



Partnership and Resources Policy Development and Scrutiny Panel

West Lothian Civic Centre
Howden South Road
LIVINGSTON
EH54 6FF

13 December 2017

A meeting of the **Partnership and Resources Policy Development and Scrutiny Panel** of West Lothian Council will be held within **Council Chambers, West Lothian Civic Centre** on **Monday 18 December 2017** at **9:30 a.m.**

For Chief Executive

BUSINESS

Public Session

1. Apologies for Absence
2. Declarations of Interest - Members should declare any financial and non-financial interests they have in the items of business for consideration at the meeting, identifying the relevant agenda item and the nature of their interest.
3. Order of Business, including notice of urgent business and declarations of interest in any urgent business
4. Transforming Your Council 2017 Consultation - Overview - report by Chief Executive (herewith)
5. Transforming Your Council 2017 Consultation - report by Chief Executive (herewith)

NOTE **For further information please contact Anne Higgins on 01506 281601 or email anne.higgins@westlothian.gov.uk**



PARTNERSHIP AND RESOURCES POLICY DEVELOPMENT AND SCRUTINY PANEL

TRANSFORMING YOUR COUNCIL 2017 CONSULTATION - OVERVIEW

REPORT BY CHIEF EXECUTIVE

A. PURPOSE OF REPORT

The report provides the Panel with a summary overview of the Transforming Your Council (2017) consultation and sets out the arrangements for reporting the consultation results to Policy Development and Scrutiny Panels (PDSPs) in the week commencing 18 December 2017.

B. RECOMMENDATION

It is recommended that the Panel notes:

1. The council faces a budget gap of £73.3 million.
2. The overview of the Transforming Your Council (2017) consultation process;
3. That the consultation responses will be used by the council to help balance its budget for the period to 2022/23.

C. SUMMARY OF IMPLICATIONS

I	Council Values	<ul style="list-style-type: none">• Being honest, open and accountable• Focusing on our customers' needs• Making best use of our resources• Working in partnership
II	Policy and Legal (including Strategic Environmental Assessment, Equality Issues, Health or Risk Assessment)	The council is required to approve a balanced revenue budget for each financial year. Audit Scotland and CIPFA best practice guidance recommends medium term financial plans are prepared for at least five years in duration.
III	Implications for Scheme of Delegations to Officers	No implications at this stage.
IV	Impact on performance and performance Indicators	Ongoing government restraint has implications for the council's budget and performance.
V	Relevance to Single Outcome Agreement	The revenue budget provides resources necessary to help deliver the Single Outcome Agreement. Effective prioritisation of resources is essential to achieving key outcomes.

VI	Resources - (Financial, Staffing and Property)	<p>Based on initial assumptions, it is forecast that West Lothian Council will have a very significant revenue budget gap of £73.3 million over the five year period 2018/19 to 2022/23.</p> <p>The public consultation will assist in the prioritisation and allocation of resources to activities that have the greatest impact, whilst ensuring balanced budgets for the five year period to 2022/23.</p>
VII	Consideration at PDSP	The feedback received from the consultation will be reported to all relevant PDSPs in the week commencing 18 December 2017, as detailed within the report.
VIII	Other consultations	<p>Details of a programme of consultation with all key stakeholders were set out in the report to Council Executive on 19 September 2017.</p> <p>A Project Team was established to progress and manage the consultation process.</p>

D. TERMS OF REPORT

D.1 BACKGROUND

The economic environment remains very challenging and the council still faces considerable budget pressures. The demand for our services continues to rise and the level of funding the council receives from the Scottish Government is not sufficient to pay for these services.

On 19 September 2017 the Head of Finance and Property Services advised committee that following revised assumptions on pay award assumptions the revised budget gap was £73.3m over the five year period 2018/19 to 2022/23.

D.2 CONSULTATION PROCESS

D.2.1 Approach

To facilitate full and effective consultation on Transforming Your Council (2017), 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 Monday 19 October 2017. The consultation ran for four weeks and closed on 12 November 2017.

As previously agreed by Council, the consultation sought feedback from respondents on three areas:

1. Priorities for the next five years

The eight priorities of the Corporate Plan were included in the public consultation, asking respondents to comment on the ongoing suitability of the eight priorities for West Lothian and again asking respondents to rank the priorities in order of importance.

2. Views on the budget proposals that seek to address the £73.3m budget gap

The consultation included outline officer proposals for reductions and/or changes to services provided by the council in seeking to balance the council's financial position over the next five years.

3. Views on Council Tax levels

A council tax rise of 3% per annum has been assumed in the budget model for all properties for the five year period to 2022/23. The consultation sought views on this assumption and other ways in which the council could make up the increased funding gap that would arise for any rise less than 3% per annum, and also sought views for support for additional council tax increases above 3% per annum for specific priorities.

D.2.2 Communications Plan

The communications campaign for Transforming Your Council (2017) was wide ranging. The campaign began with the consultation launch on Monday 19 October 2017. The consultation was branded 'Transforming' for easy recognition and helped to identify all of the consultation information and publicity.

A wide range of stakeholders were targeted with agreed messages through various methods to raise awareness and prompt participation. Key messages included information about the council's financial position and the savings that need to be made in the future.

As part of the consultation, employees, individuals and groups were invited to comment on proposals for savings to ensure that in the future, the council provides the best possible service for West Lothian citizens. Stakeholders were encouraged to contribute and complete the consultation which was publicised in various ways. Target stakeholders included a wide range of groups, including but not limited to, employees, members of the public, various community and representative groups and community planning partners.

To ensure broad accessibility, the consultation was publicised both online and in print. The consultation document was distributed by direct mailing to an extensive number of key stakeholders and community and representative groups. The consultation was also published in the October 2017 edition of the council's newspaper Bulletin, which was distributed to every household and local business in West Lothian. The Corporate Communications team also engaged with the local media to help publicise the consultation.

The consultation was signposted through social media on the council's Facebook and Twitter accounts. This provided the council with instantaneous access to a large number of people living and working in West Lothian. In addition, people were encouraged to participate in the consultation via mobile/smart phones by scanning a Quick Response (QR) code which was printed on all consultation material.

Posters and plasma screen messages displaying information on how to take part were displayed in the council's main public buildings, Customer Information Services (CIS) centres, libraries, community and partnership centres and schools to further promote the consultation.

Within the council, Trade Unions and Senior Managers were provided with a briefing on the consultation to ensure that employees were given every opportunity to participate in the consultation. Senior Managers also delivered a series of briefings to all staff using internal communication cascade arrangements to ensure that all employees were informed about the consultation and invited to participate.

This was further promoted through regular reminders at Team Meetings and a special edition of the council's staff newsletter, Inside News. Again, to ensure broad accessibility, the consultation was made available to employees both online and in print, particularly in areas of the council where there are employee groups without access to a computer.

A wide range of stakeholders were targeted with agreed messages through various methods to raise awareness and prompt participation. Key messages included information about the council's financial position and the savings that need to be made in the future.

D.2.3 Hard to Reach Groups

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

It was recognised that it was possible to engage with these individuals through alternative, more direct approaches. Appendix 1 outlines the plan in more detail and includes the rationale for targeting each specific groups and the approach used for engaging with them.

D.3 CONSULTATION RESULTS

D.3.1 Responses

The number of responses received by the close of the consultation period was 7,026 which generated over 45,000 comments from all respondents. A breakdown on the number of responses received per is set out below in Table 1:

Table 1

Respondent	Total Number	Percentage of Respondents
Individuals	6,296	90%
Employees	627	9%
Organisations / Groups	103	1%
Total	7,026	100%

Priorities for the next five years

To aid the consultation process, the council's eight priorities were set out in the consultation document and respondents were asked to rate the priorities in order of importance. In addition, respondents were asked to comment on whether the eight priorities are still the priorities which the council should be focusing on.

