



**COUNCIL EXECUTIVE**

**CONTINGENCY STRATEGY**

**REPORT BY CHIEF EXECUTIVE**

**A. PURPOSE OF REPORT**

To update Council Executive on progress on developing a forward year contingency strategy to meet future financial pressures, and to seek approval to put in place arrangements for consultation and the future development of the strategy.

**B. RECOMMENDATION**

It is recommended that the Council Executive:

- notes the current planning assumptions in relation to future year contingency strategy;
- notes the budget contingency options which have been drawn up by council officers;
- approves the consultation arrangements in relation to the proposed strategy and options identified by council officers;
- agrees the revised senior management structure and agrees the methodology for reviewing the remainder of the management structure;
- agrees that recruitment restrictions are introduced and that all temporary and fixed term positions within the council are reviewed to determine how the posts will be treated when they become vacant;
- instructs the Head of Support Services to review current organisational change and severance policies and to draft a reduced hours policy and redundancy scheme for consideration by the Council Executive, and
- instructs the Head of Finance to identify the potential for one off savings to assist in funding potential termination costs.

**C. SUMMARY OF IMPLICATIONS**

**I Council Values**

- focusing on our customers' needs
- being honest, open and accountable
- making best use of our resources
- working in partnership.

**II Policy and Legal (including Strategic Environmental Assessment, Equality Issues, Health or Risk Assessment)**

The council is required to set a balanced budget on an annual basis.

The council's current organisational change and severance policies will require to be reviewed to ensure that they continue to meet operational requirements.

### **III Resources - (Financial, Staffing and Property)**

The council requires to plan for a real terms reduction of 12% in government grant which may result in a funding gap of £45 million for the three years 2011/12 to 2013/14. In addition there a possibility that the local government finance settlement for 2010/11 may be reopened.

It is estimated that reducing expenditure by £45 million over the period will result in staffing reductions of up to 1,000 full time equivalent employees.

Property rationalisation is a key element in the strategy.

### **IV Consultations**

A verbal update on discussions at Partnership & Resources PDSP on 19 February 2010 will be provided to the Council Executive meeting.

Details of a full programme of consultation with all key stakeholders are set out within the report.

## **D. TERMS OF REPORT**

### **1 BACKGROUND**

- 1.1 The current recession is having a significant impact on the UK economy with the UK experiencing deterioration in public sector finances worse than the majority of other Organisation for Economic Co-operation and Development (OECD) countries. The UK Government's additional borrowing, to support the economy through increased public sector spending, has increased debt payments. Public sector borrowing has increased dramatically from £36 billion in 2007/08 to £175 billion in 2010/11. Without major Government intervention, analysts believe there is the prospect of an international crisis of confidence in the UK economy. A 'sterling crisis' would significantly increase the interest which the government will require to pay on borrowing which in turn would lead to even greater budget pressures.
- 1.2 Over the short, medium and longer terms, the UK Government will need to significantly reduce public spending, increase taxes or apply a combination of both measures to reduce the national debt. This projected reduction in public spending will have a significant impact on the amount of money available throughout the UK's public sector.
- 1.3 The Scottish public sector is facing the biggest squeeze on budgets since devolution with the current financial year, 2009/10, being the peak year in real terms for public spending for some time to come. The overall Scottish budget will be significantly lower in real terms by 2013/14 than in 2009/10. Reductions of this size will present a major challenge for the public sector in sustaining services.
- 1.4 Firm future Government grant figures will not be known until the next UK Comprehensive Spending Review is undertaken. It is anticipated that the 2011/12 to 2013/14 spending review will take place following the UK general election, which must be held by June 2010. In the Head of Finance's report to the Partnership and Resources Policy Development and Scrutiny Panel on 4 December 2009 on Scotland's Public Finances, he noted that the outlook for public spending for the period 2011/12 to 2013/14 is bleak.

- 1.5 Cosla, local authority Chief Executives, Directors of Finance and the Improvement Service have together produced a suggested common planning assumption for Government funding for Scottish local authorities over the three years of the next spending review period. Their recommendation is that local authorities should assume that the starting point for financial planning for 2011/12 to 2013/14 is a 12% real terms reduction in Scottish government grant funding over this period. Funding reductions of this magnitude will have major implications for the council and will present significant challenges in producing a robust financial strategy.
- 1.6 However, in addition to the funding pressures identified, there will be an increased demand for public services which will affect service affordability. The main factors are identified as:
- Increasing demand for social work services, including residential care and nursing placements, resulting from youth and older people demographics;
  - Increases in some operating costs such as energy and fuel & food.
  - Increases in the number of children who have additional learning needs resulting in an increased requirement for support, more residential places & higher transport costs;
  - Pressure for financial support linked to the risk of the withdrawal of commercial bus services;
  - Increasing number of looked after children
  - An increase in pay costs of £1 million in 2011/12 as a result of a rise in national insurance contributions;
  - The requirement to invest to meet carbon targets and efficiencies;
  - Additional cost of waste treatment, recycling and landfill;
  - Increases in the number of secondary school pupils staying on at school due to the economic downturn.
- 1.7 The council's budget will need to accommodate all of these inflationary increases in costs as well as the increased demand for services.
- 1.8 Budget pressures are likely to continue over the medium to long term and Sir John Elvidge, the Permanent Secretary of the Scottish Government, has indicated that the aggregate funding gap may be as much as 20% by 2018.
- 1.9 However, based on the Cosla recommendation it is estimated that the council may require budget savings of £45 million over the period 2011/12 to 2013/14. The actual budget gap over the period may be greater or less, however the £45 million assumption is the best working target available at present.

