



## **PARTNERSHIP AND RESOURCES POLICY DEVELOPMENT AND SCRUTINY PANEL**

### **DELIVERING BETTER OUTCOMES CONSULTATION**

#### **REPORT BY CHIEF EXECUTIVE**

##### **A. PURPOSE OF REPORT**

The report provides the Panel with an update on the feedback received from respondents as part of the Delivering Better Outcomes (2014) consultation.

##### **B. RECOMMENDATION**

It is recommended that the Panel notes:

1. the statistical information relating to the consultation (Appendix 1);
2. the high level summary of the comments and feedback received relevant to the remit of this Policy Development and Scrutiny Panel (PDSP) (Appendix 2); and
3. that the consultation results will be used by the council to help balance its budget for the period to 2018.

##### **C. SUMMARY OF IMPLICATIONS**

<b>I Council Values</b>	<ul style="list-style-type: none"><li>• Being honest, open and accountable</li><li>• Focusing on our customers' needs</li><li>• Making best use of our resources</li><li>• Working in partnership</li></ul>
<b>II Policy and Legal (including Strategic Environmental Assessment, Equality Issues, Health or Risk Assessment)</b>	<p>The council is required to set a balanced revenue budget on an annual basis.</p> <p>Best Value duties establish the council's requirement to understand the needs of its different communities and involve them in setting priorities and shaping service.</p>
<b>III Implications for Scheme of Delegations to Officers</b>	None at this stage.
<b>IV Impact on performance and performance Indicators</b>	None.

<b>V</b>	<b>Relevance to Single Outcome Agreement</b>	The consultation will help the council support the delivery of the Single Outcome Agreement for the next three years.
<b>VI</b>	<b>Resources - (Financial, Staffing and Property)</b>	<p>The council faces expenditure pressures such as pay, inflation and demographics over the period 2015/16 to 2017/18, whilst also continuing to face Scottish Government funding constraints.</p> <p>The consultation will assist in the prioritisation and allocation of resources to activities that have the greatest impact, whilst ensuring balanced budgets for the period to 2018.</p>
<b>VII</b>	<b>Consideration at PDSP</b>	The feedback received from the consultation will be reported to all relevant PDSPs in the week commencing 15 December 2014, as detailed within the report.
<b>VIII</b>	<b>Consultations</b>	<p>Details of a programme of consultation with all key stakeholders were set out in the report to Council Executive on 19 June 2014.</p> <p>A Project Team was established to progress and manage the consultation process.</p>

## **D. TERMS OF REPORT**

### **D.1 Consultation Process**

To facilitate full and effective consultation on Delivering Better Outcomes (2014), a proposed set of priorities and options on how the council could deliver services in a better way and balance its budget was brought together in one consultation document which was published on Thursday 9 October 2014. The consultation ran for six weeks and closed on 21 November 2014.

The consultation document was distributed to an extensive number of key stakeholders and community and representative groups and the information was published electronically on the council's website and distributed to the council's main public buildings to ensure broad accessibility. The consultation was also published in the October 2014 edition of the council's newspaper, Bulletin which was distributed to every household and local business in West Lothian.

As well as making the consultation available online on the council's website, new media such as Facebook and Twitter were utilised to raise awareness of the consultation. This provided the council with instantaneous access to a large number of people living and working in West Lothian.

A specific plan to target hard to reach groups was also undertaken as part of the consultation process. The aim of this work was to target particular sections of the population that do not easily engage with mainstream services and who would not readily respond to a survey about council priorities. These individuals can include, young people, older people, people with disabilities, lone parents, people that live in more deprived communities, unwaged people and people from minority ethnic backgrounds.

Within the council, publication of the consultation document was accompanied by briefings to Trade Unions, senior managers and all staff.

The number of responses received by the close of the consultation period was 3,467 which generated over 40,000 comments from all respondents. A breakdown on the number of responses received from employees, individuals and organisations/groups is set out below in Table 1:

Table 1: Respondent Overview

Type of Respondent	Total Number	Percentage of Respondents
Individual	1,900	54.80%
Employee	1,422	41.02%
Organisation/Group	145	4.18%
Total	3,467	100.00%

## D.2 Consultation Feedback

A report to the Partnership and Resources PDSP on 15 December 2014 provides a high level summary of all consultation results to be presented ahead of the other PDSP meetings commencing this week. The report also sets out the overall approach to the way in which the consultation feedback is being reported to PDSPs.

## D.3 Consultation Responses

The summary feedback from respondents relating to the themes and issues arising from the open questions being asked in the consultation will be available to view online on the council's website at [www.westlothian.gov.uk/yoursay](http://www.westlothian.gov.uk/yoursay).

This summary feedback has been categorised and summarised to make the process more user friendly, therefore allowing Panel members to consider the key issues and trends. Officers have also carried out a thorough analysis of the feedback to respond to each of the issues being raised and this is included on the council's website. Appendix 2 provides Panel members with a high level summary of the comments and feedback received relevant to the remit of this PDSP.

A summary of the number of comments per respondent category, grouped under the associated PDSP, is set out below in Table 2:

The consultation questionnaire comprised 39 measures which sought the views respondents. A summary of the number of comments per respondent category, grouped under the associated PDSP, is set out below:

Table 2 Number of comments per respondent category, per PDSP

PDSP Grouping	Employee	Individual	Organisation/ Group	Total
Culture & Leisure	401	445	46	892
Development & Transport	1,383	1,599	131	3,113
Education	2,893	4,177	367	7,437
Environment	2,096	2,315	165	4,576
Health & Care	370	464	47	881
Partnership & Resources	8,115	7,353	630	16,098
Services for the Community	300	354	27	681
Social Policy	2,398	2,947	286	5,631
Voluntary Organisations	358	417	61	836
Total	18,314	20,071	1,760	40,145
%Analysis	46%	50%	4%	100%

Of the 40,145 comments received, 16,098 (40.1% of all comments) across 15 measures have been allocated to service areas which report to the Partnership & Resources PDSP. The allocation of the comments and measures is set out below in Table 3.

Table 3: Partnership and Resources

Measure	Number of Comments	Percentage of Total Comments
1a Modernising council support functions *	1,765	10.96%
1b Reducing printing volumes and costs	1,984	12.32%
1k Modernising community support functions *	1,026	6.37%
1p Reduction in internal vehicle costs	1,341	8.33%
1s Changes to fixed staff holidays	1,267	7.87%
2e Providing services in partnership with West Lothian College	803	4.99%
4a Review of the council's commercial property portfolio	847	5.26%
4b Property modernisation	869	5.40%
4c Combining property management and maintenance activities	683	4.24%
4d Managing the council's information technology infrastructure	769	4.78%
5a Charging for services	1,081	6.72%
6a Savings from the five year procurement plan	902	5.60%
7a Reducing energy use *	1,097	6.81%
8a Increased use of electronic and customer service centre access channels	901	5.60%
8b Rationalising frontline service delivery and management structures	763	4.74%
Total	16,098	100.00%

\*The measure has been reported to more than one PDSP

The majority of the comments received relate to the following measures:

- 1a Modernising council support functions
- 1b Reducing printing volumes and costs
- 1p Reduction in internal vehicle costs
- 1s Changes to fixed staff holidays

Officers have reviewed all of the comments, considered the merits of the measure and suggested a response from the following options.

1. The respondent advised that they agree with the measure.
2. The respondent advised that they either did not agree or did not believe the council should consider the measure.
3. The respondent advised that they had no comment to make.
4. The council is already doing this.
5.
  - a. It is proposed that this suggestion is not taken forward because the council is required by law to deliver this work.
  - b. It is proposed that this suggestion is not taken forward because it is likely that the costs of this measure would outweigh the benefit.
  - c. It is proposed that this suggestion is not taken forward because it is not consistent with the council's values and priorities.
  - d. It is proposed that this suggestion is not taken forward because it has been previously considered and will not be progressed.
6. This is a positive suggestion. Officers will consider how this could be developed.
7. The respondent's comment was either not relevant to the question, inappropriate and/or contained personal and sensitive information.
8. This suggestion is out with the responsibility of West Lothian Council. Where relevant, we will forward these comments to our partner organisations.
9. These are outline measures. More detail will be available once fully developed.

A summary of the categorised responses is set out below in Table 4.

Table 4 Comment Categorisation

Comment Category	Number of Comments	% of Total Comments
1. The respondent advised that they agree with the measure.	9,724	60.41%
2. The respondent advised that they either did not agree or did not believe the council should consider the measure.	1,387	8.62%
3. The respondent advised that they had no comment to make.	1,218	7.57%
4. The council is already doing this.	1,244	7.73%
5a. It is proposed that this suggestion is not taken forward because the council is required by law to deliver this work.	228	1.42%
5b. It is proposed that this suggestion is not taken forward because it is likely that the costs of this measure would outweigh the benefit.	125	0.78%

Comment Category	Number of Comments	% of Total Comments
5c. It is proposed that this suggestion is not taken forward because it is not consistent with the council's values and priorities.	126	0.78%
5d. It is proposed that this suggestion is not taken forward because it has been previously considered and will not be progressed.	43	0.27%
6. This is a positive suggestion. Officers will consider how this could be developed.	681	4.23%
7. The respondent's comment was either not relevant to the question, inappropriate and/or contained personal and sensitive information.	315	1.96%
8. This suggestion is out with the responsibility of West Lothian Council. Where relevant, we will forward these comments to our partner organisations.	59	0.37%
9. These are outline measures. More detail will be available once fully developed.	948	5.89%
Total	16,098	100.00%

An analysis of all of the comments allocated to the Partnership & Resources PDSP is set out in Appendix 2 and 3. Full detail of the officer response to each comment will be available to view online on the council's website at [www.westlothian.gov.uk/yoursay](http://www.westlothian.gov.uk/yoursay)

## D.4 Developments

At the time of publishing the Delivering Better Outcomes consultation document the detailed budget reduction measures had not been fully developed. During the period of the consultation process officers have undertaken further work to clarify how the proposed savings will be achieved and the timescales for delivery.

Whilst there remains further work to be done in developing the measures and timescales for implementation, officers have now identified, where applicable, the potential number of reductions on Full Time Equivalent (FTE) posts that would be required to deliver the proposed measure.

The potential number of FTE posts associated with each measure allocated to the Partnership & Resources PDSP is set out below in Table 5.

Table 5 FTE Posts

Measure	FTE
1a Modernising council support functions *	96
1b Reducing printing volumes and costs	-
1k Modernising community support functions *	15
1p Reduction in internal vehicle costs	-
1s Changes to fixed staff holidays	-
2e Providing services in partnership with West Lothian College	1
4a Review of the council's commercial property portfolio	-
4b Property modernisation	22
4c Combining property management and maintenance activities	1

Measure	FTE
4d Managing the council's information technology infrastructure	4
5a Charging for services	-
6a Savings from the five year procurement plan	-
7a Reducing energy use *	-
8a Increased use of electronic and customer service centre access channels	16
8b Rationalising frontline service delivery and management structures	28
Total	183

The actual number of FTE post reductions will become clearer as the measures progress following the conclusion of the consultation process and approval of the council's three year budget strategy.

However the Panel should note that the council has a no compulsory redundancy position and all reductions in staffing will be managed in accordance with the council's Organisational Change policy.

## **D.5 Next steps**

Following consideration at the relevant PDSPs week commencing 15 December 2014, the consultation responses will be used by the council to help balance its budget for the period to 2018.

## **E. CONCLUSION**

The report provides the Panel with an update on the feedback received from respondents as part of the Delivering Better Outcomes consultation which falls within the remit of this PDSP.

## **F. BACKGROUND REFERENCES**

Report to Council Executive – 19 June 2014

Report to Partnership and Resources PDSP – 15 December 2014

### **Appendices/Attachments:**

Appendix 1 – Delivering Better Outcomes - Consultation Results

Appendix 2 – Consultation Response - Comment Summary

Appendix 3 – Consultation Response - Comment Categorisation

Appendix 4 – Delivering Better Outcomes - Measures

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**15 December 2014**