The revised rankings are set out below in Table 2:

Table 2

Priority	2014	2017
Improving attainment and positive destinations for school children	3	1
Delivering positive outcomes and early intervention for early years	1	2
Minimising poverty, the cycle of deprivation and promoting equality	5	3
Improving the quality of life for older people	4	4
Improving the employment position in West Lothian	2	5
Delivering positive outcomes on health	7	6
Reducing crime and improving community safety	6	7
Protecting the built and natural environment	8	8

Views on the budget proposals that seek to address the £73.3m budget gap

The consultation questionnaire comprised 35 proposals which sought the views of respondents. A summary of the number of comments per respondent category, grouped under the associated PDSP, is set out below in Table 3:

Table 3

PDSP Grouping	An employee of West Lothian Council	An individual	On behalf of a Group/ Organisation	Total
Culture & Leisure PDSP	255	694	28	977
Development & Transport PDSP	392	1,375	40	1,807
Education PDSP	1,424	5,164	136	6,724
Environment PDSP	1,435	4,484	94	6,013
Health & Care PDSP	822	4,101	92	5,015
Partnership & Resources PDSP	3,369	8,690	264	12,323
Services for the Community PDSP	268	753	21	1,042
Social Policy PDSP	417	1,183	38	1,638
Voluntary Organisations PDSP	200	522	47	769
Total	8,582	26,966	760	36,308

Views on Council Tax levels

The consultation questionnaire also sought the views on council tax levels. A summary of the number of comments grouped under aspect of the council tax options is set out below in Table 4:

Table 4

Council Tax Question	An employee of West Lothian Council	An individual	On behalf of a Group/ Organisation	Total
Planned changes to Council Tax	518	1,383	43	1,944
Bridging the increased budget gap	114	412	8	534
Specific priorities for Council Tax	397	993	24	1,414
Total	1,029	2,788	75	3,892

In total the council received 40,200 comments relating to the proposed budget measures and council tax questions.

D.3.2 PDSPs

To consider the feedback from the consultation, a series of PDSP meetings are taking place between 18 and 21 December 2017. Each PDSP will consider a report which will include the following:

- Statistical information relating to the responses received on each measure associated with the remit of that PDSP;
- A high level summary of the comments and feedback received relevant to the remit of that PDSP.

The summary feedback from respondents relating to the themes and issues arising from the consultation will be available to view online on the council's website at www.westlothian.gov.uk/transforming 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. A high level summary of the comments and feedback received relevant to the remit of individual PDSPs will be reported to each PDSP as noted above.

Lastly, where relevant the feedback received has been segmented by responses received from employees, individuals and organisations/groups for ease of reference.

D.4 NEXT STEPS

Following consideration at the relevant PDSPs week commencing 18 December 2017, officers will take account of the key themes and more detailed proposals when developing future strategies and plans.

The information will shape policy development in the future. Key decisions will be made when the council sets its budget and financial plan at a meeting in February 2018. Before that, the information it is proposed to present to the council when it sets its budget will be reported to a PDSP meeting on 19 January 2018.

E. CONCLUSION

The report provides the Panel with a summary overview of the Transforming your Council consultation and sets out the arrangements for reporting the consultation results to PDSPs week commencing 18 December 2017.

F. BACKGROUND REFERENCES

Council Executive – Consultation Report 19 September 2017.

Appendices/Attachments:

Appendix 1 – Engagement with Hard to Reach Groups

Contact Person: Graeme Struthers

Email: graeme.struthers@westlothian.gov.uk

Graham Hope

Chief Executive

18 December 2017

KEY GROUP	SPECIFIC GROUPS	RATIONALE	ENGAGEMENT METHOD
Unemployed /Economically inactive	Access2employment clients	Individuals are likely to engage more readily with their support worker.	1:1 support to individuals to complete survey during appointments and work clubs
	Women n2 Work Clients	Individuals are likely to engage more readily with their support worker.	1:1 support to individuals to complete survey during appointments
	Steps N2 Work participants	Young people involved in this project may be vulnerable and have often not been involved in any mainstream education of activity for some time.	1:1 support to individuals on the Steps n2 Work programme to complete the survey during review session and visit to employers
	People who access the Advice Shop	Customers to the Advice Shop may have a range of issues including low income, low literacy levels or possibly living in deprivation.	1:1 support to individuals to complete survey at Bathgate Partnership Centre while waiting to seeing Advice Shop and during 1:1 appointments
	Cyrenians Recovery Service	Representative Group	Group sessions to be held with clients to complete the consultation
Older People	Housing with Care	Individuals are likely to engage more readily with their support worker.	Housing with Care Managers offered 1:1 or group work support to all tenants
	Older People's Day Services	Individuals are likely to engage more readily with their support worker.	1:1 support to be provided whilst visiting day services
Adults with a Learning Disability	Learning Disability Forum	Representative Group	Forum members contacted
	Day Services Parents and Carers' Group	Representative Group	Group members advised and 1:1 support provided
Adults with a Disability	Ability Centre People with a physical disability	Individuals are likely to engage more readily with their support worker.	1:1 support to be provided during appointments for adults using the service based at the Ability centre and during outreach community sessions
	People who lip read	Individuals are likely to engage more readily with their support worker.	Clients to be supported on a 1:1 basis by officers and tutors to complete the consultation at their class in Strathbrock

KEY GROUP	SPECIFIC GROUPS	RATIONALE	ENGAGEMENT METHOD
	Access Committee/Disability Forum West Lothian	Representative group for people with disabilities	Officers to attend the forum to support the group to complete the consultation
	Adults with a physical disability	Representative Group	Officers to attend the forum meeting to support the group to complete the consultation
	Social Policy Supported Employment Service - People with learning disability, physical disability, mental health problems, autism	Individuals are likely to engage more readily with their support worker.	1:1 support to individuals to complete survey during appointments
	Visiting Occupational Therapists People with a disability	Individuals are likely to engage more readily with their support worker.	1:1 support provided during visits
	CRABIS People with neurological problems	Individuals are likely to engage more readily with their support worker.	1:1 support provided during visits
	Mental Health Advocacy Project Adults with Mental Health problems	Individuals are likely to engage more readily with their support worker.	1:1 support provided during visits
	People with sensory impairment	These customers are unlikely to respond to online/printed consultation due to their impairment.	Deaf Action and RNIB highlighted the consultation to people with sensory impairment and support was provided to complete as required
	Adults with dyslexia/literacy/IT needs/ ESOL	These customers are unlikely to respond to online/printed consultation due to their low literacy levels.	1:1 support to individuals to complete survey during classes and appointments
Unpaid Carers	Carers of supported	Representative group.	Considered at Carers' Voice Meeting

KEY GROUP	SPECIFIC GROUPS	RATIONALE	ENGAGEMENT METHOD
	people		
Young people	Mainstream youth clubs – attract people who are often vulnerable or marginalised	Representative groups of young people.	1:1 support to young people to complete survey during youth clubs either individually or in a group
	Young people participating in More Choices More Chances services (Activity Agreements)	Group of young people participating in the Activity Agreements.	1:1 support to individuals to complete survey during group session and individually with young people on an activity Agreement by their key worker
	Young people participating in More Choices More Chances services (Skills Training programme)	Group of young people participating in the Skills Training Programme	1:1 support to individuals
	Glitter Cannons LGBT Youth Group	Representative group.	Group session to be facilitated by officers to support the group
	The Vennie	Youth drop-in working with some vulnerable young people.	1:1 support to young people to complete survey during activity
	Wee croft, Stoneyburn	Representative groups of young people.	1:1 support to young people
	Offbeat	Representative groups of young people.	1:1 support to young people
	Action For Children	Representative group.	Group sessions
	Peel Pupil Council	Representative young people from schools	Consultation discussed at the pupil council meeting
People living within Regeneration areas	Residents living within the following regeneration areas: <ul style="list-style-type: none"> • Boghall • Whitburn • Blackburn • Armadale • Fauldhouse • Stoneyburn 	Regeneration areas	1:1 support to individuals to complete survey

KEY GROUP	SPECIFIC GROUPS	RATIONALE	ENGAGEMENT METHOD
	<ul style="list-style-type: none"> Addiewell Polbeth Livingston Central - (Knightsridge, Ladywell, Dedridge) 		
Equality groups	Community Race Forum	Representative group for community members from a range of ethnic backgrounds.	Offer of support was made if needed.
	Faith Group	Representative group.	Officers attended the group.
Homeless	Homeless Unit residents	These customers do not have a permanent address and are unlikely to have access to the internet or the council's newspaper, Bulletin	Residents meetings at 3 homeless units, 1:1 support provided to assist residents.
Refugee Families	Refugees as part of Syrian programme	Individuals are likely to engage more readily with their support worker.	Tenancy Sustainment Officers and Interpreters will make home visits, support on a 1:1 basis.
Criminal Justice Clients	Clients on statutory orders	Individuals are likely to engage more readily with their support worker.	1:1 support to individuals to complete survey during appointments
Vulnerable Parents	Sure Start	Individuals are likely to engage more readily with their support worker.	1:1 support to individuals to complete survey during Parenting Groups Discussion
	Parenting and Early Years	Individuals are likely to engage more readily with their support worker.	1:1 support to individuals to complete survey during Parenting Groups Discussion



PARTNERSHIP AND RESOURCES POLICY DEVELOPMENT AND SCRUTINY PANEL

TRANSFORMING YOUR COUNCIL 2017 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 Transforming Your Council (2017) 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 2022/23.

