

WEST LoTHIAN COUNCIL

PARTNERSHIP AND RESOURCES

May 2010

SECTION 1 – HIGH LEVEL BUDGET ANALYSIS

The services within the Partnership and Resources areas of interest include all of Chief Executive and Finance, Support Services, and Customer Services, as well as Community Planning Services and the property management and construction services teams from Property Services. The breakdown of the 2010/11 revenue budget for these areas is as follows:

1.1 Partnership and Resources – 2010/11 Revenue Budget

Service Area	2010/11 Revenue Budget £'000		
	Gross Expenditure	Income / Recharges	Net Activity Budget
Property Management & Development	6,612	(6,014)	598
Construction Services	3,210	(2,417)	793
Registration Services	285	(178)	107
Customer Service Centre	1,773	(767)	1,006
Corporate Communications	592	(101)	491
Council Information Service	1,334	(1,121)	213
Quality and Performance	954	(481)	473
Community Planning / Locality Planning	1,960	(161)	1,799
Human Resources / Admin	4,070	(223)	3,847
Legal Services	1,872	(496)	1,376
Information Technology	4,317	(118)	4,199
Chief Executive Office	924	0	924
Financial Management	2,338	(103)	2,235
Revenues and Benefits	4,024	(2,994)	1,030
Procurement	580	(14)	566
Risk and Insurance	144	(97)	47
Internal Audit	277	(6)	271
Total	35,266	(15,291)	19,975

1.2 Partnership and Resources – Proposed Savings

Service Area	2010/11 Approved Budget £'000	Proposed Saving £'000			Total Savings	2013/14 Residual Budget £'000
		2011 / 12	2012 / 13	2013 / 14		
Property Management & Development	598	317	66	0	383	215
Construction Services	793	61	0	0	61	732
Registration Services	107	24	0	0	24	83
Customer Service Centre	1,006	78	0	0	78	928
Corporate Communications	491	29	30	0	59	432
Council Information Service	213	0	67	256	323	(110)
Customer Services - Quality and Performance	473	60	29	57	146	327
Community Planning / Locality Planning	1,799	168	85	0	253	1,546
Human Resources / Administration	3,847	271	245	0	516	3,331
Legal Services	1,376	114	115	0	229	1,147
Information Technology	4,199	382	361	0	743	3,456
Chief Executive Office	924	60	20	0	80	844
Financial Management	2,235	132	100	0	232	2,003
Revenues and Benefits	1,030	121	136	60	317	713
Procurement	566	21	39	0	60	506
Risk and Insurance	47	0	0	0	0	47
Internal Audit	271	44	29	0	73	198
Total	19,975	1,882	1,322	373	3,577	16,398

SECTION 2 – CURRENT AND FUTURE SERVICE PROVISION

2.1 Property Management & Development (2010/11 Revenue Budget £598,000)

Current Service

Property Management and Development (PM&D) delivers a professional property service to internal and external customers, including most aspects of valuation, agency, portfolio and operational property management, maintenance of property ownership records and property development covering the council's entire commercial and office portfolio. Work includes the £4.5 million per annum property rental income received and the significant land disposal programme which until the recent economic collapse of the property market contributed large sums to the council's capital programme. The service also manages the council's offices and the caretaking services in those buildings.

Future & Proposed Changes to Service

The council owns and leases a large portfolio of land and buildings simply to allow it to operate and fulfil its responsibilities. This creates a valuable group of assets which must be invested in and managed properly. In addition, for as long as the council chooses to own a commercial portfolio of property, this must also be managed proactively and efficiently so it continues to produce substantial levels of rental income. These factors mean that the services provided are essential to the functioning of the council.

The restructuring of Property Services means that PM&D will report to the Head of Finance rather than the Head of Property. This means PM&D will hold all of the council's revenue budgets for Energy and Non Domestic Rates. The role of Asset Management Planning currently resides within Property Services and this responsibility will also transfer to Finance. This will ensure that the critical function of asset management will remain a corporate activity with close ties to corporate financial planning. Strict targets for income growth from the commercial portfolio have been set for the next three years which are critical but will be challenging to deliver in the current economic climate. With workforce planning, process improvements and the creation of a centralised clerical support team in the Civic Centre, budget reductions should not result in a noticeable reduction in the service provided.

2.2 Construction Services (2010/11 Revenue Budget £793,000)

Current Service

Construction Services provides multi-discipline professional and technical services to deliver a wide range of construction related services for the council. The range of services has increased over recent years and reflects a strong corporate approach to the lifecycle management of property assets ranging from property maintenance, option appraisals, refurbishments and new build activities. Construction Services consists of three teams, Design, Surveying and Maintenance. These teams work together to deliver the council's property capital programme, revenue maintenance and asset management.

Future & Proposed Changes to Service

Over the past few years, Construction Services workload has been at a very high level so between 60% and 70% of the required workload has been delivered by external agencies. This arrangement suits the type of variable workloads involved in the council's financial programmes. Core staffing levels have been deliberately established at a level below the minimum level of planned investment by the council expected in the future. The extent of financial reductions proposed for the next few years will test that level and Construction Services will also have to retain a much higher level of work in house. The majority of the costs of operating Construction Services are funded through the capital programme rather than from a fixed revenue budget. This arrangement places considerable pressure on the service and its sustainability.

The proposed restructure of Property Services means that Construction Services will in future report to the Head of Housing and Building Services rather than the Head of Property. This will result in significant changes to the way Construction Services is managed. In terms of proposed savings a vacant post will not be filled and agency staff contracts and short term contracts will not be renewed when they expire in early 2011. These reductions are being carefully planned alongside service process improvements and it is not expected that they will result in any noticeable reduction in services provided.

2.3 Registration Services (2010/11 Revenue Budget £107,000)

Current Service

The council delivers the Registration service on behalf of the General Registrar of Scotland. Services are delivered in three main areas to the public: the registration of all births, deaths, marriages and civil partnerships, the issuing of extracts from the register of births, deaths and marriages, and the carrying out of searches of the register for customers. It also carries out citizenship ceremonies. Consistently high levels of customer satisfaction are recorded with accuracy a key measured indicator.

Registration has already gone through considerable change where the services are delivered from two main locations in Bathgate and Livingston with a mobile registrar visiting a number of other locations offering an appointment based service.

Future & Proposed Changes to Service

Savings of £24,000 will be made through a proposed reduction in the mobile services provided to outlying areas whilst maintaining the Registration Service available in Bathgate and Livingston.

2.4 Customer Service Centre (2010/11 Revenue Budget £1,006,000)

Current Service

The Customer Service Centre (CSC) provides a dedicated telephone customer contact centre which provides easy access to council services and advice. The CSC has grown dramatically since it was introduced in 2000 and is expected to handle around 415,000 calls during 2010/11. The Careline Service was transferred from an external provider and now delivers telephone support to more than 4,500 vulnerable clients in West Lothian. The CSC currently delivers a general enquiry service from 8am to 10pm, seven days per week. The Careline service operates on a 24 /7 basis. Careline also handles general enquiries between 10pm and 8am and out of hours emergency calls for housing emergency repairs, homelessness, roads, street lighting etc. which are passed to standby officers in the relevant service areas. The level of calls handled by the generic CSC service between the hours of 8pm and 10pm weekdays, Saturdays from 1pm to 8pm and all day Sundays is very low. On average during weekday evenings between 8pm and midnight three calls are received. On average, during the period of Saturday 1pm to 8pm, a total of 60 calls are received and on Sunday between 8am and 8pm an average of 77 calls are received.

Future & Proposed Changes to Service

The team will re-focus the availability of the service to meet peak customer demand between 8am to 8pm weekdays and 8am to 1pm on Saturdays. The CSC also aims to design and promote online services which would be available 24/7 enabling customers to find information or to make requests for service. An automated payment service will be introduced to allow customers to make payments for Council Tax or Rent at any time. The change is expected to have minimal impact on service delivery and savings of £78,000 will be made through staffing reductions.

2.5 Corporate Communications (2010/11 Revenue Budget £491,000)

Current Service Provision

The activities of the Corporate Communications team include the development and delivery of council publishing in print and online, preparation of the council newspaper Bulletin with 76,000 copies delivered to households and businesses four times a year, and frequent daily updates to the council website. The service also delivers proactive and reactive services in relation to external media, dealing with local and national media organisations.

The team also manages the design and print work for the whole council, advising services on the most effective means and methods of communication. The team carries out nearly all of the design work for council services and works closely with the council's in house printing service, Inprint.

Future & Proposed Changes to Service Provision

The service will continue to pursue savings through further integration with the council's printing service, thus providing best value through challenging the need for print. This will also enable the possibility of the management of a joined up communications and print function creating savings through reduced staffing. The team will continue to pursue opportunities for sharing services through partnerships with public sector partners and create savings through best value procurement and focusing on core communications and media activities. Increased emphasis will be on delivery of communications via electronic channels to save paper and printing costs.

