redeployment	18	0.60
DV2	Reduce Countryside Ranger Service	18	
CHS019	Remove 10% second homes discount	15	
CHS028	Reduce corporate training budget	10	
CHS020	E-billing postal savings	10	
CHS024	Elections	10	
DV12	Parking Charges at Falkirk High Station	9	
		<b>4,789</b>	<b>48.07</b>



## CHILDREN'S SERVICES

### SAVINGS RANKED IN DESCENDING ORDER BY VALUE

REF	DESCRIPTION	2018/19	
		AMOUNT £'000	FTE
CS5	CL&D - Closure of Community Education Centres	1,511	37.0
CS29	Secondary Senior Phase Review	1,250	40.0
CS27	Strategic Service Review of Children & Families	875	
CS24	Review of C & F Social Work Staff	290	7.0
CS21	Reduce reliance on Out of Authority Residential Care Provision	275	
CS15	General Budget Rebasing	237	
CS11	SFLA's Primary School – Alignment of Core Working Week	200	
CS14	Breakfast Clubs - Cease Provision	155	
CS4	Public Toilets / APCs	138	1.0
CS16	Community Halls - Transfer/Closure programme	110	
CS25	Management of Early Year Provision	100	
CS26	NPDO Charity Board	100	
CS2	Home to School Transport (Secondary)	94	
CS8	HQ Staffing Reductions – ASN Outreach	90	3.0
CS13	Music Instructors	75	2.0
CS17	Foodbank Projects	75	
CS18	Early Years Stop all non-statutory childcare	75	
CS6	Children & Families Social Work Staff	70	1.5
CS22	Reduction of Holiday Activity Programmes for Children with Disabilities	70	
CS20	Review of Social Work Offices & Teams	70	
CS1	Home to School Transport (P1 – P3 Only)	62	
CS3	Price Increases (School Meals and Childcare Charges)	55	
CS23	Independant Review arrangements for Looked After at Home Children	40	1.0
CS9	HQ Staffing Reductions:- Curriculum Support Team	29	1.0
CS10	Secondary Schools - Review of Janitorial Provision	28	1.0
CS7	School Meals -(Special School Sector)	25	
CS12	Community Lets	15	
		<b>6,114</b>	<b>94.5</b>

## CHILDREN'S SERVICES

### SAVINGS RANKED IN DESCENDING ORDER BY VALUE

REF	DESCRIPTION	2019/20	
		AMOUNT	FTE
		£'000	
CS28	Children & Families Strategic Service Review	1,000	
CS29	Secondary Senior Phase Review	750	
CS19	Small Primary Schools Amalgamations	132	
		<b>1,882</b>	<b>0</b>

### Budget Savings Options 2018/19 & 2019/20

<b>Service:</b>	Children's Services			
<b>Division:</b>	Property and Forward Planning			
<b>Savings Title:</b>	Home to School Transport (P1 – P3 Only)			
<b>Saving Reference:</b>	CS1			
<b>Estimated Savings:</b>	<b>2018/19 £000's</b>	<b>2019/20 £000's</b>		
	62	0		
<b>Estimated FTE Impact:</b>	0	0		
<b>Commentary:</b>				
<p><b>Home to School Transport (Primary P1-P3 Only):</b> Change free travel distance entitlement from 1 to 2 miles for primary schools.</p> <p>Option 1: Effect the change in full (wef Aug18)</p> <p>Option 2: Phase the change in for new P1's only, (so this would only affect the P1 cohorts starting from August 2017 onwards).</p>				
<b>Summary Provisional EPIA Assessment: (tick relevant box)</b>		<b>H</b>	<b>M</b>	<b>L</b>
			✓	
<p><b>If Option 1 selected:</b> Impact on some of the pupils who currently receive free home to school transport.</p> <p>Primary School Roll = 12,161 Current number of distance entitled pupils = 755 (6%) The number of pupils potentially affected by this change = 535. (71% of those currently distance entitled).</p> <p>If Option 2 is selected: Average P1 intake = 1,750 Number of new P1 pupils expected to be affected = 75.</p> <p>This proposal would need an Equality and Poverty Impact Assessment (EPIA). It's not anticipated that there would be a disproportionate impact on any protected groups.</p>				
<b>Risk Saving won't be delivered: (tick relevant box)</b>		<b>R</b>	<b>A</b>	<b>G</b>
			✓	
<p>Public consultation required. Savings shown are based on Option 1.</p> <p>National Statutory Distance Entitlement (Primary) = Pupils aged up to 8yrs : 2m miles; and pupils aged over 8 yrs : 3 miles.</p>				
<b>Impact on Council Priorities: (tick relevant box)</b>		<b>R</b>	<b>A</b>	<b>G</b>
				✓
People – Reducing the impact of poverty on children and their families				

### Budget Savings Options 2018/19 & 2019/20

<b>Service:</b>	Children's Services			
<b>Division:</b>	Property and Forward Planning			
<b>Savings Title:</b>	Home to School Transport (Secondary)			
<b>Saving Reference:</b>	CS2			
<b>Estimated Savings:</b>	<b>2018/19 £000's</b>	<b>2019/20 £000's</b>		
	<b>94</b>	<b>0</b>		
<b>Estimated FTE Impact:</b>	<b>0</b>	<b>0</b>		
<b>Commentary:</b>				
<p><b>Home to School Transport (Secondary):</b> Change free travel distance entitlement from 2 to 3 miles for Secondary School pupils in line with the National statutory position.</p> <p>This change could be implemented from August 2018.</p>				
<b>Summary Provisional EPIA Assessment: (tick relevant box)</b>		<b>H</b>	<b>M</b>	<b>L</b>
			✓	
<p>Impact on some of the pupils who currently receive free home to school transport.</p> <p>Secondary School Roll (15/16) = 8,598            Current number of distance entitled pupils = 2210 (26%)            The number of pupils potentially affected by this change = 890 (40% of those currently distance entitled)</p> <p>This proposal would need an Equality and Poverty Impact Assessment (EPIA). It's not anticipated that there would be a disproportionate impact on any protected groups.</p>				
<b>Risk Saving won't be delivered: (tick relevant box)</b>		<b>R</b>	<b>A</b>	<b>G</b>
			✓	
<p>Public consultation required.</p> <p>National Statutory Distance Entitlement = 3 miles (Secondary).</p> <p>This does not affect Secondary aged pupils who attend Carrongrange or any other Special School Establishment.</p>				
<b>Impact on Council Priorities: (tick relevant box)</b>		<b>R</b>	<b>A</b>	<b>G</b>
				✓
<p>People – Reducing the impact of poverty on children and their families</p>				

### Budget Savings Options 2018/19 & 2019/20

<b>Service:</b>	Children's Services			
<b>Division:</b>	Building Services and Childcare Provision			
<b>Savings Title:</b>	Price Increases (School Meals and Childcare Charges)			
<b>Saving Reference:</b>	CS3			
<b>Estimated Savings:</b>	<b>2018/19 £000's</b>	<b>2019/20 £000's</b>		
	55	0		
<b>Estimated FTE Impact:</b>	0	0		
<b>Commentary:</b>				
<p><b>Price Increases:</b></p> <ul style="list-style-type: none"> <li>• School Meals: 10p (Apr18).</li> <li>• Childcare Charges: 15p/hr (Jul18)</li> <li>• Lets Charges: Under 18s/Afterschool Childcare up by £1, Others 5% (Aug18)</li> </ul>				
<b>Summary Provisional EPIA Assessment: (tick relevant box)</b>		<b>H</b>	<b>M</b>	<b>L</b>
			✓	
<p>Price increases may impact on the demand for services.</p> <p>Pupils who are Free Meal Entitled will not be affected.</p> <p>This option would require a full Equality and Poverty Impact Assessment (EPIA). It is likely to have a medium to high impact on protected groups.</p>				
<b>Risk Saving won't be delivered: (tick relevant box)</b>		<b>R</b>	<b>A</b>	<b>G</b>
			✓	
<p>Public consultation required.</p>				
<b>Impact on Council Priorities: (tick relevant box)</b>		<b>R</b>	<b>A</b>	<b>G</b>
			✓	
<p>People – Reducing the impact of poverty on children and their families</p>				

### Budget Savings Options 2018/19 & 2019/20

<b>Service:</b>	Children's Services			
<b>Division:</b>	Buildings Services			
<b>Savings Title:</b>	Public Toilets / APCs			
<b>Saving Reference:</b>	CS4			
<b>Estimated Savings:</b>	<b>2018/19 £000's</b>	<b>2019/20 £000's</b>		
	<b>138</b>	<b>0</b>		
<b>Estimated FTE Impact:</b>	<b>1.0</b>	<b>0</b>		
<b>Commentary:</b>				
<p><b>Public Toilets / APCs:</b> Closure of all existing facilities.</p> <p>Option 1: Close 4 remaining Public Toilets (Blackness, Bo'ness, Falkirk, Grangemouth) £138k.  Option 2: Close 3 and leave Blackness open £118k.</p>				
<b>Summary Provisional EPIA Assessment: (tick relevant box)</b>		<b>H</b>	<b>M</b>	<b>L</b>
Service will no longer be available.  This proposal would need a full Equality and Poverty Impact Assessment (EPIA) as it will impact on older and pregnant people.			✓	
<b>Risk Saving won't be delivered: (tick relevant box)</b>		<b>R</b>	<b>A</b>	<b>G</b>
No risks identified.				✓
<b>Impact on Council Priorities: (tick relevant box)</b>		<b>R</b>	<b>A</b>	<b>G</b>
Place – Promoting vibrant town centres				✓

### Budget Savings Options 2018/19 & 2019/20

<b>Service:</b>	Children's Services			
<b>Division:</b>	Community Learning & Development			
<b>Savings Title:</b>	CL&D Closure of Community Education Centres			
<b>Saving Reference:</b>	CS5			
<b>Estimated Savings:</b>	<b>2018/19 £000's</b>	<b>2019/20 £000's</b>		
	<b>1,511</b>	<b>0</b>		
<b>Estimated FTE Impact:</b>	<b>37.0</b>	<b>0</b>		
<b>Commentary:</b>				
<p><b>Community Learning &amp; Development:</b></p> <p>CL&amp;D: (1) Close all 12 x CE Centres and stop all service delivery in i. Adult Learning ii. Youth Work (inc support for schools clusters) iii. Family Learning; (2) Consider transfer of all 12 Community Education Centre.</p>				
<b>Summary Provisional EPIA Assessment: (tick relevant box)</b>		<b>H</b>	<b>M</b>	<b>L</b>
			✓	
<p>Service will no longer be available.</p> <p>This proposal would need an Equality and Poverty Impact Assessment (EPIA).</p>				
<b>Risk Saving won't be delivered: (tick relevant box)</b>		<b>R</b>	<b>A</b>	<b>G</b>
			✓	
<p>Compulsory redundancy is likely to be necessary.</p>				
<b>Impact on Council Priorities: (tick relevant box)</b>		<b>R</b>	<b>A</b>	<b>G</b>
			✓	
<p>Partnership – Empowering and enabling people to be self-reliant.</p>				

**Budget Savings Options 2018/19 & 2019/20**

<b>Service:</b>	Children's Services		
<b>Division:</b>	Social Work		
<b>Savings Title:</b>	Children & Families Social Work Staff		
<b>Saving Reference:</b>	CS6		
<b>Estimated Savings:</b>	<b>2018/19 £000's</b>	<b>2019/20 £000's</b>	
	<b>70</b>	<b>0</b>	
<b>Estimated FTE Impact:</b>	<b>1.5</b>	<b>0</b>	
<b>Commentary:</b>			
<p><b>Children &amp; Families Social Work – Reduction in Staff / Teams:</b></p> <p>Delete 1.5 Vacant posts within the Service. These posts have been vacant for some time and incur no compulsory redundancies.</p> <p>Although these posts are currently vacant, deleting them reduces ability to respond to emerging need.</p>			
<b>Summary Provisional EPIA Assessment: (tick relevant box)</b>		<b>H</b>	<b>M</b>
			✓
This option would require a full Equality and Poverty Impact Assessment (EPIA).			
<b>Risk Saving won't be delivered: (tick relevant box)</b>		<b>R</b>	<b>A</b>
			✓
Risks involved in deleting front-line posts and impacting on the Council's ability to meet statutory requirements.			
<b>Impact on Council Priorities: (tick relevant box)</b>		<b>R</b>	<b>A</b>
			✓
No impact on priorities identified.			



### Budget Savings Options 2018/19 & 2019/20

<b>Service:</b>	Children's Services		
<b>Division:</b>	Building Services		
<b>Savings Title:</b>	School Meals (Special School Sector)		
<b>Saving Reference:</b>	CS7		
<b>Estimated Savings:</b>	<b>2018/19 £000's</b>	<b>2019/20 £000's</b>	
	<b>25</b>	<b>0</b>	
<b>Estimated FTE Impact:</b>	<b>0</b>	<b>0</b>	
<b>Commentary:</b>			
<p><b>School Meals (Special School Sector)</b> - Option is to re-introduce charges across all the Special Sector wef Aug 18.</p> <p>Those pupils who are eligible for free meals will not be affected by this.</p>			
<b>Summary Provisional EPIA Assessment: (tick relevant box)</b>		<b>H</b>	<b>M</b>
			✓
<p>Pupils who are not free meal entitled will be required to pay for their meals.</p> <p>This proposal would need an Equality and Poverty Impact Assessment (EPIA).</p>			
<b>Risk Saving won't be delivered: (tick relevant box)</b>		<b>R</b>	<b>A</b>
			✓
<p>Total pupil cohort :c220</p> <p>This was implemented a few years ago but was reversed the following year.</p>			
<b>Impact on Council Priorities: (tick relevant box)</b>		<b>R</b>	<b>A</b>
			✓
<p>No impact on priorities identified.</p>			

### Budget Savings Options 2018/19 & 2019/20

<b>Service:</b>	Children's Services		
<b>Division:</b>	ASN Provision		
<b>Savings Title:</b>	HQ Staffing Reductions – ASN Outreach		
<b>Saving Reference:</b>	CS8		
<b>Estimated Savings:</b>	<b>2018/19 £000's</b>	<b>2019/20 £000's</b>	
	<b>90</b>	<b>0</b>	
<b>Estimated FTE Impact:</b>	<b>3.0</b>	<b>0</b>	
<b>Commentary:</b>			
<p><b>HQ Staffing Reductions within:-</b> ASN Outreach Team (WEF Jul18)</p> <ul style="list-style-type: none"> <li>Cut ASN Outreach Teachers by 25% (3fte)</li> </ul> <p>This will impact on the level of support provided to children and young people, with a range of additional support needs, across the council.</p> <p>However, this would be mitigated by a review, realignment and rationalisation of the service, working in partnership with schools and services to further build their capacity to meet the needs of the children and young people within the mainstream setting.</p>			
<b>Summary Provisional EPIA Assessment: (tick relevant box)</b>		<b>H</b>	<b>M</b>
			✓
<p>This option would require a full Equality and Poverty Impact Assessment (EPIA).</p>			
<b>Risk Saving won't be delivered: (tick relevant box)</b>		<b>R</b>	<b>A</b>
			✓
<p>No risks identified.</p>			
<b>Impact on Council Priorities: (tick relevant box)</b>		<b>R</b>	<b>A</b>
			✓
<p>No impact on priorities.</p>			

**Budget Savings Options 2018/19 & 2019/20**

<b>Service:</b>	Children's Services			
<b>Division:</b>	Curriculum Support			
<b>Savings Title:</b>	HQ Staffing Reductions:- Curriculum Support Team			
<b>Saving Reference:</b>	CS9			
<b>Estimated Savings:</b>	<b>2018/19 £000's</b>	<b>2019/20 £000's</b>		
	29	0		
<b>Estimated FTE Impact:</b>	1.0	0		
<b>Commentary:</b>				
<p><b>HQ Staffing Reductions:- Curriculum Support Team (WEF July 18)</b></p> <p>Reduce 1 x Childcare Strategy Training Officer Post. Vacant post through Voluntary Severance.</p>				
<b>Summary Provisional EPIA Assessment: (tick relevant box)</b>		<b>H</b>	<b>M</b>	<b>L</b>
				✓
This proposal would need an Equality and Poverty Impact Assessment (EPIA).				
<b>Risk Saving won't be delivered: (tick relevant box)</b>		<b>R</b>	<b>A</b>	<b>G</b>
				✓
No risks identified.				
<b>Impact on Council Priorities: (tick relevant box)</b>		<b>R</b>	<b>A</b>	<b>G</b>
				✓
No impact on priorities.				

### Budget Savings Options 2018/19 & 2019/20

<b>Service:</b>	Children's Services			
<b>Division:</b>	Planning and Resources			
<b>Savings Title:</b>	Secondary Schools – Review of Janitorial Provision			
<b>Saving Reference:</b>	CS10			
<b>Estimated Savings:</b>	<b>2018/19 £000's</b>	<b>2019/20 £000's</b>		
	<b>28</b>	<b>0</b>		
<b>Estimated FTE Impact:</b>	<b>1.0</b>	<b>0</b>		
<b>Commentary:</b>				
<p><b>Secondary Schools – Review of Janitorial Provision</b></p> <p>4 x Senior Janitors posts would be reduced from 1.0 FTE to 0.5 FTE per school.</p> <p>In addition a 1fte central post of Janitor Supervisor would be created to support delivery of more efficient working practices across the school estate.</p>				
<b>Summary Provisional EPIA Assessment: (tick relevant box)</b>		<b>H</b>	<b>M</b>	<b>L</b>
				✓
<p>This option would require a full Equality and Poverty Impact Assessment (EPIA). It is likely to have a low impact on protected groups.</p>				
<b>Risk Saving won't be delivered: (tick relevant box)</b>		<b>R</b>	<b>A</b>	<b>G</b>
				✓
<p>No risks identified.</p>				
<b>Impact on Council Priorities: (tick relevant box)</b>		<b>R</b>	<b>A</b>	<b>G</b>
				✓
<p>No impact on priorities.</p>				

### Budget Savings Options 2018/19 & 2019/20

<b>Service:</b>	Children's Services			
<b>Division:</b>	Additional Support for Learning			
<b>Savings Title:</b>	Support For Learning Assistant's (SfLA's) (Primary School) – Alignment of Core Working Week to Primary Teaching Week			
<b>Saving Reference:</b>	CS11			
<b>Estimated Savings:</b>	<b>2018/19 £000's</b>	<b>2019/20 £000's</b>		
	200	0		
<b>Estimated FTE Impact:</b>		0		
<b>Commentary:</b>				
<p><b>Support For Learning Assistant's (SfLA's) – Alignment of Core Working Week</b></p> <p>Currently the Primary School teaching week is 25 hours. The core weekly hours for SFLA's is currently 27.5 hours.</p> <p>Realigning core posts from 27.5 hours/week to 25 across all areas of primary provision would mean the core service within primary schools would be aligned to the teaching week.</p> <p>In addition this option also suggested that all new 1fte posts would be replaced with 2 x 12.5hr/wk posts to operate a "split shift" delivery pattern that allows schools to have support at the times of the day it is most needed. (As confirmed by HTs).</p>				
<b>Summary Provisional EPIA Assessment: (tick relevant box)</b>		<b>H</b>	<b>M</b>	<b>L</b>
				✓
<p>Service provision would be aligned to the teaching week. This will mean some of the tasks currently undertaken by SFLAs within Primary Schools may have to stop or be carried out by teaching and other staff.</p> <p>This option would require a full Equality and Poverty Impact Assessment (EPIA).</p>				
<b>Risk Saving won't be delivered: (tick relevant box)</b>		<b>R</b>	<b>A</b>	<b>G</b>
			✓	
<p>Currently there are c.195fte SfLA posts within the Primary School Section (c 5,350 hours) and contracts would have to be realigned.</p>				
<b>Impact on Council Priorities: (tick relevant box)</b>		<b>R</b>	<b>A</b>	<b>G</b>
				✓
<p>No impact on priorities.</p>				

### Budget Savings Options 2018/19 & 2019/20

<b>Service:</b>	Children's Services		
<b>Division:</b>	Community Learning & Development		
<b>Savings Title:</b>	Community Lets		
<b>Saving Reference:</b>	CS12		
<b>Estimated Savings:</b>	<b>2018/19 £000's</b>	<b>2019/20 £000's</b>	
	<b>15</b>	<b>0</b>	
<b>Estimated FTE Impact:</b>	<b>0</b>	<b>0</b>	
<b>Commentary:</b>			
<p><b>Community Lets</b> - Stop lets at some Secondary Schools at Weekends.</p> <p>Current Groups using schools are:-</p> <ul style="list-style-type: none"> <li>Football Lets</li> <li>Swimming</li> </ul>			
<b>Summary Provisional EPIA Assessment: (tick relevant box)</b>		<b>H</b>	<b>M</b>
			✓
<p>Service would still be available from a different provider / facility.</p> <p>This proposal would need an Equality and Poverty Impact Assessment (EPIA). It's not anticipated that there would be a disproportionate impact on any protected groups.</p>			
<b>Risk Saving won't be delivered: (tick relevant box)</b>		<b>R</b>	<b>A</b>
			✓
<p>No risks identified.</p>			
<b>Impact on Council Priorities: (tick relevant box)</b>		<b>R</b>	<b>A</b>
			✓
<p>No impact on priorities.</p>			

### Budget Savings Options 2018/19 & 2019/20

<b>Service:</b>	Children's Services		
<b>Division:</b>	Schools & Improvement, Curriculum Support		
<b>Savings Title:</b>	Music Instructors		
<b>Saving Reference:</b>	CS13		
<b>Estimated Savings:</b>	<b>2018/19 £000's</b>	<b>2019/20 £000's</b>	
	<b>75</b>	<b>0</b>	
<b>Estimated FTE Impact:</b>	<b>2.0</b>	<b>0</b>	
<b>Commentary:</b>			
<p><b>Music Instructors</b> - Reduce Music Instruction to provide for curricular needs only.</p> <p>Review of temporary contracts and withdrawal of non-curricular instrument tuition. This will mean no support for School Bands, Choirs and Ensembles etc.</p>			
<b>Summary Provisional EPIA Assessment: (tick relevant box)</b>		<b>H</b>	<b>M</b>
			✓
<p>Reduction in the number of instrument tuition choices available.</p> <p>This option would require a full Equality and Poverty Impact Assessment (EPIA). It is likely to have a low to medium impact on protected groups.</p>			
<b>Risk Saving won't be delivered: (tick relevant box)</b>		<b>R</b>	<b>A</b>
			✓
No risks identified.			
<b>Impact on Council Priorities: (tick relevant box)</b>		<b>R</b>	<b>A</b>
			✓
People – Raising aspiration and ambition.			

### Budget Savings Options 2018/19 & 2019/20

<b>Service:</b>	Children's Services			
<b>Division:</b>	Building Services			
<b>Savings Title:</b>	Breakfast Clubs – Cease Provision			
<b>Saving Reference:</b>	CS14			
<b>Estimated Savings:</b>	<b>2018/19 £000's</b>	<b>2019/20 £000's</b>		
	155	0		
<b>Estimated FTE Impact:</b>	0	0		
<b>Commentary:</b>				
<p><b>Breakfast Clubs:</b> Stop all 36 clubs (inc 18 new established in 2017) them from end of term in June18.</p> <p>Staff would need to be redeployed to other posts.</p> <p>Service would no longer be provided. This would impact on parent's current work and childcare arrangements and may result in them incurring additional costs.</p>				
<b>Summary Provisional EPIA Assessment: (tick relevant box)</b>		<b>H</b>	<b>M</b>	<b>L</b>
<p>This option would require a full Equality and Poverty Impact Assessment (EPIA).</p>		✓		
<b>Risk Saving won't be delivered: (tick relevant box)</b>		<b>R</b>	<b>A</b>	<b>G</b>
<p>High impact on protected groups and a negative effect on social economic development.</p>		✓		
<b>Impact on Council Priorities: (tick relevant box)</b>		<b>R</b>	<b>A</b>	<b>G</b>
<p>People – Reducing the impact of poverty on children and their families.</p>		✓		



### Budget Savings Options 2018/19 & 2019/20

<b>Service:</b>	Children's Services		
<b>Division:</b>	Various		
<b>Savings Title:</b>	General Budget Re-Basing		
<b>Saving Reference:</b>	CS15		
<b>Estimated Savings:</b>	<b>2018/19 £000's</b>	<b>2019/20 £000's</b>	
	<b>237</b>	<b>0</b>	
<b>Estimated FTE Impact:</b>	<b>0</b>	<b>0</b>	
<b>Commentary:</b>			
<p><b>Children's Services - General Budget Re-basing:</b> This covers - Reduce library resources, impact of rates savings in Early Years (Barclay Review), Reduce Training Budget, Stop Performing Arts Grants, Reduce Schools Devolved Per Capita Budgets.</p>			
<b>Summary Provisional EPIA Assessment: (tick relevant box)</b>		<b>H</b>	<b>M</b>
			✓
<p>This option would require a full Equality and Poverty Impact Assessment (EPIA).</p>			
<b>Risk Saving won't be delivered: (tick relevant box)</b>		<b>R</b>	<b>A</b>
			✓
<p>No risks identified.</p>			
<b>Impact on Council Priorities: (tick relevant box)</b>		<b>R</b>	<b>A</b>
			✓
<p>People – Raising aspiration and ambition.</p>			

**Budget Savings Options 2018/19 & 2019/20**

<b>Service:</b>	Children's Services			
<b>Division:</b>	Community Learning and Development			
<b>Savings Title:</b>	Community Halls – Transfer/Closure programme			
<b>Saving Reference:</b>	CS16			
<b>Estimated Savings:</b>	<b>2018/19 £000's</b>	<b>2019/20 £000's</b>		
	<b>110</b>	<b>0</b>		
<b>Estimated FTE Impact:</b>	<b>0</b>	<b>0</b>		
<b>Commentary:</b>				
<p><b>Additional funding for 1 Year - Agreed at Budget Meeting on Feb 17.</b></p> <p>Funding was used to continue to deliver the service to allow discussions to continue regarding options to transfer halls. A significant amount of positive work has already been undertaken in this area and by providing this budget support it eased the time pressure on Children's Services to deliver the savings agreed previously. Allowing the Service more time to work with local communities to progress and support the transfer of community halls to be run by local management committees and groups.</p>				
<b>Summary Provisional EPIA Assessment: (tick relevant box)</b>		<b>H</b>	<b>M</b>	<b>L</b>
				✓
This option would require a full Equality and Poverty Impact Assessment (EPIA).				
<b>Risk Saving won't be delivered: (tick relevant box)</b>		<b>R</b>	<b>A</b>	<b>G</b>
				✓
No risks identified. Budget increase was a one off payment.				
<b>Impact on Council Priorities: (tick relevant box)</b>		<b>R</b>	<b>A</b>	<b>G</b>
				✓
Partnership – Working with communities to deliver better services.				

### Budget Savings Options 2018/19 & 2019/20

<b>Service:</b>	Children's Services			
<b>Division:</b>	Children and Families			
<b>Savings Title:</b>	Food Bank Projects			
<b>Saving Reference:</b>	CS17			
<b>Estimated Savings:</b>	<b>2018/19 £000's</b>	<b>2019/20 £000's</b>		
	75	0		
<b>Estimated FTE Impact:</b>	0	0		
<b>Commentary:</b>				
<p><b>Additional funding for 1 Year - Agreed at Budget Meeting on Feb 17.</b></p> <p>To help support families within some of our most deprived areas this funding will allow work to be undertaken with colleagues in the Food bank Service to enable food to be provided and distributed to such families during the summer holiday period.</p> <p>The proposal also includes £25,000 specifically to enable the Food bank Service to provide some support to events organised by local groups, churches and voluntary organisations over the holiday period that provide food/meals for children.</p>				
<b>Summary Provisional EPIA Assessment: (tick relevant box)</b>		<b>H</b>	<b>M</b>	<b>L</b>
			✓	
This option would require a full Equality and Poverty Impact Assessment (EPIA).				
<b>Risk Saving won't be delivered: (tick relevant box)</b>		<b>R</b>	<b>A</b>	<b>G</b>
				✓
No risks identified. Budget increase was a one off payment.				
<b>Impact on Council Priorities: (tick relevant box)</b>		<b>R</b>	<b>A</b>	<b>G</b>
			✓	
People – Reducing the impact of poverty on children and their families.				

**Budget Savings Options 2018/19 & 2019/20**

<b>Service:</b>	Children's Services			
<b>Division:</b>	Early Years			
<b>Savings Title:</b>	Early Years – Stop all Non-Statutory Childcare			
<b>Saving Reference:</b>	CS18			
<b>Estimated Savings:</b>	<b>2018/19 £000's</b>	<b>2019/20 £000's</b>		
	75	0		
<b>Estimated FTE Impact:</b>	0	0		
<b>Commentary:</b>				
<p><b>Early Years – Stop all Non-Statutory Childcare:</b></p> <p>Review and consider ceasing all non-statutory extended day childcare provision.</p>				
<b>Summary Provisional EPIA Assessment: (tick relevant box)</b>		<b>H</b>	<b>M</b>	<b>L</b>
			✓	
This option would require a full Equality and Poverty Impact Assessment (EPIA).				
<b>Risk Saving won't be delivered: (tick relevant box)</b>		<b>R</b>	<b>A</b>	<b>G</b>
			✓	
No risks identified.				
<b>Impact on Council Priorities: (tick relevant box)</b>		<b>R</b>	<b>A</b>	<b>G</b>
			✓	
People – Reducing the impact of poverty on children and their families.				