C. SUMMARY OF IMPLICATIONS

I	Council Values	<ul style="list-style-type: none">• Being honest, open and accountable• Focusing on our customers' needs• Making best use of our resources• Working in partnership
II	Policy and Legal (including Strategic Environmental Assessment, Equality Issues, Health or Risk Assessment)	The council is required to approve a balanced revenue budget for each financial year. Audit Scotland and CIPFA best practice guidance recommends medium term financial plans are prepared for at least five years in duration.
III	Implications for Scheme of Delegations to Officers	No implications at this stage.
IV	Impact on performance and performance Indicators	Ongoing government restraint has implications for the council's budget and performance.
V	Relevance to Single Outcome Agreement	The revenue budget provides resources necessary to help deliver the Single Outcome Agreement. Effective prioritisation of resources is essential to achieving key outcomes.

VI	Resources - (Financial, Staffing and Property)	<p>Based on initial assumptions, it is forecast that West Lothian Council will have a very significant revenue budget gap of £73.3 million over the five year period 2018/19 to 2022/23.</p> <p>The public consultation will assist in the prioritisation and allocation of resources to activities that have the greatest impact, whilst ensuring balanced budgets for the five year period to 2022/23.</p>
VII	Consideration at PDSP	The feedback received from the consultation will be reported to all relevant PDSPs in the week commencing 18 December 2017, as detailed within the report.
VIII	Other consultations	<p>Details of a programme of consultation with all key stakeholders were set out in the report to Council Executive on 19 September 2017.</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 Transforming Your Council (2017), 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 Monday 19 October 2017. The consultation ran for four weeks and closed on 12 November 2017.

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 2017 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 7,026 which generated over 45,000 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	Total Number	Percentage of Respondents
Individuals	6,296	90%
Employees	627	9%
Organisations / Groups	103	1%
Total	7,026	100%

D.2 CONSULTATION FEEDBACK

A report to the Partnership and Resources PDSP on 18 December 2017 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/transforming.

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:

Table 2

PDSP Grouping	An employee of West Lothian Council	An individual	On behalf of a Group/ Organisation	Total
Culture & Leisure PDSP	255	694	28	977
Development & Transport PDSP	392	1,375	40	1,807
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Voluntary Organisations PDSP	200	522	47	769
Total	8,582	26,966	760	36,308

The consultation questionnaire also sought the views on council tax levels. A summary of the number of comments grouped under aspect of the council tax options is set out below in Table 3:

Table 3

Council Tax Question	An employee of West Lothian Council	An individual	On behalf of a Group/ Organisation	Total
Planned changes to Council Tax	518	1,383	43	1,944
Bridging the increased budget gap	114	412	8	534
Specific priorities for Council Tax	397	993	24	1,414
Total	1,029	2,788	75	3,892

Of the 40,200 comments received, 16,215 (40% of all comments) across 16 measures, including council tax questions (3,892), 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 4.

Table 4

Measure	Number of Comments	Percentage of Total Comments
1a. Service Redesign, Integration & Modernisation	1,877	12%
1g. Workforce Arrangements	1,421	9%
1h. General Balance of Savings to be Identified	1,015	6%
3a. Channel Shift and Digital Transformation	959	6%
3b. Modernised Library and Information Services*	798	5%
3c. Integrated Anti Poverty Service	774	5%
4d. Working in Partnership	651	4%
5a. Empowering Communities & Reducing the Number of Community Facilities*	836	5%
5b. Revised Property Requirements from Service Proposals	574	4%
5c. Efficiencies from Improved Use & Management of Council Properties	604	4%
5d. Treasury and Insurance Savings	480	3%
5e. Reducing Carbon Emissions & Improving Energy Efficiency	708	4%
6. Reviewing Income and Concessions*	1,626	10%
CTi. Planned changes to Council Tax	1,944	12%
CTii. Bridging the increased budget gap	534	3%
CTiii. Specific priorities for Council Tax	1,414	9%
Total	16,215	100%

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

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 what is being suggested.
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.

A summary of the categorised responses is set out below in Table 5.

Table 5

Comment Category	Number of Comments	% of Total Comments
1. The respondent advised that they agree with the proposal.	9,407	58%
2. The respondent advised that they either did not agree or did not believe the council should consider the proposal.	2,770	17%
3. The respondent advised that they had no comment to make.	1,457	9%
4. The council is already doing what is being suggested.	696	4%
5a. It is proposed that this suggestion is not taken forward because the council is required by law to deliver this work.	96	1%
5b. It is proposed that this suggestion is not taken forward because it is likely that the costs of this proposal would outweigh the benefit.	88	1%
5c. It is proposed that this suggestion is not taken forward because it is not consistent with the council's values and priorities.	87	1%
5d. It is proposed that this suggestion is not taken forward because it has been previously considered and will not be progressed.	14	0%
6. This is a positive suggestion. Officers will consider how this could be developed.	1,016	6%
7. The respondent's comment was either not relevant to the question, inappropriate and/or contained personal and sensitive information.	221	1%
8. This suggestion is out with the responsibility of West Lothian Council. Where relevant, we will forward these comments to our partner organisations.	363	2%
Total	16,215	100%

An analysis of all of the comments allocated to the Partnership & Resources PDSP is set out in Appendix 2 and 3. Appendix 4 provides the relevant extracts from the consultation document. 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/transforming

D.4 DEVELOPMENTS

At the time of publishing the Transforming Your Council (2017) 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 6.

Table 6

Measure	FTE
1a. Service Redesign, Integration & Modernisation	90
1g. Workforce Arrangements	-
1h. General Balance of Savings to be Identified	400
3a. Channel Shift and Digital Transformation	-
3b. Modernised Library and Information Services	7
3c. Integrated Anti Poverty Service	14
4d. Working in Partnership	-
5a. Empowering Communities & Reducing the Number of Community Facilities	15
5b. Revised Property Requirements from Service Proposals	-
5c. Efficiencies from Improved Use & Management of Council Properties	1
5d. Treasury and Insurance Savings	-
5e. Reducing Carbon Emissions & Improving Energy Efficiency	-
6. Reviewing Income and Concessions	-
Total	527

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 budget strategy.

D.5 NEXT STEPS

Following consideration at the relevant PDSPs week commencing 18 December 2017, officers will take account of the key themes and more detailed proposals when developing future strategies and plans. The information will shape policy development in the future. Key decisions will be made when the council sets its budget and financial plan at a meeting in February 2018. Before that, the information it is proposed to present to the council when it sets its budget will be reported to a PDSP meeting on 19 January 2018.

E. CONCLUSION

The report provides the Panel with a summary overview of the Transforming your Council consultation and sets out the arrangements for reporting the consultation results to PDSPs week commencing 18 December 2017.

F. BACKGROUND REFERENCES

Council Executive – Consultation Report 19 September 2017.

Report to Partnership and Resources PDSP – Transforming Your Council Consultation (2017) – Overview - 18 December 2017

Appendices/Attachments: 4

Appendix 1 – Transforming your Council - Consultation Results

Appendix 2 – Consultation Response - Comment Summary

Appendix 3 – Consultation Response - Comment Categorisation

Appendix 4 – Transforming Your Council – Priorities, Measures and Council Tax

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Graham Hope

Chief Executive

18 December 2017

TRANSFORMING YOUR COUNCIL CONSULTATION 2017

CONSULTATION RESULTS

Totals

The total number of responses received was **7,026** which generated over **45,463** comments from all respondents

Respondent	Number of Returns	%
Individuals	6,296	90%
Employees	627	9%
Organisations / Groups	103	1%
Total	7,026	100%

Paper consultation returns: 547

Online consultation returns: 6,479

Information on respondents

To assist the council to monitor the effectiveness of the consultation engagement, respondents were asked to provide the following information.