2.6 Council Information Service (2010/11 Revenue Budget £213,000)

Current Service Provision

The Council Information Service (CIS) currently consists of ten CIS offices located at Armadale, Bathgate, Blackburn Connected, Strathbrock Partnership Centre (Broxburn), Carmondean Connected, Fauldhouse, Linlithgow, Livingston (West Lothian Connected), West Calder and Whitburn.

The Blackburn and Carmondean offices have been joined with the library service following the 'Connected' model. In Blackburn and Carmondean different approaches to working together have been applied which make use of technology for self-service and enhancing staff roles to deliver a combined service. For example the introduction of the 'tellytalk' video conferencing service for benefits and council tax enquiries was extended to deliver the full range of CIS services at Carmondean Connected enabling extended hours of customer access to services. This approach will also be used at the new Fauldhouse Partnership Centre to be opened in 2010.

The level of customer traffic using the CIS has fallen considerably over the last five to six years, with most customers preferring to access services via telephone to the Customer Service Centre (CSC). Although some offices, particularly West Lothian Connected in Livingston and Bathgate remain very busy, some of the smaller offices have very low levels of customer traffic. There are currently cash offices in all dedicated CIS offices although the level of cash transactions has been falling over a number of years.

Future & Proposed Changes to Service Provision

Alternative means of payment will be used to reduce the high costs of maintaining cash offices. It is proposed that dedicated CIS offices are kept where volumes demand. However, to sustain frontline service, a joined approach in line with the existing 'Connected' model to service delivery, will be extended. This would see Customer Services delivered from other local facilities such as libraries and community education centres through the use of technology, such as video conferencing, web access points and emerging technologies. Staff would support the public in the use of these technologies to ensure take-up of the service. There is the potential for improved access for customers to access face-to-face services for longer hours than currently available. There is also potential to make use of the mobile library service to reach more remote communities. Savings will be made through planned staff reductions.

2.7 Quality and Performance (2010/11 Revenue Budget £473,000)

Current Service Provision

The Quality and Performance team currently includes three functions, Quality Development, Business Improvement, and Best Value/Performance Management. Best Value/Performance Management provides a development and coordinating role under the broad framework of Best Value with principal responsibility for corporate performance management, planning systems, corporate public performance reporting and a contributory role in corporate initiatives, governance and systems development for the community partnership.

The Quality Development team (QDT) performs both a developmental and facilitating role in the pursuit of continuous improvement. Driving a programme of self-assessment and improvement across all council service areas (excluding schools), the team develops and implements the West Lothian Assessment Model (WLAM), which incorporates the legislative duties of Best Value and other inspection frameworks, the European Foundation for Quality Management model and the Investors in People and Customer Service Excellence standards.

The council is committed to understanding customer demand, redesigning service processes, improving work flow and stripping out waste, and focusing on work that adds value for customers.

Future & Proposed Changes to Service Provision

Over the next two years there is an expectation that services will become more self-sufficient in the use of quality processes and a reduction in corporate support is expected. In addition, the council may consider consolidating all quality assessment on the WLAM process and foregoing external scrutiny through the Customer Service Excellence and Investors in People accreditations. This will offer the opportunity of consolidating the services, with savings of £146,000 made through reduced staffing. The budget by 2013/14 will provide a focused quality development, business improvement and best value/performance management function.

2.8 Community Planning / Locality Planning (2010/11 Revenue Budget £1,799,000)

Current Service Provision

The Community Planning budget supports work with local communities and our partners to develop and support the delivery of activities to address locally identified challenges and opportunities, including:

- Producing Local Action Plans to tackle disadvantage and help close the opportunity gap and delivering activities to tackle local area priorities;
- Supporting the development and implementation of Life Stage Outcome Model to achieve long term changes for specific target groups of multiply disadvantaged individuals;
- Delivering targeted, specialist campaigns, interventions and support through our Public Health Nurses, Parent Action and Youth Participation workers and partners;
- Managing local regeneration activity through the Fairer Scotland Fund
- Developing, with partners, the Single Outcome Agreement and the new Community Plan and supporting the Community Planning Partnership structures
- Managing the activities of the Citizens Panel and supporting the Community Race Forum

Future & Proposed Changes to Service Provision

Moving forward we will develop enhanced joint working and service integration across a number of services, target support services to individuals and communities, particularly those experiencing greatest disadvantage, that contribute towards the achievement of SOA outcomes.

We will develop and support a council wide Community Engagement Plan that would enhance services requirements to meet the more rigorous community consultation and engagement requirements of Best Value 2.

2.9 Human Resources (HR) Services (2010/11 Revenue Budget £3,847,000)

Current Service

HR Services is specifically responsible for the delivery of HR advice and support, pay and reward services, and occupational health and safety advice and support for over 8,500 employees across the council. The service also provides the central administration/reception function within the Civic Centre along with Member Services support. The main areas of work include HR advice and support, policy development, absence management, pay and reward, recruitment, occupational, health and safety, organisational change and development, learning and development, employee and Trade Union relations, and Elected Member services.

Future & Proposed Changes to Service Provision

The 2013/14 budget of £3,331,000 will support the provision of a wide range of HR services, support and advice to all council services.

The HR Services team consists of 75.7 full time equivalent (FTE) posts. The proposed service reductions will be delivered in the main through the removal of 13.9 FTE posts, equating to an 18% reduction, across the service.

Over the past few years, HR Services has delivered efficiency savings through the streamlining of business processes and the modernisation of payroll services. The move to further electronic processing will enable streamlining of the service to ensure continued best value. The council is also exploring shared services with parts of HR within the Lothian, Borders and Fife forum of councils.

The proposed FTE reductions will impact on the capacity of the service to provide advice and support across the full range of HR functions. Consequently service redesign will be required to adapt to the required changes and to focus on core service activities: HR advice and support, pay and reward, absence management, occupational, health and safety, organisational change and development, employee and Trade Union relations but with the potential for increased response times and increased outsourcing. In the challenges facing the council over the next few years the requirement for an appropriately resourced HR Service will be critical in enabling the council to deliver the necessary changes.

2.10 Legal Services (2010/11 Revenue Budget £1,376,000)

Current Service

The main areas of work of Legal Services include committee administration, conveyancing, employment law services, liquor licensing, litigation, local government law services, miscellaneous licensing, planning law services and the provision of support to the children's panel and children's panel advisory committee.

Customers include other council services, Elected Members and the general public, with many of the services being delivered in conjunction with partner organisations including Lothian and Borders Police, Scottish Courts, and the Taxi Examination Centre. Key stakeholder groups/consultees include the Scottish Licensed Trade Association, West Lothian Disability Forum, West Lothian Taxi and Private Hire Car Owners and Drivers Association and the West Lothian Taxi Owner Association.

Future & Proposed Changes to Service

The 2013/14 budget of £1,147,000 will support the provision of a wide range of legal services, support and advice to all council services. The Legal Services team consists of 35.1 full time equivalent (FTE) posts, and the proposed service reductions will be delivered through the removal of 7.6 FTE posts across qualified solicitors, paralegals, and administrative support staff posts, equating to a 22% reduction across all teams in the service area. This will have an impact on the capacity within the service to provide advice and support across the full range of legal functions in a number of ways, and at the same time the complexity and volume of workload is expected to increase.

For example the processing of legal agreements with developers and planning issues generally are becoming more challenging, with developers often wanting to discuss in detail rulings and policies. It is likely that there shall be an increase in the number of appeals against planning decisions. Capacity in this area may be under further pressure as and when the Planning Agreement work begins to pick up as planning applications increase.

Consequently service redesign will be required to adapt to the required changes and there will be a requirement to focus on core service activities: litigation, licensing, property and committee service functions continue to operate but with the potential for increased response times and increased outsourcing.

2.11 Information Technology (IT) Services (2010/11 Budget £4,199,000)

Current Service

IT Services is specifically responsible for the maintenance, support, security and development of the corporate IT and telephony infrastructure, which hosts key information systems. In relation to business systems, IT Services also provides consultancy, project management and development services. This is achieved in partnership with other service areas, community partners and a wide range of IT solutions suppliers. Any individual project may involve supplier management, hardware and systems specification, changes to procurement, project management and advice on information management and governance.

IT Services is also responsible for research and development into new and emerging technologies and the development of the corporate IT Strategy in support of the council's objectives. In addition, IT Services develops and maintains policies and procedures related to all aspects of IT, including information and system security. In this context, IT Services plays a key role in supporting other council services in the delivery and development of the council's Corporate and Community Plans. In addition IT Services provide support to partners such as the Improvement Service, and other agencies for the Information Communication Technology (ICT) infrastructure within the Civic Centre.

Future & Proposed Changes to Service Provision

The 2013/14 budget of £3,456,000 will support the delivery of IT Services to all customer facing and supporting back office services across the council including support and development of the council's ICT assets with over 220 networked sites containing some 10,500 PCs and laptops and supported by 500 servers.