**Budget Savings Options 2018/19 & 2019/20**

<b>Service:</b>	Children's Services			
<b>Division:</b>	Curriculum Management			
<b>Savings Title:</b>	Small Primary Schools Amalgamations			
<b>Saving Reference:</b>	CS19			
<b>Estimated Savings:</b>	<b>2018/19 £000's</b>	<b>2019/20 £000's</b>		
	<b>0</b>	<b>132</b>		
<b>Estimated FTE Impact:</b>	<b>0</b>	<b>0</b>		
<b>Commentary:</b>				
<p>Small Primary Schools Amalgamations</p> <p>Consider amalgamations of primary schools with a pupil roll under 50.</p>				
<b>Summary Provisional EPIA Assessment: (tick relevant box)</b>		<b>H</b>	<b>M</b>	<b>L</b>
				✓
Full EPIA will have to be undertaken to assess the impact on protected groups.				
<b>Risk Saving won't be delivered: (tick relevant box)</b>		<b>R</b>	<b>A</b>	<b>G</b>
			✓	
Statutory Public consultation is required.				
<b>Impact on Council Priorities: (tick relevant box)</b>		<b>R</b>	<b>A</b>	<b>G</b>
			✓	
Place – Improving the neighbourhoods we live in.				

**Budget Savings Options 2018/19 & 2019/20**

<b>Service:</b>	Children's Services		
<b>Division:</b>	Children & Families		
<b>Savings Title:</b>	Review of Social Work Offices and Teams		
<b>Saving Reference:</b>	CS20		
<b>Estimated Savings:</b>	<b>2018/19 £000's</b>	<b>2019/20 £000's</b>	
	<b>70</b>	<b>0</b>	
<b>Estimated FTE Impact:</b>	<b>0</b>	<b>0</b>	
<b>Commentary:</b>			
<p><b>Review of Social Work Offices and Teams</b></p> <p>Review the current operational delivery model to delivery improvements to the service and provide operational efficiencies.</p>			
<b>Summary Provisional EPIA Assessment: (tick relevant box)</b>		<b>H</b>	<b>M</b>
			✓
Full EPIA will have to be undertaken to assess the impact on protected groups.			
<b>Risk Saving won't be delivered: (tick relevant box)</b>		<b>R</b>	<b>A</b>
			✓
Impact on the most vulnerable in the community.			
<b>Impact on Council Priorities: (tick relevant box)</b>		<b>R</b>	<b>A</b>
			✓
No impact on priorities.			

### Budget Savings Options 2018/19 & 2019/20

<b>Service:</b>	Children's Services			
<b>Division:</b>	Children & Families			
<b>Savings Title:</b>	Reduce Reliance on Out of Authority Residential Care Provision			
<b>Saving Reference:</b>	CS21			
<b>Estimated Savings:</b>	<b>2018/19 £000's</b>	<b>2019/20 £000's</b>		
	275	0		
<b>Estimated FTE Impact:</b>	0	0		
<b>Commentary:</b>				
<p>Review the current practices and operations to delivery improvements to the service and provide operational efficiencies in Falkirk Council area.</p> <p>Options to increase Residential Care Capacity:</p> <ol style="list-style-type: none"> <li>1. Convert existing property to 3 bed service for older young people as a relevant option to prepare for independent living.</li> <li>2. Increase Residential Children's house Bed Capacity by contracting with a care provider.</li> </ol>				
<b>Summary Provisional EPIA Assessment: (tick relevant box)</b>		<b>H</b>	<b>M</b>	<b>L</b>
				✓
Full EPIA will have to be undertaken to assess the impact on protected groups.				
<b>Risk Saving won't be delivered: (tick relevant box)</b>		<b>R</b>	<b>A</b>	<b>G</b>
			✓	
Impact on the most vulnerable in the community.				
<b>Impact on Council Priorities: (tick relevant box)</b>		<b>R</b>	<b>A</b>	<b>G</b>
				✓
People – reducing the impact of poverty on children and their families.				

**Budget Savings Options 2018/19 & 2019/20**

<b>Service:</b>	Children's Services			
<b>Division:</b>	Children & Families			
<b>Savings Title:</b>	Reduction of Holiday Activity Programmes for Children with Disabilities			
<b>Saving Reference:</b>	CS22			
<b>Estimated Savings:</b>	<b>2018/19 £000's</b>	<b>2019/20 £000's</b>		
	<b>70</b>	<b>0</b>		
<b>Estimated FTE Impact:</b>	<b>0</b>	<b>0</b>		
<b>Commentary:</b>				
<p><b>Reduction of Activity Programmes – Disabilities Team</b></p> <p>Option1: Cease all Summer and Easter Activity Schemes - £70k</p> <p>Option2: Provide a reduced Easter and Summer service for £35k.</p>				
<b>Summary Provisional EPIA Assessment: (tick relevant box)</b>		<b>H</b>	<b>M</b>	<b>L</b>
			✓	
Full EPIA will have to be undertaken to assess the impact on protected groups.				
<b>Risk Saving won't be delivered: (tick relevant box)</b>		<b>R</b>	<b>A</b>	<b>G</b>
				✓
No risks identified.				
<b>Impact on Council Priorities: (tick relevant box)</b>		<b>R</b>	<b>A</b>	<b>G</b>
			✓	
People – Raising aspiration and ambition.				



### Budget Savings Options 2018/19 & 2019/20

<b>Service:</b>	Children's Services			
<b>Division:</b>	Children and Families			
<b>Savings Title:</b>	Independent Review Arrangements for Looked After at Home Children			
<b>Saving Reference:</b>	CS23			
<b>Estimated Savings:</b>	<b>2018/19 £000's</b>	<b>2019/20 £000's</b>		
	40	0		
<b>Estimated FTE Impact:</b>	1.0	0		
<b>Commentary:</b>				
<p><b>Independent Review Arrangements for Looked After Children</b></p> <p>Revise current arrangements and make efficiencies which allow staff reduction of 1 FTE.</p>				
<b>Summary Provisional EPIA Assessment: (tick relevant box)</b>		<b>H</b>	<b>M</b>	<b>L</b>
			✓	
Full EPIA will have to be undertaken to assess the impact on protected groups.				
<b>Risk Saving won't be delivered: (tick relevant box)</b>		<b>R</b>	<b>A</b>	<b>G</b>
			✓	
No risks identified. Mitigation will be developed as part of the review.				
<b>Impact on Council Priorities: (tick relevant box)</b>		<b>R</b>	<b>A</b>	<b>G</b>
				✓
No impact on priorities.				

### Budget Savings Options 2018/19 & 2019/20

<b>Service:</b>	Children's Services			
<b>Division:</b>	Children and Families			
<b>Savings Title:</b>	Review of C&F Social Work Staff			
<b>Saving Reference:</b>	CS24			
<b>Estimated Savings:</b>	<b>2018/19 £000's</b>	<b>2019/20 £000's</b>		
	<b>290</b>	<b>0</b>		
<b>Estimated FTE Impact:</b>	<b>7.0</b>	<b>0</b>		
<b>Commentary:</b>				
<p>Review of C&amp;F Social Work Staff:</p> <p>Cut Total Staff by 5% £280k (equivalent to 7 FTE qualified Social Work staff).</p>				
<b>Summary Provisional EPIA Assessment: (tick relevant box)</b>		<b>H</b>	<b>M</b>	<b>L</b>
			✓	
Full EPIA will have to be undertaken to assess the impact on protected groups.				
<b>Risk Saving won't be delivered: (tick relevant box)</b>		<b>R</b>	<b>A</b>	<b>G</b>
			✓	
No risks identified.				
<b>Impact on Council Priorities: (tick relevant box)</b>		<b>R</b>	<b>A</b>	<b>G</b>
			✓	
People – Reducing the impact of poverty on children and their families.				

**Budget Savings Options 2018/19 & 2019/20**

<b>Service:</b>	Children's Services		
<b>Division:</b>	Early Years		
<b>Savings Title:</b>	Management of Early Year Provision		
<b>Saving Reference:</b>	CS25		
<b>Estimated Savings:</b>	<b>2018/19 £000's</b>	<b>2019/20 £000's</b>	
	<b>100</b>	<b>0</b>	
<b>Estimated FTE Impact:</b>	<b>0</b>	<b>0</b>	
<b>Commentary:</b>			
<p><b>Management of Early Years Provision :</b></p> <p>Remove management responsibility for all non-curricular early year activities from Head Teachers and transfer responsibility to Managers.</p>			
<b>Summary Provisional EPIA Assessment: (tick relevant box)</b>		<b>H</b>	<b>M</b>
			✓
Full EPIA will have to be undertaken to assess the impact on protected groups.			
<b>Risk Saving won't be delivered: (tick relevant box)</b>		<b>R</b>	<b>A</b>
			✓
No risks identified.			
<b>Impact on Council Priorities: (tick relevant box)</b>		<b>R</b>	<b>A</b>
			✓
People – Raising aspiration and ambition.			

**Budget Savings Options 2018/19 & 2019/20**

<b>Service:</b>	Children's Services		
<b>Division:</b>	Planning and Resources		
<b>Savings Title:</b>	NPDO Charity Board		
<b>Saving Reference:</b>	CS26		
<b>Estimated Savings:</b>	<b>2018/19 £000's</b>	<b>2019/20 £000's</b>	
	<b>100</b>	<b>0</b>	
<b>Estimated FTE Impact:</b>	<b>0</b>	<b>0</b>	
<b>Commentary:</b>			
<p><b>NPDO Charity Board:</b></p> <p>Consider reviewing and amending current funding arrangements.</p>			
<b>Summary Provisional EPIA Assessment: (tick relevant box)</b>		<b>H</b>	<b>M</b>
			✓
Full EPIA will need to be undertaken to assess the impact on protected groups.			
<b>Risk Saving won't be delivered: (tick relevant box)</b>		<b>R</b>	<b>A</b>
			✓
Existing contract may be difficult to amend.			
<b>Impact on Council Priorities: (tick relevant box)</b>		<b>R</b>	<b>A</b>
			✓
No impact on priorities.			

### Budget Savings Options 2018/19 & 2019/20

<b>Service:</b>	Children's Services			
<b>Division:</b>	Children and Families			
<b>Savings Title:</b>	Strategic Service Review of Children & Families			
<b>Saving Reference:</b>	CS27			
<b>Estimated Savings:</b>	<b>2018/19 £000's</b>	<b>2019/20 £000's</b>		
	875	0		
<b>Estimated FTE Impact:</b>	0	0		
<b>Commentary:</b>				
<p><b>Children &amp; Families Strategic Service Review:</b> Progress work and efficiencies identified. This comprises changes to practice to target families requiring support to avoid children being looked after away from home and recruiting greater numbers of foster carers.</p>				
<b>Summary Provisional EPIA Assessment: (tick relevant box)</b>		<b>H</b>	<b>M</b>	<b>L</b>
			✓	
Full EPIA will need to be undertaken to assess the impact on protected groups.				
<b>Risk Saving won't be delivered: (tick relevant box)</b>		<b>R</b>	<b>A</b>	<b>G</b>
			✓	
No risks identified as mitigation will be carried out as part of the review.				
<b>Impact on Council Priorities: (tick relevant box)</b>		<b>R</b>	<b>A</b>	<b>G</b>
				✓
No impact on priorities.				

### Budget Savings Options 2018/19 & 2019/20

<b>Service:</b>	Children's Services			
<b>Division:</b>	Children & Families			
<b>Savings Title:</b>	Children & Families Strategic Service Review			
<b>Saving Reference:</b>	CS28			
<b>Estimated Savings:</b>	<b>2018/19 £000's</b>	<b>2019/20 £000's</b>		
	<b>0</b>	<b>1000</b>		
<b>Estimated FTE Impact:</b>	<b>0</b>	<b>0</b>		
<b>Commentary:</b>				
<p><b>Children &amp; Families Strategic Service Review</b> - Residential Care: Review and make efficiencies.</p> <p>This comprises changes to practice to target families requiring support to avoid children being looked after away from home and recruiting greater numbers of foster carers.</p> <p>Continuity to ensure changes in practice to reduce numbers of children looked after away from home</p>				
<b>Summary Provisional EPIA Assessment: (tick relevant box)</b>		<b>H</b>	<b>M</b>	<b>L</b>
			✓	
Full EPIA required to assess the impact on protected groups.				
<b>Risk Saving won't be delivered: (tick relevant box)</b>		<b>R</b>	<b>A</b>	<b>G</b>
			✓	
No risks identified as mitigation will be carried out as part of the review.				
<b>Impact on Council Priorities: (tick relevant box)</b>		<b>R</b>	<b>A</b>	<b>G</b>
			✓	
People – Reducing the impact of poverty on children and their families				

**Budget Savings Options 2018/19 & 2019/20**

<b>Service:</b>	Children's Services			
<b>Division:</b>	Quality Improvement			
<b>Savings Title:</b>	Secondary Senior Phase Review			
<b>Saving Reference:</b>	CS29			
<b>Estimated Savings:</b>	<b>2018/19 £000's</b>	<b>2019/20 £000's</b>		
	<b>1,250</b>	<b>750</b>		
<b>Estimated FTE Impact:</b>	<b>40.0</b>	<b>0</b>		
<b>Commentary:</b>				
<p><b>Secondary Senior Phase Review:</b></p> <p>Reduce curriculum subject choices and advanced Highers. Cut teachers by 40.</p> <p>This would limit / reduce the number of curricular subjects on offer to secondary school pupils.</p>				
<b>Summary Provisional EPIA Assessment: (tick relevant box)</b>		<b>H</b>	<b>M</b>	<b>L</b>
			✓	
A full Equality and Poverty Impact Assessment (EPIA) would be required.				
<b>Risk Saving won't be delivered: (tick relevant box)</b>		<b>R</b>	<b>A</b>	<b>G</b>
			✓	
Dependent on Teacher Number Agreement.				
<b>Impact on Council Priorities: (tick relevant box)</b>		<b>R</b>	<b>A</b>	<b>G</b>
			✓	
People – Raising aspiration and ambition.				

## DEVELOPMENT SERVICES

### SAVINGS RANKED IN DESCENDING ORDER BY VALUE

REF	DESCRIPTION	2018/19	
		AMOUNT £'000	FTE
DV33	Remove Bus Subsidies	719	
DV34	Closure of Employment & Training Unit	490	10.00
DV14	Charge for Brown Bin Collection	433	(7.00)
DV9	Reduction in bus subsidies	352	
DV18	Free Special Uplift	300	6.00
DV38	Smart Working - Smart Travel	250	
DV10	Reduction in Employment and Training Unit Services	205	4.00
DV35	Removal of whole Community Safety Service	203	5.00
DV3	Reduce the opening hours at the household waste recycling centres	200	10.00
DV5	Ban Vans from using Household Waste Recycling Centres	200	
DV26	Reduction in Roads Maintenance budget	200	2.00
DV29	Reduction in Street Cleansing	200	3.00
DV20	Fortnightly Brown Bin Collection - April to September	166	6.00
DV30	Remove all Christmas Light provision	150	
DV17	Community Wardens	100	
DV19	Waste Collection in Flatted Properties	100	
DV27	Remove all flower bedding and baskets	100	2.00
DV28	Fuel rebasing exercise	100	
DV31	Reduction in Employment & Training Unit Services	100	2.00
DV21	Free after Three	53	
DV32	Planning & Economic Development - Miscellaneous Savings	50	
DV15	Reduction in Activity of Community Safety Team	40	3.00
DV4	Increase Charges for Special Uplifts	30	
DV6	Reduction in School Crossing Patrols	30	1.82
DV7	Reduction in Support for Economic Development, Growth and Investment	30	
DV13	Reduce the number of new/replacement bus shelters	30	
DV36	Growth & Investment	27	
DV8	Reduction in Support for Economic Development, Tourism	21	
DV1	Review of Pest Control Service	20	1.00
DV22	CCTV Surveillance	20	
DV2	Reduce Countryside Ranger Service	17	1.00
DV23	Larger Street Bins	16	
DV25	Forest Estate Plan	15	
DV11	Reduce Shopmobility Service	10	
DV24	Bo'ness Community Bus	10	
DV37	Removal of Pest Control Services	10	0.50
		<b>4,997</b>	<b>50.32</b>



## DEVELOPMENT SERVICES

### SAVINGS RANKED IN DESCENDING ORDER BY VALUE

REF	DESCRIPTION	2019/20	
		AMOUNT £'000	FTE
DV33	Remove Bus Subsidies	240	
DV35	Community Safety	200	5.00
DV38	Smart Working/Smart Travel	150	
DV34	Close the Employment Training Unit	123	14.17
DV16	Parking Charges at Larbert and Polmont Stations	42	(1.00)
DV15	Reduction in Activity of Community Safety Team	40	
DV2	Reduce Countryside Ranger Service	18	
DV12	Parking Charges at Falkirk High Station	9	
		<b>822</b>	<b>18.17</b>

### Budget Savings Options 2018/19 & 2019/20

<b>Service:</b>	Development Services			
<b>Division:</b>	Environmental Services			
<b>Savings Title:</b>	Review of Pest Control Service			
<b>Saving Reference:</b>	DV1			
<b>Estimated Savings:</b>	<b>2018/19 £000's</b>	<b>2019/20 £000's</b>		
	20	0		
<b>Estimated FTE Impact:</b>	1	0		
<b>Commentary:</b>				
<p>The aim of this proposal is to review the Council's pest control service with a view to sustaining the service at a reduced cost.</p> <p>A review will be undertaken to seek increased income and a reduction of £20k to the net cost. This review would consider measures including; a decrease to service delivery costs, increased charges, more efficient working practices and potentially staff reduction via voluntary severance.</p>				
<b>Summary Provisional EPIA Assessment: (tick relevant box)</b>		<b>H</b>	<b>M</b>	<b>L</b>
No impact on service users with protected characteristics. Would be subject to a workforce EPIA.				✓
<b>Risk Saving won't be delivered: (tick relevant box)</b>		<b>R</b>	<b>A</b>	<b>G</b>
As this saving requires a reduction in staffing, the delivery will depend on how the Council manages the redundancy process.			✓	
<b>Impact on Council Priorities: (tick relevant box)</b>		<b>R</b>	<b>A</b>	<b>G</b>
No impact				

### Budget Savings Options 2018/19 & 2019/20

<b>Service:</b>	Development Services			
<b>Division:</b>	Planning and Economic Development			
<b>Savings Title:</b>	Reduce Countryside Ranger Service			
<b>Saving Reference:</b>	DV2			
<b>Estimated Savings:</b>	<b>2018/19 £000's</b>	<b>2019/20 £000's</b>		
	<b>17</b>	<b>18</b>		
<b>Estimated FTE Impact:</b>	<b>1</b>	<b>0</b>		
<b>Commentary:</b>				
<p>This option would halve the staffing complement in the Countryside Ranger Service from 2 FTEs to 1 FTE and deliver a saving of £35k in total over 2 years. Remaining resources would prioritise statutory access aspects i.e. maintaining the path network open and free from obstruction, a statutory duty under Land Reform (Scotland) Act 2003.</p>				
<b>Summary Provisional EPIA Assessment: (tick relevant box)</b>		<b>H</b>	<b>M</b>	<b>L</b>
No impact on service users with protected characteristics. Would be subject to a workforce EPIA.				✓
<b>Risk Saving won't be delivered: (tick relevant box)</b>		<b>R</b>	<b>A</b>	<b>G</b>
As this saving requires a reduction in staffing, the delivery will depend on how the Council manages any redundancy process.			✓	
<b>Impact on Council Priorities: (tick relevant box)</b>		<b>R</b>	<b>A</b>	<b>G</b>
Impact on the Council's priority of improving the neighbourhoods we live in.			✓	

### Budget Savings Options 2018/19 & 2019/20

<b>Service:</b>	Development Services			
<b>Division:</b>	Environmental Services			
<b>Savings Title:</b>	Reduce the Opening Hours at the Household Waste Recycling Centres			
<b>Saving Reference:</b>	DV3			
<b>Estimated Savings:</b>	<b>2018/19 £000's</b>	<b>2019/20 £000's</b>		
	200	0		
<b>Estimated FTE Impact:</b>	10	0		
<b>Commentary:</b>				
<p>The current public opening hours of both centres are 8:00am to 8:00pm (April to September) and 9:00 am to 6:00pm (October to March).</p> <p>Under this option:-  Each site would be closed to the public for two days per week  Both sites would be open to the public at the weekends</p> <p>The opening times will be from 9:00am to 5:30pm all year round. This could be reviewed depending on demand.</p> <p>The proposal is to keep both sites open but operating reduced days equivalent to a one shift system. Proposal is for sites to be closed to the public on two week days per week but not at same time and to keep both sites open at the weekends.</p> <p>The savings are predominately from staff costs.</p> <p>There is a statutory requirement to provide a facility of this nature.</p>				
<b>Summary Provisional EPIA Assessment: (tick relevant box)</b>		<b>H</b>	<b>M</b>	<b>L</b>
No impact on service users with protected characteristics. Would be subject to a workforce EPIA.				✓
<b>Risk Saving won't be delivered: (tick relevant box)</b>		<b>R</b>	<b>A</b>	<b>G</b>
As this saving requires a reduction in staffing, the delivery will depend on how the Council manages the redundancy process.			✓	
<b>Impact on Council Priorities: (tick relevant box)</b>		<b>R</b>	<b>A</b>	<b>G</b>
No impact on Council priorities as service will still be available.				✓

### Budget Savings Options 2018/19 & 2019/20

<b>Service:</b>	Development Services		
<b>Division:</b>	Environmental Services		
<b>Savings Title:</b>	Increase Charges for Special Uplifts		
<b>Saving Reference:</b>	DV4		
<b>Estimated Savings:</b>	<b>2018/19 £000's</b>	<b>2019/20 £000's</b>	
	30	0	
<b>Estimated FTE Impact:</b>	0	0	
<b>Commentary:</b>			
<p>This option is to now fully recover all costs associated with the collection and disposal of the each bulky uplift. It is therefore proposed to increase charge from £15 to £30 per uplift.</p> <p>The estimated income is based on an assumption of 6,000 collections per annum and this additional income would be delivered in 18/19. However the income target is subject to users continuing to use the service. There would be a corresponding reduction in costs associated with collection and disposal should demand decrease.</p>			
<b>Summary Provisional EPIA Assessment: (tick relevant box)</b>		<b>H</b>	<b>M</b>
			✓
No impact on service users with protected characteristics.			
<b>Risk Saving won't be delivered: (tick relevant box)</b>		<b>R</b>	<b>A</b>
			✓
<b>Impact on Council Priorities: (tick relevant box)</b>		<b>R</b>	<b>A</b>
			✓
No impact on Council priorities as service will still be available.			

### Budget Savings Options 2018/19 & 2019/20

<b>Service:</b>	Development Services			
<b>Division:</b>	Environmental Services			
<b>Savings Title:</b>	Ban Vans from using Household Waste Recycling Centres			
<b>Saving Reference:</b>	DV5			
<b>Estimated Savings:</b>	<b>2018/19 £000's</b>	<b>2019/20 £000's</b>		
	200	0		
<b>Estimated FTE Impact:</b>	0	0		
<b>Commentary:</b>				
<p>Currently approximately 20,000 vans use the sites, a small percentage of these pay for a permit to dispose of their waste as the majority of the contents are declared to be household and thus disposal is free of charge. It is considered that this is unlikely to be always the case. The proposal is to introduce a ban on vans and larger trailers using the site. Definition of vans and trailer types to be confirmed.</p> <p>A ban on vans and large trailers would significantly reduce tonnages received on site and thus disposal costs. The potential saving identified relates to disposal costs which the service currently incurs.</p>				
<b>Summary Provisional EPIA Assessment: (tick relevant box)</b>		<b>H</b>	<b>M</b>	<b>L</b>
No impact on service users with protected characteristics.				✓
<b>Risk Saving won't be delivered: (tick relevant box)</b>		<b>R</b>	<b>A</b>	<b>G</b>
				✓
<b>Impact on Council Priorities: (tick relevant box)</b>		<b>R</b>	<b>A</b>	<b>G</b>
				✓

### Budget Savings Options 2018/19 & 2019/20

<b>Service:</b>	Development Services			
<b>Division:</b>	Design, Roads and Transport			
<b>Savings Title:</b>	Reduction in school crossing patrols			
<b>Saving Reference:</b>	DV6			
<b>Estimated Savings:</b>	<b>2018/19 £000's</b>	<b>2019/20 £000's</b>		
	30	0		
<b>Estimated FTE Impact:</b>	1.82	0		
<b>Commentary:</b>				
<p>Option is to reduce the number of school crossing patrols to national standards over 1 year, allowing time for the compulsory redundancy process. This would achieve a total saving of £30k. It would have the effect of reducing the number of school crossing patrols from approximately 50 to approximately 44.</p>				
<b>Summary Provisional EPIA Assessment: (tick relevant box)</b>		<b>H</b>	<b>M</b>	<b>L</b>
<p>Low impact on service users with protected characteristics. Would be subject to a workforce EPIA.</p>				✓
<b>Risk Saving won't be delivered: (tick relevant box)</b>		<b>R</b>	<b>A</b>	<b>G</b>
<p>As this saving requires a reduction in staffing, the delivery will depend on how the Council manages the redundancy process.</p>			✓	
<b>Impact on Council Priorities: (tick relevant box)</b>		<b>R</b>	<b>A</b>	<b>G</b>
<p>No impact on Council priorities.</p>				✓

### Budget Savings Options 2018/19 & 2019/20

<b>Service:</b>	<b>Development Services</b>			
<b>Division:</b>	<b>Planning and Economic Development</b>			
<b>Savings Title:</b>	<b>Reduction in support for Economic Development, Growth and Investment</b>			
<b>Saving Reference:</b>	<b>DV7</b>			
<b>Estimated Savings:</b>	<b>2018/19 £000's</b>	<b>2019/20 £000's</b>		
	<b>30</b>	<b>0</b>		
<b>Estimated FTE Impact:</b>	<b>0</b>	<b>0</b>		
<b>Commentary:</b>				
<p>Further reduction (61% of budget) in support for economic development, specifically measures to promote the Falkirk area, assist business and attract inward investment (including delivery of TIF) to support Economic Strategy 2015-25 objectives.</p> <p>The net total budget remaining for Falkirk Council's economic development and inward investment promotion arising from this saving would be to £18k, sufficient for maintaining a website presence only.</p> <p>The following activities will cease:–</p> <ul style="list-style-type: none"> <li>• marketing materials including Invest Falkirk/Business Falkirk newsletter,</li> <li>• all remaining business engagement activities – Business Exhibition, Annual Conference, Business Update Event and Business Breakfasts.</li> <li>• Falkirk area marketing and competitiveness promotional activity.</li> </ul>				
<b>Summary Provisional EPIA Assessment: (tick relevant box)</b>		<b>H</b>	<b>M</b>	<b>L</b>
				✓
<b>Risk Saving won't be delivered: (tick relevant box)</b>		<b>R</b>	<b>A</b>	<b>G</b>
				✓
<b>Impact on Council Priorities: (tick relevant box)</b>		<b>R</b>	<b>A</b>	<b>G</b>
Will impact negatively on the Council's priorities of competitiveness with other areas, growing the economy, creating jobs and promoting vibrant town centres.			✓	



### Budget Savings Options 2018/19 & 2019/20

<b>Service:</b>	<b>Development Services</b>			
<b>Division:</b>	<b>Planning and Economic Development</b>			
<b>Savings Title:</b>	<b>Reduction in support for Economic Development, Tourism</b>			
<b>Saving Reference:</b>	<b>DV8</b>			
<b>Estimated Savings:</b>	<b>2018/19 £000's</b>	<b>2019/20 £000's</b>		
	<b>21</b>	<b>0</b>		
<b>Estimated FTE Impact:</b>	<b>0</b>	<b>0</b>		
<b>Commentary:</b>				
<p>A further reduction (42%) to the Council's tourism budget. This will impact on local, national and international promotional activities for the attraction of visitors to the area. Falkirk is presently amongst the top three fastest growing areas in Scotland and loss of match funding will affect the capacity to secure external funds via VisitScotland and Scottish Enterprise. This saving would involve withdrawal of grant to VisitScotland (£5k) and cancellation of membership of national tourism representative body, the Scottish Tourism Association.</p> <p>Activity to assist the growth of the local tourism business sector will be stopped including a reduction in capacity to meet key targets of the Falkirk Tourism Strategy 2015-20. Support from the Council for the recently formed Tourism Partnership will cease. Area promotion will not be developed.</p> <p>The following activities will stop – joint marketing with VisitScotland; distribution of VisitFalkirk leaflets to national locations; attendance at annual VisitScotland Expo and other trade promotion opportunities with partners; reduction of marketing materials (including translations); business engagement /networking activity; all social media exposure/campaigns for the Falkirk area. VisitScotland have indicated that they may also withdraw the Visitor Information Centre at the Falkirk Wheel.</p> <p>The net budget remaining for tourism promotion will be £29k and will permit maintenance of VisitFalkirk website and a very limited range of promotion activity.</p>				
<b>Summary Provisional EPIA Assessment: (tick relevant box)</b>		<b>H</b>	<b>M</b>	<b>L</b>
				✓
<b>Risk Saving won't be delivered: (tick relevant box)</b>		<b>R</b>	<b>A</b>	<b>G</b>
				✓
<b>Impact on Council Priorities: (tick relevant box)</b>		<b>R</b>	<b>A</b>	<b>G</b>
<p>Will impact negatively on the tourism sector of the economy and its potential for job creation, and visitor spend. Reduces contribution of the sector to the Council's priorities of growing the economy, promoting vibrant town centres and major attractions and development of Investment Zone.</p>				✓