Age

Number of respondents who provided this information: 2,336

Number of respondent who did not provide this information: 4,690

Answer	%	Responses
17 and under	11.13%	260
18 to 24	4.20%	98
25 to 34	9.03%	211
35 to 44	19.52%	456
45 to 54	27.40%	640
55 to 64	17.34%	405
65 to 74	7.58%	177
75 or older	3.81%	89
Total		2,336

Gender

Number of respondents who provided this information: 2,404

Number of respondent who did not provide this information: 4,622

Answer	%	Responses
Female	59.61%	1,433
Male	35.36%	850
In another way	0.37%	9
Prefer not to say	4.66%	112

Answer	%	Responses
Total		2,404

Caring and/or parenting responsibilities

Number of respondents who provided this information: 2,309

Number of respondent who did not provide this information: 4,717

Answer	%	Responses
Yes (children under 18)	36.08%	833
Yes, other	10.22%	236
No	47.68%	1,101
Prefer not to say	6.02%	139
Total		2,309

Disability

Do you consider yourself to have a disability?

Number of respondents who provided this information: 2,330

Number of respondent who did not provide this information: 4,696

Answer	%	Responses
Yes	11.97%	279
No	88.03%	2,051
Total		2,330

If you consider that you have a disability under this definition, please indicate if you have any of the following conditions:

Number of responses: 436

Answer	%	Responses
A learning disability	12.84	56
A longstanding illness or other health condition	35.55	155
A mental health condition	19.72	86
A physical impairment	20.87	91
A sensory impairment	13.99	61
Other condition	5.05	22
Prefer not to say	23.85	104
Total		

Ethnicity

Number of respondents who provided this information: 2,304

Number of respondent who did not provide this information: 4,722

Answer	%	Responses
White Scottish	76.33%	1,779
White English	4.08%	94
White Welsh	0.22%	5
White Northern Irish	0.74%	17
White British	14.11%	325
White Irish	0.52%	12
White Gypsy/Traveller	0.00%	0
White Polish	0.22%	5
Mixed or multiple ethnic groups	0.30%	7
Pakistani, Pakistani Scottish or Pakistani British	0.13%	3
Indian, Indian Scottish or Indian British	0.13%	3
Bangladeshi, Bangladeshi Scottish or Bangladeshi British	0.00%	0
Chinese, Chinese Scottish or Chinese British	0.09%	2
African, African Scottish or African British	0.22%	5
Caribbean, Caribbean Scottish or Caribbean British	0.04%	1
Black, Black Scottish or Black British	0.04%	1
Arab	0.09%	2
Other	1.87%	43
Total		2,304

Where you live

Number of respondents who provided this information: 2,274

Number of respondent who did not provide this information: 4,752

Answer	%	Responses
Armadale	7.04%	160
Bathgate	12.93%	294
Blackburn	1.63%	37
Broxburn	4.35%	99
Linlithgow	17.15%	390
Livingston	24.49%	557
Whitburn	4.27%	97
Addiewell	0.22%	5
Blackridge	2.02%	46
Breich	0.04%	1
Bridgend	0.22%	5
Dechmont	0.26%	6
East Calder	2.73%	62
East Whitburn	0.44%	10
Ecclesmachan	0.26%	6
Fauldhouse	1.63%	37
Greenrigg	0.18%	4
Kirknewton	0.70%	16
Longridge	0.35%	8
Mid Calder	1.85%	42
Newton	0.09%	2
Philpstoun	0.40%	9
Polbeth	0.44%	10
Pumpherston	0.26%	6
Seafield	0.70%	16
Stoneyburn	0.40%	9
Threemiletown	0.26%	6
Torphichen	0.35%	8
Uphall	1.67%	38
Uphall Station	0.18%	4
West Calder	2.15%	49
Westfield	0.09%	2
Wilkieston	0.00%	0
Winchburgh	1.63%	37
Other	8.62%	196
Total		2,275

APPENDIX

List of organisations/groups who submitted a response:

1. Lothian Shopmobility
2. Forestbank Management Committee
3. Mental Health Advocacy
4. Linlithgow and Linlithgow Bridge Community Council
5. Eagles View Res Assoc.
6. pensioner friends
7. Voluntary Sector Gateway
8. Voluntary Sector Gateway
9. Pathways Parents/Carers
10. Group of friends
11. WLSN
12. James Young High School
13. Deans Primary School Parent Council
14. W. L. Reading
15. Community Council
16. West Lothian Lip Reading
17. Vision Support
18. Lip reading class
19. Advocacy
20. The Vennie
21. Friday Club
22. Deaf Action
23. Angela Constance MSP
24. Winchburgh Community Centre Management Committee
25. Police Scotland
26. Parkhead Primary Pupils
27. Linlithgow Mill Road Business Improvement District
28. Craigshill Community Council
29. West Lothian Drug & Alcohol Service
30. West Calder High School Parent Council
31. Firefly Arts Ltd
32. Scottish Fire and Rescue Service Falkirk and West Lothian Local Senior Officer Area
33. West Lothian Youth Action Project
34. Lothian health
35. Murieston Community Council
36. Learning Disability Forum
37. Voluntary Sector Gateway West Lothian (VSGWL)
38. Linlithgow Heritage Trust
39. Pathways Support Service Users
40. Parents/Carers of Pathways Support Service
41. Parents/Carers of Elburn Resource Centre
42. Community Inclusion Team Group
43. Citizens Advice Bureau West Lothian
44. West Lothian Sports Council
45. Community Inclusion Team
46. Community Inclusion Team Group
47. Elburn Community Council
48. Linlithgow Heritage Trust
49. SportScotland
50. GMB Scotland
51. West Lothian Museums Forum
52. Parents/Carers of Pathways Service Users
53. Simply Play
54. Parent Council Low Port Primary School Linlithgow
55. The Dale Hub, Mayfield, Armadale
56. Broxburn Family Centre
57. Livingston Station Community Association
58. Home-Start West Lothian
59. West Lothian Community Race Forum
60. West Lothian Faith Group
61. The Daisy
62. Visit West Lothian
63. Carers of West Lothian
64. DD
65. Fauldhouse Penguins Swimming Club
66. PBS
67. Heriot Watt University
68. Peel Primary Pupil Council (P1-7)
69. West Lothian Social Enterprise Network
70. Linlithgow Academy
71. West Lothian schools pipe band
72. Joint Trade Union Committee (JTUC)
73. Fauldhouse Penguins Swimming Club
74. My school
75. Linlithgow Academy Parent Council
76. Rock Trust
77. NHS West Lothian Community Learning Disability Team
78. West Lothian's Wins Ensemble/ West Calder High School Senior Wind Band
79. West Lothian's schools wind ensemble
80. West Lothian School Bands
81. Disability Forum and Access Committee
82. Almond Valley Heritage Trust
83. East Whitburn Hall Management Committee
84. West Lothian Wolves Basketball Club
85. No Limits
86. The Vennie
87. Peel Primary School Pupil Council (P.1-7)
88. Family Mediation Lothian
89. Linlithgow Young Peoples Project
90. Glitter Cannons

103 respondents identified themselves as an organisation/group. 90 provided an organisation/group name, which are listed in this appendix (as it was provided in the response).

Measure	Number of Comments	Percentage of Total Comments	Summary of Comments
1a. Service Redesign, Integration & Modernisation	1,877	12%	<ul style="list-style-type: none"> • Agrees with the proposal, no further comment. • Proposal would be a very good idea if properly implemented. • Agree with proposal, there should be a particular focus on reviewing the management levels across the council. • Agree with proposal, technology should be used to support service modernisation. • Disagrees with the proposal, no further comment. • Disagree with the proposal, concern that reducing administrative support will impact on service delivery. • No comment to make on proposal due to lack of information.
1g. Workforce Arrangements	1,421	9%	<ul style="list-style-type: none"> • Agrees with the proposal, no further comment. • Proposal would be agreeable since it will carry out a review of overtime and allowances across the council. • Disagrees with the proposal, no further comment. • Disagrees with the proposal since a reduction in overtime will increase staff workload within core hours. • Disagrees with the proposal since it will affect terms and conditions.