Over the past few years IT Services have delivered efficiency savings by ensuring technology and hardware is compatible, renegotiating contracts to ensure best value and delivering projects to streamline service delivery. As such, the majority of the savings in the period to 2013/14 will be achieved through staff reductions with 12.5 FTE, equating to a 19% reduction across all teams in the service area, being removed. The impact of these savings will change the methods with which IT Services communicate and plan with service areas, and will impact on the service's ability to resolve faults within existing service levels and will also reduce the capacity to deliver major change projects delivered for services within the council. There is an additional risk that services will seek to use more advanced technology to support their service developments and this will apply more pressure on the resources available within IT services.

2.12 Chief Executive Office (2010/11 Revenue Budget £924,000)

Current Service Provision

The Chief Executive's office has the responsibility for carrying out the agreed policies of the council and the overall management of council services. The Chief Executive advises the council, chairs the Corporate Management Team and is the first point of contact with the Scottish Government, regulatory bodies and partner public bodies such as health, police, fire service and courts services. The Chief Executives office also has responsibility for emergency planning and for encouraging positive relationships with community groups within West Lothian. The Chief Executive is Returning Officer for elections to the council and the West Lothian Parliamentary Constituency for the Scottish, Westminster and European Parliaments.

Future & Proposed Changes to Service Provision

Following the reductions in budget, it is anticipated that the services provided will continue to be delivered by improving the use of available resources, staff training and development, and by improving current processes to make them more streamlined and effective. The Chief Executives office will also implement improvements to IT to enable elections administration to be completed in a timely and accurate manner. There will also be increased use of current IT systems, for example Records Management System to ensure standards are met and maintained. This will also allow information to be shared more easily to make processes more efficient.

2.13 Financial Management (2010/11 Revenue Budget £2,235,000)

Current Service Provision

Financial Management provides a wide range of financial services, strategy and advice to all of the council's services, and supports the identification, planning and delivery of measures to achieve balanced budgets for current and future financial years. The service delivers long term revenue and capital financial planning, medium term and annual budgeting, budget monitoring, treasury management and prepares the statutory returns and annual statement of accounts. The council's external income is maximised and managed, along with the provision of VAT compliance and management. In addition, the unit issues payments on behalf of all services and provides training on financial matters. Financial Management's customers include council services, West Lothian Leisure, and the Improvement Service. The unit plays an integral role in corporate and service projects and business improvement reviews and in supporting the council wide modernisation programme.

Future & Proposed Changes to Service Provision

A major review of financial management in the council was undertaken during 2009 which established a positive, forward looking and outcome focused agenda for financial management for the years ahead. Implementation of the recommendations in the review is ongoing and will be essential in delivering the efficiency savings required over coming years. There has been a major focus on work force planning and potential retirement options have been identified which will reduce staffing costs by 2013/14.

Innovations are being implemented that streamline the way the unit works. These include updating processes, simplifying the approach to tasks, joint working with other services, and ensuring a consistent approach to all activities. Improvements are being made to systems and to working practices to ensure services are aligned to and meet customer requirements. The structure of the unit has also been revised to enhance flexibility and team working. There will also be improvements to budgeting and financial management around the council, with simplification and consolidation of budgets.

These changes will enable the unit to operate with fewer staff and a lower budget. Changes to work practices will allow less time to be spent on tasks that do not add value and this will allow focus to remain on core priorities such as helping services develop strategies and plans to balance council budgets, contributing to the modernisation programme, and providing enhanced monitoring of delivery of budget reductions.

2.14 Revenues and Benefits (2010/11 Revenue Budget £1,030,000)

Current Service Provision

The Revenues and Benefits Unit employs approximately 130 staff and carries out a range of activities. These include billing, collection and recovery of council tax and non-domestic rates, as well as debt recovery. The unit also manages income and performs rent accounting.

Housing and council tax benefits are state benefits but are administered by the Revenues Unit. As part of this duty, the unit is responsible for detecting and investigating instances of benefit fraud.

The Revenues and Benefits Unit delivers services to the entire community of West Lothian, the Department for Work and Pensions and the Scottish Government. It has strong working partnerships with stakeholders in the community most notably with the two largest Registered Social Landlords in West Lothian, Weslo and Almond. The unit also works together with other council services in a range of joint initiatives.

Future & Proposed Changes to Service Provision

The Revenues and Benefits unit aims to maintain performance in the face of the present economic climate whilst at the same time benefits caseloads have increased significantly in the last two years.

The unit will achieve budgetary reductions through the introduction of new technology such as e-forms, which eliminate the keying in of data by staff, thus assisting them to deal with an increased caseload without a fall off in performance. Other measures are being explored to bring about smarter ways of working over a number of years, such as reviewing mailroom delivery and reviewing and revising contracts. This is especially key for Housing Benefit and Council Tax Benefit, as the introduction of e-forms will not in itself maintain performance levels where there is an ever increasing caseload. Revenues and Benefits also propose that a reduction in home visits and support provided to external parties could be implemented to reduce costs.

2.15 Procurement (2010/11 Revenue Budget £566,000)

Current Service Provision

Procurement's principal aim is to satisfy the supply and service needs of the council, by obtaining the best prices available, supported by the best possible terms and conditions. A Procurement Strategy underpins the council's Procurement Policy and ensures Procurement is able to deliver strategic objectives which are in line and support the Corporate Plan. Partnership procurement is one of five strategic objectives specified within the Procurement Strategy and is achieved through working with Procurement Scotland, Scotland Excel and with other Local Authorities. The Procurement unit conduct tenders and establish supplies and services contracts, promote the use of electronic procurement processes throughout the council, ensure compliance with applicable Scottish, national and European rules and legislation and minimises commercial risk to the council.

Future & Proposed Changes to Service Provision

Through increased reliance on partnership working and changing current working practices, Procurement will be delivered with a reduction in overall staff numbers.

Electronic sourcing has been fully embraced and progress will continue to allow further cost saving efficiencies. The move to the Civic Centre has allowed the service to work more closely with partners and stakeholders to determine the most appropriate way to deliver services to meet their needs. Savings are also being made through co locating in the Civic Centre.

Reductions will be delivered through improved ways of working, elimination of non procurement related activity, proactive data analysis and concentration of effort where procurement can add value. It will also be a requisite that Procurement officers must attain membership of the Chartered Institute of Purchasing & Supply and the expectation will be improvements in both the quantity and quality of contract provision will be delivered.

The Procurement service will continue to engage with local suppliers and small and medium sized companies and incorporate sustainable development principles where appropriate.

2.16 Internal Audit and Risk & Insurance (2010/11 Revenue Budget £318,000)

Current Service Provision

The Internal Audit unit examines and evaluates systems of financial and non-financial control. The unit operates in accordance with the council's Standing Orders and Financial Regulations and conducts audits to assess whether systems and procedures are adequate. Action plans are agreed to address any identified issues and shortcomings. The unit performs systems based audits, best value and value for money audits, special investigations and fraud investigations as well as operating a consultancy role. Internal Audit's customers include all council services, West Lothian Leisure, the Improvement Service and the West Lothian Housing Partnership.

Risk and Insurance provides a risk management and insurance service to the council. The aim is to ensure that risks are identified and managed within services to enable delivery of better outcomes. The unit is responsible for the management and administration of the council's insurance corporately, on behalf of all services. Insurance claims management, funding and financial control are performed by Risk and Insurance, along with the management of loss recovery, supplier insurance checks and business continuity planning. The services delivered affect all council services, teachers, pupils, council house tenants, as well as West Lothian Leisure, Gala day committees, Community Councils, West Lothian Community Health and Care Partnership and others.

Future & Proposed Changes to Service Provision

There is an opportunity to restructure the Risk and Insurance unit and Internal Audit unit into one. This structure has proven to work well within a number of other councils. The aim of the combined unit is to ensure that risks are identified and managed within services to enable the delivery of better services. Savings will be achieved from reduced management costs.

The key internal audit functions that will continue to be undertaken are:

- Systems based audit work, involving the review of systems and key controls
- Reactive activities, including the review of areas of concern and investigation of suspected fraud and irregularity
- Value for money studies and the verification of performance information

2.16 Internal Audit and Risk & Insurance (2010/11 Revenue Budget £318,000)

The key risk and insurance functions that will continue to be undertaken are:

- Administering the councils on-line risk register
- Providing risk management advice, overview reports and training to services, corporate management team and council executive
- Co-ordinating the councils business continuity management arrangements
- Administering the councils insurance programme, and handling claims on behalf of services
- Organising insurance for associated organisations, for example community councils and Gala Committees
- Providing a Tenants Content Insurance Scheme for council tenants

Combining Risk and Insurance with the Internal Audit functions will enable budget reductions to be achieved. To ensure that audit, risk and insurance services continue to be delivered there will be improvements in the following areas:

- IT systems and electronic communication to speed up work processes
- Professional training and succession planning
- Joined up working in risk management