### Budget Savings Options 2018/19 & 2019/20

<b>Service:</b>	<b>Development Services</b>			
<b>Division:</b>	<b>Design, Roads and Transport</b>			
<b>Savings Title:</b>	<b>Reduction in bus subsidies</b>			
<b>Saving Reference:</b>	<b>DV9</b>			
<b>Estimated Savings:</b>	<b>2018/19 £000's</b>	<b>2019/20 £000's</b>		
	<b>352</b>	<b>0</b>		
<b>Estimated FTE Impact:</b>	<b>0</b>	<b>0</b>		
<b>Commentary:</b>				
<p>This saving would be achieved by the cancellation of contracts for subsidised bus services for 17/18. This would have the effect of removing some services on the least well used bus routes i.e. rural services, early morning and late evening services, plus the Sunday services and/or reducing the frequency of services supported by the Council. Depending on the extent of the savings to be achieved, mitigating measures would be sought.</p> <p>Three month's notice is required for the termination of bus contracts.</p>				
<b>Summary Provisional EPIA Assessment: (tick relevant box)</b>		<b>H</b>	<b>M</b>	<b>L</b>
		✓		
<b>Risk Saving won't be delivered: (tick relevant box)</b>		<b>R</b>	<b>A</b>	<b>G</b>
If Members agree to this option, the savings can be made by terminating the bus contracts with three months' notice.			✓	
<b>Impact on Council Priorities: (tick relevant box)</b>		<b>R</b>	<b>A</b>	<b>G</b>
<p>This may impact on the Council's priorities of empowering and enabling people to be self-reliant.</p> <p>The removal of subsidised bus services will impact on the Councils three priorities of People, Place and Partnership.</p>			✓	

### Budget Savings Options 2018/19 & 2019/20

<b>Service:</b>	<b>Development</b>			
<b>Division:</b>	<b>Planning &amp; Economic Development</b>			
<b>Savings Title:</b>	<b>Reduction in Employment &amp; Training Unit Services</b>			
<b>Saving Reference:</b>	<b>DV10</b>			
<b>Estimated Savings:</b>	<b>2018/19 £000's</b>	<b>2019/20 £000's</b>		
	<b>205</b>			
<b>Estimated FTE Impact:</b>	<b>4</b>			
<b>Commentary:</b>				
<p>Reduction in employment and training services as supported by Falkirk Council and external funds. This savings option involves a reduction of employment and training activity of £205k in 18/19 and would reduce provision by a further 110 pre-employment and 50 MA places in 18/19.</p> <p>The budget reductions in ETU have been mitigated to date by staff undertaking direct delivery, reducing external training provision. The blend of Council and external funds for service delivery protects the range of interventions, matching some staff to European Social Fund and other externally funded activity. Reduced funding will erode the capacity for this match funding to be maintained at current levels (£2.4m in 17/18).</p> <p>It is envisaged that as a consequence of these savings there may be a requirement to terminate up to 4 temporary contracts.</p>				
<b>Summary Provisional EPIA Assessment: (tick relevant box)</b>		<b>H</b>	<b>M</b>	<b>L</b>
			✓	
<p>ETU works with harder to help older people as well as young people and these clients have multiple barriers to employment including health conditions, disabilities and additional support for learning needs. There is also a focus on care leavers and ex-offenders. 30% of clients currently come from SIMD areas</p> <p>This savings option also needs to take into account anticipated changes in the field of employability serving excluded groups arising from welfare reform and the devolution of UK employability services. The successful award of Fair Start Scotland employability services, aimed at the most vulnerable job seekers adds to the protected groups supported and the preventative potential of this service. The new Socio Economic Duty coming into force in Scotland in December also requires to be acknowledged.</p>				
<b>Risk Saving won't be delivered: (tick relevant box)</b>		<b>R</b>	<b>A</b>	<b>G</b>
			✓	
<p>ETU services have an ongoing contingent liability for the delivery of training programmes for periods of up to four years. Budget levels require to be maintained to meet these contractual commitments and any liability requirements .</p>				

Impact on Council Priorities: (tick relevant box)	R	A	G
<p>Will impact negatively on the Council's priorities for:</p> <ul style="list-style-type: none"> <li>• raising aspiration and ambition;</li> <li>• reducing the impact of poverty on children and their families,</li> <li>• growing the economy,</li> <li>• creating jobs</li> <li>• Empowering and enabling people to be self reliant, and</li> <li>• Promoting stronger, more self-reliant communities</li> </ul>		✓	

### Budget Savings Options 2018/19 & 2019/20

<b>Service:</b>	Development Services			
<b>Division:</b>	Design, Roads and Transport			
<b>Savings Title:</b>	Reduce Shopmobility Service			
<b>Saving Reference:</b>	DV11			
<b>Estimated Savings:</b>	<b>2018/19 £000's</b>	<b>2019/20 £000's</b>		
	<b>10</b>	<b>0</b>		
<b>Estimated FTE Impact:</b>	<b>0</b>	<b>0</b>		
<b>Commentary:</b>				
The reduction in service level from 6 days per week to 4 would deliver a saving of £10k. however the contract has just been renewed to 31/03/19.				
<b>Summary Provisional EPIA Assessment: (tick relevant box)</b>		<b>H</b>	<b>M</b>	<b>L</b>
				✓
<b>Risk Saving won't be delivered: (tick relevant box)</b>		<b>R</b>	<b>A</b>	<b>G</b>
			✓	
<b>Impact on Council Priorities: (tick relevant box)</b>		<b>R</b>	<b>A</b>	<b>G</b>
			✓	

### Budget Savings Options 2018/19 & 2019/20

<b>Service:</b>	Development Services		
<b>Division:</b>	Design, Roads and Transport		
<b>Savings Title:</b>	Parking Charges at Falkirk High Station		
<b>Saving Reference:</b>	DV12		
<b>Estimated Savings:</b>	<b>2018/19 £000's</b>	<b>2019/20 £000's</b>	
	0	9	
<b>Estimated FTE Impact:</b>	0	0	
<b>Commentary:</b>			
<p>This proposal would generate additional income of £17k per annum from introducing charging at the Council owned car park near Falkirk High station. Total income of £17k per annum is based on 60% uptake. The lead in time for new car parking charges is 6 months. A decision in February would be implemented in October thus delivering a half year saving which would be offset by £8k set up costs. The first year of net income of £9k would be in 2019/20.</p>			
<b>Summary Provisional EPIA Assessment: (tick relevant box)</b>		<b>H</b>	<b>M</b>
			✓
<b>Risk Saving won't be delivered: (tick relevant box)</b>		<b>R</b>	<b>A</b>
			✓
<b>Impact on Council Priorities: (tick relevant box)</b>		<b>R</b>	<b>A</b>
			✓

### Budget Savings Options 2018/19 & 2019/20

<b>Service:</b>	Development Services		
<b>Division:</b>	Design, Roads and Transport		
<b>Savings Title:</b>	Reduce the number of new/replacement bus shelters		
<b>Saving Reference:</b>	DV13		
<b>Estimated Savings:</b>	<b>2018/19 £000's</b>	<b>2019/20 £000's</b>	
	30	0	
<b>Estimated FTE Impact:</b>	0	0	
<b>Commentary:</b>			
<p>This would involve no staffing changes but would reduce the Council's costs by replacing and renewing fewer bus shelters. The statutory provision of bus stop poles would remain unchanged.</p>			
<b>Summary Provisional EPIA Assessment: (tick relevant box)</b>		<b>H</b>	<b>M</b>
			✓
<b>Risk Saving won't be delivered: (tick relevant box)</b>		<b>R</b>	<b>A</b>
			✓
<b>Impact on Council Priorities: (tick relevant box)</b>		<b>R</b>	<b>A</b>
			✓

### Budget Savings Options 2018/19 & 2019/20

<b>Service:</b>	<b>Development Services</b>		
<b>Division:</b>	<b>Environmental Services</b>		
<b>Savings Title:</b>	<b>Charge for Brown Bin Collection</b>		
<b>Saving Reference:</b>	<b>DV14</b>		
<b>Estimated Savings:</b>	<b>2018/19 £000's</b>	<b>2019/20 £000's</b>	
	<b>433</b>	<b>0</b>	
<b>Estimated FTE Impact:</b>	<b>-7</b>	<b>0</b>	
<b>Commentary:</b>			
<p>The collection of garden waste in brown bins is not a statutory function. Routine collections are currently free on a 4 weekly collection frequency from March to November and thereafter on demand. Currently additional brown bins are charged at £50 per collection season.</p> <p>Proposal is to introduce a charge for a brown bin collection service on a fortnightly basis in the collection window and on demand in winter on same frequency of collection. Savings are based on customer experience at Angus Council which has recently introduced a charge. Highland Council have introduced a charge in 2017/18.</p> <p>Potential customer base 68,000 houses assuming a 45% take up 30,600 customers paying £25 per bin, the potential income is £765k. However There would be a need to add 2 extra teams at a cost of £262k plus vehicle and staff cover of £70k. Teams to be reviewed subject to service take-up.</p> <p>This would be a charge to all households receiving the brown bin collection service. An alternative saving option would be to stop the service completely, saving £393k per annum.</p>			
<b>Summary Provisional EPIA Assessment: (tick relevant box)</b>		<b>H</b>	<b>M</b>
			✓
<b>Risk Saving won't be delivered: (tick relevant box)</b>		<b>R</b>	<b>A</b>
			✓
		<p>This proposal is the subject of a report to the Executive in October 2017. If approved the proposal could be implemented in good time thus delivering the savings identified.</p>	
<b>Impact on Council Priorities: (tick relevant box)</b>		<b>R</b>	<b>A</b>
			✓



### Budget Savings Options 2018/19 & 2019/20

<b>Service:</b>	Development Services		
<b>Division:</b>	Environmental Services		
<b>Savings Title:</b>	Reduction in Activity of Community Safety		
<b>Saving Reference:</b>	DV15		
<b>Estimated Savings:</b>	<b>2018/19 £000's</b>	<b>2019/20 £000's</b>	
	<b>40</b>	<b>40</b>	
<b>Estimated FTE Impact:</b>	<b>3</b>	<b>0</b>	
<b>Commentary:</b>			
<p>This savings option would reduce the level of service and prioritise resources by delivering patrols in areas most in need. This is a part year saving to allow for its implementation.</p>			
<b>Summary Provisional EPIA Assessment: (tick relevant box)</b>		<b>H</b>	<b>M</b>
<p>Would also be subject to a workforce EPIA.</p>		<input type="checkbox"/>	<input checked="" type="checkbox"/>
<b>Risk Saving won't be delivered: (tick relevant box)</b>		<b>R</b>	<b>A</b>
<p>As this saving requires a reduction in staffing, the delivery will depend on how the Council manages the redundancy process.</p>		<input type="checkbox"/>	<input checked="" type="checkbox"/>
<b>Impact on Council Priorities: (tick relevant box)</b>		<b>R</b>	<b>A</b>
<p>May impact on the Council's priority of improving the neighbourhoods we live in.</p>		<input type="checkbox"/>	<input checked="" type="checkbox"/>

### Budget Savings Options 2018/19 & 2019/20

<b>Service:</b>	Development Services			
<b>Division:</b>	Design, Roads and Transport			
<b>Savings Title:</b>	Parking Charges at Larbert and Polmont Stations			
<b>Saving Reference:</b>	DV16			
<b>Estimated Savings:</b>	<b>2018/19 £000's</b>	<b>2019/20 £000's</b>		
	<b>0</b>	<b>42</b>		
<b>Estimated FTE Impact:</b>	<b>0</b>	<b>+1</b>		
<b>Commentary:</b>				
<p>These savings would be generated from additional income from introducing charging at Council owned car parks near rail stations which currently offer free parking.</p> <p>An estimated total annual income of £114k at Polmont Station (E &amp; W) serving Polmont Station and Foundry Loan (E &amp; W) and Larbert Station (E) serving Larbert Station is based on 60% uptake. The income level also allows for additional staff costs for an additional car park attendant. The lead in time for new car parking charges is 6 months. A decision in February would be implemented in October thus delivering a half year income of £57k in 2018/19. The set up costs of £72k would exceed income in 2018/19. Implementation would therefore be delayed to April 2019 achieving income of £42k in 2019/20 after deduction of set up costs and £114k in subsequent years.</p>				
<b>Summary Provisional EPIA Assessment: (tick relevant box)</b>		<b>H</b>	<b>M</b>	<b>L</b>
				✓
<b>Risk Saving won't be delivered: (tick relevant box)</b>		<b>R</b>	<b>A</b>	<b>G</b>
			✓	
<b>Impact on Council Priorities: (tick relevant box)</b>		<b>R</b>	<b>A</b>	<b>G</b>
				✓

### Budget Savings Options 2018/19 & 2019/20

<b>Service:</b>	Development Services			
<b>Division:</b>	Environmental Services			
<b>Savings Title:</b>	Community Safety 17/18 Provision			
<b>Saving Reference:</b>	DV17			
<b>Estimated Savings:</b>	<b>2018/19 £000's</b>	<b>2019/20 £000's</b>		
	100	0		
<b>Estimated FTE Impact:</b>	0	0		
<b>Commentary:</b>				
<p>This is a non- recurring saving arising from additional moneys allocated in 17/18 for an enhanced level of service.</p>				
<b>Summary Provisional EPIA Assessment: (tick relevant box)</b>		<b>H</b>	<b>M</b>	<b>L</b>
				✓
<b>Risk Saving won't be delivered: (tick relevant box)</b>		<b>R</b>	<b>A</b>	<b>G</b>
				✓
<b>Impact on Council Priorities: (tick relevant box)</b>		<b>R</b>	<b>A</b>	<b>G</b>
			✓	
<p>Enhanced resource for communities will no longer be provided impacting on the Council priority of improving the neighbourhoods we live in.</p>				

### Budget Savings Options 2018/19 & 2019/20

<b>Service:</b>	Development Services		
<b>Division:</b>	Environmental Services		
<b>Savings Title:</b>	Free Special Uplift		
<b>Saving Reference:</b>	DV18		
<b>Estimated Savings:</b>	<b>2018/19 £000's</b>	<b>2019/20 £000's</b>	
	<b>300</b>	<b>0</b>	
<b>Estimated FTE Impact:</b>	<b>6</b>	<b>0</b>	
<b>Commentary:</b>			
<p>This is a non- recurring saving arising from additional moneys allocated in 17/18. The service will revert back to charging for special uplifts.</p>			
<b>Summary Provisional EPIA Assessment: (tick relevant box)</b>		<b>H</b>	<b>M</b>
<p>No impact on service users with protected characteristics.</p>		<input type="checkbox"/>	<input type="checkbox"/>
		<input checked="" type="checkbox"/>	<input type="checkbox"/>
<b>Risk Saving won't be delivered: (tick relevant box)</b>		<b>R</b>	<b>A</b>
		<input type="checkbox"/>	<input type="checkbox"/>
		<input checked="" type="checkbox"/>	<input type="checkbox"/>
<b>Impact on Council Priorities: (tick relevant box)</b>		<b>R</b>	<b>A</b>
		<input type="checkbox"/>	<input type="checkbox"/>
		<input checked="" type="checkbox"/>	<input type="checkbox"/>

### Budget Savings Options 2018/19 & 2019/20

<b>Service:</b>	Development Services		
<b>Division:</b>	Environmental Services		
<b>Savings Title:</b>	Waste Collection in Flatted Properties		
<b>Saving Reference:</b>	DV19		
<b>Estimated Savings:</b>	<b>2018/19 £000's</b>	<b>2019/20 £000's</b>	
	100	0	
<b>Estimated FTE Impact:</b>	0	0	
<b>Commentary:</b>			
<p>This is a non- recurring saving arising from additional moneys allocated in 17/18 specifically to deal with contaminated bins in communal locations.</p>			
<b>Summary Provisional EPIA Assessment: (tick relevant box)</b>		<b>H</b>	<b>M</b>
<p>No impact on service users with protected characteristics.</p>		<input type="checkbox"/>	<input type="checkbox"/>
<b>Risk Saving won't be delivered: (tick relevant box)</b>		<b>R</b>	<b>A</b>
		<input type="checkbox"/>	<input checked="" type="checkbox"/>
<b>Impact on Council Priorities: (tick relevant box)</b>		<b>R</b>	<b>A</b>
		<input type="checkbox"/>	<input checked="" type="checkbox"/>

### Budget Savings Options 2018/19 & 2019/20

<b>Service:</b>	Development Services		
<b>Division:</b>	Environmental Services		
<b>Savings Title:</b>	Fortnightly Brown Bin Collection – April to September		
<b>Saving Reference:</b>	DV20		
<b>Estimated Savings:</b>	<b>2018/19 £000's</b>	<b>2019/20 £000's</b>	
	166	0	
<b>Estimated FTE Impact:</b>	6	0	
<b>Commentary:</b>			
<p>This is a non- recurring saving arising from additional moneys allocated in 17/18. The service will revert back to 4 weekly collections for October and November 2017 with an on-demand service between December 2017 and February 2018. Current budgeted position is a return to 4 weekly collections from March 2018.</p>			
<b>Summary Provisional EPIA Assessment: (tick relevant box)</b>		<b>H</b>	<b>M</b>
<p>No impact on service users with protected characteristics.</p>		<input type="checkbox"/>	<input type="checkbox"/>
<b>Risk Saving won't be delivered: (tick relevant box)</b>		<b>R</b>	<b>A</b>
		<input type="checkbox"/>	<input checked="" type="checkbox"/>
<b>Impact on Council Priorities: (tick relevant box)</b>		<b>R</b>	<b>G</b>
		<input type="checkbox"/>	<input checked="" type="checkbox"/>

### Budget Savings Options 2018/19 & 2019/20

<b>Service:</b>	Development Services		
<b>Division:</b>	Design, Roads and Transport		
<b>Savings Title:</b>	Free after Three		
<b>Saving Reference:</b>	DV21		
<b>Estimated Savings:</b>	<b>2018/19 £000's</b>	<b>2019/20 £000's</b>	
	53	0	
<b>Estimated FTE Impact:</b>	0	0	
<b>Commentary:</b>			
<p>This is a non- recurring saving relating to additional moneys allocated in 16/17 to increase footfall in Falkirk Town Centre.</p>			
<b>Summary Provisional EPIA Assessment: (tick relevant box)</b>		<b>H</b>	<b>M</b>
<p>No impact on service users with protected characteristics.</p>		<input type="checkbox"/>	<input type="checkbox"/>
<b>Risk Saving won't be delivered: (tick relevant box)</b>		<b>R</b>	<b>A</b>
		<input type="checkbox"/>	<input checked="" type="checkbox"/>
<b>Impact on Council Priorities: (tick relevant box)</b>		<b>R</b>	<b>A</b>
<p>May impact negatively on the Council's priorities of growing the economy and promoting vibrant town centres.</p>		<input type="checkbox"/>	<input checked="" type="checkbox"/>

### Budget Savings Options 2018/19 & 2019/20

<b>Service:</b>	Development Services		
<b>Division:</b>	Planning and Economic Development		
<b>Savings Title:</b>	CCTV Surveillance		
<b>Saving Reference:</b>	DV22		
<b>Estimated Savings:</b>	<b>2018/19 £000's</b>	<b>2019/20 £000's</b>	
	<b>20</b>	<b>0</b>	
<b>Estimated FTE Impact:</b>	<b>0</b>	<b>0</b>	
<b>Commentary:</b>			
<p>This is a non- recurring saving relating to additional moneys allocated in 17/18 for mobile cameras to be increased to help address anti social behaviours and support communities.</p>			
<b>Summary Provisional EPIA Assessment: (tick relevant box)</b>		<b>H</b>	<b>M</b>
<p>No impact on service users with protected characteristics.</p>		<input type="checkbox"/>	<input type="checkbox"/>
		<input type="checkbox"/>	<input type="checkbox"/>
<b>Risk Saving won't be delivered: (tick relevant box)</b>		<b>R</b>	<b>A</b>
		<input type="checkbox"/>	<input type="checkbox"/>
		<input checked="" type="checkbox"/>	<input type="checkbox"/>
<b>Impact on Council Priorities: (tick relevant box)</b>		<b>R</b>	<b>A</b>
<p>May impact negatively on the Council's priorities of improving the neighbourhoods we live in and promoting vibrant town centres.</p>		<input type="checkbox"/>	<input checked="" type="checkbox"/>
		<input type="checkbox"/>	<input type="checkbox"/>



### Budget Savings Options 2018/19 & 2019/20

<b>Service:</b>	Development Services		
<b>Division:</b>	Environmental Services		
<b>Savings Title:</b>	Larger Street Bins		
<b>Saving Reference:</b>	DV23		
<b>Estimated Savings:</b>	<b>2018/19 £000's</b>	<b>2019/20 £000's</b>	
	16	0	
<b>Estimated FTE Impact:</b>	0	0	
<b>Commentary:</b>			
<p>This is the ongoing revenue cost of the capital investment (£0.180M) to replace 500 pole mounted bins with larger capacity containers.</p>			
<b>Summary Provisional EPIA Assessment: (tick relevant box)</b>		<b>H</b>	<b>M</b>
<p>No impact on service users with protected characteristics.</p>		<input type="checkbox"/>	<input type="checkbox"/>
		<input type="checkbox"/>	<input type="checkbox"/>
<b>Risk Saving won't be delivered: (tick relevant box)</b>		<b>R</b>	<b>A</b>
<p>£16,000 is repaid per annum to fund the capital investment.</p>		<input checked="" type="checkbox"/>	<input type="checkbox"/>
		<input type="checkbox"/>	<input type="checkbox"/>
<b>Impact on Council Priorities: (tick relevant box)</b>		<b>R</b>	<b>A</b>
		<input type="checkbox"/>	<input type="checkbox"/>
		<input type="checkbox"/>	<input checked="" type="checkbox"/>

### Budget Savings Options 2018/19 & 2019/20

<b>Service:</b>	Development Services			
<b>Division:</b>	Environmental Services			
<b>Savings Title:</b>	Bo'ness Community Bus			
<b>Saving Reference:</b>	DV24			
<b>Estimated Savings:</b>	<b>2018/19 £000's</b>	<b>2019/20 £000's</b>		
	<b>10</b>	<b>0</b>		
<b>Estimated FTE Impact:</b>	<b>0</b>	<b>0</b>		
<b>Commentary:</b>				
<p>This is a non- recurring saving arising from additional moneys allocated in 17/18 specifically to support the Bo'ness and Area Community Bus Association to run a service between Bo'ness, Blackness and Edinburgh. £6k was for a 3 month trial and £4k was for the purchase of a ticket machine.</p> <p>This was a one off grant to assist the Bo'ness and Area Community Bus Association to start their bus service.</p>				
<b>Summary Provisional EPIA Assessment: (tick relevant box)</b>		<b>H</b>	<b>M</b>	<b>L</b>
No impact on people with protected characteristics as service will be run by the community.				
<b>Risk Saving won't be delivered: (tick relevant box)</b>		<b>R</b>	<b>A</b>	<b>G</b>
No other grant funding has been requested.				✓
<b>Impact on Council Priorities: (tick relevant box)</b>		<b>R</b>	<b>A</b>	<b>G</b>
None				✓

### Budget Savings Options 2018/19 & 2019/20

<b>Service:</b>	Development Services		
<b>Division:</b>	Planning and Economic Development		
<b>Savings Title:</b>	Forest Estate Plan		
<b>Saving Reference:</b>	DV25		
<b>Estimated Savings:</b>	<b>2018/19 £000's</b>	<b>2019/20 £000's</b>	
	15	0	
<b>Estimated FTE Impact:</b>	0	0	
<b>Commentary:</b>			
<p>This is a non- recurring saving arising from additional moneys allocated in 16/17 specifically to deal develop a Forest Estate Plan.</p>			
<b>Summary Provisional EPIA Assessment: (tick relevant box)</b>		<b>H</b>	<b>M</b>
<p>No impact on service users with protected characteristics.</p>		<input type="checkbox"/>	<input type="checkbox"/>
<b>Risk Saving won't be delivered: (tick relevant box)</b>		<b>R</b>	<b>A</b>
		<input type="checkbox"/>	<input type="checkbox"/>
		<input checked="" type="checkbox"/>	
<b>Impact on Council Priorities: (tick relevant box)</b>		<b>R</b>	<b>A</b>
		<input type="checkbox"/>	<input type="checkbox"/>
		<input checked="" type="checkbox"/>	

### Budget Savings Options 2018/19 & 2019/20

<b>Service:</b>	Development		
<b>Division:</b>	Design, Roads and Transport		
<b>Savings Title:</b>	Reduction in Roads Maintenance budget		
<b>Saving Reference:</b>	DV26		
<b>Estimated Savings:</b>	<b>2018/19 £000's</b>	<b>2019/20 £000's</b>	
	200	0	
<b>Estimated FTE Impact:</b>	2	0	
<b>Commentary:</b>			
<p>New proposal for a further reduction in roads maintenance across Falkirk. Savings would come from plant, materials and staff. The reduction in FTEs may be possible through natural wastage.</p>			
<b>Summary Provisional EPIA Assessment: (tick relevant box)</b>		<b>H</b>	<b>M</b>
			✓
<b>Risk Saving won't be delivered: (tick relevant box)</b>		<b>R</b>	<b>A</b>
			✓
<b>Impact on Council Priorities: (tick relevant box)</b>		<b>R</b>	<b>A</b>
			✓
<p>The condition of our roads is a vital element in the economic development of the area.</p>			

### Budget Savings Options 2018/19 & 2019/20

<b>Service:</b>	Development			
<b>Division:</b>	Design, Roads and Transport			
<b>Savings Title:</b>	Remove all flower bedding and baskets			
<b>Saving Reference:</b>	DV27			
<b>Estimated Savings:</b>	<b>2018/19 £000's</b>	<b>2019/20 £000's</b>		
	100	0		
<b>Estimated FTE Impact:</b>	2	0		
<b>Commentary:</b>				
<p>New proposal for the removal of all flower beds and baskets. The reduction in FTEs may be possible through natural wastage.</p>				
<b>Summary Provisional EPIA Assessment: (tick relevant box)</b>		<b>H</b>	<b>M</b>	<b>L</b>
				✓
<b>Risk Saving won't be delivered: (tick relevant box)</b>		<b>R</b>	<b>A</b>	<b>G</b>
				✓
<b>Impact on Council Priorities: (tick relevant box)</b>		<b>R</b>	<b>A</b>	<b>G</b>
			✓	
<p>May be perceived as impacting on Council priorities of improving the neighbourhoods we live in, and promoting vibrant town centres.</p>				

### Budget Savings Options 2018/19 & 2019/20

<b>Service:</b>	Development Services		
<b>Division:</b>	Environmental Services		
<b>Savings Title:</b>	Fuel rebasing exercise		
<b>Saving Reference:</b>	DV28		
<b>Estimated Savings:</b>	<b>2018/19 £000's</b>	<b>2019/20 £000's</b>	
	100	0	
<b>Estimated FTE Impact:</b>	0	0	
<b>Commentary:</b>			
<p>New proposal to rebase revenue budgets for fuel, across all Council services.</p>			
<b>Summary Provisional EPIA Assessment: (tick relevant box)</b>		<b>H</b>	<b>M</b>
<p>No impact on service users with protected characteristics.</p>		<input type="checkbox"/>	<input type="checkbox"/>
<b>Risk Saving won't be delivered: (tick relevant box)</b>		<b>R</b>	<b>A</b>
		<input type="checkbox"/>	<input type="checkbox"/>
		<input checked="" type="checkbox"/>	
<b>Impact on Council Priorities: (tick relevant box)</b>		<b>R</b>	<b>A</b>
		<input type="checkbox"/>	<input type="checkbox"/>
		<input checked="" type="checkbox"/>	

### Budget Savings Options 2018/19 & 2019/20

<b>Service:</b>	Development Services		
<b>Division:</b>	Environmental Services		
<b>Savings Title:</b>	Reduction in Street Cleansing		
<b>Saving Reference:</b>	DV29		
<b>Estimated Savings:</b>	<b>2018/19 £000's</b>	<b>2019/20 £000's</b>	
	<b>200</b>	<b>0</b>	
<b>Estimated FTE Impact:</b>	<b>3</b>	<b>0</b>	
<b>Commentary:</b>			
<p>The deployment of street cleaning resources to areas of most need i.e. areas of high littering and detritus. This may result in low priority areas receiving a reduced level of service. The staffing impact would be a reduction of 3 full time equivalent posts.</p>			
<b>Summary Provisional EPIA Assessment: (tick relevant box)</b>		<b>H</b>	<b>M</b>
No impact on service users with protected characteristics. Would be subject to a workforce EPIA.		<input type="checkbox"/>	<input type="checkbox"/>
<b>Risk Saving won't be delivered: (tick relevant box)</b>		<b>R</b>	<b>A</b>
As this saving requires a reduction in staffing, the delivery will depend on how the Council manages the redundancy process.		<input type="checkbox"/>	<input checked="" type="checkbox"/>
<b>Impact on Council Priorities: (tick relevant box)</b>		<b>R</b>	<b>A</b>
May be perceived as impacting on Council priorities of improving the neighbourhoods we live in, and promoting vibrant town centres.		<input type="checkbox"/>	<input checked="" type="checkbox"/>

### Budget Savings Options 2018/19 & 2019/20

<b>Service:</b>	Development Services			
<b>Division:</b>	Planning and Economic Development			
<b>Savings Title:</b>	Remove all Christmas Light provision			
<b>Saving Reference:</b>	DV30			
<b>Estimated Savings:</b>	<b>2018/19 £000's</b>	<b>2019/20 £000's</b>		
	150	0		
<b>Estimated FTE Impact:</b>	0	0		
<b>Commentary:</b>				
<p>Removal of all Christmas tree and town centres festive street lights provision. This savings option applies to costs of installation, operation, maintenance and annual testing of equipment at locations including Falkirk town centre, district and neighbourhood centres. It would impact on staff resources requiring this to be directed to other duties, or saved.</p> <p>Will impact on town centre footfall, trader performance and promotional activities of the Falkirk BID through Falkirk Delivers.</p>				
<b>Summary Provisional EPIA Assessment: (tick relevant box)</b>		<b>H</b>	<b>M</b>	<b>L</b>
				✓
Affects whole community - no impact on service users with protected characteristics				
<b>Risk Saving won't be delivered: (tick relevant box)</b>		<b>R</b>	<b>A</b>	<b>G</b>
			✓	
<b>Impact on Council Priorities: (tick relevant box)</b>		<b>R</b>	<b>A</b>	<b>G</b>
			✓	
Will impact on the Council's priority of promoting vibrant communities and town centres.				



### Budget Savings Options 2018/19 & 2019/20

<b>Service:</b>	<b>Development</b>			
<b>Division:</b>	<b>Planning &amp; Economic Development</b>			
<b>Savings Title:</b>	<b>Reduction in Employment &amp; Training Unit Services</b>			
<b>Saving Reference:</b>	<b>DV31</b>			
<b>Estimated Savings:</b>	<b>2018/19 £000's</b>	<b>2019/20 £000's</b>		
	<b>100</b>			
<b>Estimated FTE Impact:</b>	<b>2</b>			
<b>Commentary:</b>				
<p>Reduction in employment and training services as supported by Falkirk Council and external funds. This is an additional savings option to DV10 and involves a further reduction of employment and training activity of £100k in 18/19. This option would reduce provision by a further 36 pre-employment and 10 MA places in 18/19. The cumulative impact of these savings options will require to be considered</p> <p>The budget reductions in ETU have been mitigated to date by staff undertaking direct delivery, reducing external training provision. The blend of Council and external funds for service delivery protects the range of interventions, matching some staff to European Social Fund and other externally funded activity. Reduced funding will erode the capacity for this match funding to be maintained at current levels (£2.4m in 17/18).</p> <p>In addition to the requirement to terminate up to 4 temporary contracts under DV10, there may be an additional 2 posts at risk (subject to external funding levels). There will also be an impact on the nature and value of work commissioned from the third sector.</p>				
<b>Summary Provisional EPIA Assessment: (tick relevant box)</b>		<b>H</b>	<b>M</b>	<b>L</b>
			✓	
<p>ETU works with harder to help older people as well as young people and these clients have multiple barriers to employment including health conditions, disabilities and additional support for learning needs. There is also a focus on care leavers and ex-offenders. 30% of clients currently come from SIMD areas</p> <p>This savings option also needs to take into account anticipated changes in the field of employability serving excluded groups arising from welfare reform and the devolution of UK employability services. The successful award of Fair Start Scotland employability services aimed at the most vulnerable job seekers adds to the protected groups supported and the preventative potential of this service. The new Socio Economic Duty coming into force in Scotland in December also requires to be acknowledged.</p>				
<b>Risk Saving won't be delivered: (tick relevant box)</b>		<b>R</b>	<b>A</b>	<b>G</b>
			✓	
<p>ETU services have an ongoing contingent liability for the delivery of training programmes for periods of up to four years. Budget levels require to be maintained to meet contractual commitments and these liability requirements</p> <p>.</p>				

Impact on Council Priorities: (tick relevant box)	R	A	G
<p>Will impact negatively on the Council's priorities for:</p> <ul style="list-style-type: none"> <li>• raising aspiration and ambition;</li> <li>• reducing the impact of poverty on children and their families,</li> <li>• growing the economy,</li> <li>• creating jobs</li> <li>• Empowering and enabling people to be self reliant, and</li> <li>• Promoting stronger, more self-reliant communities</li> </ul>		✓	

### Budget Savings Options 2018/19 & 2019/20

<b>Service:</b>	Development Services		
<b>Division:</b>	Planning and Economic Development		
<b>Savings Title:</b>	Miscellaneous savings		
<b>Saving Reference:</b>	DV32		
<b>Estimated Savings:</b>	<b>2018/19 £000's</b>	<b>2019/20 £000's</b>	
	50	0	
<b>Estimated FTE Impact:</b>	0	0	
<b>Commentary:</b>			
<p>Reduction in the operational capacity of the Planning &amp; Economic Development Division by a £50k reduction across each of 5 service units. This option would result in reduced funds available to attract external funding, engage specialist professional and legal services and budget used for miscellaneous supplies in support of the Division's day to day operations. Where necessary non-filling of staff vacancies and other efficiencies will be sought.</p>			
<b>Summary Provisional EPIA Assessment: (tick relevant box)</b>		<b>H</b>	<b>M</b>
			✓
<b>Risk Saving won't be delivered: (tick relevant box)</b>		<b>R</b>	<b>A</b>
			✓
<b>Impact on Council Priorities: (tick relevant box)</b>		<b>R</b>	<b>A</b>
<p>Will impact negatively on the Council's priorities of competitiveness with other areas, growing the economy, creating jobs and promoting vibrant town centres.</p>			

### Budget Savings Options 2018/19 & 2019/20

<b>Service:</b>	Development			
<b>Division:</b>	Transport Planning			
<b>Savings Title:</b>	Remove Bus Subsidies			
<b>Saving Reference:</b>	DV33			
<b>Estimated Savings:</b>	<b>2018/19 £000's</b>	<b>2019/20 £000's</b>		
	719	240		
<b>Estimated FTE Impact:</b>	0	0		
<b>Commentary:</b>				
<p>This is a new proposal.</p> <p>Subsidising local bus services is not a statutory function but serves communities where or when commercial bus operators do not make a profit or sufficient profit to operate.</p> <p>To cancel a bus contract requires three months' notice.</p>				
<b>Summary Provisional EPIA Assessment: (tick relevant box)</b>		<b>H</b>	<b>M</b>	<b>L</b>
<p>The removal of all subsidised bus services could have a high impact on some communities as some communities would be left with no bus service. This will affect how some people travel to work, school, further education, socialising, shopping etc. There will still be some commercial services.</p> <p>For some communities it will result in no bus services and for others it may reduce the frequency and /or the start and finish times and/or the number of days of operation.</p> <p>It is a public service and could affect people in all protected groups. From our analysis, 55% of bus users use a concessionary pass so are either over 60 or have a disability.</p>		✓		
<b>Risk Saving won't be delivered: (tick relevant box)</b>		<b>R</b>	<b>A</b>	<b>G</b>
<p>If Members agree to this option, the savings can be made by terminating the bus contracts with 3 months' notice.</p>				✓
<b>Impact on Council Priorities: (tick relevant box)</b>		<b>R</b>	<b>A</b>	<b>G</b>
<p>The removal of subsidised bus services will impact on the Councils 3 priorities of People, Place and Partnership.</p>		✓		

### Budget Savings Options 2018/19 & 2019/20

<b>Service:</b>	<b>Development</b>			
<b>Division:</b>	<b>Planning &amp; Economic Development</b>			
<b>Savings Title:</b>	<b>Closure of Employment &amp; Training Unit</b>			
<b>Saving Reference:</b>	<b>DV34</b>			
<b>Estimated Savings:</b>	<b>2018/19 £000's</b>	<b>2019/20 £000's</b>		
	<b>490</b>	<b>123</b>		
<b>Estimated FTE Impact:</b>	<b>10</b>	<b>16</b>		
<b>Commentary:</b>				
<p>This savings option considers the closure of the Council's Employment and Training Unit. This is an additional savings option to DV10 and DV31 and, as a non-statutory area of service delivery, involves a staged closure of the Unit commencing in 18/19. This option would reduce provision by 574 training places in 18/19 and 340 places in 19/20. Further reductions in provision and closure of the Unit would take place in 20/21.</p> <p>The budget reductions in ETU have been mitigated to date by staff undertaking direct delivery, reducing external training provision. The blend of Council and external funds for service delivery protects the range of interventions, matching some staff to European Social Fund and other externally funded activity.</p> <p>Closure of the unit will prevent capacity for match funding to be maintained at current levels (£2.4m in 17/18) and as a consequence the scale of service provision would reduce significantly. The proposal would also have an effect on the Unit's capacity to sustain the delivery of external service contracts for Skills Development Scotland and Scottish Government.</p> <p>This option would require the staged reduction in staffing levels in the Unit with an initial reduction of 10 FTEs in 18/19 and a further 16 FTE in 19/20.</p>				
<b>Summary Provisional EPIA Assessment: (tick relevant box)</b>		<b>H</b>	<b>M</b>	<b>L</b>
<p>ETU works with harder to help older people as well as young people seeking to access the labour market. Many of these clients have multiple barriers to employment including health conditions, disabilities and additional support for learning needs. There is also a focus on care leavers and ex-offenders. 30% of clients currently come from SIMD areas</p> <p>This savings option also needs to take into account anticipated changes in the field of employability serving excluded groups arising from welfare reform and the devolution of UK employability services.</p>		<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<b>Risk Saving won't be delivered: (tick relevant box)</b>		<b>R</b>	<b>A</b>	<b>G</b>
<p>ETU services have an ongoing contingent liability for the delivery of training programmes for periods of up to four years. If budget levels are significantly reduced this capacity to sustain contingent liabilities will be eroded and other provision will require to be found for trainees. This includes risks relating to the recent successful award of the Fair Start Scotland contract for the Forth Valley and measures to sustain the capacity to deliver this contract arising from closure of the unit would require to be put in place.</p>		<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

<b>Impact on Council Priorities: (tick relevant box)</b>	<b>R</b>	<b>A</b>	<b>G</b>
<p>Will impact negatively on the Council's priorities for:</p> <ul style="list-style-type: none"> <li>• raising aspiration and ambition;</li> <li>• reducing the impact of poverty on children and their families,</li> <li>• growing the economy,</li> <li>• creating jobs</li> <li>• Empowering and enabling people to be self reliant, and</li> <li>• Promoting stronger, more self-reliant communities</li> </ul>		✓	

### Budget Savings Options 2018/19 & 2019/20

<b>Service:</b>	Development Services		
<b>Division:</b>	Environmental Services		
<b>Savings Title:</b>	Removal of whole Community Safety service		
<b>Saving Reference:</b>	DV35		
<b>Estimated Savings:</b>	<b>2018/19 £000's</b>	<b>2019/20 £000's</b>	
	<b>203</b>	<b>200</b>	
<b>Estimated FTE Impact:</b>	<b>5</b>	<b>5</b>	
<b>Commentary:</b>			
<p>This savings option would remove service.</p>			
<b>Summary Provisional EPIA Assessment: (tick relevant box)</b>		<b>H</b>	<b>M</b>
<p>Would also be subject to a workforce EPIA.</p>		<input type="checkbox"/>	<input checked="" type="checkbox"/>
<b>Risk Saving won't be delivered: (tick relevant box)</b>		<b>R</b>	<b>A</b>
<p>As this saving requires a reduction in staffing, the delivery will depend on how the Council manages the redundancy process.</p>		<input type="checkbox"/>	<input checked="" type="checkbox"/>
<b>Impact on Council Priorities: (tick relevant box)</b>		<b>R</b>	<b>A</b>
<p>This would impact on the Council's priority of improving the neighbourhoods we live in. There would no longer be a response to calls about fly tipping, dog fouling antisocial behaviour, littering etc.</p>		<input type="checkbox"/>	<input checked="" type="checkbox"/>

### Budget Savings Options 2018/19 & 2019/20

<b>Service:</b>	Development Services		
<b>Division:</b>	Planning and Economic Development		
<b>Savings Title:</b>	Growth and Investment		
<b>Saving Reference:</b>	DV36		
<b>Estimated Savings:</b>	<b>2018/19 £000's</b>	<b>2019/20 £000's</b>	
	27	0	
<b>Estimated FTE Impact:</b>	0	0	
<b>Commentary:</b>			
<p>New proposal to reduce the capacity of the Growth &amp; Investment Unit. £27k reduction would terminate provision for remaining promotional and publicity activity associated with regeneration initiatives and support for town centres as initiatives are delivered; loss of match funding to attract external funding; and specialist, legal and professional technical services required for delivery of TIF/Investment Zone.</p>			
<b>Summary Provisional EPIA Assessment: (tick relevant box)</b>		<b>H</b>	<b>M</b>
			✓
<b>Risk Saving won't be delivered: (tick relevant box)</b>		<b>R</b>	<b>A</b>
			✓
<b>Impact on Council Priorities: (tick relevant box)</b>		<b>R</b>	<b>A</b>
			✓
<p>Will impact negatively on the Council's priorities of competitiveness with other areas, growing the economy, creating jobs and promoting vibrant town centres.</p>			



### Budget Savings Options 2018/19 & 2019/20

<b>Service:</b>	Development Services		
<b>Division:</b>	Environmental Services		
<b>Savings Title:</b>	Removal of Pest Control Services		
<b>Saving Reference:</b>	DV37		
<b>Estimated Savings:</b>	<b>2018/19 £000's</b>	<b>2019/20 £000's</b>	
	<b>10</b>	<b>0</b>	
<b>Estimated FTE Impact:</b>	<b>0.5</b>	<b>0</b>	
<b>Commentary:</b>			
This would entail the cessation of the pest control service.			
<b>Summary Provisional EPIA Assessment: (tick relevant box)</b>		<b>H</b>	<b>M</b>
		<input type="checkbox"/>	<input type="checkbox"/>
No impact on service users with protected characteristics. Householders would purchase services privately. Would be subject to a workforce EPIA.			
<b>Risk Saving won't be delivered: (tick relevant box)</b>		<b>R</b>	<b>A</b>
		<input type="checkbox"/>	<input checked="" type="checkbox"/>
As this saving requires a reduction in staffing, the delivery will depend on how the Council manages the redundancy process.			
<b>Impact on Council Priorities: (tick relevant box)</b>		<b>R</b>	<b>A</b>
		<input type="checkbox"/>	<input checked="" type="checkbox"/>
No direct impact.			

### Budget Savings Options 2018/19 & 2019/20

<b>Service:</b>	Development Services			
<b>Division:</b>	Environmental Services – Fleet Services			
<b>Savings Title:</b>	SMART WORKING – SMART TRAVEL			
<b>Saving Reference:</b>	DV38			
<b>Estimated Savings:</b>	<b>2018/19 £000's</b>	<b>2019/20 £000's</b>		
	<b>250</b>	<b>150</b>		
<b>Estimated FTE Impact:</b>	<b>N/A</b>	<b>N/A</b>		
<b>Commentary:</b>				
<p>Business travel is an essential requirement in delivering the many services offered by the Council. An extensive fleet of 530 Council vehicles is currently provided and maintained by Fleet Services; however in addition, significant resources are also expended by individual Services in reimbursing employees for business mileage incurred whilst travelling in their own private vehicles (grey fleet) during the course of their work. In 2016/17, a total of 2.19 million miles were travelled by employees and elected members in their private vehicles in carrying out their business duties which incurred a direct expenditure to the Council of claims totalling c£1m.</p> <p>It may not always be practical for the Council to eliminate all business mileage however, it is widely accepted that there are more environmentally sustainable and more cost effective business travel options available.</p> <p>The above estimated savings are directly attributed to revenue.</p>				
<b>Summary Provisional EPIA Assessment: (tick relevant box)</b>		<b>H</b>	<b>M</b>	<b>L</b>
No impact on service users with protected characteristics.				
<b>Risk Saving won't be delivered: (tick relevant box)</b>		<b>R</b>	<b>A</b>	<b>G</b>
If the savings are not delivered it would mean that there would continue to be and on-going annual cost overall to the Council of c£1m.		✓		
<b>Impact on Council Priorities: (tick relevant box)</b>		<b>R</b>	<b>A</b>	<b>G</b>
The Council has a number of environmental objectives to reach over the next five years including a reduction in CO2 levels. Introducing this project will assist in reaching the agreed milestones.			✓	

## CORPORATE & HOUSING SERVICES

### SAVINGS RANKED IN DESCENDING ORDER BY VALUE

REF	DESCRIPTION	2018/19	
		AMOUNT £'000	FTE
CHS003	Staff Savings - Finance	494	13.5
CHS001	Staff Savings - Human Resources & Business Transformation	450	18.0
CHS002	Staff Savings - General Fund Housing	325	10.0
CHS011	Fairer Falkirk	300	
CHS021	Procurement	300	
CHS014	Promoting a Fairer Falkirk through digital Inclusion	243	
CHS004	Staff Savings - Governance	200	4.2
CHS015	Internal Audit - Income from Clackmannan	90	
CHS007	CCTV	75	
CHS005	Staff Savings - Policy, Technology & Improvement	58	2.0
CHS006	Staff Savings - Procurement	50	1.0
CHS016	Sheriff Officer Income	50	
CHS022	Falkirk Homeless Project - Equipment	48	
CHS017	Restrict Cash Collection (3 hours per day 3 Offices)	40	1.5
CHS008	HR & Payroll System - removal of paper forms	34	1.5
CHS023	Licensing - Revise fee assumptions	34	0.4
CHS009	Stop retrospective Disclosure and PVG checks	27	1.0
CHS012	Registration Property Costs	15	
CHS013	Remove provision for by-elections	15	
CHS018	Running Costs for Willow House	13	
CHS032	Reduce/ stop number of editions of Falkirk Council News	10	
CHS010	Reduction in recruitment and advertising support	8	0.4
CHS025	Democratic Services - Review charges to external bodies	5	
		<b>2,884</b>	<b>53.5</b>

## CORPORATE & HOUSING SERVICES

### SAVINGS RANKED IN DESCENDING ORDER BY VALUE

REF	DESCRIPTION	2019/20	
		AMOUNT £'000	FTE
CHS011	Fairer Falkirk	568	
CHS021	Procurement	300	
CHS031	Customer & Business Support - eliminate manual input of timesheet and develop systems for input	236	11.0
CHS030	Reduce call handling in Contact Centre	143	6.2
CHS005	Staff Savings - Policy, Technology & Improvement	120	4.0
CHS033	Further savings from contract management	100	
CHS001	Staff Savings - Human Resources & Business Transformation	92	2.1
CHS003	Staff Savings - Finance	90	3.0
CHS026	COSLA Fee	90	
CHS004	Staff Savings - Governance	80	2.0
CHS016	Sheriff Officer Income	80	
CHS007	CCTV	70	
CHS027	HR Operations - stop support for discipline & capability cases	33	1.0
CHS032	Reduce/ stop number of editions of Falkirk Council News	20	
CHS029	Stop support for redeployment	18	0.6
CHS019	Remove 10% second homes discount	15	
CHS028	Reduce corporate training budget	10	
CHS020	E-billing postal savings	10	
CHS024	Elections	10	
		<b>2,085</b>	<b>29.9</b>

### Budget Savings Options 2018/19 & 2019/20

Service:	Corporate & Housing Services			
Division:	Human Resources & Business Transformation			
Savings Title:	Staff Savings - Human Resources & Business Transformation			
Saving Reference:	CHS001			
Estimated Savings:	2018/19 £000's	2019/20 £000's		
	450	92		
Estimated FTE Impact:	18	2.1		
Commentary:				
<p>1. Staff Savings – Customer &amp; Business Support team – 2018/19 – <b>£350k and 14 FTE</b> Staff changes have been progressed as part of the integration of the business support team, and as part of the work of the project to enable savings of this level to be achieved. This has been done through the non-filling of particular vacancies and voluntary severance.</p> <p>2. Staff Savings - Customer &amp; Business Support team – 2018/19 – <b>£100k and 4.0 FTE</b> This will further reduce clerical and admin support beyond that planned (subject to Member approval) for 2018/19. This may result in some services taking longer to be delivered and/or being reduced until such times as more efficient and technology based processes can be introduced.</p> <p>3. Staff Saving – HR Organisational Development &amp; Training team – 2019/20 - <b>£30k and 0.6 FTE</b> A reduction in the number of employees within the Organisational Development &amp; Training team will result in the ability of the team to provide organisational development support. This includes a reduction in the support that can be provided for the Council of the Future change programme.</p> <p>4. Staff Savings - Customer &amp; Business Support team – 2019/20 - <b>£62k and 1.5 FTE</b> This will reduce the provision of business improvement and process change support for the business support teams. This may impact on the speed at which new and more efficient processes can be introduced using more modern technology.</p>				
Summary Provisional EPIA Assessment: (tick relevant box)		H	M	L
				X
<p>With regards to number 3 above, this will result in a reduction in organisational development capacity and reduce the ability to respond to organisational demands.</p> <p>For all other points, the overall impact of such reductions may have a significant impact on managers and officers across the Council and will delay tasks in being completed and extend the timescales in which work can be done. A number of clerical/admin tasks may also require to be passed back to managers/officers to accommodate the reduction. The reductions at number 1 have been planned for 2018/19 and therefore the impact has, to a degree, been mitigated, although not fully. Numbers 2 and 4 are however, likely to have a more noticeable impact.</p> <p>Inevitably, this will reduce the support to services.</p>				

<b>Risk Saving won't be delivered: (tick relevant box)</b>	<b>R</b>	<b>A</b>	<b>G</b>
Redundancy may be required.		X	
<b>Impact on Council Priorities: (tick relevant box)</b>	<b>R</b>	<b>A</b>	<b>G</b>
Whilst these options do not directly impact on the Council's ability to deliver on its priorities, it may result in delays in delivery due to reduced support for those officers working on priorities.		X	

### Budget Savings Options 2018/19 & 2019/20

<b>Service:</b>	<b>Corporate &amp; Housing Services</b>			
<b>Division:</b>	<b>Housing</b>			
<b>Savings Title:</b>	<b>Staff Savings – General Fund Housing</b>			
<b>Saving Reference:</b>	<b>CHS002</b>			
<b>Estimated Savings:</b>	<b>2018/19 £000's</b>	<b>2019/20 £000's</b>		
	<b>325</b>	-		
<b>Estimated FTE Impact:</b>	<b>10</b>	-		
<b>Commentary:</b>				
<p>1. Process efficiencies arising from Housing officers directly supporting homeless clients complete housing benefit application. Revised process resulting in a reduced level of recharge payable to Revenues Service. Saving agreed by revenues and funded through vacancy management – <b>£25k</b></p> <p>2. Efficiencies arising from the transfer of Advice Services to Corporate &amp; Housing services, due to a rationalisation of posts. Savings arising from the deletion of vacant posts arising from turnover and voluntary severance – <b>£200k</b></p> <p>3. Efficiencies in the processes and procedures adopted in providing support to homeless clients. Savings arising from the deletion of vacant posts arising from turnover and voluntary severance – <b>£100k</b></p>				
<b>Summary Provisional EPIA Assessment: (tick relevant box)</b>		<b>H</b>	<b>M</b>	<b>L</b>
			<b>X</b>	
<p>The process changes adopted across the three savings areas will result in more efficient practices and will not adversely impact on direct service provision and will in some areas improve the quality and standard of service being provided.</p> <p>These savings are all staffing budget savings and will be delivered from vacancy savings arising from turnover and voluntary severance. Consistent with all staffing savings they have a medium EPIA provisional assessment. However, as the savings will not adversely impact on service provision and will be realised through vacancies, the final EPIA assessment is expected to be low or not applicable.</p>				
<b>Risk Saving won't be delivered: (tick relevant box)</b>		<b>R</b>	<b>A</b>	<b>G</b>
				<b>X</b>
Savings will be delivered through vacancy management of current vacant posts.				
<b>Impact on Council Priorities: (tick relevant box)</b>		<b>R</b>	<b>A</b>	<b>G</b>

### Budget Savings Options 2018/19 & 2019/20

Service:	Corporate & Housing Services			
Division:	Finance			
Savings Title:	Staff Savings - Finance			
Saving Reference:	CHS003			
Estimated Savings:	2018/19 £000's	2019/20 £000's		
	494	90		
Estimated FTE Impact:	13.5	3		
Commentary:				
<p>1. Staff Savings - Finance – 2018/19 – <b>£494k and 13.5 FTE</b></p> <p>Accountancy - this would have to be achieved through a combination of voluntary severance and existing vacancies. Taking account of previous voluntary severances this would mean an overall reduction in FTE of c40% since 2015/16 - <b>£299k</b></p> <p>Revenues – Revised structure, efficiencies achieved within daily management of Private Sector Housing benefit team allowed a reduction in staffing numbers achieved by voluntary severance along with efficiencies and automation developed within Corporate Debt team have allowed us to bring all activities under single management post and allowed a reduction in staff numbers via voluntary severance <b>£195K</b></p> <p>2. Staff Savings - Finance – 2019/20 – <b>£90k and 3 FTE</b></p> <p>Revenues – staff reductions linked to the 3 Hub model.</p>				
Summary Provisional EPIA Assessment: (tick relevant box)		H	M	L
			X	
<p>1. This will significantly reduce the resources in Finance and have a major impact on service delivery. This would compromise the viability of the Section and considerably increase the associated financial risks for the Council in a very difficult financial climate. Services and other divisions will have to take on more ownership of financial transactions and budget monitoring, although they are also stretched through reductions in staff. Ultimately the Section 95 Officer will have to take a view as to whether sufficient resources are available and act accordingly. These savings are all staffing budget savings and will be delivered from voluntary severance. Consistent with all staffing savings they have a medium EPIA provisional assessment.</p> <p>2. The process changes across the savings areas will result in more efficient practices and will not adversely impact on direct service provision. These savings are all staffing budget savings and will be delivered from voluntary severance. Consistent with all staffing savings they have a medium EPIA provisional assessment. However, as the savings will not adversely impact on service provision, the final EPIA assessment is expected to be low or not applicable. The 2019/20 savings are linked to a decision on the structure, and timing, of corporate frontline services and subject to relevant EPIA in that regard.</p>				



Risk Saving won't be delivered: (tick relevant box)	R	A	G
<p>1. Savings will be delivered through voluntary severance and management of current vacancies.</p> <p>2. Identifying and equipping suitable accommodation could delay the saving being realised.</p>			X
Impact on Council Priorities: (tick relevant box)	R	A	G

### Budget Savings Options 2018/19 & 2019/20

<b>Service:</b>	<b>Corporate &amp; Housing Services</b>			
<b>Division:</b>	<b>Governance</b>			
<b>Savings Title:</b>	<b>Staff Savings - Governance</b>			
<b>Saving Reference:</b>	<b>CHS004</b>			
<b>Estimated Savings:</b>	<b>2018/19 £000's</b>	<b>2019/20 £000's</b>		
	<b>200</b>	<b>80</b>		
<b>Estimated FTE Impact:</b>	<b>4.2</b>	<b>2.0</b>		
<b>Commentary:</b>				
<p>1. Staff Savings – Governance – 2018/19 – <b>£170k and 3.2 FTE</b></p> <p>c.£170k in staff savings can be delivered from voluntary severances and the deletion of a post on retirement. A substantial part of the saving has come from the deletion of a chief officer post.</p> <p>The other reductions in staff were in the area of licensing, members' services and legal.</p> <p>2. Staff Savings – Members' Services – 2018/19 – <b>£30k and 1.0 FTE</b></p> <p>This arises from voluntary severances and the consequent reduction in one post.</p> <p>3. Staff Savings – Legal – 2019/20 – <b>£80k and 2.0 FTE</b></p> <p>In general terms, a reduction in legal posts does not generate a saving as the in house service is better value than obtaining the service from the private sector. Any saving of this kind would accordingly require some areas of work to stop rather than be outsourced. This may include areas such as: support for and representation at Education Appeal Committees, social workers presenting child protection order applications directly to the court, attendance at social work case conferences and a general reduction of legal activity in areas such as planning and procurement.</p>				
<b>Summary Provisional EPIA Assessment: (tick relevant box)</b>		<b>H</b>	<b>M</b>	<b>L</b>
The equalities impact of the staffing proposals will be assessed as part of the Council wide workforce assessment.				
<b>Risk Saving won't be delivered: (tick relevant box)</b>		<b>R</b>	<b>A</b>	<b>G</b>
				<b>X</b>
No significant risk as voluntary severances and natural turnover will deliver a large proportion of the saving. The element with degree of risk relates to the savings in legal services for 2019/20.				
<b>Impact on Council Priorities: (tick relevant box)</b>		<b>R</b>	<b>A</b>	<b>G</b>

### Budget Savings Options 2018/19 & 2019/20

<b>Service:</b>	<b>Corporate &amp; Housing Services</b>		
<b>Division:</b>	<b>Policy, Technology &amp; Improvement</b>		
<b>Savings Title:</b>	<b>Staff Savings - Policy, Technology &amp; Improvement</b>		
<b>Saving Reference:</b>	<b>CHS005</b>		
<b>Estimated Savings:</b>	<b>2018/19 £000's</b>	<b>2019/20 £000's</b>	
	<b>58</b>	<b>120</b>	
<b>Estimated FTE Impact:</b>	<b>2 (approx.)</b>	<b>4</b>	
<b>Commentary:</b>			
<p>1. Staff Savings – Improvement Team – 2018/19 – <b>£58k and approx. 2FTE</b></p> <p>2. Staff Savings – Community Planning &amp; Research – 2019/20 – <b>£120k and 4 FTE</b></p>			
<b>Summary Provisional EPIA Assessment: (tick relevant box)</b>		<b>H</b>	<b>M</b>
			<b>X</b>
<p>1. By losing these post within the improvement team there is a potential impact on the capacity of the council to develop our technology capacity and support the delivery of best value. Currently the team supports technology transformation but with little capacity to support best value i.e. service planning etc. By losing these vacancies there will be no capacity to support the development of our approach to best value for these issues.</p> <p>2. By losing 4 posts there will be a significant impact on the services the Policy &amp; Community Planning team can provide. This may impact on statutory duties regarding provisions within the Community Empowerment Act and equalities duties, as well as fulfilling the development and upkeep of corporate policies and strategies, including the ongoing provision of a research and information service.</p>			
<b>Risk Saving won't be delivered: (tick relevant box)</b>		<b>R</b>	<b>A</b>
			<b>X</b>
<p>These savings are deliverable but will involve some redundancies as well as vacancy management. This will have a negative impact on the capabilities to be able to undertake the range of functions currently supported by the two teams.</p>			
<b>Impact on Council Priorities: (tick relevant box)</b>		<b>R</b>	<b>A</b>
			<b>X</b>
<p>Inability to meet all the requirements of the Local Government Scotland Act, the Community Empowerment Act, statutory equalities provisions and the provision of a research and information service.</p>			

### Budget Savings Options 2018/19 & 2019/20

<b>Service:</b>	Corporate & Housing Services			
<b>Division:</b>	Procurement & Housing Property			
<b>Savings Title:</b>	Staff Savings - Procurement			
<b>Saving Reference:</b>	CHS006			
<b>Estimated Savings:</b>	<b>2018/19 £000's</b>	<b>2019/20 £000's</b>		
	50	-		
<b>Estimated FTE Impact:</b>	1.0	-		
<b>Commentary:</b>				
<p>1. Staff Savings - Procurement – 2018/19 – £50k and 1.0 FTE</p> <p>These savings are all staffing budget savings and will be delivered from vacancy savings arising from turnover and vacancy management.</p>				
<b>Summary Provisional EPIA Assessment: (tick relevant box)</b>		<b>H</b>	<b>M</b>	<b>L</b>
			X	
<p>Consistent with all staffing savings they have a medium EPIA provisional assessment. However, as the savings will not adversely impact on service provision and will be realised through vacancies, the final EPIA assessment is expected to be low or not applicable.</p>				
<b>Risk Saving won't be delivered: (tick relevant box)</b>		<b>R</b>	<b>A</b>	<b>G</b>
				X
<p>Savings to be realised through vacancy management.</p>				
<b>Impact on Council Priorities: (tick relevant box)</b>		<b>R</b>	<b>A</b>	<b>G</b>

### Budget Savings Options 2018/19 & 2019/20

<b>Service:</b>	<b>Corporate &amp; Housing Services</b>		
<b>Division:</b>	<b>Policy, Technology &amp; Improvement</b>		
<b>Savings Title:</b>	<b>CCTV</b>		
<b>Saving Reference:</b>	<b>CHS007</b>		
<b>Estimated Savings:</b>	<b>2018/19 £000's</b>	<b>2019/20 £000's</b>	
	<b>75</b>	<b>70</b>	
<b>Estimated FTE Impact:</b>	<b>0</b>	<b>-</b>	
<b>Commentary:</b>			
<p>1. Move to monitored only – 2018/19 - <b>£75k</b></p> <p>2. Remove total system – 2019/20 - <b>£70k</b></p>			
<b>Summary Provisional EPIA Assessment: (tick relevant box)</b>		<b>H</b>	<b>M</b>
			<b>X</b>
<p>The proposed savings would see the withdrawal of monitored CCTV services and see the Council move to a recorded only service. This would be reliant on Police Scotland providing resources to operate the service on this basis. A number of external operatives would be made redundant as a result of this change. The CCTV service plays an important role in underpinning the confidence local people have in both the day and night time economies of our town centres.</p>			
<b>Risk Saving won't be delivered: (tick relevant box)</b>		<b>R</b>	<b>A</b>
			<b>X</b>
<p>Savings can be delivered but three externally employed staff will be made redundant as a result.</p>			
<b>Impact on Council Priorities: (tick relevant box)</b>		<b>R</b>	<b>A</b>
			<b>X</b>
<p>The CCTV service plays an important role in underpinning the confidence local people have in both the day and night time economies of our town centres.</p>			

### Budget Savings Options 2018/19 & 2019/20

<b>Service:</b>	<b>Corporate &amp; Housing Services</b>		
<b>Division:</b>	<b>Human Resources &amp; Business Transformation</b>		
<b>Savings Title:</b>	<b>HR &amp; Payroll System - removal of paper forms</b>		
<b>Saving Reference:</b>	<b>CHS008</b>		
<b>Estimated Savings:</b>	<b>2018/19 £000's</b>	<b>2019/20 £000's</b>	
	<b>34</b>	<b>-</b>	
<b>Estimated FTE Impact:</b>	<b>1.5</b>	<b>-</b>	
<b>Commentary:</b>			
<p>This option requires the full roll out and full implementation across all services of an electronic system for leave management and sickness absence. All employees and managers who have access to the myview electronic system, will be required to use the system to its full capacity. Managers will also be expected to use the Barrachd system to review the absence data for their team reducing the issuing of absence reports from monthly (which can be accessed via Barrachd), to quarterly e-mails with additional data.</p> <p>The reduction in staffing will impact on resilience to manage business contingency within the payroll team.</p>			
<b>Summary Provisional EPIA Assessment: (tick relevant box)</b>		<b>H</b>	<b>M</b>
			<b>X</b>
<p>Requires culture change as managers adjust to role of completing notifications online directly rather than passing details of these to admin and clerical support for paper form completion. There is a risk that failure to adjust to this change could result in absences not being recorded properly and late notification to payroll. This could result in delayed and/or overpayments for employees. This will require to be monitored and managed effectively.</p>			
<b>Risk Saving won't be delivered: (tick relevant box)</b>		<b>R</b>	<b>A</b>
			<b>X</b>
<p>Requires acceptance of a new way of working and culture change across all services.</p>			
<b>Impact on Council Priorities: (tick relevant box)</b>		<b>R</b>	<b>A</b>
			<b>X</b>
<p>This option should not impact on the ability of the Council to deliver its priorities.</p>			

### Budget Savings Options 2018/19 & 2019/20

<b>Service:</b>	<b>Corporate &amp; Housing Services</b>			
<b>Division:</b>	<b>Human Resources &amp; Business Transformation</b>			
<b>Savings Title:</b>	<b>Stop retrospective Disclosure and PVG Checks</b>			
<b>Saving Reference:</b>	<b>CHS009</b>			
<b>Estimated Savings:</b>	<b>2018/19 £000's</b>	<b>2019/20 £000's</b>		
	<b>27</b>	-		
<b>Estimated FTE Impact:</b>	<b>1.0</b>	-		
<b>Commentary:</b>				
<p>Criminal conviction checks require to be conducted as part of recruitment process for those working within specific areas/posts. This includes PVG membership for those working within regulated work with vulnerable adults and children. Disclosure checks are also carried out for a wide range of different posts to manage risk/reduce fraud, i.e., those who have access to cash or confidential information for example.</p> <p>In accordance with the PVG Scheme, employees working within regulated work, require to maintain membership of the PVG Scheme. Where an individual is barred or considered for listing, the employer would be notified by Disclosure Scotland. The employer would not be notified of any other lower level convictions. A disclosure check is different as it is a 'one off' check at a specific point in time and is only accurate and applicable at the date of issue.</p> <p>Falkirk Council has a policy of regular retrospective checking for all categories, which takes place every 5 years. There is no cost to the authority for the actual check as this is paid by the employee. There is no legal requirement to request the repeat check as the authority would be notified of anyone who is barred/considered for listing. A range of approaches are taken by other local authorities and bodies, although these bodies may pay for the check, with some being checked every 3 or 5 years, and others not undertaking repeat checks.</p> <p>Managing the process and updating records is resource intense, and therefore stopping the checks would allow a reduction in 1 FTE HR Assistant.</p>				
<b>Summary Provisional EPIA Assessment: (tick relevant box)</b>		<b>H</b>	<b>M</b>	<b>L</b>
			<b>X</b>	
<p>There is a potential increased risk to vulnerable adults and children. There is no legal requirement for continued retrospective checks as the authority would be notified of anyone who is barred / considered for listing. Other convictions could however be relevant to a post that would not be known and therefore could not be assessed, increasing risk.</p>				
<b>Risk Saving won't be delivered: (tick relevant box)</b>		<b>R</b>	<b>A</b>	<b>G</b>
				<b>X</b>
<p>If Members were to agree this change, no further retrospective checks would be undertaken. Arrangements would be made to delete 1.0 FTE post within HR.</p>				

Impact on Council Priorities: (tick relevant box)	R	A	G
<p>Does not impact on the ability of the Council to deliver its priorities. There could however, be a risk if some convictions are not known to the Council and the individual is working with vulnerable adults or children.</p>			X



### Budget Savings Options 2018/19 & 2019/20

<b>Service:</b>	Corporate & Housing Services			
<b>Division:</b>	Human Resources & Business Transformation			
<b>Savings Title:</b>	Reduction in recruitment and advertising support			
<b>Saving Reference:</b>	CHS010			
<b>Estimated Savings:</b>	<b>2018/19 £000's</b>	<b>2019/20 £000's</b>		
	8	-		
<b>Estimated FTE Impact:</b>	0.4	-		
<b>Commentary:</b>				
Currently posts being advertised are received and processed with a 3 day turnaround. Reducing support may lead to delays in posts being advertised and contracts being issued.				
<b>Summary Provisional EPIA Assessment: (tick relevant box)</b>		<b>H</b>	<b>M</b>	<b>L</b>
				X
Reducing support may lead to delays in posts being advertised and contracts being issued.				
<b>Risk Saving won't be delivered: (tick relevant box)</b>		<b>R</b>	<b>A</b>	<b>G</b>
				X
Nothing to prevent the saving being delivered other than the risks.				
<b>Impact on Council Priorities: (tick relevant box)</b>		<b>R</b>	<b>A</b>	<b>G</b>
				X
Should not impact on the Council's ability to deliver on its priorities.				

### Budget Savings Options 2018/19 & 2019/20

<b>Service:</b>	<b>Corporate &amp; Housing Services</b>			
<b>Division:</b>	<b>Policy, Technology &amp; Improvement</b>			
<b>Savings Title:</b>	<b>Fairer Falkirk</b>			
<b>Saving Reference:</b>	<b>CHS011</b>			
<b>Estimated Savings:</b>	<b>2018/19 £000's</b>	<b>2019/20 £000's</b>		
	<b>300</b>	<b>568</b>		
<b>Estimated FTE Impact:</b>	<b>0.0</b>	<b>0.0</b>		
<b>Commentary:</b>				
<p>This includes stopping funding for employability projects and positive destinations from the Fairer Falkirk Fund and realigning the remaining funding on delivering support for the priorities within the emerging poverty strategy around provision of advice, support, holiday food programmes and digital inclusion.</p> <p>This change will be achieved over two years with a further saving in year 3 to be achieved with the full implementation of the hub model of advice.</p> <p>This would leave £532K within the Fairer Falkirk fund to be allocated against priorities of the strategy.</p> <ol style="list-style-type: none"> <li>1. Stop funding employability and realign fund to deliver food, advise and digital support – 2018/19 – <b>£300k.</b></li> <li>2. Stop funding employability and realign fund to deliver food, advise and digital support – 2019/20 – <b>£468k.</b></li> <li>3. Reduce spend on current services as Hub rolls out – 2019/20 – <b>£100k</b></li> </ol>				
<b>Summary Provisional EPIA Assessment: (tick relevant box)</b>		<b>H</b>	<b>M</b>	<b>L</b>
			<b>X</b>	
<p>The reduction in funding above would impact on younger people and thus not one of the protected characteristics. However further work has to be undertaken to understand if those young people who benefit for the services delivered by this funding are in poverty or helps them achieve a level of future pay that takes them out of poverty.</p> <p>Further work on the EPIA will be undertaken over the coming months. This will sit alongside the emerging poverty strategy to inform how the remaining funding will support future priorities i.e. addressing the impact of poverty on children, young people and families. This will mean focusing on financial inclusion, advice and support, food poverty, the cost of the school day etc.</p>				
<b>Risk Saving won't be delivered: (tick relevant box)</b>		<b>R</b>	<b>A</b>	<b>G</b>
			<b>X</b>	
<p>Work will have to be done to review the current commitments and thus ensure savings can be delivered over the 3 years of the proposed savings programme.</p>				
<b>Impact on Council Priorities: (tick relevant box)</b>		<b>R</b>	<b>A</b>	<b>G</b>
				<b>X</b>
See above				

### Budget Savings Options 2018/19 & 2019/20

<b>Service:</b>	Corporate & Housing Services			
<b>Division:</b>	Governance			
<b>Savings Title:</b>	Registration property costs			
<b>Saving Reference:</b>	CHS012			
<b>Estimated Savings:</b>	<b>2018/19 £000's</b>	<b>2019/20 £000's</b>		
	15	-		
<b>Estimated FTE Impact:</b>	0.0	-		
<b>Commentary:</b>				
<p>Over the last 5 years, the registration service has reduced from 6 offices to one and the staffing complement from 15 to 6. This has generated c£175k in staff savings, c£40k in property savings and c£60k from the sale of property.</p> <p>The process of moving to one office allows the removal of the further budget for property costs.</p>				
<b>Summary Provisional EPIA Assessment: (tick relevant box)</b>		<b>H</b>	<b>M</b>	<b>L</b>
Property related costs only.				<b>X</b>
<b>Risk Saving won't be delivered: (tick relevant box)</b>		<b>R</b>	<b>A</b>	<b>G</b>
No significant risk.				<b>X</b>
<b>Impact on Council Priorities: (tick relevant box)</b>		<b>R</b>	<b>A</b>	<b>G</b>

### Budget Savings Options 2018/19 & 2019/20

<b>Service:</b>	Corporate & Housing Services		
<b>Division:</b>	Governance		
<b>Savings Title:</b>	Remove provision for by-elections		
<b>Saving Reference:</b>	CHS013		
<b>Estimated Savings:</b>	<b>2018/19 £000's</b>	<b>2019/20 £000's</b>	
	15	-	
<b>Estimated FTE Impact:</b>	0.0	-	
<b>Commentary:</b>			
<p>Provision is made in the budget each year to cover the possibility of a by-election arising. In the previous 5 year council, there has been only one. It involved a manual count and cost c£15k. In the event that an electronic count was required, the costs would increase significantly. However, a risk assessed view could be taken to remove the budget and deal with the funding need if and when it arises.</p>			
<b>Summary Provisional EPIA Assessment: (tick relevant box)</b>		<b>H</b>	<b>M</b>
			<b>L</b>
			<b>X</b>
No impact on protected characteristic groups.			
<b>Risk Saving won't be delivered: (tick relevant box)</b>		<b>R</b>	<b>A</b>
			<b>G</b>
			<b>X</b>
There is a risk that there may be a by-election.			
<b>Impact on Council Priorities: (tick relevant box)</b>		<b>R</b>	<b>A</b>
			<b>G</b>

### Budget Savings Options 2018/19 & 2019/20

<b>Service:</b>	Corporate & Housing Services			
<b>Division:</b>	Policy, Technology & Improvement			
<b>Savings Title:</b>	Promoting a Fairer Falkirk through digital inclusion			
<b>Saving Reference:</b>	CHS014			
<b>Estimated Savings:</b>	<b>2018/19 £000's</b>	<b>2019/20 £000's</b>		
	243	-		
<b>Estimated FTE Impact:</b>	0.0	-		
<b>Commentary:</b>				
<p>This is one off funding provided by Council at its budget in February 2017 to provide one off support to people to access digital services. In addition the funding is used to provide upgraded public access IT equipment for communities.</p> <p>This project has been designed to be short life and pump prime support for communities. As such it does not require an EPIA nor a risk assessment.</p>				
<b>Summary Provisional EPIA Assessment: (tick relevant box)</b>		<b>H</b>	<b>M</b>	<b>L</b>
<b>Risk Saving won't be delivered: (tick relevant box)</b>		<b>R</b>	<b>A</b>	<b>G</b>
<b>Impact on Council Priorities: (tick relevant box)</b>		<b>R</b>	<b>A</b>	<b>G</b>

### Budget Savings Options 2018/19 & 2019/20

<b>Service:</b>	Corporate & Housing Services		
<b>Division:</b>	Finance		
<b>Savings Title:</b>	Internal Audit - Income from Clackmannan		
<b>Saving Reference:</b>	CHS015		
<b>Estimated Savings:</b>	<b>2018/19 £000's</b>	<b>2019/20 £000's</b>	
	90	-	
<b>Estimated FTE Impact:</b>	0.0	-	
<b>Commentary:</b>			
<p>Falkirk Council Internal Audit section will provide Internal Audit Services to Clackmannanshire Council. This arrangement is formalised within a Joint Working Agreement, and is based on agreed day rates. The agreement will run for 1 year initially (2017/18) with scope for extending based on results of a mid year evaluation.</p>			
<b>Summary Provisional EPIA Assessment: (tick relevant box)</b>		<b>H</b>	<b>M</b>
			<b>L</b>
Neutral impact on protected characteristics.			<b>X</b>
<b>Risk Saving won't be delivered: (tick relevant box)</b>		<b>R</b>	<b>A</b>
			<b>G</b>
Full realisation of the projected saving is dependent on the Falkirk Council Internal Audit section remaining fully staffed over 2017/18, and on Clackmannanshire Council's Internal Audit Officer remaining in post. It is also dependent on completion of all planned work.			<b>X</b>
<b>Impact on Council Priorities: (tick relevant box)</b>		<b>R</b>	<b>A</b>
			<b>G</b>

### Budget Savings Options 2018/19 & 2019/20

<b>Service:</b>	Corporate & Housing Services			
<b>Division:</b>	Finance			
<b>Savings Title:</b>	Sheriff Officer Income			
<b>Saving Reference:</b>	CHS016			
<b>Estimated Savings:</b>	<b>2018/19 £000's</b>	<b>2019/20 £000's</b>		
	50	80		
<b>Estimated FTE Impact:</b>	0.0	0.0		
<b>Commentary:</b>				
As part of procurement of Sheriff Officers services (from July 2018) it is intended that a secondary provider is acquired to pursue hard to collect debts. This will be at a higher commission rate but it is expected that this could further reduce bad debt provision by up to £80,000 per year.				
<b>Summary Provisional EPIA Assessment: (tick relevant box)</b>		<b>H</b>	<b>M</b>	<b>L</b>
				X
A low rating is assumed as vulnerable debtors (poverty) are protected within the diligences available to sheriff officers.				
<b>Risk Saving won't be delivered: (tick relevant box)</b>		<b>R</b>	<b>A</b>	<b>G</b>
			X	
Sheriff Officer services are currently procured in conjunction with West Lothian Council to minimise costs and achieve best practice in this area. The proposed change may be more difficult to implement if done in isolation of West Lothian and they have not yet committed to this model.				
<b>Impact on Council Priorities: (tick relevant box)</b>		<b>R</b>	<b>A</b>	<b>G</b>

### Budget Savings Options 2018/19 & 2019/20

<b>Service:</b>	Corporate & Housing Services		
<b>Division:</b>	Finance		
<b>Savings Title:</b>	Restrict Cash Collection (3 hours per day 3 Offices)		
<b>Saving Reference:</b>	CHS017		
<b>Estimated Savings:</b>	<b>2018/19 £000's</b>	<b>2019/20 £000's</b>	
	40	-	
<b>Estimated FTE Impact:</b>	1.5	-	
<b>Commentary:</b>			
<p>To encourage debtors to make payment to Falkirk Council in most cost efficient way, for their individual circumstances, it is proposed that the hours that face to face cash payments are available be limited.</p>			
<b>Summary Provisional EPIA Assessment: (tick relevant box)</b>		<b>H</b>	<b>M</b>
			<b>X</b>
<p>A full assessment will be required but the retention of a number of hours in each location would protect any vulnerable groups.</p>			
<b>Risk Saving won't be delivered: (tick relevant box)</b>		<b>R</b>	<b>A</b>
			<b>X</b>
<p>The timescale for savings will be aligned to Advice and Support Hub and this now appears unlikely to be in time for April 2018.</p>			
<b>Impact on Council Priorities: (tick relevant box)</b>		<b>R</b>	<b>A</b>





### Budget Savings Options 2018/19 & 2019/20

<b>Service:</b>	<b>Corporate &amp; Housing Services</b>		
<b>Division:</b>	<b>Finance</b>		
<b>Savings Title:</b>	<b>Remove 10% second homes discount</b>		
<b>Saving Reference:</b>	<b>CHS019</b>		
<b>Estimated Savings:</b>	<b>2018/19 £000's</b>	<b>2019/20 £000's</b>	
	-	15	
<b>Estimated FTE Impact:</b>	-	0.0	
<b>Commentary:</b>			
<p>Following the implementation of a 100% council tax levy on long-term empty properties from 1<sup>st</sup> April 2017 we can now identify genuine second homes. These properties are protected from the 100% council tax levy and receive a 10% discount at present but legislation permits that 10% discount to be removed and these properties be charged full council tax.</p>			
<b>Summary Provisional EPIA Assessment: (tick relevant box)</b>		<b>H</b>	<b>M</b>
			<b>X</b>
<p>This only impacts on those customers who own a second home and occupy it for at least 25 days per year with individual financial impact being c.£100pa on average.</p>			
<b>Risk Saving won't be delivered: (tick relevant box)</b>		<b>R</b>	<b>A</b>
			<b>X</b>
<p>If agreed by members no risk that saving won't be achieved.</p>			
<b>Impact on Council Priorities: (tick relevant box)</b>		<b>R</b>	<b>A</b>
			<b>X</b>

### Budget Savings Options 2018/19 & 2019/20

<b>Service:</b>	Corporate & Housing Services		
<b>Division:</b>	Finance		
<b>Savings Title:</b>	E-billing postal savings		
<b>Saving Reference:</b>	CHS020		
<b>Estimated Savings:</b>	<b>2018/19 £000's</b>	<b>2019/20 £000's</b>	
	-	10	
<b>Estimated FTE Impact:</b>	-	0.0	
<b>Commentary:</b>			
<p>By issuing council tax bills electronically we can make significant savings on postal costs, and meet customer expectations.</p>			
<b>Summary Provisional EPIA Assessment: (tick relevant box)</b>		<b>H</b>	<b>M</b>
			<b>X</b>
<p>This would be optional and would therefore not be detrimental to any group.</p>			
<b>Risk Saving won't be delivered: (tick relevant box)</b>		<b>R</b>	<b>A</b>
			<b>X</b>
<p>Modest risk that software may not be procured and implemented timeously to allow e-billing to be delivered in February 2019 (in time for 2019/20 annual billing) and that voluntary take-up will be below expectations.</p>			
<b>Impact on Council Priorities: (tick relevant box)</b>		<b>R</b>	<b>A</b>
			<b>X</b>

### Budget Savings Options 2018/19 & 2019/20

<b>Service:</b>	Corporate & Housing Services		
<b>Division:</b>	Procurement & Housing Property		
<b>Savings Title:</b>	Procurement		
<b>Saving Reference:</b>	CHS021		
<b>Estimated Savings:</b>	<b>2018/19 £000's</b>	<b>2019/20 £000's</b>	
	<b>300</b>	<b>300</b>	
<b>Estimated FTE Impact:</b>	<b>0.0</b>	<b>0.0</b>	
<b>Commentary:</b>			
Savings to be realised through efficiencies arising from tendering activity and revised contracting strategies.			
<b>Summary Provisional EPIA Assessment: (tick relevant box)</b>		<b>H</b>	<b>M</b>
		<input type="checkbox"/>	<input checked="" type="checkbox"/>
Low rating is assumed, as impacts will be assessed and managed on a contract by contract basis, as part of each individual contract tender strategy.			
<b>Risk Saving won't be delivered: (tick relevant box)</b>		<b>R</b>	<b>A</b>
		<input type="checkbox"/>	<input checked="" type="checkbox"/>
Anticipated levels of savings may not be realised due to price or demand pressures e.g. waste and utilities.			
<b>Impact on Council Priorities: (tick relevant box)</b>		<b>R</b>	<b>A</b>
		<input type="checkbox"/>	<input type="checkbox"/>



### Budget Savings Options 2018/19 & 2019/20

<b>Service:</b>	Corporate & Housing Services			
<b>Division:</b>	Governance			
<b>Savings Title:</b>	Licensing - Revise fee assumptions			
<b>Saving Reference:</b>	CHS023			
<b>Estimated Savings:</b>	<b>2018/19 £000's</b>	<b>2019/20 £000's</b>		
	34	-		
<b>Estimated FTE Impact:</b>	0.4	-		
<b>Commentary:</b>				
<p>The saving is based on two elements: firstly, the revisal of fee assumptions by an element of £20k that is considered to be realistic and, secondly, the non replacement of a part post following voluntary retirement. This can be accommodated by different ways of working.</p> <p>The longer term aim is to balance expenditure on licensing activity with the fee income.</p>				
<b>Summary Provisional EPIA Assessment: (tick relevant box)</b>		<b>H</b>	<b>M</b>	<b>L</b>
				<b>X</b>
No impact on protected characteristic groups.				
<b>Risk Saving won't be delivered: (tick relevant box)</b>		<b>R</b>	<b>A</b>	<b>G</b>
			<b>X</b>	
There is a potential for the revised fee target not being achieved.				
<b>Impact on Council Priorities: (tick relevant box)</b>		<b>R</b>	<b>A</b>	<b>G</b>

### Budget Savings Options 2018/19 & 2019/20

<b>Service:</b>	<b>Corporate &amp; Housing Services</b>		
<b>Division:</b>	<b>Governance</b>		
<b>Savings Title:</b>	<b>Elections</b>		
<b>Saving Reference:</b>	<b>CHS024</b>		
<b>Estimated Savings:</b>	<b>2018/19 £000's</b>	<b>2019/20 £000's</b>	
	-	10	
<b>Estimated FTE Impact:</b>	-	0.0	
<b>Commentary:</b>			
<p>This proposal reduces a budget within the election area primarily associated with the delivery of the absent voting process. Expenditure on the promotion of absent voting has reduced in the most recent years as activity has switched to online and social media promotion. An element of the budget needs to be retained for equipment and licenses.</p>			
<b>Summary Provisional EPIA Assessment: (tick relevant box)</b>		<b>H</b>	<b>M</b>
			<b>X</b>
No impact on protected characteristic groups. Reduction of budget only.			
<b>Risk Saving won't be delivered: (tick relevant box)</b>		<b>R</b>	<b>A</b>
			<b>X</b>
No significant risk.			
<b>Impact on Council Priorities: (tick relevant box)</b>		<b>R</b>	<b>A</b>

### Budget Savings Options 2018/19 & 2019/20

<b>Service:</b>	<b>Corporate &amp; Housing Services</b>		
<b>Division:</b>	<b>Governance</b>		
<b>Savings Title:</b>	<b>Democratic Services - Review charges to external bodies</b>		
<b>Saving Reference:</b>	<b>CHS025</b>		
<b>Estimated Savings:</b>	<b>2018/19 £000's</b>	<b>2019/20 £000's</b>	
	<b>5 (estimate)</b>	-	
<b>Estimated FTE Impact:</b>	<b>0.0</b>	-	
<b>Commentary:</b>			
<p>Democratic Services currently provide services to three bodies: Central Scotland Valuation Joint Board, Central and West Lothian Area Support Team and the Falkirk Pensions Board. The first pays a modest fee that has not been reviewed for some time. It needs to at least cover the costs of the time spent by the officers provided. The Area Support Team work is reasonably funded by other 3 councils and this council but it is also worth reviewing to ensure that the arrangements remain robust. The Pension Fund has an obligation to meet the cost of supporting the Pensions Board and there needs to be discussion on whether this should include the cost of the committee more generally.</p>			
<b>Summary Provisional EPIA Assessment: (tick relevant box)</b>		<b>H</b>	<b>M</b>
			<b>L</b>
			<b>X</b>
<b>Risk Saving won't be delivered: (tick relevant box)</b>		<b>R</b>	<b>A</b>
			<b>G</b>
			<b>X</b>
No significant risk.			
<b>Impact on Council Priorities: (tick relevant box)</b>		<b>R</b>	<b>A</b>
			<b>G</b>



### Budget Savings Options 2018/19 & 2019/20

<b>Service:</b>	Corporate & Housing Services			
<b>Division:</b>	Governance			
<b>Savings Title:</b>	COSLA Fee			
<b>Saving Reference:</b>	CHS026			
<b>Estimated Savings:</b>	<b>2018/19 £000's</b>	<b>2019/20 £000's</b>		
	-	90		
<b>Estimated FTE Impact:</b>	-	0.0		
<b>Commentary:</b>				
<p>Saving represents annual fee for COSLA membership. It could not be achieved prior to 2019/20 as a year's notice of withdrawal requires to be given.</p> <p>The full extent of the saving will not be achievable as there will be some remaining cost in being part of the employers' side of national collective bargaining arrangements.</p> <p>There will also be a one-off cost on departure which would require to be negotiated with COSLA.</p>				
<b>Summary Provisional EPIA Assessment: (tick relevant box)</b>		<b>H</b>	<b>M</b>	<b>L</b>
				X
No impact on protected characteristics.				
<b>Risk Saving won't be delivered: (tick relevant box)</b>		<b>R</b>	<b>A</b>	<b>G</b>
			X	
See above.				
<b>Impact on Council Priorities: (tick relevant box)</b>		<b>R</b>	<b>A</b>	<b>G</b>

### Budget Savings Options 2018/19 & 2019/20

<b>Service:</b>	<b>Corporate &amp; Housing Services</b>			
<b>Division:</b>	<b>Human Resources &amp; Business Transformation</b>			
<b>Savings Title:</b>	<b>HR Operations - stop support for discipline and capability cases</b>			
<b>Saving Reference:</b>	<b>CHS027</b>			
<b>Estimated Savings:</b>	<b>2018/19 £000's</b>	<b>2019/20 £000's</b>		
	-	33		
<b>Estimated FTE Impact:</b>	-	1.0		
<b>Commentary:</b>				
<p>Support provided to managers during capability and disciplinary cases which are below the level of dismissal would cease, as would the support for the majority of formal grievances other than very difficult grievance cases. Support would continue to be provided for cases involving dismissal and cases heard by Committee.</p> <p>The risk of receiving appeals and employment tribunal cases may potentially increase. There may also be an increased risk to the Council's ability to defend appeals and tribunal cases. To mitigate this, additional training will require to be provided to managers before this could be implemented.</p> <p>If adopted, this will also require managers to undertake additional work in preparing for investigations and hearings and drafting letters to employees; which are normally done by HR.</p>				
<b>Summary Provisional EPIA Assessment: (tick relevant box)</b>		<b>H</b>	<b>M</b>	<b>L</b>
			X	
<p>The discipline and capability policies and processes are in place to ensure fair and appropriate actions are carried out by managers. The removal of HR support does not impact on the agreed process, although employees may perceive there to be a reduction in independency in considering their situation. This may be particularly relevant if cases relate (directly or indirectly) to one of the protected characteristics.</p>				
<b>Risk Saving won't be delivered: (tick relevant box)</b>		<b>R</b>	<b>A</b>	<b>G</b>
				X
<p>The savings can be delivered but may require a redundancy.</p>				
<b>Impact on Council Priorities: (tick relevant box)</b>		<b>R</b>	<b>A</b>	<b>G</b>
				X
<p>Should not prevent the Council from delivering on its priorities.</p>				

### Budget Savings Options 2018/19 & 2019/20

<b>Service:</b>	Corporate & Housing Services			
<b>Division:</b>	Human Resources & Business Transformation			
<b>Savings Title:</b>	Reduce corporate training budget			
<b>Saving Reference:</b>	CHS028			
<b>Estimated Savings:</b>	<b>2018/19 £000's</b>	<b>2019/20 £000's</b>		
	-	10		
<b>Estimated FTE Impact:</b>	-	0.0		
<b>Commentary:</b>				
Reduction in the corporate training budget will reduce the ability to support certain training events and activities. This may also impact on the Council's ability to deliver the organisational development plan which supports the Council of the Future change programme.				
<b>Summary Provisional EPIA Assessment: (tick relevant box)</b>		<b>H</b>	<b>M</b>	<b>L</b>
				<b>X</b>
Access to training for employees will be reduced.				
<b>Risk Saving won't be delivered: (tick relevant box)</b>		<b>R</b>	<b>A</b>	<b>G</b>
				<b>X</b>
This is a budget reduction and therefore can be achieved, but not without the risks highlighted above.				
<b>Impact on Council Priorities: (tick relevant box)</b>		<b>R</b>	<b>A</b>	<b>G</b>
			<b>X</b>	
If this reduction in budget impacts on the ability to support the leadership development and culture change aspects of the organisational development plan, which supports the Council of the Future change programme, it may also impact on the ability to deliver on some of the projects in the change programme which support delivery of the priorities.				

### Budget Savings Options 2018/19 & 2019/20

<b>Service:</b>	Corporate & Housing Services			
<b>Division:</b>	Human Resources & Business Transformation			
<b>Savings Title:</b>	Stop support for redeployment			
<b>Saving Reference:</b>	CHS029			
<b>Estimated Savings:</b>	<b>2018/19 £000's</b>	<b>2019/20 £000's</b>		
	-	18		
<b>Estimated FTE Impact:</b>	-	0.6		
<b>Commentary:</b>				
<p>This option stops the support provided to employees who are seeking redeployment and will require employees to deal with this on their own. It will also reduce the support provided to managers working with employees who are seeking redeployment.</p> <p>This is likely to reduce the number of employees who are successfully redeployed.</p> <p>Employees seek redeployment for a variety of reasons such as them being no longer fit to undertake their current role, there being a reduction in their team as a result of a budget reduction, and some other more personal reasons.</p>				
<b>Summary Provisional EPIA Assessment: (tick relevant box)</b>		<b>H</b>	<b>M</b>	<b>L</b>
			X	
This may potentially impact on employees seeking redeployment due to ill health/disability.				
<b>Risk Saving won't be delivered: (tick relevant box)</b>		<b>R</b>	<b>A</b>	<b>G</b>
				X
Whilst this saving can be delivered, it may require a redundancy to take place.				
<b>Impact on Council Priorities: (tick relevant box)</b>		<b>R</b>	<b>A</b>	<b>G</b>
				X
Should not impact on the Council's ability to deliver on its priorities.				

### Budget Savings Options 2018/19 & 2019/20

<b>Service:</b>	<b>Corporate &amp; Housing Services</b>			
<b>Division:</b>	<b>Human Resources &amp; Business Transformation</b>			
<b>Savings Title:</b>	<b>Reduce call handling in Contact Centre</b>			
<b>Saving Reference:</b>	<b>CHS030</b>			
<b>Estimated Savings:</b>	<b>2018/19 £000's</b>	<b>2019/20 £000's</b>		
	-	<b>143</b>		
<b>Estimated FTE Impact:</b>	-	<b>6.2</b>		
<b>Commentary:</b>				
<p>This option will reduce the number of staff available to take customer phone calls within the contact centre and increase waiting times for customers. This may also increase complaints received from customers.</p> <p>To mitigate against such risks, work will be required to improve on-line services for customers to enable more Council services to be delivered by on-line methods. Some level of customer upskilling may also be required. If this is not done, there will be risks in calls not being answered and services not being delivered.</p> <p>Redundancy likely to be required. Reduces contact centre team on top of a previous reduction in the team.</p>				
<b>Summary Provisional EPIA Assessment: (tick relevant box)</b>		<b>H</b>	<b>M</b>	<b>L</b>
			<b>X</b>	
<p>Calls will inevitably not be answered unless there is significant progress made on channel shift. Members should be aware that customers may not be able to get through on the normal contact centre lines and would be better using on-line services where available. On line services will also require to be improved if a reduction of this level is to be implemented. Consideration will also require to be given to alternative models of delivery for the current 24/7 emergency call facility.</p>				
<b>Risk Saving won't be delivered: (tick relevant box)</b>		<b>R</b>	<b>A</b>	<b>G</b>
			<b>X</b>	
<p>This is likely to impact on service delivery and is likely to require redundancies to reduce employee numbers.</p>				
<b>Impact on Council Priorities: (tick relevant box)</b>		<b>R</b>	<b>A</b>	<b>G</b>
			<b>X</b>	
<p>This could impact on the priorities of the Council as the contact centre provides a point of contact for vulnerable adults. This could be mitigated against if sufficient progress is made in on-line technology.</p>				

### Budget Savings Options 2018/19 & 2019/20

<b>Service:</b>	<b>Corporate &amp; Housing Services</b>		
<b>Division:</b>	<b>Human Resources &amp; Business Transformation</b>		
<b>Savings Title:</b>	<b>Customer &amp; Business Support - eliminate manual input of timesheet and develop systems for input</b>		
<b>Saving Reference:</b>	<b>CHS031</b>		
<b>Estimated Savings:</b>	<b>2018/19 £000's</b>	<b>2019/20 £000's</b>	
	-	<b>236</b>	
<b>Estimated FTE Impact:</b>	-	<b>11.0</b>	
<b>Commentary:</b>			
<p>This option will eliminate the manual input of timesheets for employees. Short term investment will however be required to ensure systems are developed and technology provided to allow direct entry of timesheet information to the HR/Payroll system, which will be verified by Managers. This will include a change for areas such as BMD, home care, catering and cleaning and other areas where paper based timesheets continue to be used.</p>			
<b>Summary Provisional EPIA Assessment: (tick relevant box)</b>		<b>H</b>	<b>M</b>
			<b>X</b>
<p>Consideration may require to be given to staff with a disability which prevents them from using hand held technology to support this change. Alternatives for such employees will require to be found.</p>			
<b>Risk Saving won't be delivered: (tick relevant box)</b>		<b>R</b>	<b>A</b>
			<b>X</b>
<p>This change requires significant input from relevant services and IT to ensure systems are developed and implemented, staff have the ability to access the systems and are supported through training. This may require a short term investment on a spend to save basis. It also requires a number of systems to be rolled out fully and interfaces with the HR/Payroll system to be developed. Relevant employees will also require to be provided with enabled hand held technology including e-mail and internet access.</p> <p>This is likely to require redundancies.</p>			
<b>Impact on Council Priorities: (tick relevant box)</b>		<b>R</b>	<b>A</b>
			<b>X</b>
<p>This should not impact on the Council's ability to deliver on its priorities.</p>			

### Budget Savings Options 2018/19 & 2019/20

<b>Service:</b>	<b>Corporate &amp; Housing Services</b>		
<b>Division:</b>	<b>Policy, Technology &amp; Improvement</b>		
<b>Savings Title:</b>	<b>Reduce / stop number of editions of Falkirk Council News</b>		
<b>Saving Reference:</b>	<b>CHS032</b>		
<b>Estimated Savings:</b>	<b>2018/19 £000's</b>	<b>2019/20 £000's</b>	
	<b>10</b>	<b>20</b>	
<b>Estimated FTE Impact:</b>	-	-	
<b>Commentary:</b>			
<p>The Council currently publishes three editions of Falkirk Council News per annum. The proposal is to reduce this to two editions in 2018/19 and to stop publication altogether in 2019/20. The impact of this would be mitigated by increasing use of digital channels for imparting Council information.</p>			
<b>Summary Provisional EPIA Assessment: (tick relevant box)</b>		<b>H</b>	<b>M</b>
			<b>X</b>
<p>Falkirk Council News is currently delivered household so ceasing publication will impact across the board. Those households without access to the intranet via a PC, smart phone or other device would be more affected but there are increasingly there are fewer of these.</p>			
<b>Risk Saving won't be delivered: (tick relevant box)</b>		<b>R</b>	<b>A</b>
			<b>X</b>
<p>The saving covers the outsourced printing and costs for delivery by Royal Mail, both of which are direct savings, currently:            Printing £4,304.00            Royal Mail distribution £6,411.00</p>			
<b>Impact on Council Priorities: (tick relevant box)</b>		<b>R</b>	<b>A</b>
			<b>X</b>
<p>Potential for the public to feel less informed about Council priorities, policies and services.</p> <p>Falkirk Council News continues to be highly rated by the public as a source of information about the Council and is directly delivered to every household in the Council area, ensuring that everyone has access to the same information at the same time, e.g. budget information, guidance on how to vote, contact details for elected members, seasonal information about gritting etc.</p>			

### Budget Savings Options 2018/19 & 2019/20

<b>Service:</b>	Corporate & Housing Services			
<b>Division:</b>	Policy, Technology & Improvement			
<b>Savings Title:</b>	Further savings from contract management			
<b>Saving Reference:</b>	CHS033			
<b>Estimated Savings:</b>	<b>2018/19 £000's</b>	<b>2019/20 £000's</b>		
	-	100		
<b>Estimated FTE Impact:</b>	-	0.0		
<b>Commentary:</b>				
<p>By looking at the requirement for software etc. and completing a review of what is required going forward it is anticipated that we can reduce spend on licensing etc. In addition we will undertake a review of all ICT spend across the Council with a view to centralising and managing that spend. It is anticipated that this will also achieve savings by reducing the cost of equipment and standardising what is procured.</p> <p>In addition moving to a common platform for some system will allow for further savings in licencing.</p>				
<b>Summary Provisional EPIA Assessment: (tick relevant box)</b>		<b>H</b>	<b>M</b>	<b>L</b>
				<b>X</b>
<p>This is a contract management and spend review so should not have implications for any protected characteristics nor those in poverty.</p>				
<b>Risk Saving won't be delivered: (tick relevant box)</b>		<b>R</b>	<b>A</b>	<b>G</b>
			<b>X</b>	
<p>There is a potential that the savings won't be achieved if we can't retire legacy systems, continue to procure IT equipment without an consistency and have multiple systems carrying out similar functions.</p>				
<b>Impact on Council Priorities: (tick relevant box)</b>		<b>R</b>	<b>A</b>	<b>G</b>
				<b>X</b>
<p>This progresses the Council's commitment to digital services.</p> <p>I</p>				



### Workforce Plan – Executive Summary

Our vision for the Falkirk Council area is to be the 'place to be'. It is through our employees that the Council delivers services and engages with our communities and partners to achieve this vision.

We are ambitious for our workforce, the achievements and successes they can have, and the support they will need to do their jobs. The Council's Corporate Plan sets out the Council we need to be and outlines our commitment to:

- Be focused on our citizens and communities and understand their needs and expectations.
- Work with partners to provide excellent services that meet people's needs
- Be ambitious for our area and in particular for the children in our area.
- Ensure all our services work together to deliver on our priorities and recognise that we are one Council with clear priorities and ambitions
- Work with partners including the 3<sup>rd</sup> sector, private sector and other key stakeholders to focus on the needs and expectations of our citizens.
- Be innovative, responsive and trusted.
- Seek to actively engage people in our area so that they can influence what, how and to whom we deliver our services and achieve our priorities.
- Modernise and be flexible in all that we do.
- Ensure our resources are targeted and used to meet our priorities

Our vision for our workforce is: One Council, One Workforce. We need to have a workforce which considers itself to be a single team focused on delivering high quality services to our communities.

In five years time, the Council and the Services that we deliver will be very different. It is anticipated that the Council will require to save £80m over that period, nearly 25% of our available spend. To achieve this scale of change we must radically reform and reconfigure all that we do. The Council of the Future programme is the Council's response to the challenges it faces and will deliver a radical programme of change which will transform the Council over the next 5 years. To do this, we need to be innovative, responsive, ambitious and trusted. Our employees will be engaged and empowered to make decisions and be self-reliant. The Council's workforce of the future will look, feel and be different, with fewer employees and a smaller management team, focusing on strong strategic leadership, good communication and managing outcomes. The Council's workforce plan provides a framework to ensure that our workforce is fit for the future.

### Current Workforce

Our current headcount is 7022 (March 2017) which equates to 5906.3 full time equivalent posts (FTE). The Council's headcount and FTE is reducing, with a 7.1% reduction in FTE since March 2014. It is clear that to achieve the continuing change required through the Council of the Future change programme, the Council's workforce will require to further adapt and we will have fewer employees providing services in different ways.

At present, c13% of the Council's workforce is temporary. The use of temporary appointments offers a level of flexibility for restructuring exercises and to be able to adapt effectively to change. There is, however, a need to balance the number of temporary staff with the ability to have a stable workforce in areas where this is required.

The Council has an aging workforce with 37% of our workforce over 50 rising to 53% over the next 5 years. We have a great wealth of experience across our workforce and we need to ensure that succession planning is in place to ensure that this experience and knowledge is not lost and that we 'grow our own' workforce.

Absence costs the Council approximately £6m per year and work continues, to minimise ill-health amongst the workforce through staff engagement, flexible working arrangements and by promoting Health at Work.

### **Workforce Planning and Council of the Future, Make it Happen**

A number of significant workforce changes are already underway or are planned as part of the Council of the Future programme over the next five years. These include:

- **Structure Design** – The structure of the Council has been reviewed on several occasions over the years, including several reviews of management posts resulting in reductions in numbers. Work has now been undertaken to develop design principles to ensure consistency as the Council moves forward with its change programme.
- **Business Support** – Work has been undertaken to significantly reduce, streamline and modernise clerical/admin/support activity, associated workloads and processes, and continues to be progressed,
- **Digital and Technology** – A focus on how digital technology can be used to improve access to services, communicate and engage with citizens more effectively and efficiently whilst reducing costs.
- **Mobile and Flexible Working** – increased use of mobile and flexible working across the Council, facilitating the innovative use of new technology continues to be rolled out.
- **Strategic Property review** – Promotion of shared and effective utilisation of properties that underpins evolving service delivery needs, both now and in the future is being implemented.
- **Modernising Industrial Relations** – A more responsive and informed partnership model between Falkirk Council and Trades Unions to enable an agile partnership approach to delivering Council of the Future is being developed with Trade Unions.

The Council of the Future programme requires our leaders/ managers to be flexible, innovative, responsive, ambitious and trusted. These core skills will therefore form the basis of a leadership development programme to enable our managers to be able to lead and deliver the change programme focussing on the following themes:

Leadership and Vision, Recognition, Change, Communication, individual Skills Development and Coaching.

Employees across the Council will require to be trained to facilitate increased development and use of new technology to improve service delivery.

Across Services there will be significant service specific large scale change programmes, potentially impacting on the workforce such as:

- Expansion of the Early Years Provision
- The Education Governance Review
- Health & Social Care Integrated model
- Reablement
- Roads collaboration
- Welfare Reform

These programmes could have a significant impact on the workforce and require close monitoring. Workforce plans require to be updated to take account of any related decisions and further national guidance as this is received.

Workforce planning is an ongoing process and will be impacted by future budget restrictions. As such, a review of the Council's Workforce Planning process will be undertaken to ensure that Service and Council wide workforce plans are up to date and regularly reviewed to meet the Council's ongoing and future service delivery needs. At the time of writing the Executive Summary, it must be recognised that options for budget savings are being considered by Members which aim to address the c£40m in budget reduction which is projected over the following 2 years. These options include a potential workforce reduction of c228FTE. Service workforce plans will require to be updated to take account of this reduction and decisions of Members in this regard.

**2018/19 & 2019/20**  
**BUDGET GAP STATEMENT**

	<u>Latest</u> Position		<u>Latest</u> Position		Comments
	2018/19	FTE	2019/20	FTE	
Budget Gap	22.400		16.380		Assumes 3% Council Tax Increase
<b><u>Non-recurring spend</u></b>					
Childrens	0.275				
Development	0.780	12.00			
Corporate & Housing	0.243				
IJB	0.200				
FCT	0.328				
External Funding	0.024				
	1.850	12.00			
<b><u>17/18 Unused Savings</u></b>					
Childrens	2.694	46.50	-	-	
Development	1.618	13.82	0.109	-1.00	
Corporate & Housing	1.643	48.60	0.485	13.30	
	5.955	108.92	0.594	12.30	
<b><u>New Services Options</u></b>					
Childrens	3.145	48.00	1.882	-	
Development	2.599	24.50	0.713	19.17	
Corporate & Housing	0.998	4.90	1.600	16.60	
	6.742	77.40	4.195	35.77	
FCT	1.500		1.500		Note non-recurring spend above
IJB	4.000		4.000		Note non-recurring spend above
Terms & Conditions	-		1.500		
External Organisations	1.500		-		
Reserves	-		-		
Rebasing	3.072		-		
	24.619	198.32	11.789	48.07	
<b>Remaining Budget Gap</b>	-2.219		4.591		



# **AGENDA ITEM**

**9**

**Strategic Housing Investment Plan  
(SHIP) 2017/22**

**Falkirk Council**

**Title:** Strategic Housing Investment Plan 2018-2023  
**Meeting:** Executive  
**Date:** 17 October 2017  
**Submitted by:** Director of Corporate and Housing Services

**1. Purpose of Report**

- 1.1 The purpose of this report is to approve the Strategic Housing Investment Plan (SHIP) 2018-2023 for submission to the Scottish Government. The report also seeks agreement to progress actions to support the delivery of additional housing projects.

**2. Recommendations**

**2.1 It is recommended that the Executive:**

- 1) agree the SHIP 2018-2023 (Appendix 1) for submission to the Scottish Government;**
- 2) authorise officers to enter into negotiations to purchase land at part of the former Denny High School site and Seabegs Road, Bonnybridge for additional affordable housing, in line with independent valuations;**
- 3) note that a separate report is being prepared for Committee in relation to the former Torwood School site;**
- 4) note that officers will adapt the SHIP in line with available resources in order to maximise the supply of affordable housing locally and provide updates to Members of any changes.**

**3. Background**

- 3.1 The core purpose of the SHIP is to set out strategic investment priorities for affordable housing over a 5 year period, to achieve the outcomes set out in the Local Housing Strategy (LHS). The LHS 2017-2022 identified an all tenure Housing Supply Target of 491 units per annum (368 private and 123 affordable). This equates to 615 affordable new build units over the 5 year life of the LHS.

- 3.2 Affordable properties can be provided through a combination of new build projects or by making better use of existing stock, e.g.: through Buybacks. A total of 384 additional affordable properties were delivered from 1 April 2015 to 31 March 2017.
- 3.3 In October 2016, Executive agreed the Strategic Housing Investment Plan for 2016-2021. It was planned to deliver 766 units of affordable housing over the period 2016/17 to 2020/21. At that time, the plan was significantly above the available grant allocation. As such, it was noted that the SHIP would be reviewed and work would be undertaken to maximise the supply of affordable housing locally. The SHIP 2018-2023 updates the previously reported position.
- 3.4 Scottish Government issued new guidance in July 2017 which highlighted that the SHIP is required to be produced and submitted annually. Guidance advises the SHIP should set out investment priorities for new affordable housing; demonstrate how these will be delivered; identify all resources required to deliver these priorities and enable the involvement of key partners.
- 3.5 The SHIP provides the basis for the development of the Strategic Local Programme Agreement (SLPA) between Local Authorities and the Scottish Government. The SLPA sets out the programme of housing projects which will be funded over the next three years and is reviewed and updated annually to ensure delivery remains on track.
- 3.6 In line with Scottish Government guidance, potential projects for inclusion in the SHIP must be prioritised using a scoring methodology agreed by developing landlords, including Falkirk Council and Registered Social Landlords (RSLs). This methodology takes into account of the following:
- Strategic direction from the Falkirk Council LHS and assessment of housing need;
  - Project deliverability and funding required;
  - Size, tenure and house type;
  - Number of accessible units;
  - Sustainability relating to energy efficiency.
- 3.7 Scottish Government guidance highlights that the SHIP is a corporate activity requiring close working between housing, planning, social work and other departments. Revised guidance issued in July 2017 further highlighted local authorities are expected to collaborate with RSLs, communities, developers, the Scottish Government and other stakeholders in the SHIP development process. As part of the SHIP review, the Scottish Government will comment on how stakeholders have been involved in developing and delivering the plan.

#### 4. Considerations

- 4.1 Table 1 below details resources available to deliver affordable housing, comprising Scottish Government grant, referred to as Resource Planning Assumptions (RPA), and contributions made by the Council. It is important to note that these are minimum grant assumptions and may be subject to change.

Table 1 SHIP Funding:

<b>RPA</b>	<b>SG grant (£m)</b>	<b>2<sup>ND</sup> Homes Council Tax (£m)</b>	<b>Developer Contributions (£m)</b>	<b>Total Funding (£m)</b>
2018-19	£9.995	£0.333	£0.170	£10.498
2019-20	£11.307	£0.333	£0.165	£11.805
2020-21	£12.064	£0.334	£0.165	£12.563
<b>Total</b>	<b>£33.366</b>	<b>£1.000</b>	<b>£0.500</b>	<b>£34.866</b>

- 4.2 Details of the full list of projects, covering the full 5 years of the SHIP, are provided in Appendix 3 of the SHIP. In summary, a total of 1,310 additional affordable properties are planned to be delivered from the projects listed (790 properties Falkirk Council and 520 other RSLs). Approximately 16% (216 units) of the total additional affordable properties will be built to an accessible standard to provide for the changing needs of our households.
- 4.3 The Scottish Government guidance recommends that a minimum slippage factor of 25% is applied on an annual basis to the SHIP. Allowing for 25% slippage in projects, there are still sufficient projects set out in the SHIP to deliver the annual supply target of 123 units, as noted in para 3.1 above.
- 4.4 A total funding requirement of £65.3m is necessary to deliver all the projects detailed in the SHIP. There is therefore a funding shortfall of c£30m over the next 5 years, to deliver all the projects listed in the SHIP. Although the total available funding is not sufficient to meet the full list of potential SHIP projects, discussions are on-going with the Scottish Government regarding the potential to secure additional funding. Changes to the programme or funding will be provided to Members through the annual SLPA review process. Additionally, the SHIP covers a 5 year period, however the known funding only covers the first 3 years of the SHIP, as detailed in Table 1 above. As such, a re-profiling of projects maybe required to align projects with future year funding.
- 4.5 The SHIP includes proposed Council projects at part of the former Denny High School, former Torwood School and Seabegs Road.



Delivering the Council's new build programme at these locations will require the sites to be purchased by the Housing Revenue Account (HRA). A resultant capital receipt for the Council's General Services Capital Programme will be generated.

- 4.6 The programme also includes a proposed project at Broad Street, Denny. This involves a partnership approach between Falkirk Council and Link Group which has the potential to provide a range of social rented properties, demonstrating joint commitment to deliver affordable housing solutions. Link will be responsible for building the properties and on completion Falkirk Council will purchase 50% of the properties. The remaining 50% will be owned and managed by Link.
- 4.7 The SHIP also includes a proposed project by Castle Rock Edinvar at Etna Road, Falkirk to deliver 25 units in 2018/19, as part of the pension fund project. Executive previously agreed on 28 April 2015 proposals for the development of 62 units at Bellsdyke and 34 units in Overton. These projects were to be funded from a combination of Pension Fund investment in Social/ Affordable Housing, Scottish Government Affordable Housing Supply Grant and a one off contribution from the Scottish Government Financial Innovation Unit. Although the Bellsdyke site has been completed, development on the site at Overton for social rented housing could not be delivered, using the pension fund model. The Scottish Government have confirmed their commitment to the future delivery of the remaining pension fund project and as such the proposed Etna Road development will replace the Overton project.
- 4.8 The Scottish Government announced a five-year Housing Infrastructure Fund with up to £50m available nationally in 2016/17. Eligible works include physical infrastructure generally required to start a housing project, such as roads. Priority will be given to those projects delivering affordable housing within the next five years. Falkirk Council submitted a bid for three sites:
- North of Kilsyth Road, Banknock (planning reference M08);
  - Kilsyth Road, Banknock (H07); and
  - North of Glasgow Road, Dennyloanhead (H08).
- 4.9 All of the above projects relate to the M80/ A803 slip roads junction 7 upgrading. The total capacity of all three sites cannot be met unless the junction is upgraded. For the upgrade to go ahead it requires Infrastructure Funding for all three sites. We are still awaiting the outcome of our bid from Scottish Government.

- 4.10 In addition to the projects outlined in the SHIP, additional project proposals are regularly identified for example Town Centre Regeneratons areas. Officers will continue to assess and evaluate these projects and, where applicable, progress potential additional funding considerations with the Scottish Government. Any changes to the SHIP will be advised to Members through update reports.

## **5. Consultation**

- 5.1 Consultation on the development of the SHIP has taken place with other Council Services including Development Services and also with the Scottish Government and Registered Social Landlords. Consideration of the SHIP will also take place with the Housing Contribution Statement Group which is taking forward housing's role in health and social integration. The SHIP was also considered by the Resident and Tenants' Forum.
- 5.2 A partnership approach also takes place through a Joint Officer Working Group which considers best use of Council assets, including the potential for affordable housing.

## **6. Implications**

### **Financial**

- 6.1 Negotiations are on-going with the Scottish Government on resources to deliver the affordable housing projects outlined above. The Scottish Government grant (c£31m for Falkirk Council projects) will cover approximately one third of the costs to the Council. The balance will require to be met from the Council's Housing Investment Programme (c£60m), over the next 5 years. This will be considered as part of the Council's annual budget setting process. The shortfall for RSL projects will be funded from their own financing arrangements.
- 6.2 The acquisition of sites at the former Denny High School, former Torwood School and Seabegs Road, Bonnybridge will generate a capital receipt for the Council's General Services Capital Programme. The site valuation will be determined independently by the District Valuer. This will be funded from the Housing Capital Investment Programme.

## **Resources**

- 6.3 The SHIP will be managed from existing resources and therefore no additional resources will be required.

## **Legal**

- 6.4 There are no legal implications.

## **Risk**

- 6.5 Unforeseen development and funding constraints may restrict the number and size of proposed projects, reducing the number of affordable housing units delivered. This could impact adversely on meeting housing need.

## **Equalities**

- 6.6 A full Equalities & Poverty Impact Assessment was carried out for the LHS 2017-2022 and no significant equality issues were identified.

## **Sustainability/Environmental Impact**

- 6.7 A screening of environmental impacts has been carried out for the LHS 2017-22 and identified that there was no likelihood of significant environmental impacts.

## **7. Conclusions**

- 7.1 This report provides information on the SHIP 2018-2023. The SHIP is influenced by the housing supply targets set in the LHS and Local Development Plan. The SHIP demonstrates the potential to deliver 1,310 affordable housing units. After taking account of the recommended 25% slippage, there are sufficient projects included within the SHIP to fully utilise and exceed the allocated grant funding over the next 3 years.
- 7.2 Although a shortfall of c£30m in funding has been identified over the next 5 years, there is sufficient funding to deliver the annual supply target of 123 units identified in the Council's LHS 2107-2022. Officers will continue to review and manage the SHIP to maximise the amount of available funding from the Scottish Government, in order to deliver the maximum number of locally available affordable properties.

- 7.3 The SHIP includes projects that will require the HRA to purchase Council sites at part of the former Denny High School and Seabegs Road. A separate report will be considered by Committee in relation to the former Torwood School site.

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Director of Corporate and Housing Services

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**Date: 06 October 2017**

## **APPENDICES**

- 1. Strategic Housing Investment Plan 2018/19 to 2022/23 and Project Submission Form**

### **List of Background Papers:**

**The following papers were relied on in the preparation of this report in terms of the Local Government (Scotland) Act 1973:**

- None**



**Falkirk Council**  
**Corporate & Housing Services**



**Strategic Housing Investment Plan  
2018/19 to 2022/23**



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**Appendix 1 – Project Scoring Methodology**

**Appendix 2 –Committee Report Housing Investment  
Programme 2017-2018-2019-2020**

**Appendix 3 – Strategic Housing Investment Plan  
Projects 2018-2019 – 2022-2023**

**Appendix 4 – Strategic Housing Investment Plan  
Summary Budget**

## 1. Introduction

The Strategic Housing Investment Plan (SHIP) is prepared in line with the guidance provided by the Scottish Government (SG) and influenced by Housing Supply Targets (HST) set out in the Local Housing Strategy (LHS) 2017-2022 and Local Development Plan (LDP).

This SHIP includes ambitious and innovative approaches with increased partnership working with Registered Social Landlords (RSLs) to deliver affordable housing. This SHIP demonstrates cross Council working through the Pension Fund proposals. It also uses new initiatives to deliver affordable housing with RSLs and developers by making use of the Affordable Housing Policy (AHP).

Although the total grant funding available is not sufficient to meet the full SHIP discussions are ongoing with the Scottish Government regarding the potential to secure additional funding.

The SHIP is mainly steered by LHS priority 1 to increase housing supply, however, other LHS priorities are highlighted through this document.

## 2. Overview of Achievements from 2015-2017

Table 1 demonstrates the importance of the SHIP and provides information on unit delivery from 1 April 2015 to 31 March 2017.

<b>Table 1: Unit Delivery 1 April 2015 to 31 March 2017</b>					
<b>Developer</b>	<b>Project</b>	<b>Area</b>	<b>Grant Required</b>	<b>Units</b>	<b>Types</b>
Link Group	Falkirk Road	Bonnybridge	£1,243,088	35	Common Access Flats
Loretto Housing Association	Glenburn Road	Falkirk	£1,624,792	26	Houses and Flats
Castle Rock Ednivar	Bellsdyke	Larbert	£3,083,930	62	Houses and Flats
Welso Housing Management	Carrick Place	Falkirk	£1,386,571	20	Houses and Flats
Falkirk Council	Main Street	Stenhousemuir	£980,658	18	Flats
Falkirk Council	Broad Street	Denny	£414,000	9	Flats
Falkirk Council	Glenfuir Nursery	Falkirk	£460,000	10	Flats
Falkirk Council	Merchiston Road	Falkirk	£1,242,000	27	Flats
Falkirk Council	Buy Backs	All	£4,500,000	177	Houses and Flats
<b>Total</b>			<b>£14,935,039</b>	<b>384</b>	

Source: Falkirk Council Strategy and Development Team

## 3. Purpose and Scope of the SHIP

### 3.1 Links to the Local Housing Strategy 2017-2022

The LHS sets out the strategic policy approach to delivering housing and related services to meet housing need. The LHS was approved by Executive on 15 August 2017.



The 6 priorities of the LHS are:

1. Increasing Housing Supply
2. Creating Sustainable Communities
3. Improving Access to Housing
4. Providing Housing and Support to Vulnerable Groups
5. Tackling Fuel Poverty, Energy Efficiency and Climate Change
6. Improving Housing Conditions

### 3.2 Housing Supply Target

The LHS sets the Housing Supply Target (HST). It takes the Housing Need and Demand Assessment (HNDA) estimate as a starting point and looks at a range of factors such as resources and land availability. The HST only considers new build units which will be delivered within the LHS period.

The all tenure HST was set at 491. This is broken down into 368 private units and 123 affordable units each year. This equates to 615 affordable new build units over the LHS period.

Table 2 sets out the general approach to investment and delivery of affordable housing locally. This takes account of the variety of housing options set out in the LHS and by Scottish Government.

<b>Table 2: Annual Affordable Housing Options</b>	
	Units
New build target (this is 91% of SG grant)	123
Buy back target (based on previous years' SHIP)	90
Open Market Shared Equity (OMSE) estimate (average based on Scottish Government figures for the last 3 years)	47
Help to Buy estimate (based on SG last year's figures)	20
Discounted sale without subsidy estimate (based on project currently being explored with a developer through the AHP)	15
Discounted sale with subsidy	0
Mid market rent options without subsidy	0
Mortgage to Rent (average of previous years)	2
Affordable empty homes (properties sold in the last year meeting OMSE figures and not purchased as buy backs)	4
<b>Total</b>	<b>301</b>

Source: Falkirk Council Strategy and Development Team

### 3.3 Project Scoring Methodology

The project submission and scoring methodology was developed and agreed by RSLs and Council development team. This demonstrates the commitment by all parties to partnership working. The methodology is attached (appendix 1). It takes account of:

- The outcomes contained in the LHS 2017-2022
- Areas of high demand as identified by the HNDA
- Deliverability
- Bedroom sizes
- Tenure and house type
- Number of accessible units
- Funding requirement
- Sustainability relating to energy efficiency

### 3.4 Energy Efficiency

The scoring methodology used in the development of the SHIP explores energy efficiency issues. This is based on the SG Resource Technical Handbook 2011 Domestic Sustainability which notes the specified level of sustainability for a dwelling. The three main standards are:

- Bronze or Bronze Active
- Silver or Silver Active
- Gold

This SHIP aims to deliver 33 projects to Silver or above standard. The ability to deliver Gold Standard is restricted due to the additional costs of building to a higher standard specification and associated funding constraints. However we continue to monitor deliver of such properties nationally to identify good practice which will inform future plans. The delivery of Silver standard links directly to LHS priority 5 and 6.

### 3.5 Investment Priorities

Projects for inclusion in the SHIP are prioritised using a methodology agreed by the Council and RSLs as described in point 3.3.

### 3.6 SHIP Resourcing

Table 4 shows the Resource Planning Assumption (RPA) provided by the SG for the period 2018-2019 and 2020-2021. It also provides details of the contributions from 2<sup>nd</sup> homes funding and developer contributions.

<b>Table 4: SG Grant, 2<sup>nd</sup> Homes and Developer Contributions</b>				
<b>RPA</b>	<b>SG grant (£m)</b>	<b>2<sup>ND</sup> Homes (£m)</b>	<b>Developer Contributions (m)</b>	<b>Total</b>
2018-19	£9.995	£0.333	£0.170	£10.498
2019-20	£11.307	£0.333	£0.165	£11.805
2020-21	£12.064	£0.334	£0.165	£12.563
<b>Total</b>	<b>£33.366</b>	<b>£1.000</b>	<b>£0.5</b>	<b>£34.866</b>

Source: Scottish Government & Falkirk Council

### 3.7 Consultation and Collaboration

The Affordable Housing Supply Programme (AHSP) is delivered via partnership working between the Council, RSLs and the SG Housing Supply Division. At a strategic level Housing Services meets on a 3 monthly basis with SG officials and RSL partners. These meetings demonstrate commitment from all partners to successful project completions to ensure potential issues are addressed timeously.

The Housing Planning Liaison Group also takes place quarterly and consists of Falkirk Council Housing and Planning Officers. It reviews progress with meeting the HNDA, LDP, SHIP projects and new build private developments subject to the affordable housing policy. It seeks to ensure that all affordable opportunities are explored for local residents.

The Planning Obligations Group considers how affordable housing contributions are used to increase affordable housing units.

A Corporate Group has been set up to explore best use of council assets to maximise the number of affordable housing being delivered.

The Strategic Housing Group is the Housing Market Partnership for overseeing the development and implementation of the HNDA and LHS. Members of this group include housing, planning, social work, representatives from the voluntary sector, SG, Homes For Scotland and local RSLs.

A wide ranging consultation was carried out as part of the LHS 2017-2022. This included focus groups, questionnaires, articles in the local press, attendance at local events and stakeholder meetings. This also incorporated presentations to Elected Members and Tenant and Resident Forums.

RSLs were offered an opportunity to meet to discuss their view on the SHIP process. However, this was declined as they felt fully informed of the process.

The SHIP was also been considered by the Tenant and Resident Forum in August 2017.

Consideration of the SHIP was also discussed at the Adapting for Change Steering Group. This group is responsible for streamlining the procedure for disabled adaptations. The provision of new wheelchair and older/ambulant properties are of interest to this group as an alternative option when disabled adaptations are not viable in existing accommodation.

The SHIP will be discussed at the next Housing Contribution Statement Group. This group progresses housing's role in health and social care integration. It includes representation from Falkirk Health and Social Care Partnership, RSLs and housing services.

### 3.8 Housing Infrastructure Fund (HIF)

SG's More Homes Scotland (MHS) approach includes HIF to support housing development through loans and grants with priority given to projects which will deliver affordable housing. The fund is a five year programme and will be available until at least 31 March 2021. Table 5 shows projects where the Council has applied to secure HIF loan and grant support funding for the years 2017-2018. To date no decisions on the funding has been provided.

<b>Table 5: Projects Subject to HIF Loan and Grant Support Funding for 2017-2018</b>			
<b>Site Location</b>	<b>Owner</b>	<b>Loan support Required</b>	<b>Grant Support Required</b>
Site to the north of Kilsyth Road, Banknock (LDP site reference M03) - Cannerton	I&H Brown Ltd	£639,071.00	£0.00
Site to the north of Glasgow Road, Dennyloanhead (LDP site reference H08)- Broomridge Farm	Mactaggart & Mickel/ Bellway	£518,513.00	£0.00
Site to the South of Kilsyth Road, Banknock (LDP site reference H07)	Falkirk Council/ JB Bennett	£114,961.50	£114,961.50
		<b>£1,272,545.50</b>	<b>£114,961.50</b>

## 4. **Delivery Mechanisms**

### 4.1 Scottish Government Strategy

In March 2016 Ministers announced MHS as an overarching approach to support the increase in the supply of homes across all tenures incorporating a variety of existing and new initiatives. These include:

- Direct investment of £422m in 2017-2018 plus a further £1.754bn to cover the 3 year period 2018-2019 to 2020-2021 to continue the delivery of at least 50,000 affordable homes during the life of the current Parliament
- Continuing to support existing initiatives including the Rural Housing Fund, HIF, Mid-Market Rent, Build to Rent, OMSE and Help to Buy
- Reviewing the planning system with a focus on improving planning processes to support the delivery of good quality housing

### 4.2 Council and Second Homes

Table 4 demonstrates a total of £1m in second homes council tax. This is currently used to support affordable housing and fund an Empty Homes Officer. Future options for this funding are currently being explored.

#### 4.3 Developer Contributions

As demonstrated in table 4 commuted sum funding expected during the period of this SHIP is £0.500m. Options for this funding are currently being explored. The use of all developer contributions are monitored and agreed by the Planning Obligations Group.

#### 4.4 Delivery Constraints

The Council is keen to focus on a realistic and pragmatic programme that can be delivered within the timeframes of the SHIP. This document is therefore intended as a working tool, which is designed to inform investment decisions, rather than proposing a set of aspirations. Measures have therefore been taken to mitigate development constraints which have been identified at an early stage in the process.

The methodology used to develop the SHIP also takes account of potential delivery constraints. This ensures the projects included within the SHIP have the greatest opportunity to be delivered.

### 5. **Falkirk Council's Commitment**

#### 5.1 Buy Back Scheme

The Council introduced a buy back scheme in 2013 buying back 1 and 2 bedroom ex-council properties that were sold under Right to Buy to increase the amount of social rented housing in the area. Executive agreed on 20 October 2015 to widen this commitment to include the purchase of houses with 3 or more bedrooms.

On 22 February 2017 the Council approved a further 3 year commitment to this scheme by allocating £6m per annum in the Housing Investment Programme for the period 2017-2018 to 2019-2020 (appendix 2). The following table sets out properties purchased to date.

<b>Table 6: Buy Back Statistics</b>	
<b>Years</b>	<b>Number of properties bought</b>
2013-14	69
2014-15	77
2015-16	97
2016-17	80
<b>Total</b>	<b>323</b>

Source : Falkirk Council

The SG provides a grant of £25,000 per property to purchase former Council properties. In 2016-2017 the average cost of a buy back was £67,000. The remaining £42,000 was paid for by the Council. However, it is significant to note, that from 1 April 2016 the land and buildings transaction tax has resulted in an additional 3% surcharge being payable to SG on all properties valued at over £40,000.

## 5.2 Affordable Housing Policy (AHP)

The Council's policy for affordable housing ensures new housing developments of 20 or more units make a contribution towards affordable housing. This assists the Council to achieve diversity of house types and tenures to create integrated communities. The types of affordable housing covered are:

- Social rented housing
- Mid-market or intermediate rented accommodation
- Shared equity
- Subsidised low cost sale
- Entry level housing for sale (unsubsidised)

Table 7 shows the percentage requirement for affordable housing in the Council area.

<b>Table 7: Percentage Affordable Housing Requirement</b>		
<b>% Requirements</b>	<b>25%</b>	<b>15%</b>
Housing settlement areas	Larbert /Stenhousemuir/Rural North Polmont/Rural South	Bo'ness Denny /Bonnybridge Falkirk, Grangemouth

Source: Falkirk Council Revised Supplementary Planning Guidance Note

Although the Council has a preference for the provision of affordable housing in the form of socially rented housing by the Council or RSLs, it will consider any of the options from the above list as contributing to meeting affordable housing need. The final decision on provision may be dependent on local market circumstances.

Early discussions will take place between the Council and private developers to determine the specific requirements, likely funding availability and appropriate delivery mechanism.

The sequential approach below will be applied to the delivery of affordable housing:

- On-site provision
- Off-site provision
- Commuted sum payment

Table 8 shows sites which are subject to the AHP which may be considered during the period of this SHIP.

<b>Table 8: Sites Subject to AHP programmed to come forward in 2018-2023</b>		
<b>Sub-Area</b>	<b>Number of Sites</b>	<b>Potential Unit Numbers</b>
Bo'ness	3	49
Bonnybridge/ Denny	8	307
Falkirk	7	186
Larbert/Stenhousemuir /Rural North	3	17
Polmont/Rural South	10	135
<b>Total</b>	<b>31</b>	<b>694</b>

Source: Falkirk Council Development Services

Although there is a preference to provide social rented housing on site, it should be noted this will be dependent upon the availability of grant. The current RPA does not allow for the delivery of an additional 694 units. This would require approximately £44.76m of additional grant funding to deliver all 694 units as social rented homes. Options for delivering the required homes through the affordable housing policy will therefore be explored on a site by site basis taking account of available grant, housing need, demand and local supply for each site.

### 5.3 Pension Fund

The Forth Valley Pension Committee working across Falkirk Council, Stirling Council and Clackmannanshire Council made a decision to appoint Hearthstone PLC to manage a £30 million investments in social/affordable housing. £15 million of this investment will be used for social housing with the remaining £15 million invested in affordable housing.

Hearthstone's strategic partner in these proposals is Castle Rock Edvinar (CRE). This agreement included proposals for the development of 62 units at Bellsdyke, Larbert and 34 units at Overton Crescent, Redding. The Bellsdyke site complete, however, CRE have advised that they are unable to deliver the site at Overton Crescent.

This SHIP includes a project from CRE to deliver 25 units at Etna Road, Falkirk.

### 5.4 Additional Contributions

As noted in point 5.1 on 22 February the Council approved a 3 year commitment to provide an additional £3.7m per annum to undertake a programme of initiatives designed to meet housing demand identified in the LHS. Options are being explored to identify suitable projects for delivery.

In addition, at this time the Council approved an additional £5.2m in 2018-2019 and 2019-2020 to support the Council new build projects (Appendix 2).

## 6. **Planned Investments**

Appendix 3 outlines the planned programme of affordable housing projects in all sub-areas within the Falkirk area. If all projects reach successful conclusion there is potential to deliver an additional 1310 units. From these units it is expected that an additional 216 units (16%) will be built to an accessible standard to provide for the changing needs within the household or different needs of a new household which links to LHS Priority 4. All projects will consist of a variety of types, tenure and bedroom sizes.

SG guidance recommend a minimum slippage factor of 25% is applied annually to projects in the SHIP. After taking account of this 25% slippage there are still sufficient projects included in the SHIP over the next 3 years to deliver the annual target of 123 units as described in point 3.2.

The full list of SHIP projects submitted by the Council's development partners is detailed in Append 4. It demonstrates the total grant required to deliver the units and RPA provided. This highlights a funding shortfall of £18.8m during the next 3 years of the SHIP, before allowing for the required 25% slippage. Discussions are ongoing with the Scottish Government to bridge the funding gap.

The programme also includes a new innovative project for Broad Street, Denny. This involves a partnership approach between the Council, Link Group and the developer. It has the potential to provide a range of social and privately owned properties on the one site. The development of this approach is being used by the Council to demonstrate the joint commitment from the Council and Link Group to deliver affordable housing solutions. The project will be delivered on a turn-key basis from Link Group to the Council and will be subject to a Service Level Agreement between these parties.

In addition, this SHIP includes a project delivering 15 units for discounted sale by Persimmon Homes. The development of this approach is being used for the first time locally under the current AHP. This demonstrates the joint commitment locally from the Council and private developers to deliver affordable housing in the area using innovative and ambitious solutions to increase the number of affordable units.

## **7. Procurement**

In the context of public services reform the Council aims to develop collaborative approaches to procurement and shared services with RSLs and other providers. The Council achieves best value in terms of delivering their new build housing programme by implementing the most cost effective design solutions for each development site. This is achieved after completing a thorough design evaluation of the site to maximise the development potential. It incorporates in the detailed design the most effective and efficient construction methods including prefabrication, combined with material specifications, plus mechanical and electrical system meeting current technical standards.

The recently completed Council project at Main Street, Stenhousemuir, consists of 18 units on a small brownfield redevelopment site. This is an example of Council standard procurement route and innovation, in terms of design. The development included photovoltaic solar panels to provide power for each of the 18 flats and the communal areas. Modularised timber frame panels were used which included factory fitted windows and wall linings, which reduced the construction period and improved the quality of the completed building. The development was procured through the traditional procurement process. Six contractors were selected for tendering through the Scottish Government's Portal and was tendered using traditional drawings and bills of quantities, issued under the SBCC 2011 Local Authorities Edition with Quantities.

## **8. Equalities**

The Equality Act 2010 provides a range of protection for nine protected characteristics which include age, religion and belief, race, disability, sex, sexual orientation, pregnancy and maternity, marriage and civil partnership, and gender reassignment.



The Council strives to ensure equality of opportunity and the LHS and SHIP plays a significant role in promoting the equalities agenda. A comprehensive Equality and Poverty Impact Assessment was undertaken for the LHS 2017-2022. This identified age, disability, sex and ethnicity as the main protected characteristics which have an impact on housing need and demand.

Priorities, actions and indicators detailed in the LHS, along with consultation on the needs of these specific groups, has been designed to ensure adequate housing is in place to meet the continuous demand for affordable housing in the area.

## 9. Strategic Environmental Assessment

A pre-screening Strategic Environmental Assessment for the LHS 2017-2022 was sent to SEA Gateway in September 2015. Confirmation being received in October 2015 that a full SEA would not be necessary for the LHS 2017-2022.

## 10. SHIP Monitoring

The implementation of the SG Housing and Regeneration Programmes system will go live in September 2017. Once in operation this system will be used by Councils to submit their SHIP and will enable project monitoring for all projects SHIP.

The SG expects the SHIP to be monitored against the LHS and Local Outcome Improvement Plans (LOIP).

The purpose of this is to identify how LHS policies are being translated into operational delivery of affordable housing.

The key LHS priorities linked to this SHIP are:

- Increasing housing supply
- Providing housing and support to vulnerable groups

Locally, the LOIP is known as the Single Outcome Local Delivery Plan (SOLD). Table 6 demonstrates the links between the LHS and SOLD. It also provides information on SOLD outcomes.

<b>Table 9: Links between the LHS and SOLD</b>		
<b>LHS Priority</b>	<b>SOLD Priority</b>	<b>SOLD Outcome</b>
Increasing housing supply	Maximising job creation and employability	Our area will be a fairer and more equal place to live
	Addressing the impact of poverty on children	We will grow our economy to secure successful businesses, investment and employment
Providing housing support to vulnerable groups	Improving mental health and wellbeing	People will live independent and positive lives within supportive communities

The LHS annual update will monitor the delivery of affordable housing and will be published on the Council's website.

## **11. Summary**

The SHIP is influenced by the housing supply targets set in the LHS and LDP. It considers constraints in public expenditure and takes account of the SG policy set out in Homes Fit for the 21st Century and UK government Welfare Reforms. The SHIP demonstrates the potential to deliver 1,310 affordable housing units. After taking account of the recommended 25% slippage, there are sufficient projects included within the SHIP to fulfil the RPA allocated over the next 3 years. Although there is insufficient grant to meet the full commitment in the SHIP, there is sufficient funding to deliver the annual target of 123 units set out in the Council's 2017-2022 LHS. Discussions are ongoing with the Scottish Government regarding the potential to secure additional grant funding.

## Appendix 1



### Falkirk Council Strategic Housing Investment Plan (SHIP) - Project Submission Form

Please complete this form for projects you wish considered for inclusion in the SHIP. Please provide as much detail as possible as this will assist in the assessment process. However, submitting a form does not mean that the Council will make a commitment to including this project in the development of the SHIP. Please complete a separate form for each site.

Organisation Details						
Name						
Address						
Name of Contact Person						
Contact Person Telephone Number						
Contact Person Email						
Project Details						
Site Name (if known)						
Attach site location map						
Estimated site start date		Estimated site completion date				
Total number of units in project						
Estimated total units delivered		2017/18	2018/19	2019/20	2020/21	2021/22
Street name which site is accessed from					Site Size (ha)	
Local Development Plan reference number (if known)						
Please provide details of any discussion with Planning Officers and where possible name of Planning Officer and planning reference						
Has this site or any part of it been subject to a planning application within the last 10 years?						

Previous use of site (if known)													
If site vacant what was last known use?													
Have there been any previous buildings on or used on the site?													
If yes, provide details of use, age and type of development and what still exists on site?													
If possible, please provide information on date building was demolished													
Please provide details of any ground conditions you know of													
<b>How many LHS outcomes will be met by the project (Please tick)</b>													
1		2		3		4		5		6			
<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>			
<b>Housing sub-area (Please tick)</b>													
Falkirk		Polmont/ Rural South		Larbert/ Stenhousemuir/ Rural North		Denny/ Bonnybridge		Grangemouth		Bo'ness			
<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>			
<b>Number of bedrooms (Please add the number of each property size)</b>													
1		2		3		4		5+		Total			
<b>Proposed tenure and mix (Please Enter Number of properties)</b>													
		<b>Social Rent</b>		<b>Mid Market Rent</b>		<b>Market Rent</b>		<b>Shared Equity</b>		<b>Other (provide details)</b>		<b>Total</b>	
<b>General Needs</b>	<b>House</b>												
	<b>Cottage Flat</b>												

	<b>Communal Flat</b>						
Older/ Ambulant Disabled	<b>House</b>						
	<b>Cottage Flat</b>						
	<b>Communal Flat</b>						
Wheelchair	<b>House</b>						
	<b>Cottage Flat</b>						
	<b>Communal Flat</b>						
<b>Total</b>							
<b>Tenure (Please tick)</b>		<input type="checkbox"/> All social rented <input type="checkbox"/> 25% social rented					
		<input type="checkbox"/> 50% social rented <input type="checkbox"/> Under 25% social rented					
<b>Project deliverability (Please tick)</b>							
<input type="checkbox"/> Full planning or approved subject to conditions <input type="checkbox"/> Advance pre-planning discussions underway							
<input type="checkbox"/> Application submitted <input type="checkbox"/> Zoned for housing							
<input type="checkbox"/> Permission in principal <input type="checkbox"/> Not zoned for housing							
<b>Land ownership (Please tick)</b>							
<input type="checkbox"/> Full ownership <input type="checkbox"/> In discussion with land owner							
<input type="checkbox"/> Part ownership <input type="checkbox"/> No discussion with land owner							
<input type="checkbox"/> No ownership							
<b>Sustainability (Please tick)</b>							
<input type="checkbox"/> Gold <input type="checkbox"/> Bronze Active							
<input type="checkbox"/> Silver Active <input type="checkbox"/> Bronze							
<input type="checkbox"/> Silver							

**Funding Requirement (Please tick)**

- ☐ No funding required
 ☐ Higher than benchmark  
☐ Less than benchmark
 ☐ Not fundable  
☐ Within benchmark

**Project Costs**

Total Project Cost					
Total Works Cost					
Total Private Finance					
Total Grant Required			Average Grant Per Unit		
Projected Grant Draw Down Per Year		2017/18	2018/19	2019/20	2020/21
					2021/22

**Additional Information**

**Points will not be awarded and information will be used to assist with development of Local Housing Strategy and Strategic Housing Investment Plan**

**Partnership Working**

Provide a short statement on how the project will deliver partnership working

**Community benefits**

Provide a short statement on how the project will deliver community benefits

<b>Constraints</b>
Can you please advise us of any known constraints that could put the project at risk

# FALKIRK COUNCIL

## PROFORMA FOR SCORING POTENTIAL PROJECTS FOR INCLUSION IN SHIP

<b>Points awarded</b>	<b>100</b>	<b>80</b>	<b>60</b>	<b>40</b>	<b>20</b>	<b>10</b>	<b>0</b>
Does project assist in the delivery of the LHS outcomes	Meets 6	Meets 5	Meets 4	Meets 3	Meets 2	Meets 1	Meets 0
<b>Points awarded</b>	<b>100</b>	<b>80</b>	<b>60</b>	<b>40</b>	<b>20</b>	<b>10</b>	
Does project address housing need	Falkirk	Polmont / Rural South	Larbert / Stenhousemuir / Rural North	Denny / Bonnybridge	Grangemouth	Bo'ness	
<b>Points awarded</b>	<b>100 (if total provision is over 75% of 1 and 2 bedrooms)</b>		<b>50 (if total provision is over 50% of 1 and 2 bedrooms)</b>		<b>25 (when 1 &amp; 2 bedrooms make up between 25% and 50%)</b>	<b>20 (when 1 and 2 bedrooms make up less than 25% of total units)</b>	
Number of bedrooms	1 & 2		3		4	5	
<b>Points awarded</b>			<b>50</b>				
Amenity provision			5 to 10% provision of Amenity / Wheelchair / Exemplary provision. Note that points will only be awarded when there is a local demand for this type of housing				
<b>Points awarded</b>	<b>100</b>	<b>80</b>	<b>60</b>	<b>40</b>	<b>20</b>	<b>10</b>	
Deliverability of project	Full planning or approved subject to conditions	Application submitted	Permission in principal	Advance pre-planning discussions underway	Zoned for housing but no application submitted	Not zoned for housing	



<b>Points awarded</b>	<b>100</b>	<b>50</b>	<b>20</b>	<b>10</b>	
Ownership of land	Full ownership	Part ownership	In discussion with land owner	No discussion with land owner	
<b>Points awarded</b>	<b>100</b>	<b>80</b>	<b>60</b>	<b>40</b>	<b>10</b>
Funding requirement	No funding required	Less than benchmark	Within benchmark	Higher than benchmark	Not fundable
<b>Points awarded</b>	<b>100</b>	<b>80</b>	<b>50</b>	<b>20</b>	
Tenure	All social rented	50% social rented	25% social rented	Under 25% social rented	
<b>Points awarded</b>	<b>100</b>	<b>75</b>	<b>50</b>	<b>25</b>	<b>0</b>
Sustainability	Gold	Silver active	Silver	Bronze active	Bronze

**Falkirk Council**

**Title:** Housing Investment Programme 2017/18 to 2019/20  
**Meeting:** Falkirk Council  
**Date:** 22 February 2017  
**Submitted By:** Director of Corporate & Housing Services

**1. Purpose of Report**

- 1.1 The purpose of this report is to approve the 3 year forward planning assumptions for the Housing Investment Programme for the years 2017/18 to 2019/20 (Appendix 1).

**2. Recommendation**

**Council is asked to:**

- 2.1 **Approve the expenditure proposals outlined in the 2017/18 to 2019/20 Housing Investment Programme in Appendix 1.**

**3. Background**

- 3.1 The Council is required to ensure its housing stock meets the Scottish Housing Quality Standard (SHQS). To ensure this standard is maintained, comprehensive stock condition information is held in order to provide an overall position statement regarding the housing stock condition.
- 3.2 The stock condition information provides the basis for the Council's Housing Asset Management Plan and future investment plans to ensure that the condition of our housing stock is maintained to specified standards.
- 3.3 In accordance with the interpretation of the SHQS criteria, as at 31 March 2016, 91% of properties met the SHQS. The remaining 9% is due to either abeyances or exemptions. Work is progressing to improve these remaining properties. The 3 year Housing Investment Programme, will fund the investment necessary to ensure all our stock not only meets the SHQS but also continues to be maintained to that standard in future years, in line with the Housing Asset Management Plan.
- 3.4 As well as the continued requirement to maintain our stock to the Scottish

Housing Quality Standard, the Scottish Government has introduced a new Energy Efficiency Standard for Social Housing (EESH). This new standard is aimed at reducing carbon emissions and eradicating fuel poverty. The EESH sets a minimum Energy Efficiency rating for landlords to achieve that varies dependent upon the dwelling type and the fuel type used to heat it. The target date to achieve the first milestones within the EESH is 31 December 2020. It is estimated that to date 79% of our stock is fully EESH compliant.

- 3.5 The impact of EESH has been considered as part of identifying priority work within the Housing Investment Programme. The works involved include replacement heating and upgrading controls, installation of insulation measures and the use of renewable energy technology where applicable.

#### **4. Housing Improvement Work (£51.45m)**

- 4.1 As outlined above, there is a continued requirement for priority improvement works to ensure our housing stock is maintained to specified standards. A total of £51.45m has been provided over the next 3 years for housing improvement work.
- 4.2 The key features of the Housing Improvement works for 2017/18, totalling £17.15m, are detailed below, with proposed expenditure figures for 2017/18 shown in brackets:

##### **Elemental Improvements (£12.9m)**

- 4.3 Proposed expenditure on fabric improvements e.g. re-roofing and roughcasting, has been set at £8.7m, with electrical works of £2m and £2.2m of kitchen and bathroom replacement also planned. It is anticipated that the £12.9m investment will allow the upgrade of c5,000 properties.

##### **Energy Efficiency Works (£2.2m)**

- 4.4 The heating replacement budget will enable an on-going programme of heating system upgrades and will improve the energy efficiency of these properties. It is estimated that c750 properties will benefit from having energy efficient heating/controls installed or replaced each year.

##### **Estate Improvements (£1.5m)**

- 4.5 The programme includes an additional provision of £1.0m to increase the rolling programme of estate improvement works to be undertaken to

£1.5m.

### **Priority Areas (£0.2m)**

- 4.6 A provision of £0.2m has been included to enable the investigation and establishment of pilot renewable energy efficiency projects.

### **Health & Safety (£0.35m)**

- 4.7 As in previous years £0.35m of funding has been provided to allow a range of health and safety type works to be undertaken e.g. asbestos removal.

## **5. Non-SHQS Investment (£52.5m)**

- 5.1 A total of £52.5m has been provided in the 3 year programme for non SHQS investment.
- 5.2 The key features of the non SHQS Housing Investment Programme for 2017/18, totalling £14.9m are detailed below, with proposed expenditure figures for 2017/18 shown in brackets:

### **New Build Council Housing (£5.2m)**

- 5.3 The Investment Programme provides resources for the continuation of the Council's new house building programme. Funding is included over the next 3 years to enable the delivery of the following projects, providing a further 158 new homes, additional to the 356 already completed, increasing the Council's new build programme to c514 new houses.

•	Haugh Street, Falkirk	8 units
•	Duke Street, Denny	19 units
•	Abbots Road, Grangemouth	13 units
•	Blinkbonny Road, Falkirk	40 units
•	Woodend Farm, Hallglen (Phase 1)	33 units
•	Woodend Farm, Hallglen (Phase 2)	35 units
•	MyDub, Denny	10 units

- 5.4 The proposed Investment Programme included in Appendix 1 provides for the completion of 123 units by the end of 2019/20, with a total financial provision over the next three financial years of £23.4m.
- 5.5 The above projects form part of the Council's Strategic Local Programme (SLP), to enable Scottish Government funding contribution. A total of £9m in Scottish Government funding over the next 3 years has been assumed in respect of these new build projects. A further £6.75m has also been provided in relation to anticipated Scottish Government funding relating to property buy-backs.

### **Property Buy-Backs (£6m)**

- 5.6 A total provision of £6m per annum over the next three financial years to fund the buy-back of ex-Council properties to help meet housing demand has been made. This will fund the acquisition of around 80-90 additional homes per annum, dependant on purchase price and works required. An additional 300 homes have been purchased through the buy-back programme to date.

### **Other Works – LHS Initiatives (£3.7m)**

- 5.7 An additional £3m per annum has been provided to undertake a programme of initiatives designed to better meet housing demand identified in the Local Housing Strategy and improve communities e.g.: through remodelling of low- demand properties.

## **6. Consultation**

- 6.1 The Housing Investment Programme is based on delivering the priorities and objectives set out in the Housing Asset Management Plan; Local Housing Strategy and Strategic Housing Investment Plan. Consultation on these documents has taken place with tenants; residents; Scottish Government; partner organisations e.g.: Registered Social Landlords and with other Council Services.

## **7. Implications**

### **Financial**

- 7.1 Within the context of the Prudential Regime it has been estimated that approximately £24.4m of revenue resources, £15.75m of Scottish Government Affordable Housing Grant and total borrowing of £63.78m, will be needed to fund the 3 year investment programme. Relevant Prudential indicators for the period are appended in Appendix 2.
- 7.2 In total, the above assumptions provide an estimated £32m for new investment in 2017/18. From a strategic planning perspective it is proposed that the Council make resources available of £38m in 2018/19 and £34m in 2019/20, to improve the condition of our stock and enable the continuation of projects to meet the increasing demand for affordable houses. The resource breakdown is detailed in Appendix 1.
- 7.3 The revenue costs associated with the borrowing required to fund the investment programme requires to be met from the Council's Housing Revenue Account (HRA) through rental income. The financing costs have been accommodated within the recommended HRA budget.

- 7.4 Although the investment programme has been based on the next 3 years, consideration has also been given to future investment requirements outwith this timeframe. This includes the commencement of a programme of door and window replacement, estimated to cost c£5mpa. Therefore, given the long- term impacts and affordability of the capital investment programme, the financial impacts on the HRA budget have been modelled over the next 50 years to ensure the future financial viability of the HRA budget.

### **Resources**

- 7.5 The Housing Investment Programme will be managed by the Council's Property and Asset Division. In relation to design, procurement and contract management, this will be undertaken by the Council's Development Services in accordance with the Council's Contract Standing Orders. A combination of competitive tendering and single tendering arrangements are expected to be used, the latter involving the Council's Building Maintenance Division, when Best Value can be clearly evidenced.

### **Legal**

- 7.6 There are no legal implications anticipated.

### **Risk**

- 7.7 Unforeseen development constraints may restrict or delay the delivery of the proposed projects. This could impact adversely on meeting the SHQS and housing need.

### **Equalities**

- 7.8 There are no equalities implications anticipated.

### **Sustainability/Environmental Impact**

- 7.9 The delivery of the Housing Investment Programme will improve the energy efficiency of the Council's houses, reducing carbon emissions and fuel poverty.

## **8. Conclusions**

- 8.1 The key priorities in respect of the Housing Investment Programme are outlined in this report along with a proposed expenditure profile covering the next 3 financial years 2017/18 - 2019/20. The 3 year programme assumes

a total investment of £104m, an average of c£35m per annum.

8.2 The proposed investment programme continues a programme of improvements to our housing stock, in order to meet SHQS and EESSH, in line with the Housing Asset Management Plan.

8.3 Over the life of the programme c£51.5m will be spent on improving and maintaining our existing council housing stock and c£52.5m in delivering a range of initiatives to deliver new and additional affordable homes and to expand the scope of housing options to help meet tenants housing needs.

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Director of Corporate & Housing Services

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Date: 9 February 2017

## **Appendices**

1. Housing Investment Programme 2017/18 to 2019/20
2. HRA Prudential Code Indicators

## **List of Background Papers:**

The following papers were relied on in the preparation of this report in terms of the Local Government (Scotland) Act 1973:

None

## Strategic Housing Investment Plan Projects 2018–2023

Year	Project	Developer	Total Units	Grant	Score
2018/19	Buy Backs	Falkirk Council	90	£2,250,000	690
2018/19	Duke Street	Falkirk Council	19	£1,175,150	630
2018/19	Abbots Road	Falkirk Council	14	£826,000	620
2018/19	Vellore Road, Maddiston	Persimmon	15	£0	
2018/19	Etna Road	Castle Rock Edinvar	25	£1,650,000	605
2018/19	Stirling Street	Kingdom Housing Association	22	£1,617,000	560
2018/19	Buy Backs	Paragon Housing Association	5	£125,000	670
2018/19	Williamson Street	Link Group Ltd	54	£3,420,000	580
2018/19	Corbiehall	Welso Housing Management	7	£504,000	520
2018/19	Main Street	Welso Housing Management	31	£2,232,000	480
<b>Total</b>			<b>282</b>	<b>£13,799,150</b>	
2019/20	Buy Backs	Falkirk Council	90	£2,250,000	690
2019/20	Woodend Farm (Phase 1)	Falkirk Council	41	£2,419,000	650
2019/20	Blinkbonny Road	Falkirk Council	43	£2,537,000	650
2019/20	Former Denny High School	Falkirk Council	31	£1,829,000	510
2019/20	Broad Street	Falkirk Council	50	£2,950,000	440
2019/20	Canalside Drive, Redding	Link Group Ltd	32	£2,239,824	480
2019/20	Broad Street	Link Group Ltd	50	£3,600,000	440
2019/20	Whyeside Hotel, Lewis Road	Link Group Ltd	31	£2,232,000	610
2019/20	Buy Backs	Paragon Housing Association	12	£300,000	670
2019/20	King Street/Thornhill Road	Welso Housing Management	23	£1,584,792	620
2019/20	Vellore Road, Maddiston	Weslo Housing Management	34	£2,717,960	490
2019/20	Linlithgow Road	Weslo Housing Management	14	£975,744	375
<b>Total</b>			<b>451</b>	<b>£25,635,320</b>	
2020/21	Buy Backs	Falkirk Council	90	£2,250,000	690
2020/21	Woodend Farm (Phase 2)	Falkirk Council	43	£2,537,000	650
2020/21	Former Torwood School	Falkirk Council	18	£1,062,000	510
2020/21	Seabegs Road	Falkirk Council	30	£1,770,000	490
2020/21	Broomhead Farm Phase 1	Kingdom Housing Association	12	£912,000	580
2020/21	Buy Backs	Paragon Housing Association	12	£300,000	670
2020/21	Drum Road	Weslo Housing Management	26	£2,031,120	385
2020/21	Firs Park	Link Group Ltd	38	£2,736,000	565
2020/21	North of Kilsyth Road (MO3)	TBC	30	£2,160,000	
2020/21	North of Glasgow Road (HO8)	TBC	30	£2,160,000	
<b>Total</b>			<b>329</b>	<b>£17,918,120</b>	
2021/22	Buy Backs	Falkirk Council	90	£2,250,000	690
2021/22	Woodend Farm (Phase 3)	Falkirk Council	28	£1,652,000	650
2021/22	Banknock South	Falkirk Council	23	£1,375,000	650
2021/22	Buy Backs	Paragon Housing Association	12	£300,000	670
<b>Total</b>			<b>153</b>	<b>£5,577,000</b>	
2022/23	Buy Backs	Falkirk Council	90	£2,250,000	690
2022/23	Buy Backs	Paragon Housing Association	5	£125,000	670
<b>Total</b>			<b>95</b>	<b>£2,375,000</b>	
<b>SHIP Total</b>			<b>1310</b>	<b>£65,304,590</b>	



3 Year Known Resource Planning Assumptions (2018/19 - 2020/21)  
Summary Budget

Project	Developer	Score	Status - New or Existing project as per last SHIP	Estimated site start Date	Estimated site completion date	Total Units	Total Completed Units 2018/19	Total Completed Units 2019/20	Total Completed Units 2020/21	Total Completed Units 2021/22	Total Completed Units 2022/23	Total Grant	Total Projected Grant Draw Down 2016/17	Total Projected Grant Draw Down 2017/18	Total Projected Grant Draw Down 2018/19	Total Projected Grant Draw Down 2019/20	Total Projected Grant Draw Down 2020/21	Total Projected Grant Draw Down 2021/22	Total Projected Grant Draw Down 2022/23
Buy Backs	Falkirk Council	690	Existing	Apr-17	Mar-22	450	90	90	90	90	90	£11,250,000			£2,250,000	£2,250,000	£2,250,000	£2,250,000	£2,250,000
Buy Backs	Paragon Housing Association	670	New	Apr-17	Mar-22	46	5	12	12	12	5	£1,150,000			£125,000	£300,000	£300,000	£300,000	£125,000
Duke Street, Denny	Falkirk Council	630	Existing	Aug-17	Oct-18	19	19					£1,175,150	£97,984	£1,077,166					
Abbots Road, Grangemouth	Falkirk Council	620	Existing	Mar-18	Feb-19	14	14					£826,000	£140,000		£105,000	£581,000			
Vellore Road, Maddiston	Persimmon	N/A	New	2018/19	2019/20	15	15					£0							
Etna Road, Falkirk	Castle Rock Edinvar	580	New	2018/19	2018/19	25		25				£1,650,000			£1,650,000				
Stirling Street, Dunipace	Kingdom Housing Association	560	Existing	No date	Jan-19	22	22					£1,617,000		£900,000	£717,000				
Woodend Farm Phase 1	Falkirk Council	650	Existing	Sep-18	Mar-20	41		41				£2,419,000			£2,419,000				
Corbiehall, Bo'ness	Weslo Housing Management	520	Existing	Apr-18	Mar-19	7	7					£504,000		£504,000					
Main Street, Bo'ness	Weslo Housing Management	480	Existing	Apr-18	Mar-19	31	31					£2,232,000		£1,000,000	£1,232,000				
Blinkbonny Road, Falkirk	Falkirk Council	650	Existing	Jun-18	Jan-20	43		43				£2,537,000	£1,000,000		£1,537,000				
King Street/Thornhill Road, Falkirk	Weslo Housing Management	620	New	Jan-19	Feb-20	23		23				£1,584,792			£350,000	£1,234,792			
Former Whyteside Hotel, Polmont	Link Group Ltd	610	New	2018/19	2019/20	31		31				£2,232,000		£415,000	£1,817,000				
Williamson Street, Falkirk	Link Group Ltd	580	New	2018/19	2019/20	54		54				£3,420,000		£650,000	£1,350,000	£1,420,000			
Former Denny High School	Falkirk Council	510	Existing	Jun-19	Oct-20	31		31				£1,829,000			£135,000	£1,694,000			
Broad Street, Denny	Falkirk Council	490	New	Nov-18	Mar-20	50			50			£2,950,000					£2,950,000		
Canalside Drive, Redding	Link Group Ltd	480	New	Jun-18	Jun-19	32		32				£2,239,824			£500,000	£1,739,824			
Vellore Road, Maddiston	Weslo Housing Management	470	New	19/20	20/21	34		34				£2,717,960			£225,856	£2,000,000	£492,104		
Linlithgow Road, Bo'ness	Weslo Housing Management	450	New	2018/19	2019/20	14		14				£975,744			£487,872	£487,872			
Broad Street, Denny	Link Group	490	New	Nov-18	Mar-20	50		50				£3,600,000				£3,600,000			
Former Torwood School, Torwood	Falkirk Council	510	New	Dec-18	Feb-20	18		18				£1,062,000			£1,062,000				
Seabegs Road, Bonnybridge	Falkirk Council	490	New	Jan-19	Aug-20	30		30				£1,770,000			£1,147,000	£623,000			
Broomhead Farm, Dennyloanhead	Kingdom Housing Association	580	Existing	No date	2021	12			12			£912,000				£400,000	£512,000		
Drum Road, Bo'ness	Weslo Housing Management	385	New	May-19	Jun-20	26			26			£2,031,120			£346,000	£1,485,120	£200,000		
Woodend Farm Phase 2	Falkirk Council	650	Existing	Nov-19	Aug-21	43			43			£2,537,000				£1,235,000	£1,302,000		
Fir Park, Falkirk	Link Group Ltd	565	Existing	Apr-19	Jul-20	38			38			£2,736,000				£506,000	£2,230,000		
North of Kilsyth Road, Banknock	TBC	N/A	Existing	TBD*	TBD*	30			30			£2,160,000					£2,160,000		
North of Glasgow Road Dennyloanhead	TBC	N/A	Existing	TBD*	TBD*	30			30			£2,160,000					£2,160,000		
Banknock South	Falkirk Council	650	New	Aug-20	Jul-21	23			23			£1,375,000					£1,375,000		
Woodend Farm Phase 3	Falkirk Council	650	Existing	Dec-20	Apr-22	28				28		£1,652,000					£823,000	£829,000	
Total						1310	203	528	354	130	95	£65,304,590	£1,237,984	£4,546,166	£17,455,728	£19,556,608	£16,754,104	£3,379,000	£2,375,000

\*to be determined

Projects reliant on the Infrastructure Fund

Indicates 3 Year Known RPA

RPA	£9,995,000	£11,307,000	£12,064,000
Council Contribution	£503,000	£498,000	£499,000
	£10,498,000	£11,805,000	£12,563,000

		2018/19	2019/20	2020/21	Totals
Total Grant Requirement		£17,455,728	£19,556,608	£16,754,104	£53,766,440
Total Available Funding		£10,498,000	£11,805,000	£12,563,000	£34,866,000
Funding Variance		-£6,957,728	-£7,751,608	-£4,191,104	-£18,900,440

Count of Project		Column Labels					
Row Labels	All grant drawn down	Complete	Ongoing to new SHIP	Ongoing to new SHIP as Infrastructure Fund at 30 units but no proforma submitted by Kingdom	Withdrawn	80 purchased	Grand Total
Abbots Road, Grangemouth			1				1
Blinkbonny Road, Falkirk			1				1
Broomridge Farm Phase 1, Dennyloanhead			1				1
Broomridge Farm Phase 2, Dennyloanhead				1			1
Buy Backs			3			1	4
Carrick Place, Tamfourhill, Falkirk		1					1
Corbiehall, Boness					1		1
Duke Street, Denny			1				1
Elm Drive, Falkirk					1		1
Firs Park, Falkirk			1				1
Haugh Street, Falkirk	1						1
Main Street, Bo'ness					1		1
Main Street, Stenhousemuir		1					1
My Dub, Denny					2		2
Silk House, Falkirk					1		1
Station Road, Whitecross					1		1
Stirling Street, Dunipace			1				1
Woodend Farm Phase 1, Falkirk			1				1
Woodend Farm Phase 2, Falkirk			1				1
Woodend Farm Phase 3, Falkirk			1				1
<b>Grand Total</b>	<b>1</b>	<b>2</b>	<b>12</b>	<b>1</b>	<b>7</b>	<b>1</b>	<b>24</b>

Year	Project	Developer	Units	Funding requested	Status
2016/17	Main Street, Stenhousemuir	Falkirk Council	18	£980,658	Complete
2016/17	Buy Backs	Falkirk Council	90	£2,250,000	80 purchased
2016/17	My Dub, Denny	Falkirk Council	16	£912,000	Withdrawn
2016/17	Carrick Place, Tamfourhill, Falkirk	Weslo Housing Management	20	£1,386,571	Complete
2016/17	Stirling Street, Dunipace	Kingdom Housing Association	22	£1,540,000	Ongoing to new SHIP
2016/17	My Dub, Denny	Link Group	30	£1,983,000	Withdrawn
2016/17	Silk House, Falkirk	Weslo Housing Management	17	£255,000	Withdrawn
2017/18	Haugh Street, Falkirk	Falkirk Council	8	£456,000	All grant drawn down
2017/18	Buy Backs	Falkirk Council	90	£2,250,000	Ongoing to new SHIP
2017/18	Abbots Road, Grangemouth	Falkirk Council	13	£741,000	Ongoing to new SHIP
2017/18	Duke Street, Denny	Falkirk Council	19	£1,137,000	Ongoing to new SHIP
2017/18	Firs Park, Falkirk	Link Group	38	£2,660,000	Ongoing to new SHIP
2017/18	Elm Drive, Falkirk	Link Group	9	£630,000	Withdrawn
2017/18	Corbiehall, Boness	Weslo Housing Management	7	£490,000	Withdrawn
2017/18	Main Street, Bo'ness	Weslo Housing Management	31	£2,170,000	Withdrawn
2018/19	Buy Backs	Falkirk Council	90	£2,250,000	Ongoing to new SHIP
2018/19	Blinkbonny Road, Falkirk	Falkirk Council	40	£2,280,000	Ongoing to new SHIP
2018/19	Woodend Farm Phase 1, Falkirk	Falkirk Council	33	£1,881,000	Ongoing to new SHIP
2018/19	Broomridge Farm Phase 1, Dennyloanhead	Kingdom Housing Association	12	£840,000	Ongoing to new SHIP
2018/19	Station Road, Whitecross	Weslo Housing Management	14	£980,000	Withdrawn
2019/20	Buy Backs	Falkirk Council	90	£2,250,000	Ongoing to new SHIP
2019/20	Woodend Farm Phase 2, Falkirk	Falkirk Council	35	£1,995,000	Ongoing to new SHIP
2019/20	Broomridge Farm Phase 2, Dennyloanhead	Kingdom Housing Association	24	£1,680,000	Ongoing to new SHIP as Infrastructure Fund at 30 units but no proforma submitted by Kingdom
2021/22	Woodend Farm Phase 3, Falkirk	Falkirk Council	20	£1,140,000	Ongoing to new SHIP

Project Name	Rank	Status
Council Buy Backs 2018/19	<b>690</b>	Included in SHIP
CouncilBuy Backs 2019/20	<b>690</b>	Included in SHIP
Council Buy Backs 2020/21	<b>690</b>	Included in SHIP
Council Buy Backs 2021/22	<b>690</b>	No RPA for 2021/22
Paragon Buy Backs 2018/19	<b>670</b>	Included in SHIP
Paragon Buy Backs 2019/20	<b>670</b>	Included in SHIP
Paragon Buy Backs 2021/22	<b>670</b>	Included in SHIP
Woodend Farm (Phase 1)	<b>650</b>	Included in SHIP
Blinkbonny Road	<b>650</b>	Included in SHIP
Woodend Farm (Phase 2)	<b>650</b>	Included in SHIP
Woodend Farm (Phase 3)	<b>650</b>	Included in SHIP
Banknock South	<b>650</b>	Included in SHIP
Duke Street	<b>630</b>	All grant drawn down
Abbots Road	<b>620</b>	Included in SHIP
King Street/Thornhill Road	<b>620</b>	Included in SHIP
Whyteside Hotel	<b>610</b>	Included in SHIP
Broomhead Farm Phase 1	<b>580</b>	Included in SHIP
Etna Road (Pension Fund project)	<b>580</b>	Included in SHIP
Williamson Street	<b>580</b>	Included in SHIP
Firs Street	<b>565</b>	Included in SHIP
Stirling Street	<b>560</b>	Included in SHIP
Torwood School	<b>510</b>	Included in SHIP
Former Denny High School	<b>510</b>	Included in SHIP
Seabegs Road	<b>490</b>	Included in SHIP
Broad Street Link	<b>490</b>	Included in SHIP- changed draw down of grant to 2019/20 due to complex land ownership
Broad Street Council	<b>490</b>	Included in SHIP - changed draw down to 2020/21 as complex land ownership and "buy off the shelf" Council can't draw down grant to units handed over
Kilsyth Road	<b>n/a</b>	Included in SHIP as Infrastructure Project reduce to 30 units
North of Glasgow Road	<b>n/a</b>	Included in SHIP as Infrastructure Project reduce to 30 units
Canalside Drive, Redding	<b>480</b>	Included in SHIP
Vellore Road, Maddiston	<b>470</b>	Included in SHIP
Linlithgow Road	<b>450</b>	Included in SHIP
Drum Road	<b>385</b>	Included in SHIP (think Weslo marked bronze active in error & project should score 410)

The background of the slide features the Falkirk Council Coat of Arms. It is a shield divided into four quarters. The top-left quarter shows a castle tower. The top-right quarter shows a stag's head with antlers. The bottom-left quarter shows a three-masted sailing ship on wavy lines representing water. The bottom-right quarter shows a crowned eagle with spread wings. Above the shield is a crown with four fleurs-de-lis. A banner at the bottom of the shield contains the motto 'AINE FOR A'.

# **AGENDA ITEM 10**

## **Membership of Falkirk Licensing Forum**

**Falkirk Council**

**Title: Membership of Falkirk Licensing Forum**  
**Meeting: Executive**  
**Date: 17 October 2017**  
**Submitted By: Director of Corporate and Housing Services**

**1. Purpose of Report**

- 1.1 The purpose of the report is to appoint members to the Falkirk Licensing Forum.

**2. Recommendations**

**2.1 The Executive is asked to agree:-**

- (i) that the size of the forum be increased to 18, and**
- (ii) that the persons listed in paragraph 4.4 be appointed until the next Local Government Election.**

**3. Background**

**The Licensing (Scotland) Act 2005**

- 3.1 Section 10 of the Licensing (Scotland) Act 2005 places a duty on each Council to set up and administer a Local Licensing Forum. In February 2013, 15 members were appointed to Falkirk's Licensing Forum, with a term of office which concluded at the Local Government Elections in May 2017.
- 3.2 The functions of the Forum are to:-
- (i) keep under review (a) the operation of the Act in the Forum's area, and (b) the exercise by the Licensing Board of their functions, and**
  - (ii) give advice and make recommendations to the Board in relation to those matters the Forum considers appropriate, but not with regard to individual cases.**
- 3.3 The Licensing Board must have regard to any advice given or recommendations made by the Forum and, if they decide not to follow the advice or recommendation, give the Forum reasons for the decision.

### **Local Licensing Forum**

- 3.4 In terms of the Act, a Forum shall consist of not fewer than 5 and not more than 21 members. At least one member must be a Licensing Standards Officer. One of the members must also be a person nominated by the health board.
- 3.5 In appointing members to the Forum, the Council must seek to ensure, as far as possible, that the membership is “representative of the interests of persons or descriptions of persons who have an interest which is relevant to the Forum’s general functions”. These persons include:-
- holders of premises and personal licenses
  - the Chief Constable
  - persons having functions relating to health, education and social work
  - young persons (16 & 17 year olds)
  - persons resident within the Forum area.

## **4. Recruitment and Membership**

- 4.1 The recruitment process opened on 31 July 2017 with a closing date for applications of 1 September 2017. Publicity materials and advertisements were placed on the Council website, in the Falkirk Herald and flyers were posted in Council buildings throughout the district.
- 4.2 24 expressions of interest were received. The applications received within each category are as follows:-
- Licensing Standards Officer – 1
  - Licensing Trade – 4
  - Police Scotland – 1
  - Health, Education & Social Work – 4 (including the nominee of the health board)
  - Young People – 1
  - Persons Resident in the Area – 13
- 4.3 As described above the Council may appoint a Forum of between 5 and 21 members. The Forum was previously constituted of 15 members and included representatives from the groups detailed above in paragraph 4.2. It is considered that for the first five categories the quality of application is such that all should be appointed. For the broader category, the applications vary considerably in the extent or relevance of the information provided. Officers’ assessment is that seven of these applications would be most suitable for appointment. This would involve an increase in the size of the Forum from 15 to 18.

4.4 It is recommended the Forum is established, with a term of office until the next Local Government Elections, as follows:-

- Thomas Ross, Licensing Standards Officer
- Aileen Holliday, representing Forth Valley Health Board
- Gordon Emslie, Personal Licence Holder
- John Hamilton, Personal Licence Holder
- Mark Stevenson, Personal Licence Holder
- Ian Lovie, Premises Licence Holder
- Chief Inspector Damian Armstrong, representing the Chief Constable
- Ruth McDonald, Falkirk Alcohol and Drug Partnership, interest and experience in health
- Amanda Campbell, having an interest and experience in education
- David Gibson, having an interest and experience in social work
- Liam Slavin, representing the Scottish Youth Parliament (young persons)
- June Bertinelli, member of the public
- Carol Carmichael, member of the public
- Madelene Hunt, member of the public
- Andrew Kane, member of the public
- Michael Kleist, member of the public
- Lindsey Sabin, member of the public
- Annette Walinck, member of the public

4.6 In order to provide a link between the Forum and the Licensing Board, members of the Board are invited to attend meetings of the Forum.

## **5. Consultation**

No consultation was carried out on the terms of this report.

## **6. Implications**

### **Financial**

6.1 There are no financial implications arising from the recommendations of this report.

### **Resources**

6.2 There are no resource implications arising from the recommendations of this report.

### **Legal**

6.3 There are no legal implications arising from the recommendations of this report.

### **Risk**

6.4 There are no risk implications arising from the recommendations of this report.



## **Equalities**

- 6.5 The recommended appointments if agreed would produce a Forum broadly balanced by gender.

## **Sustainability/Environmental Impact**

- 6.6 There are no sustainability/environment impacts.

## **7. Conclusions**

Council is required to establish a Licensing Forum under the Act. A recruitment process has been undertaken and a recommendation for membership of the Forum comprising 18 members is now made.

---

Director of Corporate and Housing  
Services

Author – Arlene Fraser, Committee Services Officer – 01324 506118  
arlene.fraser@falkirk.gov.uk

Date: 02 October 2017

## **Appendices**

None

## **List of Background Papers:**

List of papers were replied on in the preparation of this report in terms of the Local Government (Scotland) Act 1973:-

- Application Forms.