Measure	Number of Comments	Percentage of Total Comments	Summary of Comments
1h. General Balance of Savings to be Identified	1,015	6%	<ul style="list-style-type: none"> • Agrees with the proposal, no further comment. • Proposal should be progress as long as there are no compulsory redundancies. • Proposal should be developed by engaging with staff, customers and partners. • Disagrees with the proposal, no further comment. • Disagrees with the proposal since it will impact on staff workload and service delivery. • Comments included suggestions on meaningful benchmarking with other Local Authorities and opportunities to expand charging for services.
3a. Channel Shift and Digital Transformation	959	6%	<ul style="list-style-type: none"> • Agrees with the proposal, no further comment. • Agrees with the proposal and wherever possible the use of the web and online services should be progressed. • Agrees with proposal but other channels need to be available to customers to access services. • All identified change should be fully evaluated to ensure that it meets the needs of the customers. • Disagrees with the proposal, no further comment.

Measure	Number of Comments	Percentage of Total Comments	Summary of Comments
			<ul style="list-style-type: none"> Disagrees with proposal since not all customers are computer literate and may have trouble accessing digital services. The elderly still need access to services that provide face to face interaction.
3b. Modernised Library and Information Services	798	5%	<ul style="list-style-type: none"> Agrees with the proposal, no further comment. Agree with proposal, partnership centres are seen as an excellent model. Agree with proposal as long as there is local access to partnership centres. The co-location of services is seen as a benefit to communities. Disagrees with the proposal, no further comment. Disagrees with the proposal and local libraries should not be closed.
3c. Integrated Anti Poverty Service	774	5%	<ul style="list-style-type: none"> Agrees with the proposal, no further comment. Agrees with the proposal and that a joined up approach is seen as a positive. Agrees with the proposal and will have a positive impact for the customer. Disagrees with the proposal, no further comment.

Measure	Number of Comments	Percentage of Total Comments	Summary of Comments
			<ul style="list-style-type: none"> Disagrees with the proposal since this may lead to job losses.
4d. Working in Partnership	651	4%	<ul style="list-style-type: none"> Agrees with the proposal, no further comment. Agrees with the proposal if it stops duplication. Agrees with the proposal if it saves money and improves the service. Disagrees with the proposal, no further comment. Disagrees with the proposal since it may affect quality of service.
5a. Empowering Communities & Reducing the Number of Community Facilities	836	5%	<ul style="list-style-type: none"> Agrees with the proposal, no further comment. Agrees with the proposal, some facilities have very low usage. Agrees with the proposal, there are too many community centres. Asset transfer would be a good idea if properly implemented. Disagrees with the proposal, no further comment. Disagrees with the proposal, community centres are an important resource in the community.
5b. Revised Property Requirements from Service Proposals	574	4%	<ul style="list-style-type: none"> Agrees with the proposal, no further comment.

Measure	Number of Comments	Percentage of Total Comments	Summary of Comments
			<ul style="list-style-type: none"> • Agrees with the proposal, surplus buildings should to be sold off. • Agrees with the proposal, this is a positive approach to raise/ save money. • Proposal would be a very good idea if properly implemented. • Disagrees with the proposal, no further comment. • Disagrees with the proposal, concerns about the number of properties affected.
5c. Efficiencies from Improved Use & Management of Council Properties	604	4%	<ul style="list-style-type: none"> • Agrees with the proposal, no further comment. • Agrees with the proposal, this is a sustainable approach to council assets. • Agrees with the proposal, other opportunities should be identified and developed further. • Disagrees with the proposal, no further comment.
5d. Treasury and Insurance Savings	480	3%	<ul style="list-style-type: none"> • Agrees with the proposal, no further comment. • Agrees with the proposal and with the savings it will generated. • Disagrees with the proposal, no further comment.
5e. Reducing Carbon Emissions & Improving Energy Efficiency	708	4%	<ul style="list-style-type: none"> • Agrees with the proposal, no further comment. • Agrees with the proposal, the conversion to LED lighting should

Measure	Number of Comments	Percentage of Total Comments	Summary of Comments
			<p>continue.</p> <ul style="list-style-type: none"> • Agrees with the proposal, other opportunities for improved energy efficiency should be investigated. • Disagrees with the proposal, LED lighting is not effective.
6. Reviewing Income and Concessions	1,626	10%	<ul style="list-style-type: none"> • Agrees with proposal, no further comment. • Agrees with proposal to charge for a blue badge since the cost does not seem excessive. • Agrees with proposal to charge for council car parks which seems to be reasonable. • Agrees with proposal to increase rental income from the council commercial portfolio. Comment suggests that the council should have been doing this already. • Disagrees with the proposal, no further comment. • Disagrees with proposal to charge for a blue badge since the £20 charge seems excessive. • Disagrees with proposal to charge for council car parks since it may increase on-street parking. • Disagrees with proposal to charge for Transport Services since it will impact negatively on service users. • Comments suggested that in some areas of charging, means

Measure	Number of Comments	Percentage of Total Comments	Summary of Comments
			testing should be carried out.
CTi. Planned changes to Council Tax	1,944	12%	<ul style="list-style-type: none"> • Agrees with the proposal, no further comment. • Agrees with proposal, without these changes the provision of council services will not be sustainable • Disagrees with the proposal, no further comment. • Disagrees with proposal, any increase should be in line with inflation.
CTii. Bridging the increased budget gap	534	3%	<ul style="list-style-type: none"> • Council Tax should be increased further • Increased funding for local government • Increase and/or introduce charging for non-statutory services • Increase debt recovery • Reduce councillor and management costs
CTiii. Specific priorities for Council Tax	1,414	9%	<ul style="list-style-type: none"> • Agrees with the proposal, no further comment. • Agrees with proposal, subject to the priority • Agrees with proposal but not just social care • Disagrees with the proposal, no further comment.

Measure	Number of Comments	Percentage of Total Comments	Summary of Comments
			<ul style="list-style-type: none"> Disagrees with the proposal, increase shouldn't exceed 3% per annum Agrees with proposal but not at this time
Total	16,215	100%	

Appendix 3

Measure/ Category	1. The respondent advised that they agree with the proposal.	2. The respondent advised that they either did not agree or did not believe the council should consider the proposal.	3. The respondent advised that they had no comment to make.	4. The council is already doing what is being suggested.	5a. It is proposed that this suggestion is not taken forward because the council is required by law to deliver this work.	5b. It is proposed that this suggestion is not taken forward because it is likely that the costs of this proposal would outweigh the benefit.	5c. It is proposed that this suggestion is not taken forward because it is not consistent with the council's values and priorities.	5d. 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.	Total
1a. Service Redesign, Integration & Modernisation	1,129	196	155	151	5	16	26	3	94	57	45	1,877
1g. Workforce Arrangements	746	229	117	77		7	10		43	56	136	1,421
1h. General Balance of Savings to be Identified	405	154	167	92	2	24	13	2	120	10	26	1,015
3a. Channel Shift and Digital Transformation	657	157	74	27				1	35	8		959
3b. Modernised Library and Information Services	430	134	126	70	7	13	1		13	3	1	798
3c. Integrated Anti Poverty Service	504	53	60	14		1	15	1	119	1	6	774

Measure/ Category	1. The respondent advised that they agree with the proposal.	2. The respondent advised that they either did not agree or did not believe the council should consider the proposal.	3. The respondent advised that they had no comment to make.	4. The council is already doing what is being suggested.	5a. It is proposed that this suggestion is not taken forward because the council is required by law to deliver this work.	5b. It is proposed that this suggestion is not taken forward because it is likely that the costs of this proposal would outweigh the benefit.	5c. It is proposed that this suggestion is not taken forward because it is not consistent with the council's values and priorities.	5d. 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.	Total
4d. Working in Partnership	433	27	147	6			3	1	29	5		651
5a. Empowering Communities & Reducing the Number of Community Facilities	439	177	65	30	1	9	3		103	3	6	836
5b. Revised Property Requirements from Service Proposals	404	28	80	19	3	2	1		35		2	574
5c. Efficiencies from Improved Use & Management of Council Properties	443	8	59	33	2	1		1	53	4		604
5d. Treasury and Insurance Savings	309	11	123	28	1		1		7			480
5e. Reducing Carbon	555	31	45	13	2	1	1	2	54	2	2	708