SECTION 3 – SUMMARY OF PROPOSED BUDGET REDUCTIONS AT ACTIVITY LEVEL

3.1 Property Management and Development

Activity	Objective	Corporate Planning Priority	Staff Resource (FTE)	Revenue Budget 2010/11 £	Proposed Reductions 2011/12 to 2013/14 £	Revised Revenue Budget £
Disposal of Surplus Land and Property	To maximise receipts from disposals at the appropriate time to feed the council's capital programme	Making Our Economy Stronger	2.5	387,406	0	387,406
Management of the Commercial Portfolio	To maximise the income from the property portfolio and to maintain long term performance	Making Our Economy Stronger	6.0	(2,384,355)	355,000	(2,739,355)
Rental Arrears Control	To minimise the current and historical levels of rental arrears	Making Our Economy Stronger	0.8	(298,044)	0	(298,044)
Rating Appeals and Management of Non-domestic rates	To minimise the amount of rates which the council pays on operational property and the commercial portfolio	Making Services As Efficient As Possible	0.3	4,558	0	4,558
Valuation of Land and Property	To give high quality professional valuation advice to Members and Officers on demand	Making Services As Efficient As Possible	1.0	45,578	0	45,578
Wayleaves and Servitudes	To grant wayleaves and servitudes in order to maximise income and minimise impact on the land and to record the locations on the Terrier system.	Making Services As Efficient As Possible	0.3	45,578	0	45,578
Property Records Management and Enquiries	To keep full and current records of all land and property owned by the council to allow for the proper management of assets and to answer property enquiries as required	Making Services As Efficient As Possible	1.0	91,154	28,000	63,154

3.1 Property Management and Development (continued)

Activity	Objective	Corporate Planning Priority	Staff Resource (FTE)	Revenue Budget 2010/11 £	Proposed Reductions 2011/12 to 2013/14 £	Revised Revenue Budget £
Professional Property Advice	To ensure on demand availability of expert professional advice to Members and Officers.	Making Our Economy Stronger	1.5	45,578	0	45,578
Land Supply / Infrastructure and Supply of Business Space	To secure improvements in business property and infrastructure, and a range of choice of sites available for development, by quality, location and size.	Making Our Economy Stronger	1.5	91,154	0	91,154
Business Support	To provide information, advice and assistance to local businesses and inward investors on the procurement of suitable premises.	Making Our Economy Stronger	0.1	45,578	0	45,578
The Management of the council's office buildings	To manage the six main buildings to provide safe, clean and well maintained buildings and to deliver the service within the predetermined budget	Making Services As Efficient As Possible	7.6	2,524,053	0	2,524,053
	Total :		22.4	598,238	383,000	215,238

3.2 Construction Services

Activity	Objective	Corporate Planning Priority	Staff Resource (FTE)	Revenue Budget 2010/11 £	Proposed Reductions 2011/12 to 2013/14 £	Revised Revenue Budget £
Capital Programme – In House professional construction advice	To deliver customers building related aims and objectives	Making Services As Efficient As Possible	41.0	1,884,503	30,000	1,854,503
Capital Programme – External professional construction advice	Obtain as and when required services from external sources to achieve customers aims and objectives	Making Services As Efficient As Possible	0.8	82,571	0	82,571
Planned and Reactive Maintenance - Professional Construction Services	To improve the quality of property stock, improve energy efficiency and reduce vandalism	Making Services As Efficient As Possible	13.5	723,256	31,000	692,256
Planned and Reactive Maintenance - Management & monitoring of property revenue budgets	Manage investment in property stock within budget parameters	Making Services As Efficient As Possible	1.3	104,701	0	104,701
Management & monitoring of customers construction capital budgets	Manage capital project investment to ensure spend in each financial year is in line with budgets	Making Services As Efficient As Possible	1.0	76,404	0	76,404

3.2 Construction Services (continued)

Activity	Objective	Corporate Planning Priority	Staff Resource (FTE)	Revenue Budget 2010/11 £	Proposed Reductions 2011/12 to 2013/14 £	Revised Revenue Budget £
Asset Management Plan	Implement and monitor the asset management goals set out in the council's Corporate Asset Management Plan	Making Services As Efficient As Possible	1.0	199,395	0	199,395
Compliance with Property Related Legislation	Develop and implement procedures to manage all property related statutory compliance requirements for all council property	Protecting Our Environment And Communities	1.0	51,627	0	51,627
Energy Management	Implement and monitor the aims and objectives set out in the Energy and Water Strategy to reduce energy and consumption	Making Services As Efficient As Possible	1.0	46,685	0	46,685
Provide expert strategic property advice to the council (CDA, etc)	Provide expert property advice to achieve delivery of councils strategic objectives	Making Services As Efficient As Possible	0.5	29,386	0	29,386
	Less: Income from Other Services			(2,405,081)	0	(2,405,081)
	Total:-		61.1	793,446	61,000	732,446

3.3 Registration Services

Activity	Objective	Corporate Planning Priority	Staff Resource (FTE)	Revenue Budget 2010/11 £	Proposed Reductions 2011/12 to 2013/14 £	Revised Revenue Budget £
Registration Service	To record all registrations for births, marriages and deaths accurately	Making Services As Efficient As Possible	6	231,214	24,000	207,214
Registration Service	To issue extracts from the registers of births, deaths and marriages	Making Services As Efficient As Possible	2	53,357	0	53,357
	Income	Making Services As Efficient As Possible		(177,665)	0	(177,665)
Total :			8.0	106,906	24,000	82,906

3.4 Customer Service Centre

Activity	Objective	Corporate Planning Priority	Staff Resource (FTE)	Revenue Budget 2010/11	Proposed Reductions 2011/12 to 2013/14	Revised Revenue Budget
				£	£	£
Telephone Service	Provide customers with access to all council services through a centrally based telephone service	Making Services As Efficient As Possible	29	993,241	78,000	915,241
Telephone Service	Provide Revenues and Benefits customers with access to services through a centrally based telephone service	Making Services As Efficient As Possible	10.67	254,708	0	254,708
Telephone Service	Provide Housing Repairs customers with access to services through a centrally based telephone service	Making Services As Efficient As Possible	6	205,498	0	205,498
Care Alarm System	Provide 24 x 7 support for older and vulnerable people through the electronic care alarm system	Improving Health And Wellbeing Of Communities	10.986	319,049	0	319,049
	Income	Making Services As Efficient As Possible		(766,639)	0	(766,639)
	Total :		56.7	1,005,858	78,000	927,858

3.5 Corporate Communications

Activity	Objective	Corporate Planning Priority	Staff Resource (FTE)	Revenue Budget 2010/11	Proposed Reductions 2011/12 to 2013/14	Revised Revenue Budget
				£	£	£
Reputation management - Media	To protect, shape and enhance the council's reputation, ensuring that key messages, achievements and successes are well publicised and to strive to secure balanced and fair reporting of all news stories relating to the council. Deal with media enquiries quickly ensuring the council meets its value of being honest, open and accountable.	Making Services As Efficient As Possible	2.5	144,331	59,000	85,331
Reputation management - development online	To identify and develop new opportunities to promote council business using a variety of traditional and online media	Making Services As Efficient As Possible	1.5	86,598	0	86,598
Reputation management - traditional and new publishing	To ensure the council's messages are available through a variety of online channels such as Facebook, Twitter and YouTube and to ensure that traditional publishing delivers best value for money.	Making Services As Efficient As Possible	1.0	47,733	0	47,733
Reputation management	To provide advice to members and officers on working with the media.	Making Services As Efficient As Possible	0.5	28,866	0	28,866
Projects and campaign management	To develop strategies to maximise public awareness of council initiatives and policies, making full use of all opportunities to raise the council's profile and reputation. To deliver key messages for all council services by devising, managing and implementing campaigns on their behalf.	Making Services As Efficient As Possible	2.5	99,330	0	99,330

3.5 Corporate Communications (continued)

Activity	Objective	Corporate Planning Priority	Staff Resource (FTE)	Revenue Budget 2010/11 £	Proposed Reductions 2011/12 to 2013/14 £	Revised Revenue Budget £
Creative design	To give impact to the councils corporate identity by presenting information in an attractive and appropriate format for the target audience. To monitor and provide advice on the proper use of council logos and other corporate branding. To create memorable and attractive designs on behalf of council services in a range of easily-accessible formats including new and traditional methods.	Making Services As Efficient As Possible	3.2	184,743	0	184,743
	Income	Making Services As Efficient As Possible		(101,034)	0	(101,034)
	Total:		11.2	490,568	59,000	431,568

3.6 Council Information Service

Activity	Objective	Corporate Planning Priority	Staff Resource (FTE)	Revenue Budget 2010/11 £	Proposed Reductions 2011/12 to 2013/14 £	Revised Revenue Budget £
Council Information Service	To provide customers with personal access to all council services through a network of local service centres	Making Services As Efficient As Possible	40.1	1,112,261	323,000	789,261
Council Information Service	To provide customers with a cash collection service to facilitate payment of Council Tax, Rent, Rates etc.	Making Services As Efficient As Possible	8.0	221,897	0	221,897
	Income	Making Services As Efficient As Possible		(1,120,973)	0	(1,120,973)
	Total:		48.1	213,185	323,000	(109,815)