## **2 PROPOSED STRATEGY**

- 2.1 Although the issues which the council faces are far more challenging than ever before, the council has always had a culture which has addressed issues proactively and delivered innovative solutions. This has ensured West Lothian Council is regarded as Scotland's leading local authority, and this has been recognised through a whole series of awards including Charter Mark, Customer Service Excellence, the 5 Star rating from the European Foundation for Quality Management and the council being named the UK Council of the Year. These reflect the fact that the council is already focussed on providing excellent customer-centred services.

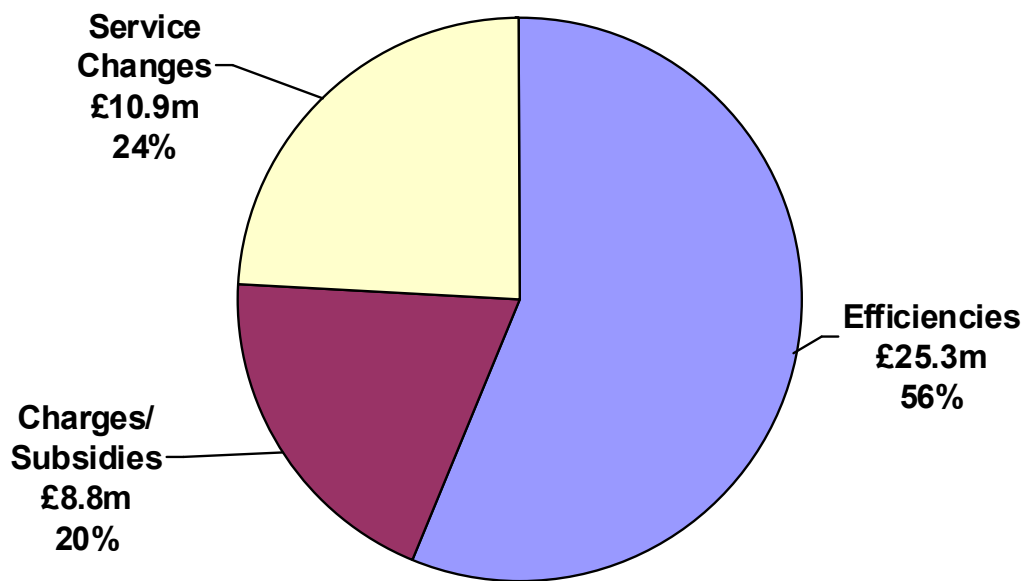
The proposed strategy is to retain the best of our current approach, and to concentrate our reduced resources on delivering key priorities. This could be done by:

- maximising efficiency and effectiveness of current services in delivering our agreed outcomes, through innovative approaches to service provision
- reducing or discontinuing activities which make a limited contribution to our key priorities
- managing and controlling growth of expenditure (as far as possible)
- actively pursuing integrated partnership working with civic centre partners
- sharing of service provision with other bodies
- maximising the contribution of the voluntary sector (including volunteering) through gaining increased value for the money the council pays to voluntary organisations and by encouraging the public to become active in voluntary activity.

2.2 Any programme to address a shortfall of £45 million will require to draw on efficiencies (reductions in expenditure which do not have a significant impact on services provided), increases in charges and service changes (reductions in expenditure which have a negative impact on services provided).

Based on the principles set out in section 2.1, officers have examined the council's current budget and brought together a number of measures which maximise efficiencies and minimise service changes.

2.3 Based on the options identified by officers, the overall target would be split as shown below, with the majority of the savings being drawn from efficiencies, with smaller elements being drawn from increased charges and from service changes.



### Efficiencies

2.4 A significant element of the efficiencies relates to the council's modernisation strategy. This will deliver savings in a number of strands including:

- **Worksmart West Lothian.** Mobile and flexible working results in staff working in a way which best suits their job, and may include working at home and mobile working. It is based on using technology to allow staff to undertake their work out of the office and performance being measured in terms of productivity rather than on attendance hours. Moving staff to more flexible working will yield significant benefits to the council through increased productivity (resulting from a reduction in 'dead time'), reduced travel costs and a reduction in carbon impact. It will benefit staff through providing increased flexibility on when they work. Finally, it will benefit the customer through pushing expertise to the front line of service delivery and allowing them to choose more flexible appointment times.

Our flexible working scheme- Worksmart West Lothian- is currently being piloted in various services across this council. Once the pilot period is complete a wider deployment phase will begin which will see it rolled out across the council in a structured programme. Overall average improvements in productivity of around 15% are forecast and this will mean that fewer staff will be required to deliver the same outcomes.