Measure/ Category	1. The respondent advised that they agree with the proposal.	2. The respondent advised that they either did not agree or did not believe the council should consider the proposal.	3. The respondent advised that they had no comment to make.	4. The council is already doing what is being suggested.	5a. It is proposed that this suggestion is not taken forward because the council is required by law to deliver this work.	5b. It is proposed that this suggestion is not taken forward because it is likely that the costs of this proposal would outweigh the benefit.	5c. It is proposed that this suggestion is not taken forward because it is not consistent with the council's values and priorities.	5d. 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.	Total
Emissions & Improving Energy Efficiency												
6. Reviewing Income and Concessions	849	447	47	22	4	8	3	1	161	61	23	1,626
CTi. Planned changes to Council Tax	1,366	447	30	10	26	2	1	1	15	4	42	1,944
CTii. Bridging the increased budget gap	90	44	103	97	27	4	9		85	7	68	534
CTiii. Specific priorities for Council Tax	648	627	59	7	16			1	50		6	1,414
Total	9,407	2,770	1,457	696	96	88	87	14	1,016	221	363	16,215

Our priorities

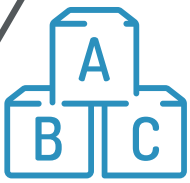
In 2012 the council set eight priorities for West Lothian in a consultation with the local community, partners, stakeholders and our staff.

These priorities set challenging targets for improving the quality of life in West Lothian and the council has been striving to improve and deliver in each priority, targeting resources for the last four years.



The council believes that the eight priorities below are still the right priorities to make a better West Lothian. Are these still the priorities that matter most to you?

1



Delivering positive outcomes and early intervention for early years

Supporting children and young people to get the best possible start in life.

2



Improving the employment position in West Lothian

Supporting business and economic growth in West Lothian and helping people into employment.

3



Improving attainment and positive destinations for school children

Improving the quality of learning and teaching in our schools and helping young people to succeed.

4



Improving the quality of life for older people

Supporting older people by offering care and support that helps them to live well and have greater control, choice and independence.

5



Minimising poverty, the cycle of deprivation and promoting equality

Helping people living in poverty and deprivation, through housing, money advice and employability schemes.

6



Reducing crime and improving community safety

Reducing crime, reoffending, antisocial behaviour and protecting the most vulnerable people in our community.

7



Delivering positive outcomes on health

Working collaboratively with our partners in health to improve the health and wellbeing of local people.

8



Protecting the built and natural environment

Building strong, sustainable communities and protecting the local environment.

We are seeing meaningful change and improvement:

- The quality of education and attainment results are improving in our schools, with the best exam results ever in 2017
- We are building more council housing in West Lothian than any other area in Scotland
- Older people and vulnerable people are living longer and healthier lives with a range of options for support and care in their communities
- There has been significant investment in improving our roads, parks and open spaces, making West Lothian a more attractive place to live, work and visit.

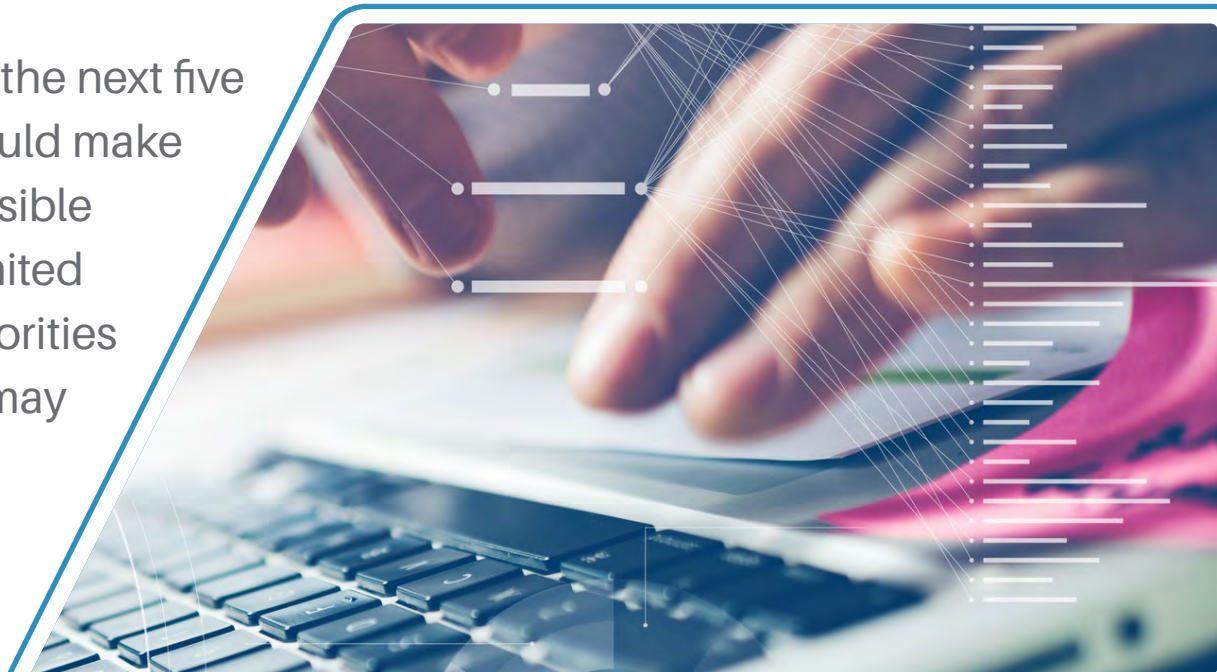
Are these still the priorities that matter most to you?
Turn to page 11 to take part in our consultation



1

Modernising services and managing our workforce

Measures totalling £25.3 million over the next five years have been identified, which would make council services more efficient, accessible and cost effective. Services with a limited contribution to the council's eight priorities may be reduced, and some services may no longer be provided, or provided in different ways. This may result in changes to how staff work.



1a Service Redesign, Integration & Modernisation

Estimated Saving: £4 million

The council has a range of internal functions that provide management, business and financial support to council services and support statutory requirements. These functions, and the units which provide them, could be improved through redesign, integration and further use of technology to increase efficiency and effectiveness. This would include consolidating and reducing management and administrative support functions, as well as continuing to generate savings in systems costs. There will also be changes to how the council works with partner organisations providing services.

1b Rationalisation of Central Support to Schools

Estimated Saving: £2.5 million

With an increased focus at a national level on giving schools and Head Teachers responsibility for attainment and more direct control over funding, a number of changes to central support are proposed. This will include the restructure, redesign and reduction in central educational services such as business support provision and quality assurance activities, an advisory approach to educational psychology, and integrating a reduced instrumental music provision into the mainstream curriculum. The overall aim is to embed teaching resources, processes and activities within schools.

1c Redesign Scheme of Devolved School Management

Estimated Saving: £3.6 million

Following the publication of the national review of devolved school management (DSM), there is an opportunity for the council to review its own DSM scheme to ensure that it is fit for purpose. The review will include greater use of existing resources for service delivery, including further use of technology. Revised staffing models will also be introduced that will make changes to management, administrative and support staffing arrangements.

There is a need to review current service provision to make sure that it is providing the best and most efficient service.

The council believes changes can be made in management restructures and support arrangements, a revised DSM funding model and review provision by third party providers to maximise efficiency whilst continuing to protect service provision.

1d Redesign of Early Learning & Childcare

Estimated Saving: £1.5 million

The national commitment to deliver 1,140 hours of early learning and childcare provides an opportunity to review and change how we deliver services to children and their families. The council will make sure that all resources available for early learning and childcare are appropriately used to support service delivery. The focus will be on consistency of service delivery,

both with the national commitments but also across all nursery provision in West Lothian with nurseries being managed by Head Teachers at associated primary schools.

1e Service Restructure of Adult Learning & Youth Services

Estimated Saving: £1.6 million

A review of youth services has shown that the service makes its greatest impact through More Choices, More Chances (MCMC) – a programme that aims to reduce the number of young people not in education, employment or training.