3.7 Quality and Performance

Activity	Objective	Corporate Planning Priority	Staff Resource (FTE)	Revenue Budget 2010/11 £	Proposed Reductions 2011/12 to 2013/14 £	Revised Revenue Budget £
Best Value	To ensure that the council actively promotes and complies with the obligations of a Best Value regime	Making Services As Efficient As Possible	2.0	282,938	57,000	225,938
WLAM Assessment programme	Develop and implement the council's assessment programme across council services and facilitate the process.	Making Services As Efficient As Possible	3.0	220,352	32,000	188,352
Business Improvement	To promote and facilitate Business Improvement interventions and provide full support to services to manage the transition of change	Making Services As Efficient As Possible	3.0	435,311	57,000	378,311
	Income	Making Services As Efficient As Possible		(465,333)	0	(465,333)
	Total:		8.0	473,268	146,000	327,268

3.8 Community Planning

Activity	Objective	Corporate Planning Priority	Staff Resource (FTE)	Revenue Budget 2010/11 £	Proposed Reductions 2011/12 to 2013/14 £	Revised Revenue Budget £
Locality Planning	To work with all Community Planning Partners to ensure that they are working together in nine multi member wards with the common aim of closing the opportunity gap	Improving The Health And Wellbeing Of Communities	14.2	1,693,649	180,000	1,513,649
Community Planning	To ensure council and Partners deliver required duties in relation to Community Planning	Making Services As Efficient As Possible	2.0	105,268	73,000	32,268
	Total :		16.2	1,798,917	253,000	1,545,917

3.9 Human Resource Shared Services

Activity	Objective	Corporate Planning Priority	Staff Resource (FTE)	Revenue Budget 2010/11	Proposed Reductions 2011/12 to 2013/14	Revised Revenue Budget
				£	£	£
Modernising HR Services	To continue to modernise HR systems, processes and interfaces	Making Services As Efficient As Possible	5.4	245,859	0	245,859
Pay and Reward	To provide a comprehensive, cost effective payroll and reward service including provision of statutory returns to external bodies and management information and job evaluation service to senior managers of the council	Making Services As Efficient As Possible	23.0	691,816	259,000	432,816
Recruitment and Administration	To provide a comprehensive, cost effective administration and recruitment and selection service to all services of the council and to market the council as an employer of choice	Making Services As Efficient As Possible	5.1	148,597	0	148,597
HR Advice and Support	To provide specialist and front line advice and support service on matters relating to employees conditions of service, council HR Policies, discipline, grievance, recruitment, absence management and supporting administration processing issues	Making Services As Efficient As Possible	5.9	242,289	56,000	186,289
Employee Relations	To advise the council and respond to outside bodies, including trade unions, on corporate HR and employment issues.	Making Services As Efficient As Possible	0.1	6,655	0	6,655
HR Policies	To develop and roll -out new employment policies and procedures and review existing policies in line with legislative changes, corporate decisions , and national and local collective agreements	Making Services As Efficient As Possible	1.3	68,815	0	68,815
Diversity and Equality	To contribute to the implementation of the council's Equality Schemes through policy input, supporting training activity and undertaking equality impact assessments to ensure council meets its statutory obligations.	Making Services As Efficient As Possible	0.9	22,889	0	22,889

3.9 Human Resource Shared Services (continued)

Activity	Objective	Corporate Planning Priority	Staff Resource (FTE)	Revenue Budget 2010/11 £	Proposed Reductions 2011/12 to 2013/14 £	Revised Revenue Budget £
Occupational Health and Safety	To provide a comprehensive Occupational Health and Safety service to all employees. To provide advice and information to the council's managers so that the council meets its statutory duty to manage health and safety.	Making Services As Efficient As Possible	6.8	303,874	83,000	220,874
Absence Management - Medical advice and support	To help services improve the health of the workforce, and reduce sickness absence, by providing professional medical advice and support.	Making Services As Efficient As Possible	1.7	74,850	0	74,850
Healthy Working Lives	To lead cross council working group and activities aimed at implementing the council's strategy to actively promote and support a healthy workforce	Making Services As Efficient As Possible	0.2	18,262	0	18,262
Workforce Management	To work with service areas to agree workforce plans and development strategies to meet current and future resourcing needs and skill requirements.	Making Services As Efficient As Possible	0.7	65,602	0	65,602
Learning and development	To scope, develop and implement organisational development programmes in line with the People Strategy to meet statutory and organisational requirements across the council and to develop accreditation strategies to help meet shortage skills	Making Services As Efficient As Possible	4.9	251,556	106,000	145,556
Service level management of Support Services	To manage, develop, promote and represent Support Services and its role in the council, including Service Planning, performance management, partnership agreements, risk management, Freedom of Information and corporate governance.	Making Services As Efficient As Possible	0.7	63,447	4,000	59,447

3.9 Human Resource Shared Services (continued)

Activity	Objective	Corporate Planning Priority	Staff Resource (FTE)	Revenue Budget 2010/11 £	Proposed Reductions 2011/12 to 2013/14 £	Revised Revenue Budget £
Corporate Initiatives	To provide necessary support as appropriate to ensure effective progress of corporate initiatives.	Making Services As Efficient As Possible	2.8	158,713	0	158,713
Children's Panel	To provide recruitment, training and support for the Children's Panel Advisory Committee	Making Services As Efficient As Possible	0.2	11,642	0	11,642
Trade Union Duties	Trade Union Duties	Making Services As Efficient As Possible	0.6	45,682	0	45,682
Members Support	Provision of Members Support	Making Services As Efficient As Possible	10.2	1,270,379	0	1,270,379
Reception and Mailroom Services	Reception duties and the management of all incoming and outgoing mail at the Civic Centre	Making Services As Efficient As Possible	3.0	38,129	0	38,129
Administration Support	Provision of administration support service	Making Services As Efficient As Possible	2.0	117,807	8,000	109,807
	Total:		75.5	3,846,862	516,000	3,330,862

3.10 Legal and Committee Services

Activity	Objective	Corporate Planning Priority	Staff Resource (FTE)	Revenue Budget 2010/11 £	Proposed Reductions 2011/12 to 2013/14 £	Revised Revenue Budget £
Legal	To provide legal advice and services to support the council's businesses including conveyancing, litigation, tribunals and inquiries, planning, transportation, social services & education.	Making Services As Efficient As Possible	19.8	882,505	154,000	728,505
Council Licensing	To provide legal advice, committee clerking and services to support the Licensing Sub-committee, and administration of taxis, private hire car and other council licensing	Making Services As Efficient As Possible	3.0	34,447	38,000	(3,553)
Waste Management Project	To provide in house legal advice and support to the council's Waste Management Project Team	Making Services As Efficient As Possible	0.2	9,123	0	9,123
Licensing Board	To administer liquor licensing and betting/gaming on behalf of the licensing board	Making Services As Efficient As Possible	2.5	5,715	0	5,715
Children's Panel Advisory Committee	To provide recruitment, training & support services to children's panel advisory committee	Making Services As Efficient As Possible	0.2	7,109	0	7,109
Children's Panel	To provide recruitment, training & support services to children's panel	Making Services As Efficient As Possible	0.2	25,598	0	25,598
Safeguarders	To provide recruitment, training & support services to Safeguarders.	Making Services As Efficient As Possible	0.2	54,048	0	54,048

3.10 Legal and Committee Services (continued)

Activity	Objective	Corporate Planning Priority	Staff Resource (FTE)	Revenue Budget 2010/11 £	Proposed Reductions 2011/12 to 2013/14 £	Revised Revenue Budget £
Administration Services	To provide a comprehensive committee administration service to meetings of the full council, committees, joint consultative groups and other bodies	Making Services As Efficient As Possible	5.5	185,922	37,000	148,922
Members Disbursements	To administer and manage the Local Members Disbursements fund.	Making Services As Efficient As Possible	0.1	99,994	0	99,994
Community Council's Scheme	To provide a service to 38 Community Council areas, plus West Lothian Association of Community Councils.	Making Services As Efficient As Possible	0.6	55,930	0	55,930
Placing in Schools Appeals	To provide committee administration to placing in schools appeals committee	Making Services As Efficient As Possible	0.2	5,438	0	5,438
Training	To provide training to senior officers on council administration structures and multi member ward protocols	Making Services As Efficient As Possible	0.2	10,111	0	10,111
	Total :		32.7	1,375,940	229,000	1,146,940

3.11 IT Services

Activity	Objective	Corporate Planning Priority	Staff Resource (FTE)	Revenue Budget 2010/11	Proposed Reductions 2011/12 to 2013/14	Revised Revenue Budget
				£	£	£
Corporate IT Strategy & Support	Development of IT strategy, policy, procedures and standards; advice and guidance on licensing and legislation, management of corporate IT groups, research and development; purchasing and administration.	Making Services As Efficient As Possible	5.5	259,351	134,000	125,351
Business Management	Provide advice and guidance on development of service IT strategies and technology developments; project activity and project management; business analysis; communication of IT strategy, policies and standards; project office support.	Making Services As Efficient As Possible	13.0	733,684	52,000	681,684
Operations - Information Systems Development and Support	Provide IT solutions to: applications and interfaces development; adoption of user systems for maintenance and support; applications and interfaces support - in house and 3rd party developed systems; web development; small projects management.	Making Services As Efficient As Possible	11.8	740,764	96,000	644,764
Operations - Infrastructure Development and Support	Provide adequate and robust infrastructure services to allow the council to make best use of IT solutions including: communications and network and telephony support; technical infrastructure support; server and operating systems support; desktop support; service desk.	Making Services As Efficient As Possible	35.7	2,465,360	461,000	2,004,360
	Total:		66.0	4,199,159	743,000	3,456,159