- **Administration.** The use of technology to assist in administrative and clerical work has long been embedded within the council. However recent advances such as Electronic Document & Records Management (EDRM) and electronic job scheduling mean that pooling administrative and clerical resource is now feasible. This approach is being piloted within the Civic Centre and it is anticipated that sizeable efficiencies can be delivered from this initiative.

This methodology will be adopted to provide pooling and scheduling arrangements around other areas of activity which are currently delivered within discrete services throughout the council.

- **Buildings.** Rationalisation of buildings, as set out in the agreed strategy, will result in reduced costs and in a reduction of council offices from 43 to 17.

**Management Structure.** See section 4, below.

- **Shared Services.** The council is actively examining the scope for shared service provision with public sector partners. As reported previously to Council Executive, we are working with the City of Edinburgh, Fife, Midlothian, East Lothian and Scottish Borders councils to explore options for shared provision in areas such as payroll, procurement, roads, and audit services.
- **Partnership.** With an excellent record in working with other agencies in delivering outcomes, the council is investing in aligning activities to produce more efficient and effective services. A Systems Thinking project with the police service to rationalise processes, and consideration of options for a single community safety management arrangement should yield efficiency savings. Similarly, intensive work will be undertaken with NHS Lothian colleagues to examine potential for further integration within existing CHCP arrangements.
- **Procurement.** The council currently lets contracts amounting to £40 million annually. A full review of all of the council's procurement activity is being undertaken and it is anticipated that this will draw on all potential for procurement efficiencies through collaborative purchasing- including Scotland Excel and Procurement Scotland- and through more effective council contracts.

- **Life Stages.** The 'Life Stages' approach is a good example of how the council is being innovative in addressing the challenges which it faces- by targeting resources where they will be most beneficial. The model is based on how the council and its partners can deliver long term sustainable outcomes for those most in need. It is based on shifting resources 'upstream' and focusing on prevention rather than dealing with issues after things have gone wrong. The model recognises that those who are most at risk of not reaching their full potential often lead complex and chaotic lives. It also acknowledges that long term outcomes which improve life chances are reached through a number of different activities. The approach engages with those most in need, and targets resource at the most effective activities to help them reach their full potential and contribute to society. The key long term objectives of the programme are that –
  - o Parents/carers are responsive to their children's developmental needs and children are ready to start school and learn.
  - o Life chances are maximised by improving educational attainment
  - o Young people are successful learners, confident individuals, effective contributors and responsible citizens and have a positive, sustainable destination.
  - o Every adult has the skills and ability to secure and sustain employment
  - o Older people live longer, healthier, more independent and fulfilling lives within a supportive community and continue to learn and develop

The approach will be highly effective in addressing the issues being experienced by the individuals and families, but will also be cost effective- focussing on prevention rather than the more significant costs associated with failure at any life stage.

- 2.5 In addition to these council wide initiatives there are a number of service led initiatives which will deliver efficiencies, such as regrouping and merging services and changing work patterns for some staff.

### **Charges & Reducing Subsidies**

- 2.6 Direct charges, at the point of service use, are made for a whole variety of council services. They are currently a major source of funding to the council, contributing £14.5 million per annum to council finances.

In closing the potential budget gap there is the option of increasing existing charges (or reducing subsidies) which will result in prices which more closely reflect the cost of service provision. In addition it is possible to introduce new charges for discretionary services, or to reinstate charges which were previously abandoned. A variety of potential changes is included in Appendix 1.

- 2.7 As well as charges, the council will require to determine future policy in relation to council tax increases.

### **Service Changes**

- 2.8 Although the strategy has sought to minimise the impact on direct services, inevitably, to bridge the significant budget gap some service reductions will require to be considered. Again these are set out in Appendix 1.

- 2.9 In addition to the changes which the council can make to help address the challenges which it will face, some of the funding gap will be closed through Government reprioritising their spending priorities for local councils. The type of actions that the Government will need to consider include the following –
- a move from universal services (which are provided to everyone within certain groups) to targeted services (which are provided only to those in special need, or who can not reasonably afford to provide the service themselves)
  - reductions in national standards for service provision
  - more, or increased, user charges for service delivery
  - a review of current Council Tax freeze arrangements

### **3. CONSULTATION**

- 3.1 To ensure that the council's approach to the forthcoming budget pressures is as effective as possible, and identifies all feasible means of balancing the budget, it is essential that all of the council's stakeholders- including citizens, service users, community councils, staff and trade unions- have the opportunity to gain an understanding of the council's financial position and to contribute ideas on how the council should approach the challenges faced.
- 3.2 A comprehensive three part consultation is proposed to ensure appropriate coverage of all stakeholders.

Consultation Stream 1: will ensure that elected members are at the heart of the consultation process by routing consultation on service provision through policy development and scrutiny panels (PDSPs). Panels will consider proposals and take evidence from interested groups and representative stakeholders, including community councils, interest groups and business associations.

Consultation Stream 2: will involve taking direct comments from individuals and others, through a unique email address, web page and in writing. This activity will ensure all members of the public have the opportunity to contribute their views on how the council should address the challenge. Comments from this stream will be collated and fed into stream 1.

Consultation Stream 3: will involve consultation with staff and trade unions via the current collective consultation and briefing mechanisms in place within the council. Comments from this stream will be collated and fed into stream 1.

- 3.3 Throughout the consultation stakeholders would be asked to:
- reflect on and provide comment on: the proposed council strategy and officer options for efficiencies, increased charges and service changes.
  - indicate if particular services should be further prioritised or protected, and which services should be further reduced within a finite budget.
  - provide feedback on our approach.
  - provide details of any other initiatives they believe the council should consider to reduce costs or increase income.

## **4 MANAGEMENT STRUCTURE**

- 4.1 The council is focused on front line delivery and has always sought to minimise the costs of supervision and management. This has resulted in one of the leanest management structures of any Scottish council. However the council's arrangements will now be analysed against new models of management structure based on minimising the number of management levels and introducing a minimum span of control. Development of these models should reduce costs and provide flexibility to adapt to new ways of working.
- 4.2 To initiate the process a review of the council's senior (chief officer) management structure has now been undertaken. The focus has been to develop an effective and efficient strategic leadership team, bringing together related areas of activity within management portfolios. The proposals also allocate specific responsibilities in relation to the life stages model of service delivery. This will provide stable leadership arrangements during the forthcoming period of organisational change.
- 4.3 The proposals, which are set out in Appendix 2, include a reduction of level 2 chief officers in the organisation, currently identified as Directors. The proposals are for 2.5 Depute Chief Executive posts, this number reflecting the additional duties within the Health Service borne by the CHCP Director, who will be one of the Depute Chief Executives. The altered emphasis of the Directors' role to that of a Depute Chief Executive is designed to strengthen the corporate nature of the council in line with its own values.
- 4.4 Under the proposals there will be nine Heads of Service, a net reduction of two level 3 chief officers. One Head of Service will report to the Chief Executive, three each to the two Depute Chief Executives who work entirely on council business, and two Service Heads to the jointly funded Depute Chief Executive. New groupings of services are proposed and these are set out in Appendix 2.
- 4.5 As a result of the proposals, there would be a total of four changes at Head of Service level: one fewer in Education; one more in Social Work, and two others to be surplus, resulting from amalgamation proposals.
- 4.6 Implementation of the new structure will be under organisational change arrangements, with a majority of the migration being met through matching arrangements. Where this is not possible the normal arrangements for the appointment of Chief Officers will apply.
- 4.7 Agreement of the revised senior structure will allow chief officers to develop proposals for future management and supervision arrangements within their services. In developing revised structures, the methodology to be applied by Heads of Service is most simply described as the 'five by five' model. This provides for a maximum of five management layers, including the Chief Executive, and a minimum span of control of five (that is five reporting officers to each management post).
- 4.8 Elements of the structure theory include:
  - Layers of Management - the number of layers of management between the Chief Executive and the front line should not exceed four, to improve communications, instil a culture of delegation, provide a clear line of management responsibility and empower lower graded staff;

The levels of management would be:

Level 1 – Chief Executive

Level 2 – Depute Chief Executives

Level 3 – Heads of Service

Level 4 – Service Managers

Level 5 – Team Leaders

- Span of Control – the number of direct reports at each management level should be five or more, which is appropriate to large organisations where there is a relatively stable business model, especially where staff are well qualified and capable, or undertake routine process work in large groups. Exceptions might be where work is geographically dispersed, very complex, or subject to fast-moving external influences;
- Bottom-up – the organisation should meet the needs of the front line staff in delivering outcomes for customers and not be designed to ensure specific management grades or status;
- Accountability – individual managers should be clearly responsible for an identifiable set of processes and outcomes, and for identifiable staff;
- Avoidance of Duplication – there should be no overlap of service delivery between managers, whether inside or outside the service in question.

4.9 Chief officers will work with managers within their services to design revised management structures. Trade unions will also be fully consulted. It is envisaged that due to the complex nature of some services, a medium term, structured migration to the new management structure would be preferable- which may take up to five years to be delivered. It is reasonable to assume that a significant contribution to reduced costs can be delivered from rationalisation of management structures. Resources to carry out other change initiatives will also be a factor in how quickly migration to the new structure can be achieved.

## **5. WORKFORCE MANAGEMENT**

5.1 Two thirds of the council's overall budget is staff related costs, and the vast majority of non-staffing costs are fixed costs such as debt repayment. This means that any significant changes to address a funding gap of £45 million will necessarily require a significant reduction in staff numbers.

5.2 Modelling shows that whatever approach is taken to the delivery of a package of sustainable budget reductions of £45 million, this is likely to result in around 1,000 fewer staff. This represents a reduction in staff numbers of approximately 14%.

The council's current human resources policies are geared to delivering small scale organisational change against a background of relatively stable resources. Reductions in staff numbers, where required, have been delivered through a small number of early retirement and voluntary severance arrangements. There is a recognition that these policies are not fit for purpose in relation to delivering the type of large scale transformational change, with attendant reductions in staff numbers, which will be required over the next four years.

5.3 The high performance, dedication and flexibility of the council's employees have always been the organisation's key strength. It is important to ensure that staffing changes are managed with fairness, consistency and equality.

In order to assume greater control of staff costs and to reduce the potential need for future redundancies it is recommended that the Council Executive agree the following action:

**Vacancies** – It is recommended that a recruitment freeze is introduced. Where an existing post becomes vacant it will only be filled where there is a clear and exceptional reason for filling the post. If a post must be filled, then services will require to determine if it is possible to redesign the post to provide the same output at a lower cost (for example through the replacement of the existing post with an entry level post). Where jobs are to be filled they may only be advertised externally where there are no suitable internal candidates and internal redeployment has been considered, but has not proved possible. All external recruitment will be on a temporary basis unless an exceptional case is made to recruit on a permanent basis.

**Temporary and Fixed Term Posts** – It is recommended that all fixed term and temporary contracts are reviewed in the context of current business need. These contracts are used for a number of business reasons including maternity and long term sickness cover, to undertake projects or to cover transitory peaks in workload or seasonal work. However the benefits, in terms of flexibility, of these types of contract for the employer diminish the longer the employment term accrued by the employee. Under employment law- after long periods of continuous employment, employees assume the same rights as permanent employees.

This analysis will identify posts which will not require to be refilled once they become vacant and will also identify potential opportunities for permanent employees who may be displaced under redeployment procedures.

**Reduction in Hours-** It is recommended that arrangements are introduced to facilitate staff reducing working hours (moving to part time, term time or seasonal working) or taking additional unpaid leave. These arrangements would be voluntary, but once agreed would form permanent contractual changes. Any arrangements agreed with employees would require to meet the exigencies of service provision.

Experience in other councils indicates that the uptake of this type of arrangement is likely to be limited. However it does offer some real benefit to staff who would like to reduce working hours and also assists in reducing the need for compulsory redundancies.

**Redeployment-** It is recommended that a revised redeployment procedure is introduced to provide a firm focus on finding suitable alternative work for those displaced due to organisational change and downsizing. Vacancies which occur within the council would be held and only released for recruitment if despite all efforts no redeployment into the post can be secured.

Where redeployment is successful, but pay detriment exists, the maximum period of pay protection will be six months.

While every effort will be made to secure redeployment, due to the potential number of displacements from existing posts there will be occasions on which this is not possible, and in reviewing the policy it will be necessary to consider if termination of employment will result in these instances.

**Voluntary Severance and Early Retirement** – It is recommended that the council's discretionary provisions in relation to voluntary severance and early retirement are reviewed to increase the capacity to enter into voluntary termination packages with employees and to ensure that the terms offered are affordable to the council. Voluntary severance and early retirement take place by mutual agreement between the council and the employee.

To assist in funding any termination costs it is recommended that the Head of Finance should undertake a review in order to determine the scope to identify any one off savings which might be applied.

It is recognised that bringing forward the changes set out above will minimise the need for compulsory redundancies. The process of compulsory redundancy is both long and complex and requires clear arrangements in relation to the determination of: the pool of employees involved, selection criteria, notification and consultation arrangements and an appeals system. It is of critical importance that these arrangements, which are designed to treat employees with fairness, consistency and equality during a very difficult process are not determined hastily and under great pressure in a financial crisis situation. It is therefore recommended that as a contingency a Compulsory Redundancy Scheme is worked up at present, with full consultation with Trade Unions, and that this scheme is brought back to the Council Executive for approval, to be applied in future- if needed.

## **E. CONCLUSION**

Firm government funding figures in relation to the next Spending Review period (2011/12 to 2013/14) will not be known until later in 2010. However based on a nationally agreed planning assumption, of a 12% real terms reduction in Scottish government grant funding over this period, the council will require to find budget savings of £45 million.

The council has always benefitted from being proactive in addressing challenging financial situations and it is therefore appropriate that contingency plans are developed to examine how the council would approach bridging the significant budget gap which could occur. To assist elected members, officers have developed a proposed strategy and have identified the types of efficiencies and changes to charges and service provision which may be required to address the gap.

The proposed strategy is to retain the best of our current approach, and to concentrate our reduced resources on delivering key priorities. We will do this by maximising efficiency and effectiveness of current services in delivering our agreed outcomes, reducing or discontinuing activities which make a limited contribution to our key priorities, managing and controlling growth of expenditure (as far as possible), pursuing integrated partnership working and shared services and maximising the contribution of the voluntary sector. Council Executive is asked to approve arrangements for consultation and further development of the strategy.

Delivering budget reductions will necessarily entail reducing staff numbers and consideration has also been given to the revisions to council policy which will be required to ensure that all required changes are handled with equity, fairness and consistency, and that all plans are affordable to the council. Council Executive is asked to approve changes to recruitment arrangements and to agree to a review of temporary and fixed term posts. It is also asked to approve a review of existing policies and the development of two new policies.

To assist in funding any termination costs it is recommended that the Head of Finance should undertake a review in order to determine the scope to identify any one off savings which might be applied.

## **F. BACKGROUND REFERENCES**

Revenue Budget 2010/11 - Report by Head of Finance- West Lothian Council 26 January 2010

Chancellors Pre-Budget Report - Report by Head of Finance- Council Executive 22 December 2009

Local Government Finance Settlement 2010-2011 - Report by Head of Finance- Council Executive 22 December 2009

Scotland's Public Sector Finances - Preparing for the Future - Report by Head of Finance- Partnership & Resources PDSP – 4 December 2009

Scottish Budget - Draft Budget 2010/2011 - Report by Head of Finance- Council Executive 29 September 2009

Edinburgh, Lothians, Borders and Fife Forum (ELBF Forum): Collaboration and Shared Services Between Councils - Report by Chief Executive- Council Executive 24 November 2009

West Lothian Council Modernisation Programme - Presentation by Director of Customer and Support Services- West Lothian Council 9 December 2008

Appendices/Attachments: Two

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**Alex Linkston**  
**Chief Executive**  
**15 February 2010**

## Appendix 1

### **Potential Services Changes and Charges/Reductions in Subsidies identified by Council Officers**

#### **Environment & Public Protection**

- Reducing the frequency of grass cutting, pruning, and weed control in open spaces
- Reducing the frequency of garden maintenance scheme, and removing the subsidy applied for home owners who have the means to pay
- Increasing the neighbourhood environment team (NETs) response time for complaints
- Stopping the provision of hanging baskets and annual bedding plants
- Reducing the number of Environmental Wardens
- Reducing the frequency of street sweeping and gully cleaning
- Reducing the winter maintenance service
- Charging for bulky uplifts
- Reducing opening hours at civic amenity sites
- Increasing commercial waste collection charges
- Stopping the additional works we do to help prepare for gala days
- Charging communities for festive lighting
- Charging developers for new street signs and for provision of bins
- Introducing charges for the pest control service
- Discontinuing the out of hours noise service
- Removing trading standards customer advice service and routing enquires to Customer Direct

#### **Social Work**

- Increasing the role of the private sector in providing care at home
- Reducing provision of council run older people care homes and day facilities
- Reviewing the services offered at Adult Day Centres and the charge for transport
- Providing light lunches rather than full meals at day centres
- Targeting Advice Shop provision to focus on core benefit and debt issues
- Removing the subsidy on frozen meals
- Reinstating charges for the Home Safety Service
- Introducing personal care charges for those under 65
- Reviewing the current charges made for community support services
- Reducing grants to the voluntary sector and outside bodies

## **Education**

- Reducing childcare funding to projects
- Replacing curricular swimming, with provision of swimming vouchers to allow pupils to use West Lothian leisure pools.
- Replacing some teachers with nursery nurses in nursery classes
- Increasing pupil teacher ratios in primary and secondary schools
- Reducing the pupil support worker resources within schools
- Reducing the subsidy for wraparound care
- Phasing the removal of cluster resource funding from schools
- Removing subsidies for school milk, fruit and bread
- Reducing free school transport to the statutory minimum and withdrawing non statutory transport for fare paying pupils
- Charging for instrumental music tuition

## **Transport**

- Reducing the subsidy on some routes
- Substituting responsive transport for some low use local bus services
- Restricting Carlink hours
- Withdrawing support for PassPlus and Operation Opal
- Removing support for Westdrive
- Introducing charges for council owned car parks

## **Customer Service**

- Reducing the opening hours of the customer service centre
- Removing the mobile registration service so that all registration will take place in Bathgate and Livingston.
- Closing smaller Customer Information Services (CIS) centres and using some libraries for customer enquires instead.

## **Arts, Sport & Communities**

- Reducing youth engagement and diversionary activities
- Reducing the number of community education buildings
- Rationalising service provision at Community High Schools
- Reducing support and subsidy to a number of voluntary organisations

- Removing current arrangements for free swimming for under 16s
- Rationalisation of swimming pools
- Removing infant and senior peoples swimming subsidies
- Closing poorly used libraries
- Increasing charges for facilities.

### **Homelessness**

- Reduce resources through focusing on preventing homelessness.

## Appendix 2

### Revised Senior Management Structures

Diagram 1 – Chief Executive’s Organisation

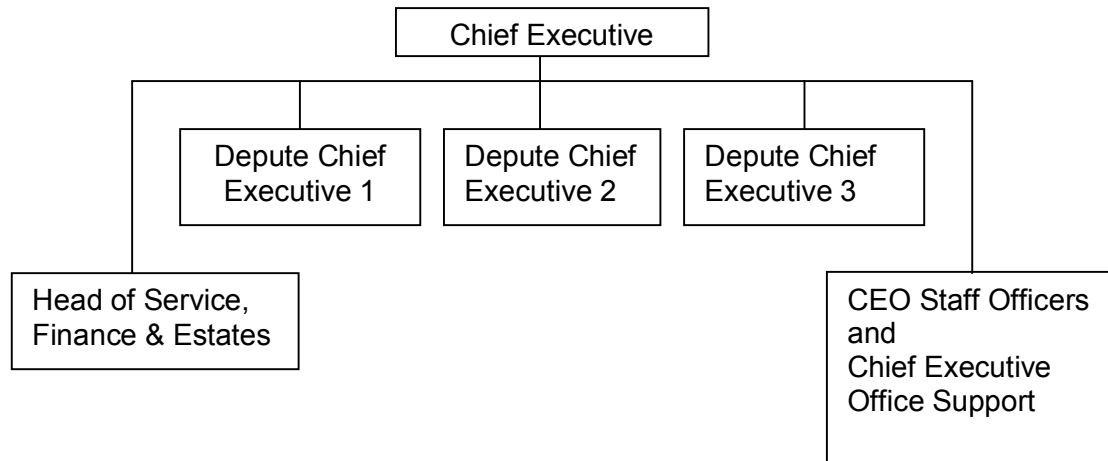
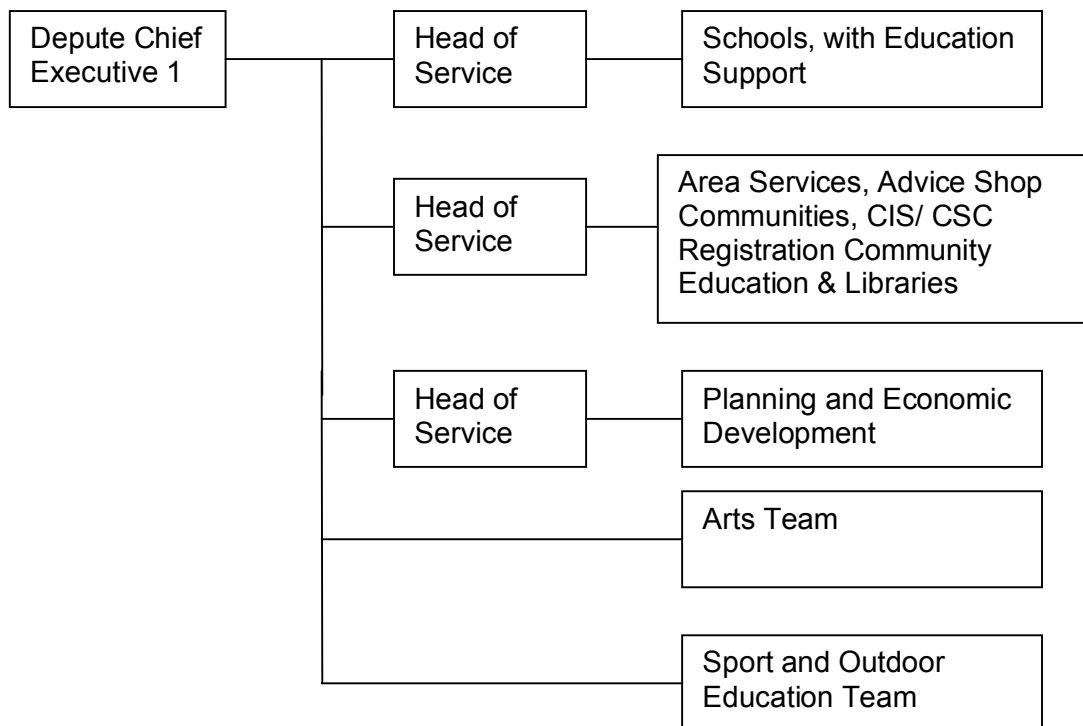
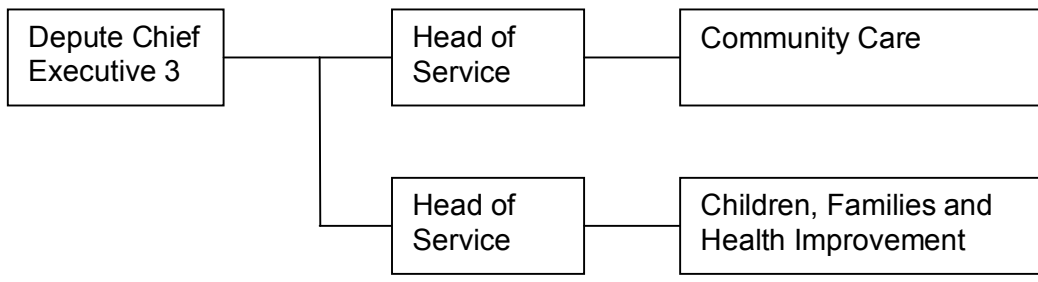
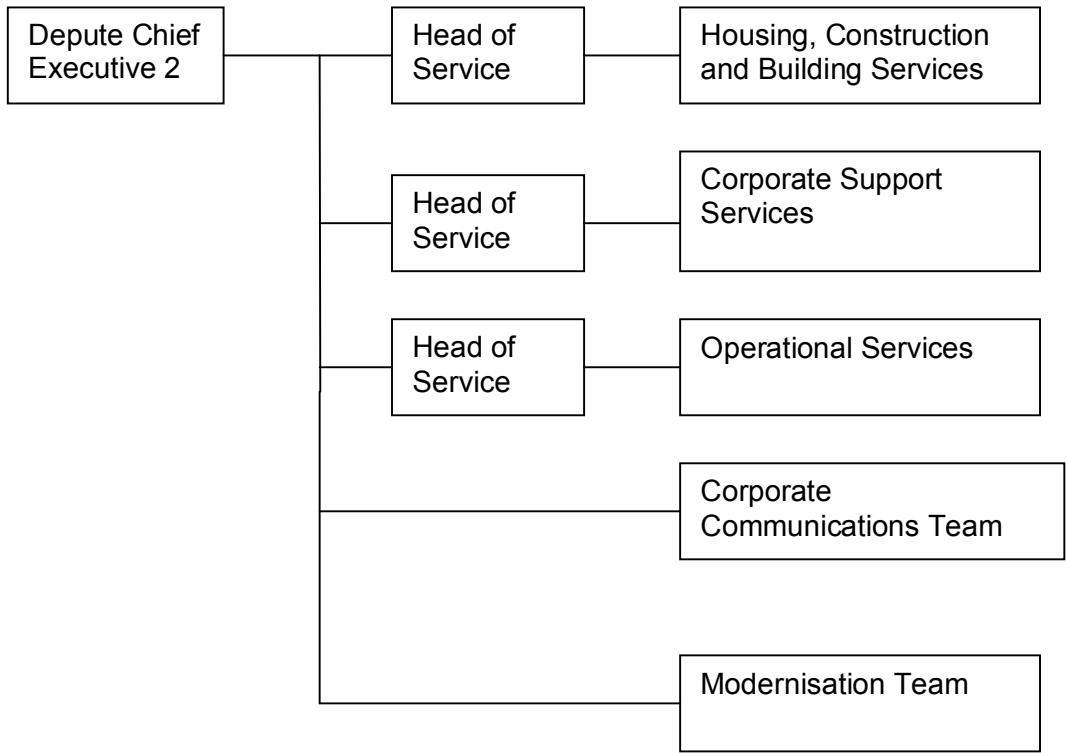


Diagram 2 – Depute Chief Executives’ Organisation





## **Services**

The proposed new service portfolios are follows:

### **Service 1 – Planning and Economic Development Services**

This service group contains:

- Development and Building Control, including highways development
- Development Planning
- Economic Development
- Environmental Health and Trading Standards
- Pupil Placement

Economic Development has been added to this service to form a closer link between physical planning and the needs of business and employment.

This Head of Service will lead the co-ordination work related to the “Adults of Working Age” life stage, (stage 4).

This new service is expected to transfer primary call handling related to planning and building control to Service 6 under a jointly managed programme.

### **Service 2 – Operational Services**

This service group contains:

- Facilities Management, including schools’ janitorial and office caretaker functions, catering staff and school crossing patrols
- Fleet and Passenger Services, including garage and workshop functions, and community and public transport management
- Grounds, Cleansing, and Waste (including Cemeteries)
- Country Parks operations, (including the play staff and ranger service but excluding sports instructors)
- Roads and Transportation
- Inprint

Country Parks has been added to this service group to provide opportunities for an integration of open space strategy. Fishery, golf course and bowling green management would transfer with the ranger service into this service group. It should be noted that instructors from Country Parks are proposed to be assimilated into the Sports and Outdoor Education service.

Transportation and roads functions will merge under a single manager, excluding highways development engineers who will transfer to Development and Building Control.

### **Service 3 – Corporate Support Services**

This service contains:

- Best Value and Quality
- Health and Safety corporate team
- HR Services
- IT Services
- Legal Services

#### **Service 4 – Finance and Estate Services**

This service contains:

- Estates, including energy management, property asset management and property development but not the caretaker function which would be allocated to Service 2
- Financial Management
- Internal Audit and Risk Management
- Procurement
- Revenues and Benefits

#### **Service 5 – Housing and Building Services**

This service contains:

- Building Services
- Construction Services
- Housing Asset Management (including the Responsive Repairs Service)
- Housing Needs
- Housing Management

#### **Service 6 – Area Services**

This service contains:

- Advice Shop
- CIS and Customer Service Centre
- Community Education
- Community Planning and Regeneration
- Library Services
- Registration
- Venues Management

This Head of Service will lead the co-ordination of work related to the “Young People in Transition” life stage, (stage 3).

#### **Service 7 - Education Services**

This service contains:

- School Support, except for Pupil Placement, which transfers to Service 1
- Education Development
- Education Specialist Services
- Schools

This Head of Service will lead the co-ordination of work related to the “Young People of School Age” life stage, (stage 2).

#### **Service 8 – Community Care Services**

This service contains:

- Adults and Older People Assessment
- Contracts and Commissioning
- Domestic Care, including Occupational Therapy and Technology
- Learning and Physical Disability
- Mental Health

- Residential Care, including Housing with Care

This service is the larger part by numbers of the existing Social Work service. It covers broadly those services that deal with adults and older people, including certain elements from the present Communities and Information Team.

This Head of Service will lead the co-ordination of work related to the “Older People“ life stage, (stage 5).

### **Service 9 – Children, Family and Health Improvement Services**

This service contains:

- Children’s Services, including practice teams, child disability, child protection, domestic abuse, and social care emergency team
- Children’s Services, including residential units, fostering and adoption, youth justice, children and young people team, family centres, and Surestart
- Criminal Justice
- Health Improvement staff within CHCP

This service is created to allow focus on child-centred social work and to improve manageability, mitigating pressures on the present Head of Social Work.

This Head of Service will lead the co-ordination work related to the “Early Years” life stage, (stage 1).