The focus will be on MCMC, with other initiatives and work supported through closer working between schools and community learning partners. The council will continue to deliver statutory adult learning and English as a Second Language through a smaller team.

1f Rationalisation of Support to Parents & Carers

Estimated Saving: £300,000

The council's pupil placement team and education customer care team will be consolidated into one team with more rationalisation and streamlining of activities.

1g Workforce Arrangements

Estimated Saving: £1.4 million

Staffing costs represent the largest proportion of the council's budget. Faced with a substantial budget gap, a review of terms and conditions is proposed, including pay enhancements and allowances, to make savings in staffing costs. The focus will be on changes to overtime arrangements and allowances that meet service requirements whilst also demonstrating value for money.

1h General Balance of Savings to be Identified

Estimated Saving: £10.4 million

The nature of medium to long-term financial planning means that it becomes increasingly difficult to identify with certainty expenditure, income and savings. As the five year programme progresses, the council will develop specific measures to meet the estimated remaining budget gap.

This will include looking at the scope to work with other councils and public authorities to deliver shared services.

Given that the majority of the council's budget is staffing costs, it is highly likely that the balance will be met by changes to service delivery and staffing levels across the council's workforce.

2

Modernising Social Care

Measures totalling £20.6 million over the next five years have been identified that would change the way we deliver services. These alter behaviours and factors that can have a detrimental impact on lives at an early stage, and/or deal with issues before they reach a crisis stage.

The West Lothian Integration Joint Board (IJB) is responsible for a wide range of health and social care functions in West Lothian. They include adult and elderly social care services. They are legally delegated to the IJB. The council operationally delivers those services in accordance with the IJB's strategic plan and directions. This consultation includes saving proposals which have been identified by council officers and relate to adult and elderly care services and those are included below.



2a Care for Children

Estimated Saving: £5.2 million

Proposed changes to reshaping care for families and young people will allow more effective use of resources to create better outcomes for young people.

The council will modernise internal teams and processes to focus on highest risk cases and early intervention and prevention, with family support being undertaken on an outreach basis.

Changes will be made to residential placements to make greater use of council provision and allow children with disabilities to remain in their local community, focusing on keeping young people in West Lothian.

2b Adult and Older People Assessment

Estimated Saving: £8.8 million

The council is faced with growing numbers of people needing care services, combined with severe budget pressures. Many local authorities have already changed their assessment criteria with access to care based on people's needs and risks to independence.

The council is proposing that the threshold levels would be set at critical/substantial for all new clients for care, respite provision and private adaptation grants. Social Work resources would be focused on supporting those most in need and short care visits would be reviewed to identify if more appropriate interventions are required.

The council would also expand on the successful use of technology to support care at home provision.

2c Care for Adults

Estimated Saving: £2.5 million

The introduction of self-directed support, where individuals can make choices regarding their care packages, has seen a change in the nature of services requested. Incorporating the change in demand, there is a greater need for outreach interventions therefore it is proposed that day care facilities currently provided at three different locations are combined into one at Pathways, in Livingston.

Local solutions will be developed to allow people to stay in supported accommodation in their communities rather than other residential facilities.

Changes to the sleepover model, including greater use of technology and sharing resources with other providers, are also proposed.

2d Commissioned Services

Estimated Saving: £2.1 million

How the council buys care services will be reviewed to ensure services delivered by external partners meet people's needs.

The care services bought by the council will reduce as the proposals in this document are implemented. Although support will continue to be given to those providers who deliver services to the most vulnerable in our communities.

This will include reducing the council's contribution over and above the level of external funding received for initiatives such as the Alcohol and Drug Partnership Service.

2e Building Based Care

Estimated Saving: £800,000

The council provides a number of care services in purpose built buildings.

Council owned day centres for older people would close with the service continuing to be delivered by existing external partners. Following the opening of Rosemount Gardens in Bathgate, and reflecting the changes in client choice following the introduction of self-directed support, a more flexible model for housing with care for older people would be adopted throughout West Lothian.

2f Social Policy Management and Support

Estimated Saving: £1.2 million

Taking into account the changes to social care services proposed by the council, there is an opportunity to review and reduce management and administrative requirements.

As well as streamlining and consolidating internal processes to make efficiency savings, opportunities to integrate further with partners will be progressed.



3 Managing our relationship with customers



Measures totalling £1.4 million over the next five years have been identified, which will improve the quality and accessibility of customer services in the council, resulting in more cost effective customer contact.

3a Channel Shift and Digital Transformation

Estimated Saving: £600,000

The council has the opportunity to look at how customers access services, introducing digital solutions to meet demand. A transformational change programme will be developed based on a **digital by choice** ethos and more online and self-service solutions will be introduced to support council employees in delivering services. This would allow the council to continue to provide support whilst delivering a more efficient service at a lower cost.

3b Modernised Library and Information Service

Estimated Saving: £200,000

The council has successfully developed the partnership model over the last five years, allowing staff to provide services to customers in one location. Provision in Library and Customer Information Services (CIS) would be rationalised.

3c Integrated Anti-Poverty Service

Estimated Saving: £600,000

Given the recent welfare changes, and the increasing demands from communities for advice and support, all anti-poverty related financial support, which would include the Advice Shop and Benefits Team would be combined into one team to allow a more targeted and focused advice service. This team would provide a joined up service for the public, giving those in most need an improved service whilst also generating efficiency savings through removal of duplication.

4 Working with partners to deliver outcomes

Measures totalling £3.6 million over the next five years have been identified which would enable the council to deliver more effective, flexible and affordable services.



record of working successfully with our partners to provide services that are effective, flexible and affordable. There are opportunities to further explore the integration of services, resources and activities removing duplication and sharing best practice.

4a Review Approach to Delivery of Culture & Sports

Estimated Saving: £1.5 million

Based on the proposed priorities, some arts and sports activities will no longer be provided. The council will focus on Youth Music Initiative, Active Schools, developer funded public art and arts programming at Howden Park Centre in partnership with West Lothian Leisure. Reflecting the council's reduced income, the funding provided to West Lothian Leisure will be reduced.

4b Support for Community Groups & Organisations

Estimated Saving: £600,000

The council currently works in partnership with a number of voluntary community groups and organisations. The council's financial contributions to these groups would be reviewed to focus on priority areas, meaning the removal of support for non-priority areas or where alternative programmes are more effective. Reflecting the change in funding, the team which delivers support to these groups would also be reviewed.

4c Support to Business Improvement Districts (BIDS)

Estimated Saving: £200,000

As BIDS are not a statutory function, and should become sustainable without council support after the initial set-up period, it is proposed that support for BIDS would be reviewed.

4d Working in Partnership

Estimated Saving: £600,000

The council has an excellent track

4e Review of External Funding for Police

Estimated Saving: £700,000

The council currently provides Police Scotland with funding for 21 police officers, vehicles and analyst support. Few local authorities in Scotland provide funding for additional police officers. The Scottish Government has given a commitment that Police Scotland's budget is to be protected. No such commitment has been given for council budgets. Given that the provision of adequate levels of policing is the responsibility of Police Scotland, it is proposed that this funding is removed.

5

Managing our assets and reducing energy

Measures totalling £3.5 million over the next five years have been identified, which would ensure that the council continues to have efficient and effectively managed assets to support service delivery.



5a Empowering Communities & Reducing the Number of Community Facilities

Estimated Saving: £600,000

Over the years the council has significantly reduced the number and cost of buildings and the council will continue to modernise and rationalise all properties across the estate. As the number of buildings required to deliver council services reduces, community groups will have the opportunity to request ownership of properties through the provisions of the Community Empowerment (Scotland) Act 2015. As the council has moved to the partnership model, there is an opportunity to consolidate the number of community centres and village halls. It is proposed to review the provision of facilities at community centres.

5b Revised Property Requirements from Service Proposals

Estimated Saving: £700,000

As the proposals contained within this consultation are implemented, and changes are made to service provision and delivery, there will be a reduced need for specific properties. Any surplus properties will be available for asset transfer or disposal, creating property related savings.

5c Efficiencies from Improved Use & Management of Council Properties

Estimated Saving: £1 million

The council is developing a ten year programme for investing in its assets to

support service delivery. This approach reduces the need for reactive maintenance work, improving how the council invests in property assets. Following the success of previous energy efficiency initiatives, the council will continue to reduce energy consumption and related costs through new energy efficiency and renewable energy projects.