3.12 Chief Executive

Activity	Objective	Corporate Planning Priority	Staff Resource (FTE)	Revenue Budget 2010/11	Proposed Reductions 2011/12 to 2013/14	Revised Revenue Budget
				£	£	£
Complaints and Enquiries	Respond to operational issues raised by Elected Members, MP's, MSP's, external organisations and members of the public.	Making Services As Efficient As Possible	2.0	414,483	8,533	405,950
Corporate Code of Governance	Ensure good management, performance and stewardship of public money and public engagement.	Making Services As Efficient As Possible	0.1	25,905	533	25,372
Corporate FOI and FOI Internal Reviews	Respond to FOI's, deal with internal reviews and appeals and report to Corporate Management Team and council.	Making Services As Efficient As Possible	0.3	51,810	1,067	50,743
Elections Administration	To run elections in compliance with legislation.	Making Services As Efficient As Possible	0.3	147,568	24,000	123,568
Standards Commission Complaints	To raise awareness and promote high standards of conduct by Councillors. To respond to issues raised by Standard Commission, relating to complaints received.	Making Services As Efficient As Possible	0.3	51,810	1,067	50,743
Standing Orders	To monitor and review Standing Order's to ensure compliance with decisions made by council.	Making Services As Efficient As Possible	0.1	25,905	533	25,372
Emergency Planning	To ensure council complies with its duties under the Civic Contingencies Act and other legislation.	Making Services As Efficient As Possible	1.0	207,241	44,267	162,974
	Total:		4.0	924,723	80,000	844,723

3.13 Financial Management Unit

Activity	Objective	Corporate Planning Priority	Staff Resource (FTE)	Revenue Budget 2010/11 £	Proposed Reductions 2011/12 to 2013/14 £	Revised Revenue Budget £
Revenue Budget Strategy and Planning	Preparation of a medium term revenue budget and strategy.	Making Services As Efficient As Possible	6.0	331,227	34,383	296,844
Capital Budget Strategy and Planning	Preparation of a ten year Capital Investment and Strategy and Asset Management strategy.	Making Services As Efficient As Possible	0.7	38,453	3,992	34,461
Capital Budget Preparation	Preparation of detailed Capital Budget. On an annual basis.	Making Services As Efficient As Possible	0.3	15,887	1,649	14,238
Revenue Budget Preparation	Preparation of the detailed Revenue Budget, including the Activity Budget and incorporating any adjustments resulting from rolling budget performance.	Making Services As Efficient As Possible	4.4	244,034	25,332	218,702
Budget Monitoring	Monitor the Capital and Revenue budgets, including meeting provisions of the Cipfa Prudential Code and monitoring of prudential Indicators.	Making Services As Efficient As Possible	6.3	351,449	36,482	314,967
Final Accounts	Preparation of Final Accounts with the aim of securing an unqualified audit certificate	Making Services As Efficient As Possible	2.3	128,737	13,363	115,374
Treasury Management	Operate an effective Treasury Management Strategy.	Making Services As Efficient As Possible	1.4	79,893	8,293	71,600
Financial Advice and Queries	Provide our customers with comprehensive support and advice on all financial matters in compliance with service standards.	Making Services As Efficient As Possible	0.9	51,561	5,352	46,209

3.13 Financial Management Unit (continued)

Activity	Objective	Corporate Planning Priority	Staff Resource (FTE)	Revenue Budget 2010/11 £	Proposed Reductions 2011/12 to 2013/14 £	Revised Revenue Budget £
VAT Management	Comply with VAT legislation and minimise the council's VAT liability	Making Services As Efficient As Possible	0.3	16,758	1,740	15,018
Systems Support and Records Management	Maintain and manage the Financial Ledger and Financial Records	Making Services As Efficient As Possible	3.8	208,692	21,663	187,029
External Funds Management	Undertake analysis of Scottish Government proposals and announcements to assess the financial impact on the council and to attempt to maximise income.	Making Services As Efficient As Possible	0.2	11,781	1,223	10,558
Grant Claims, Statistical and General Returns	To complete and reconcile grant claims in a timely and accurate manner.	Making Services As Efficient As Possible	1.5	83,709	8,689	75,020
Best Value, Governance and Customer Relations	To monitor and review performance in a transparent manner through service standards, customer consultation and compliance with corporate governance	Making Services As Efficient As Possible	3.6	199,649	20,725	178,924
Accounts Payable	To provide a comprehensive, cost effective accounts payable service	Making Services As Efficient As Possible	3.9	214,914	22,309	192,605
Project and Business Improvement Reviews	Undertake projects and reviews to improve service quality	Making Services As Efficient As Possible	3.0	167,293	17,366	149,927

3.13 Financial Management Unit (continued)

Activity	Objective	Corporate Planning Priority	Staff Resource (FTE)	Revenue Budget 2010/11	Proposed Reductions 2011/12 to 2013/14	Revised Revenue Budget
				£	£	£
Other Activities (Trusts, WLL, WLHP, Pensions)	Monitor Council House Loans, accounting service to West Lothian Municipal Bank Ltd, accounting and administrative support service to Trust Funds and other miscellaneous activities	Making Services As Efficient As Possible	1.6	90,927	9,439	81,488
	Total:		40.2	2,234,962	232,000	2,002,962

3.14 Revenues and Benefits

Activity	Objective	Corporate Planning Priority	Staff Resource (FTE)	Revenue Budget 2010/11	Proposed Reductions 2011/12 to 2013/14	Revised Revenue Budget
				£	£	£
Council Tax, and Residual Community Charge including Corporate Debt	Provide and maintain Council Tax and Water Service Charges administration, billing and collection system incorporating: Register of dwellings, liable persons, exemptions, discounts, reductions, payments, recovery, appeals and enquiries.	Making Services As Efficient As Possible	38.9	323,480	126,000	197,480
Non-Domestic Rates	Provide and maintain a Non Domestic Rates administration, billing and collection system (Assessment Roll) incorporating: Register of lands and heritages, rateable occupiers, exemptions, reliefs, payments, recovery, appeals and enquiries.	Making Services As Efficient As Possible	5.0	57,963	0	57,963
Service Accounts	Provide and maintain an invoicing and collection system for all services.	Making Services As Efficient As Possible	5.0	65,375	0	65,375
Housing Benefit & Council Tax Benefit Administration	Provide a Housing Benefit and Council Tax Benefit Administration service incorporating: maintaining details of benefit claims, awarding benefits, applying benefits to council tax and rent accounts, pay landlord tenants benefits where appropriate, routine communications and enquiries.	Making Services As Efficient As Possible	62.8	500,766	191,000	309,766
Income and Rent Accounting Management	Provide income management function incorporating; corporate banking, control and reconciliation and provision of a range of payment methods. Maintain a Rent Accounting System incorporating; rent charges, contents insurance, maintenance of financial records and handling of enquiries	Making Services As Efficient As Possible	17.7	81,951	0	81,951
	Total:		129.4	1,029,535	317,000	712,535

3.15 Procurement

Activity	Objective	Corporate Planning Priority	Staff Resource (FTE)	Revenue Budget 2010/11 £	Proposed Reductions 2011/12 to 2013/14 £	Revised Revenue Budget £
Supply Contracts	To establish and manage new supply contracts that meet council requirements.	Making Services As Efficient As Possible	3	155,176	16,438	138,738
Service Contracts	To establish and manage new service contracts that meet council requirements.	Making Services As Efficient As Possible	3	155,176	16,438	138,738
Supply/Service Collaborative Contracts	To participate fully in Procurement Scotland contracts	Making Services As Efficient As Possible	1.35	69,829	7,397	62,432
Supply/Service Collaborative Contracts	To participate fully in Scotland Excel Scotland contracts	Making Services As Efficient As Possible	1.35	69,829	7,397	62,432
Supply/Service Contracts	To structure contracts to allow local suppliers and Small to Medium Enterprises an equal opportunity to gain business	Making Our Economy Stronger	1.25	64,657	6,850	57,807
Supply/Service Contracts	To structure contracts with consideration for the principles of sustainable development	Making Our Economy Stronger	1	51,725	5,480	46,245
	Total:		11.0	566,391	60,000	506,391

3.16 Risk and Insurance

Activity	Objective	Corporate Planning Priority	Staff Resource (FTE)	Revenue Budget 2010/11 £	Proposed Reductions 2011/12 to 2013/14 £	Revised Revenue Budget £
Insurance Fund Management	To manage the cost of insurance risk	Making Services As Efficient As Possible	2.9	104,356	58,000	46,356
Risk Advice & Business Continuity Management Co-ordination.	To reduce the cost and the potential of risk to the council and ensure the delivery of essential services.	Making Services As Efficient As Possible	1.0	35,985	0	35,985
Continuous Improvement and Performance Reporting (Best Value)	To monitor and review performance in a transparent manner against R&I service standards on a regular basis, consult with customers and record their findings.	Making Services As Efficient As Possible	0.1	3,598	0	3,598
Insurance Commission	Income	Making Services As Efficient As Possible	0.0	(96,540)	0	(96,540)
	Total:		4.0	47,400	58,000	(10,600)

3.17 Internal Audit

Activity	Objective	Corporate Planning Priority	Staff Resource (FTE)	Revenue Budget 2010/11 £	Proposed Reductions 2011/12 to 2013/14 £	Revised Revenue Budget £
Systems Based Audits	To appraise and report on the adequacy of systems of financial & managerial control	Making Services As Efficient As Possible	2.6	153,126	8,478	144,648
Best Value studies and audit of statutory performance indicators	To review the council's arrangements for complying with its statutory duty of best value and for ensuring economy, efficiency and effectiveness in the use of resources	Making Services As Efficient As Possible	0.5	29,447	1,630	27,817
Reactive Work	To undertake, as and when required, enquires into any matters of concern	Making Services As Efficient As Possible	1.5	88,342	4,892	83,450
	Total:		4.6	270,915	15,000	255,915

SECTION 4 – PARTNERSHIP & RESOURCES DETAILED BUDGET REDUCTION PROPOSALS

Service	Service Proposal No.	Description	Impact		Proposed Saving £'000				Reduction Category
			Potential Service Impact	Action Required to Deliver Reduction	2011 / 12	2012 / 13	2013 / 14	Total Forecast Savings	Efficiency, Service Change, Income Charging
Property – Management & Development	PR1	Removal of vacant posts	Reduction in service performance likely. Will aim to manage workload across team	Posts will not be filled as they become vacant.	65	0	0	65	Efficiency
Property – Management & Development	PR2	Reduced use of Agency staff, reduce advertising budget	Minimal service impact anticipated but loss of flexibility for reactive work	Reduction in Agency staff budget	51	0	0	51	Efficiency
Property – Management & Development	PR3	Reduce statutory advertising	No service impact	Reduce statutory advertising budget	5	0	0	5	Efficiency
Property – Management & Development	PR4	Increased rental income	No service impact	Rent reviews applied to £4.5m rental income stream	100	66	0	166	Efficiency
Property – Management & Development	PR5	Remove staff posts within Support activities	Reduced capacity to support service activities. Impact will need to be monitored	Short term support for current vacancies will be phased out by 2011/12	96	0	0	96	Efficiency
Property - Construction	PR6	Workforce management reductions	Minimal service impact anticipated but loss of flexibility for reactive work	Staffing reductions through workforce management	61	0	0	61	Efficiency

SECTION 4 – PARTNERSHIP & RESOURCES DETAILED BUDGET REDUCTION PROPOSALS

Service	Service Proposal No.	Description	Impact		Proposed Saving £'000				Reduction Category
			Potential Service Impact	Action Required to Deliver Reduction	2011 / 12	2012 / 13	2013 / 14	Total Forecast Savings	Efficiency, Service Change, Income Charging
Customer - Registration	PR7	Remove mobile registration and focus service in Bathgate and Livingston	All Registration services will be centralised in Bathgate and Livingston.	Staffing reductions through workforce management	24	0	0	24	Service Change
Customer - CSC	PR8	Reduce hours	Customers may be unable to make contact outwith emergencies. The potential of automated services will be reviewed.	Change the shifts and opening hours and non-filling of vacancies as they arise.	78	0	0	78	Service Change
Customer – Corporate Communications	PR9	Review Corporate Communication	The service will have to focus on core activities and will have to reduce other services to internal customers.	Staffing reductions through workforce management	29	30	0	59	Efficiency
Customer - CIS	PR10	Reduce service provision	Some local offices will be closed & services provided from 3 main hub offices in the North, East and West. Potential to sustain service delivery through integration with Libraries / Community Education Centres to be further explored.	Staffing reductions through workforce management	0	67	256	323	Service Change
Customer – Quality and Performance	PR11	Quality and Performance rationalisation	Duties will need to be reallocated	Staffing reductions through workforce management	60	29	57	146	Efficiency

SECTION 4 – PARTNERSHIP & RESOURCES DETAILED BUDGET REDUCTION PROPOSALS

Service	Service Proposal No.	Description	Impact		Proposed Saving £'000				Reduction Category
			Potential Service Impact	Action Required to Deliver Reduction	2011 / 12	2012 / 13	2013 / 14	Total Forecast Savings	Efficiency, Service Change, Income Charging
Cultural – Community Planning	PR12	Community Regeneration Service: Review of Business Model to better align with Life Stages	Ensure Service delivery aligns to Life Stages	Work already underway.	38	55	0	93	Efficiency
Cultural – Fairer Scotland Fund	PR13	Reduce current budgets	Greater focus on Outcomes aligned to Life Stages and council priorities	Reduction in support for specific single projects	125	0	0	125	Service Change
Cultural – Community Planning	PR14	Review of the delivery of Community Planning	Reduced development work, greater emphasis on partnership resources	Partner engagement to establish priorities linked to Life Stages and the Single Outcome Agreement	5	30	0	35	Efficiency

SECTION 4 – PARTNERSHIP & RESOURCES DETAILED BUDGET REDUCTION PROPOSALS

Service	Service Proposal No.	Description	Impact		Proposed Saving £'000				Reduction Category
			Potential Service Impact	Action Required to Deliver Reduction	2011 / 12	2012 / 13	2013 / 14	Total Forecast Savings	Efficiency, Service Change, Income Charging
Support – HR Services	PR15	Removal of posts relating to HR Adviser, Payroll Management and Payroll Input and HR Admin posts.	Removal of HR Adviser posts and HR Admin posts will have a material impact on ability of HR Services to provide corporate and service specific advice and support to services. Reduction in Payroll Management and Payroll Input may have an impact on the ability to meet payment deadlines and inability to deal with any out of course payments, and will have implications for HR systems development and maintenance	Staffing reductions through workforce management	259	245	0	504	Efficiency
Support – HR Services	PR16	Printing & stationery budget reduction	None	Greater use of electronic documents and transactions	4	0	0	4	Efficiency
Support – Business Support	PR17	Reduction in Medical Fees budget	May impact on Occupational Health support	Risk assess every management referral	5	0	0	5	Efficiency
Support – Business Support	PR18	Reduction in Sundry Supplies budget	None	Reduce budget	3	0	0	3	Efficiency

SECTION 4 – PARTNERSHIP & RESOURCES DETAILED BUDGET REDUCTION PROPOSALS

Service	Service Proposal No.	Description	Impact		Proposed Saving £'000				Reduction Category
			Potential Service Impact	Action Required to Deliver Reduction	2011 / 12	2012 / 13	2013 / 14	Total Forecast Savings	Efficiency, Service Change, Income Charging
Support - Legal	PR19	Legal - early retirement of qualified and non qualified staff and non filling of vacant posts. Non filling of vacant Committee Services post.	Reduction in the number of solicitors may lead to a requirement to outsource work. Risk of impact on service delivery & key issues for council; possibility of some work which may not be able to be appropriately outsourced. Reduction in number of paralegal & legal assistants & risk that if posts are not filled, then the council would fail to fulfil its statutory obligations in terms of the processing of licence applications & the conduct of Licensing Board meetings. Non filling of Committee Services posts likely to have an impact on service delivery but will need to be kept under review.	Staffing reductions through workforce management	114	115	0	229	Efficiency

SECTION 4 – PARTNERSHIP & RESOURCES DETAILED BUDGET REDUCTION PROPOSALS

Service	Service Proposal No.	Description	Impact		Proposed Saving £'000				Reduction Category
			Potential Service Impact	Action Required to Deliver Reduction	2011 / 12	2012 / 13	2013 / 14	Total Forecast Savings	Efficiency, Service Change, Income Charging
Support - IT	PR20	Removal of posts through combination of early and flexible retirement. Removal of posts requiring redesign of service delivery and structure requirements	Risk to supporting major IT systems. Impact on front line services when desktop equipment fails and resolution requires onsite visits. Risk to delivery of future efficiency project for service areas. Impact on the identification of root causes and problems which result in recurring incidents	This would require restructuring of the service	263	255	0	518	Efficiency
Support - IT	PR21	Return of Van to Fleet	Staff will have to use their own vehicles	Already agreed for 2010/11	5	0	0	5	Efficiency
Support - IT	PR22	Reduction in Mobile Phone Charges	Increase dependency on standard lines	Analyse spend and remove phones	1	0	0	1	Efficiency
Support - IT	PR23	Reduction in Professional Subscriptions	May impact on staff development	Cease memberships and withdraw from benchmarking	1	0	0	1	Efficiency
Support - IT	PR24	Reduction in recruitment advertising	May make recruitment more difficult – impact on support for front line services	Removal of external advertising unless recruitment fails	1	0	0	1	Efficiency
Support - IT	PR25	Reduce Medical Fees Budget	May impact on Occupational Health support	Risk assess every management referral	1	0	0	1	Efficiency

SECTION 4 – PARTNERSHIP & RESOURCES DETAILED BUDGET REDUCTION PROPOSALS

Service	Service Proposal No.	Description	Impact		Proposed Saving £'000				Reduction Category
			Potential Service Impact	Action Required to Deliver Reduction	2011 / 12	2012 / 13	2013 / 14	Total Forecast Savings	Efficiency, Service Change, Income Charging
Support - IT	PR26	Reduction in training budget	Project budgets may be insufficient to accommodate training cost and less business transformation projects continue	All project related training including IT technical training must be scoped and costed	10	10	0	20	Efficiency
Support - IT	PR27	Reduction in contractors budget	Risk that IT can not secure necessary external support on specialist areas	Reduce programme of projects that require additional resource or fund from services	39	50	0	89	Efficiency
Support - IT	PR28	Review essential user car allowance	Reduced travel between sites as a result of Property Strategy and increased use of remote access diagnostic tools	Continue with delivery of Windows SMS and Network Service projects, complete analysis on car users.	15	0	0	15	Efficiency
Support - IT	PR29	Reduction in Broadband costs to provide 54 smaller council offices with access to services	None	Migrate service into new WAN contract and initiate project April 2010	30	10	0	40	Efficiency
Support - IT	PR30	Remove out of hours support cover for data centre	Risk to frontline services of increased downtime and extended resolution times on failure	Refresh servers as planned. Out of hours failures will not be addressed until start of business day	0	11	0	11	Efficiency

SECTION 4 – PARTNERSHIP & RESOURCES DETAILED BUDGET REDUCTION PROPOSALS

Service	Service Proposal No.	Description	Impact		Proposed Saving £'000				Reduction Category
			Potential Service Impact	Action Required to Deliver Reduction	2011 / 12	2012 / 13	2013 / 14	Total Forecast Savings	Efficiency, Service Change, Income Charging
Support - IT	PR31	Remove shift allowance and out of hours support for Academy & Civica	Potential risk of outage of systems out of hours	Requires either Single Status phase 2 to remove shift % from 2 posts or change to contracts and investigation of automated processes to mitigate risk	11	0	0	11	Efficiency
Support - IT	PR32	Renegotiate Corporate IT Service hardware support contract	Reduced response time from 4 to 8hours. Increased risk of downtime and longer recovery time for front line services.	Initiate procurement exercise/tender in Nov 2009	0	10	0	10	Efficiency
Support - IT	PR33	Rationalise websense filtering solutions at end of existing contract 2011	None	Initiate tender early 2011 and negotiate on public access licences required with services	0	5	0	5	Efficiency
Support - IT	PR34	Re-engineer SQL platforms to reduce licence costs	None	Further analysis and engagement with Microsoft	5	0	0	5	Efficiency
Support - IT	PR35	Rationalise and Transfer BT lines over to Thus contract	None	Initiate next phase of project and resource completion	0	10	0	10	Efficiency

SECTION 4 – PARTNERSHIP & RESOURCES DETAILED BUDGET REDUCTION PROPOSALS

Service	Service Proposal No.	Description	Impact		Proposed Saving £'000				Reduction Category
			Potential Service Impact	Action Required to Deliver Reduction	2011 / 12	2012 / 13	2013 / 14	Total Forecast Savings	Efficiency, Service Change, Income Charging
Chief Executive	PR36	General reduction to supplies and services	No Service Impact	Reduction in budget	14	0	0	14	Efficiency
Chief Executive	PR37	General reduction to hospitality costs	No Service Impact	Reduction in budget	2	0	0	2	Efficiency
Chief Executive	PR38	Staffing reduction through restructuring	No Service Impact	Staff Consultation	20	20	0	40	Efficiency
Chief Executive	PR39	Elections - General reduction to supplies & services	No Service Impact	Reduction in budget	24	0	0	24	Efficiency
Finance - FMU	PR40	FMU -Restructuring following the FMU modernisation strategy. To reduce structure by 6 fte	If changes are not managed effectively performance will reduce across the board. Ability to deliver unplanned work quickly will be reduced	Reduce staffing level by 6fte through retirements & restructuring. To achieve this the recommendations contained in the Modernising Financial Management report will have to be implemented in full	118	100	0	218	Efficiency
Finance - FMU	PR41	FMU - Reduction in Recruitment Advertising due to restructuring, vacant jobs not being filled	No Service Impact	Vacancies arising will not be filled	4	0	0	4	Efficiency

SECTION 4 – PARTNERSHIP & RESOURCES DETAILED BUDGET REDUCTION PROPOSALS

Service	Service Proposal No.	Description	Impact		Proposed Saving £'000				Reduction Category
			Potential Service Impact	Action Required to Deliver Reduction	2011 / 12	2012 / 13	2013 / 14	Total Forecast Savings	Efficiency, Service Change, Income Charging
Finance - FMU	PR42	FMU - Reduction in Supplies & Services	No Service Impact	Overall reduction in supplies and services	10	0	0	10	Efficiency
Finance – Revenues	PR43	Revenues - Civica Contract Reduction	No Service Impact	Revised contract in place	70	0	0	70	Efficiency
Finance – Revenues	PR44	Revenues -Discontinue use of Host Access	No Service Impact	Linked to contract above	1	2	0	3	Efficiency
Finance - Revenues	PR45	Revenues -Visiting Officer (X2)	Adverse impact on benefit intervention target and reduction in home visiting. The impact of this proposal, combined with any other changes to advisory functions, is likely to reduce the availability of advice in West Lothian	Staffing reductions through workforce management	50	0	0	50	Efficiency
Finance - Revenues	PR46	Revenues –Discontinue Trainee Scheme	Impact will be felt in administration of CSE and other development work. This would mean that managerial staff would have to carry out CSE work that would be detrimental to their own workload. In the longer term, succession planning will be adversely affected	Staffing reductions through workforce management	0	53	0	53	Efficiency

SECTION 4 – PARTNERSHIP & RESOURCES DETAILED BUDGET REDUCTION PROPOSALS

Service	Service Proposal No.	Description	Impact		Proposed Saving £'000				Reduction Category
			Potential Service Impact	Action Required to Deliver Reduction	2011 / 12	2012 / 13	2013 / 14	Total Forecast Savings	Efficiency, Service Change, Income Charging
Finance - Revenues	PR47	Change current mailroom service provision	Potential service improvement through improved technology and best practice	Appropriate alternative supplier to be sourced. Alternatively consider combining with other council mailrooms. Staffing reductions through workforce management	0	0	60	60	Efficiency
Finance - Revenues	PR48	Business Control staffing reduction	Minimal service impact as cheaper means of service delivery have been implemented	Staffing reductions through workforce management	0	30	0	30	Efficiency
Finance - Revenues	PR49	Reduce Staffing by 2.5 revenues officers	Interventions / Investigations team has service impact of interventions volume targets not being met. Income & Rent Control team - If cash offices remain open then timetable for period end reconciliations will slip having an impact on Housing Services, FMU and council tenants. Benefits team need to ensure cover of any long-term absence to ensure £200k per annum funding is not lost	Staffing reductions through workforce management	0	51	0	51	Efficiency

SECTION 4 – PARTNERSHIP & RESOURCES DETAILED BUDGET REDUCTION PROPOSALS

Service	Service Proposal No.	Description	Impact		Proposed Saving £'000				Reduction Category
			Potential Service Impact	Action Required to Deliver Reduction	2011 / 12	2012 / 13	2013 / 14	Total Forecast Savings	Efficiency, Service Change, Income Charging
Finance – Internal Audit and Risk & Insurance	PR50	Management of Internal Audit & Risk & Insurance are merged into one unit. The Risk & Insurance manager will retire in 2011 and not be replaced	Loss of knowledge and expertise in risk & insurance. Need to ensure Governance controls are not compromised. A reduction in planned audit coverage which will impact on our ability to audit the key risks facing the council	Merge units to create one Risk and Audit unit with retirement of risk and insurance manager	29	29	0	58	Efficiency
Finance – Internal Audit and Risk & Insurance	PR51	Flexible retirement meaning staff member would work reduced hours	Less capacity to carry out audits, which will impact ability to audit the key risks facing the council	Staffing reductions through workforce management	15	0	0	15	Efficiency
Finance - Procurement	PR52	Procurement -Trainee Procurement Officer Vacancy withdrawn	Greater prioritisation of procurement activity required	Delete Vacant post	21	0	0	21	Efficiency
Finance - Procurement	PR53	Procurement Officer	Greater prioritisation of procurement activity required	Current vacancy status changed from full time to fixed term	0	0	39	39	Efficiency
		Total:			1,882	1,283	412	3,577	

Efficiency	1,655	1,216	156	3,027
Service Change	227	67	256	550
Income / Charging	0	0	0	0
Total	1,882	1,283	412	3,577