5d Treasury and Insurance Savings

Estimated Saving: £800,000

The council has a long history of effective and efficient financial management. Continued successful and proactive management of the council's insurance and treasury management budgets will generate more savings in these areas of the council's budget.

5e Reducing Carbon Emissions & Improving Energy Efficiency

Estimated Saving: £400,000

The council's previous street lighting conversion project has been very successful with substantial financial and carbon emissions reductions being achieved. It is proposed that these works are continued, with more street lights converted to LED technology to generate further savings.

6

Reviewing Income and Concessions

The council has one of the lowest levels of income through sales, fees and charges per head of population in Scotland. The council established an approach to income and concessions in 2015 where all discretionary charges are benchmarked with Scottish averages or other local providers. Measures totalling £5.4 million over the next five years have been identified, which would raise additional income.



It is proposed that all opportunities for discretionary charging will be reviewed and benchmarked in addition to a standard inflationary increase being applied in line with existing practice.

This would include an assumed increase in non housing rents of 3% subject to a separate consultation on rent levels with tenants.

Areas where the council could investigate opportunities for additional sources of income include:

- Introduction of administrative charge of £20 for blue badges
- Introduction of charging for council car parks

- Maximising the rental income from the council's commercial property portfolio

- Introduction of a charge for transport services reflecting greater use of outreach services

With an ageing population, and increasing demand for services, the council must ensure that appropriate fees and charges

are considered. It is proposed that a contributions policy for non-residential care services is introduced subject to the financial assessment of affordability. This would mean that only those who could afford to pay would be required to make a contribution and older people would continue to be eligible for free personal and free nursing care.

7 Environment

Measures totalling £13.2 million over the next five years have been identified that would change the services we provide to improve the local environment and infrastructure. This will include new standards and delivery models that will ensure we continue to protect the built and natural environment in West Lothian more cost effectively.



7a Revised Catering & Cleaning Models & Standards

Estimated Saving: £700,000

The council will continue to provide a school meal service, reviewing how meals are prepared and delivered to make sure that the service meets both statutory requirements and is affordable. This will involve reviewing transportation methods, menu options and other efficiency improvements. The council is also proposing further changes to cleaning specifications in buildings, focusing more on the education and awareness of building users whilst meeting statutory cleaning requirements.

7b Revised Facilities Management in Schools

Estimated Saving: £300,000

It is proposed that the facilities management service will be reviewed to seek better scheduling of activities and revised cover arrangements and opening hours.

7c Revised Service Standards & Delivery Models - Waste Services

Estimated Saving: £2.6 million

There is a requirement to review all service provision and standards to make sure that the service is delivered in an effective and efficient way whilst meeting council priorities. Changes will be made to the waste collection service including consideration of revised recycling models, scheduling of routes and working arrangements. It is proposed to introduce charges for bulky uplifts and use of brown bins. In addition, the review would include removal of the commercial waste service and closure of three community recycling sites to focus on key sites in West Lothian.

7d Reprioritised Passenger Transport Strategy

Estimated Saving: £3.9 million

The council currently subsidises around 20% of bus routes as well as providing a number of other services such as school transport and concessionary transport schemes. A public transport review is proposed to focus on connecting communities and businesses in a way which is affordable and effective. This will include ceasing some services and

exploring alternative transport models. An updated transport strategy would focus on statutory minimum mileage limits for school transport, use of concessionary bus, Handicabs and Dial-a-Ride schemes, and removal of subsidies for bus routes that are not commercially available or viable.

7e Green Fleet & Travel

Estimated Saving: £500,000

The council has delivered substantial savings in internal vehicle costs over the last five years. There are opportunities to achieve more savings and changes are proposed to council services which will have an impact on the type and number of vehicles. In addition, the council is looking to achieve a further 20% reduction in business mileage and to reduce the mileage rate payable to staff using their own vehicles for business.

7f Revised Service Standards & Delivery Models - NETs, Land & Countryside

Estimated Saving: £2.7 million

There is a requirement to review all service provision and standards to make sure that the service is delivered in an effective and efficient way whilst meeting council

priorities. Focusing grounds maintenance on a priority basis in line with the council's Open Space Strategy, service delivery will be reviewed with maintenance, enforcement and management activities integrated and consolidated. Generic working will be introduced to ensure resources are utilised effectively to support service delivery.

7g Revised Service Standards and Delivery Models - Roads & Transportation

Estimated Savings: £2.5 million

There is a requirement to review all service provision and standards to make sure that the service is delivered in an effective and efficient way whilst meeting council priorities.

All service delivery, including winter maintenance, will be changed to focus on statutory requirements with an updated approach to asset management. This will mean some services, such as festive lighting, will no longer be provided by the council.

Where it is cost effective, contractors will be used for capital investment works and for services which need specialist equipment to deliver services.



How to take part

Online

Respondents are encouraged to complete the consultation response form online by going to: westlothian.gov.uk/transforming or scan the QR code with your mobile device.

The consultation will close on Sunday 12 November.



Paper copy

You can complete this form (please complete both sides), cut it out and hand it in to any Customer Information Service (CIS) centre, your local housing office, library, West Lothian Civic Centre, community or partnership centre. Parents/carers can also hand their completed form into their child's school. Or you can post your completed form to:

West Lothian Council
Freepost BULLETIN SURVEY
Livingston
EH54 6FF

Please note: Photocopies will not be accepted. All completed forms must have been received by Sunday 12 November.

What will happen next?

Following analysis of the feedback received, a series of special Policy Development and Scrutiny Panels (PDSPs) will take place in December. This will provide a platform for elected members and community organisation representatives to discuss the findings of the consultation, and put questions to council officers relating to the consultation.

The feedback from the PDSPs will go towards shaping the council's budget which will be set early in 2018.

Thank you for taking the time to complete this consultation document.

Have your say on priorities for a better West Lothian

Rate our priorities in order of importance from 1 to 8 (1 = most important to 8 = least important)

- ☐ **Delivering positive outcomes and early intervention for early years**
Supporting children and young people to get the best possible start in life.
- ☐ **Improving the employment position in West Lothian**
Supporting business and economic growth in West Lothian and helping people into employment.
- ☐ **Improving attainment and positive destinations for school children**
Improving the quality of learning and teaching in our schools and helping young people to succeed.
- ☐ **Improving the quality of life for older people**
Supporting older people by offering care and support that helps them to live well and have greater control, choice and independence.
- ☐ **Minimising poverty, the cycle of deprivation and promoting equality**
Helping people living in poverty and deprivation through housing, money advice and employability schemes.
- ☐ **Reducing crime and improving community safety**
Reducing crime, reoffending, antisocial behaviour and protecting the most vulnerable people in our community.
- ☐ **Delivering positive outcomes on health**
Working collaboratively with our partners in health to improve the health and wellbeing of local people.
- ☐ **Protecting the built and natural environment**
Building strong, sustainable communities and protecting the local environment.

The council believes that the eight priorities are still right ones to make a better West Lothian. **Please comment below:**

Have your say on Council Tax

In 2017/18, the Scottish Government introduced a new scheme to increase the amount of Council Tax collected for properties in the higher bands of E-H. In addition, for the first time in nine years, the Scottish Government allowed councils to adopt a flexible approach to Council Tax and allows for Council Tax to be raised by up to 3% for all bands.

A Council Tax rise of 3% each year for all Council Tax bands has not been agreed by West Lothian Council. However the council is basing its long term financial planning on the assumption that Council Tax will increase by 3% for all properties each year between 2018/19 and 2022/23.

Council Tax only makes up 19 % of our funding. However Council Tax is still very important and an increase in Council Tax would help to reduce the amount of cuts necessary and increase the amount of funding the council has to spend on local services. If Council Tax is not increased by 3% each year, the council's £73 million budget

gap will increase further and additional cuts to services will be required.

- Do you support the council's planned changes to Council Tax?
- If Council Tax was not increased by 3% per annum this would increase the budget gap by £16.9 million. If you don't support the annual increase how would you find the additional income to bridge that increased budget gap?
- Would you support an increase of more than 3% if all funding raised above 3% were spent on specific priorities, such as Social Care?

Please comment below:

