



West Lothian
Council

Services for the Community Policy Development and Scrutiny Panel

West Lothian Civic Centre
Howden South Road
LIVINGSTON
EH54 6FF

12 December 2014

A meeting of the **Services for the Community Policy Development and Scrutiny Panel** of West Lothian Council will be held within the **Council Chambers, West Lothian Civic Centre, Livingston** on **Thursday 18 December 2014 at 2:00pm**.

For Chief Executive

BUSINESS

Public Session

1. Apologies for Absence
2. Order of Business
3. 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.
4. Delivering Better Outcomes Consultation - Overview - Report by Head of Housing, Construction and Building Services (herewith)
5. Delivering Better Outcomes Consultation - Report by Head of Housing, Construction and Building Services (herewith)

NOTE **For further information contact Anne Higgins, Tel: 01506 281601 or email: anne.higgins@westlothian.gov.uk**



SERVICES FOR THE COMMUNITY POLICY DEVELOPMENT AND SCRUTINY PANEL

DELIVERING BETTER OUTCOMES CONSULTATION – OVERVIEW

REPORT BY HEAD OF HOUSING CONSTRUCTION AND BUILDING SERVICES

A. PURPOSE OF REPORT

The report provides the Panel with a summary overview of the Delivering Better Outcomes (2014) consultation and sets out the arrangements for reporting the consultation results to Policy Development and Scrutiny Panels (PDSPs) in the week commencing 15 December 2014.

B. RECOMMENDATION

It is recommended that the Panel notes:

1. the council faces a budget gap of £30.4million.
2. the overview of the Delivering Better Outcomes (2014) consultation process;
3. that the consultation responses will be used by the council to help balance its budget for the period to 2018.

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) | <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> |
| III Implications for Scheme of Delegations to Officers | None at this stage. |
| IV Impact on performance and performance Indicators | None. |
| V Relevance to Single Outcome Agreement | The consultation will help the council support the delivery of the Single Outcome Agreement for the next three years. |

VI Resources - (Financial, Staffing and Property)

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.

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.

VII Consideration at PDSP

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.

VIII Consultations

Details of a programme of consultation with all key stakeholders were set out in the report to Council Executive on 19 June 2014.

A Project Team was established to progress and manage the consultation process.

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.

In June 2014 the Council Executive considered a report which advised that the council faces a budget gap of £30.4million. Council Executive approved a further budget engagement exercise, delegated to the Chief Executive, as part of the council's medium term financial strategy to assist in the prioritisation and allocation of resources to activities that have the greatest impact on the council's outcomes, whilst ensuring balanced budgets for the period to 2017/18.

D.2 Consultation Process

D.2.1 Approach

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 sought feedback from respondents on measures that will allow the council balance its budget and continue to deliver its priorities for the period to 2018.

D.2.2 Communications Plan

The communications campaign for Delivering Better Outcomes (2014) was wide ranging. The campaign began with the consultation launch on Thursday 9 October 2014. The Delivering Better Outcomes consultation was branded 'Your Say' for easy recognition and consistency with the consultation that took place in 2012 on the council priorities. This distinctive branding 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 2014 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 then 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.

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 Response

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:

| 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% |

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

| 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% |

D.3.2 PDSPs

To consider the feedback from the consultation, a series of PDSP meetings are taking place between 15 and 18 December 2014. 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/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. 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 between 15 and 18 December 2014, the consultation responses will be used by the council to help balance its budget and continue to deliver its priorities for the period to 2018.

E. CONCLUSION

The report provides the Panel with a summary overview of the Delivering Better Outcomes consultation and sets out the arrangements for reporting the consultation results to PDSPs week commencing 15 December 2014.

F. BACKGROUND REFERENCES

Report to Council Executive – 19 June 2014

Appendices/Attachments:

Appendix 1 – Engagement with Hard to Reach Groups

Contact Person: Graeme Struthers
Email: graeme.struthers@westlothian.gov.uk

Alistair Shaw
Head of Housing Construction and Building Services
18 December 2014

ENGAGEMENT WITH HARD TO REACH GROUPS

| Hard to Reach Category | Specific Group within Category | Rationale | Engagement Method |
|-------------------------------|---------------------------------------|---|--|
| Young people | Steps N2 Work | Young people involved in this project may be vulnerable and have often not been involved in any mainstream education or activity for some time. | Individual support. |
| | Youth Congress | Representative group of young people. | Facilitated group session |
| | Offbeat | Representative group of young people. | Group work and group sessions. |
| | MCMC Life Skills Project | Group of young people participating in the Skills Training Programme | Group work and individual support. |
| | Wee Croft, Stoneyburn | Representative group of young people. | Group work and individual support. |
| | The Vennie, Livingston | Youth drop-in working with some vulnerable young people. | Individual support. |
| | Pupil Councils | Representative young people from schools | Group work. |
| | Youth Clubs | Representative groups of young people. | Group work and individual support. |
| Older people | Day Care | Representative Group | Group work. |
| | People with Dementia | Representative Group | Group work and individual support. |
| Vulnerable people | Various | Individuals are likely to engage more readily with their support worker. | Group sessions and individual support. |
| | Mental Health Service Users Forum | Representative Group | Group work. |
| Unemployed | Access2employment customers | Individuals are likely to engage more readily with their support worker. | Individual support by Advisors to complete consultation online or by hand. |

| Hard to Reach Category | Specific Group within Category | Rationale | Engagement Method |
|--------------------------------------|--|---|--|
| Advice Shop customers | Customers visiting 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. | Supporting customers to complete consultation. |
| People with literacy needs | Customers of the Adult Basic Education service | These customers are unlikely to respond to online/printed consultation because of their low literacy levels. | Engaged with individual learning groups as part of group learning activities |
| Homeless | Residents of the council's homeless units | These customers do not have a permanent address and are unlikely to have access to the internet or the council's newspaper, Bulletin. | Housing Support Workers offered one to one support to clients. |
| West Lothian Council Housing Tenants | Occupants in Temporary Tenancies | Some tenants highlighted to Housing Officers that they were struggling to complete the consultation. | Individual support. |
| Equalities Groups | LGBT Youth Forum | Representative young people | Group work. |
| | Disability Equality Forum | Representative group for people with disabilities | Facilitated briefing for the group provided. An offer of further support was made if needed. |
| Ethnic Minority Groups | Community Race Forum | Representative group for community members from a range of ethnic backgrounds. | Offer of support was made if needed. |
| | English for Speakers of Other Languages (ESOL) classes | The customers in these classes do not have English as their first language may need help to understand and complete the consultation. | Individual tutor support provided to complete the consultation. |
| Disadvantaged communities | Addiewell | In 20% worst Scottish Index of Multiple Deprivation (SIMD) data zones | Individual support provided to individuals to complete the consultation. |
| | Blackburn | | |
| | Bridgend | | |
| | Boghall | | |
| | Craigshill | | |
| | Fauldhouse | | |
| | Mayfield | | |



SERVICES FOR THE COMMUNITY POLICY DEVELOPMENT AND SCRUTINY PANEL

DELIVERING BETTER OUTCOMES CONSULTATION

REPORT BY HEAD OF HOUSING CONSTRUCTION AND BUILDING SERVICES

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

| | |
|---|---|
| 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) | <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> |
| III Implications for Scheme of Delegations to Officers | None at this stage. |
| IV Impact on performance and performance Indicators | None. |
| V Relevance to Single | The consultation will help the council support |

| | | |
|-------------|---|--|
| | Outcome Agreement | the delivery of the Single Outcome Agreement for the next three years. |
| VI | Resources - (Financial, Staffing and Property) | <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> |
| VII | Consideration at PDSP | 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. |
| VIII | Consultations | <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 Services for the Community PDSP on 18 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.

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 681 (1.69% of all comments) across one measure has been allocated to service areas which report to the Services for the Community PDSP. However it should be noted that there are two measures allocated to other PDSPs which, due to the nature of the measure, has been included in the information being reported to the PDSP. The allocation of the comments and measures is set out below in Table 3.

Table 3: Services for the Community PDSP

| Measure | Number of Comments | Percentage of Total Comments |
|---|--------------------|------------------------------|
| 1a Modernising council support functions * | 1,765 | 53.32% |
| 1q Review of noise monitoring and enforcement | 681 | 20.57% |
| 3a Reshaping care for families and young people * | 864 | 26.10% |
| Total | 3,310 | 100.00% |

*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 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. | 1,838 | 55.53% |
| 2. The respondent advised that they either did not agree or did not believe the council should consider the measure. | 310 | 9.37% |
| 3. The respondent advised that they had no comment to make. | 396 | 11.96% |
| 4. The council is already doing this. | 263 | 7.95% |
| 5a. It is proposed that this suggestion is not taken forward because the council is required by law to deliver this work. | 23 | 0.69% |
| 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. | 6 | 0.18% |
| 5c. It is proposed that this suggestion is not taken forward because it is not consistent with the council's values and priorities. | 30 | 0.91% |
| 5d. It is proposed that this suggestion is not taken forward because it has been previously considered and will not be progressed. | 2 | 0.06% |
| 6. This is a positive suggestion. Officers will consider how this could be developed. | 83 | 2.51% |
| 7. The respondent's comment was either not relevant to the question, inappropriate and/or contained personal and sensitive information. | 132 | 3.99% |
| 8. This suggestion is out with the responsibility of West Lothian Council. Where relevant, we will forward these comments to our partner organisations. | 17 | 0.51% |
| 9. These are outline measures. More detail will be available once fully developed. | 210 | 6.34% |
| Total | 3,310 | 100.00% |

An analysis of all of the comments allocated to the Services for the Community 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

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 Services for the Community PDSP is set out below in Table 5.

Table 5: FTE Posts

| Measure | FTE |
|---|-----|
| 1a Modernising council support functions * | 96 |
| 1q Review of noise monitoring and enforcement | 7 |
| 3a Reshaping care for families and young people * | 5 |
| Total | 108 |

*The measure has been reported to more than one PDSP

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 Services for the Community PDSP – 18 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

Contact Person: Graeme Struthers
Telephone: 01506 281776
Email: graeme.struthers@westlothian.gov.uk

Alistair Shaw
Head of Housing Construction and Building Services
18 December 2014

Delivering better outcomes

consultation results

your say
on council services

The total number of responses received 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:

| Respondent | No. of Returns | % |
|----------------------|----------------|------|
| Employees | 1,422 | 41% |
| Individuals | 1,900 | 55% |
| Organisations/Groups | 145 | 4% |
| Total | 3,467 | 100% |

A list of the organisations/groups who submitted a response and provided their details is available as an Appendix on page 4.



Method of response >


Paper consultation returns: 450


Online consultation returns: 3,017


Total respondents: 3,467

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: 2,403

| Age | Total |
|--------------|-------|
| 17 and under | 108 |
| 18 to 24 | 107 |
| 25 - 34 | 348 |
| 35 - 44 | 664 |
| 45 - 54 | 707 |
| 55 - 64 | 334 |
| 65 - 74 | 97 |
| 75 or older | 38 |

Gender

Number of respondents who provided this information: 2,412

| Gender | Total |
|--------|-------|
| Male | 946 |
| Female | 1,466 |

Caring and/or parenting responsibilities

Do you have caring and/or parenting responsibilities for a child, children or for anyone else (e.g. a family member, friend, neighbour etc)?

Number of respondents who provided this information: 1,565

| | Total |
|-------------------------|-------|
| Yes (children under 18) | 958 |
| Yes other | 223 |
| No | 221 |
| Prefer not to say | 163 |

▼ Disability

Do you consider yourself to have a disability?

Number of respondents who provided this information: 2,388

| | Total |
|-----|-------|
| Yes | 204 |
| No | 2,184 |

If you consider that you have a disability under this definition, please indicate if you have any of the following conditions: Number of respondents who provided this information: 383

| | Total |
|---|-------|
| A learning disability | 56 |
| A long standing illness or other health condition | 105 |
| A mental health condition | 51 |
| A physical impairment | 40 |
| A sensory impairment | 25 |
| Other condition | 18 |
| Prefer not to say | 88 |

▼ Ethnicity

Number of respondents who provided this information: 2,412

| Ethnicity | Total | Ethnicity | Total |
|--|-------|--|-------|
| African, African Scottish or African British | 3 | Mixed or multiple ethnic groups | 6 |
| Arab | 0 | Other ethnic group | 34 |
| Bangladeshi, Bangladeshi Scottish or Bangladeshi British | 0 | Pakistani, Pakistani Scottish or Pakistani British | 6 |
| Black, Black Scottish or Black British | 4 | White British | 331 |
| Caribbean, Caribbean Scottish or Caribbean British | 1 | White English | 97 |
| Chinese, Chinese Scottish or Chinese British | 8 | White Gypsy/Traveller | 1 |
| Indian, Indian Scottish or Indian British | 5 | White Irish | 26 |
| | | White Northern Irish | 16 |
| | | White Polish | 14 |
| | | White Scottish | 1,856 |
| | | White Welsh | 4 |


Appendix

List of organisations/groups who submitted a response:

- 01 ABE Wednesday Group
- 02 Acredale House, Optima, The Federation of West Lothian Voluntary Sector Day Care Providers
- 03 Angela Constance, MSP
- 04 Armadale Academy Parent Council
- 05 Almond Valley Heritage Trust
- 06 Armadale Academy School Forum
- 07 Artlink Edinburgh and the Lothians
- 08 Assessment Team within Social Policy
- 09 BBN Investments Ltd t/a Big Bird Nursery
- 10 Bathgate Academy: Lindsay House Council pupil reps
- 11 Bathgate Academy: Simpson House Council
- 12 Bathgate Academy Parent Council
- 13 Bankton Pupil Council
- 14 Bankton Pupil Council
- 15 Bankton Parent Council
- 16 Basketball Scotland
- 17 Bellsquarry Primary School Parent Council
- 18 Blackridge Primary School - Pupil Voice
- 19 Carers of West Lothian
- 20 Citizen Advice Bureau
- 21 Craigshill Good Neighbour Network
- 22 Croftmalloch Primary School Parent Council
- 23 Couple Counselling Lothian
- 24 Cyerians Recovery Service
- 25 Deans Community High School - Under 5's Group
- 26 Dedridge Community Council
- 27 Dedridge Primary School Staff Group
- 28 Dedridge Primary School Parent Council
- 29 Disability West Lothian
- 30 Family Placement Team
- 31 Family and Community Development West Lothian
- 32 Family and Community Development West Lothian
- 33 First Adventures Nursery (and on behalf of 76 parents)
- 34 First Adventures Nursery, Linlithgow
- 35 Five Sisters and Cairn Brock Housing Networks
- 36 Five Sisters and Cairn Brock Housing Networks
- 37 First Steps Playgroup for Children with Additional Learning Needs
- 38 Firefly Arts Ltd
- 39 GMB Trade Union
- 40 Glitter Canons (LGBT Youth Group)
- 41 Howden St Andrews Parent Group
- 42 Hype
- 43 Hype
- 44 Hype
- 45 Hype Group
- 46 Inveralmond Community High School - class for adult artists with learning disabilities
- 47 Inveralmond Community High School
- 48 Joint Trade Union Committee (Unison, GMB, UNITE, UCATT)
- 49 John Barry Ltd
- 50 Kingfisher Club
- 51 Kirkhill Primary Parent Staff Council
- 52 Knightsridge Adventure Project
- 53 Knightsridge Primary School Pupil Council
- 54 Ladywell Neighbourhood Network
- 55 Ladywell Community Council
- 56 Letham Primary School
- 57 Linlithgow Heritage Trust
- 58 Linlithgow Academy Parent Council
- 59 Linlithgow Heritage Trust
- 60 Linlithgow Academy Pupil Council
- 61 Linlithgow Bridge Pupil Council
- 62 Livingston
- 63 Livingston Village CC
- 64 Livingston and District Dolphins Amateur Swimming Club
- 65 Livingston Station Community Association
- 66 Lothian Shopmobility
- 67 Low Port Primary Parent Council
- 68 Parent who supports LDD swimming club + as a FRENCH TEACHER who hires a room at ST Margaret's Academy to provide classes for children.
- 69 New Hopetoun Gardens
- 70 NETs, Land & Countryside Ground Maintenance West Locality staff
- 71 Occupational Therapy Team (30 staff)
- 72 Parent Council
- 73 Parkhead Primary School pupils
- 74 Peel Primary Parent Council

List of organisations/groups who submitted a response:

- 75 Pupil Council of Boghall Primary School, Bathgate
- 76 Pumpherston Community Council
- 77 Pupil Council Low Port PS
- 78 Pumpherston and Uphall Station CPS Pupil Council
- 79 Pupil Council at Mid Calder Primary
- 80 Pupil Council
- 81 PX2 Linlithgow Community Youth Services Young People
- 82 Regal Community Theatre
- 83 The Rosebery Centre
- 84 Scottish Youth Parliament
- 85 Seafield Primary School Pupil Council
- 86 Secretary of the Community Council
- 87 Simpson Primary Pupil Council
- 88 Simpson Primary and Nursery Class Parent Council
- 89 Simpson Primary and Nursery Class Parent Council
- 90 Simpson Primary School Pupil council
- 91 St Margaret's Academy (Pupil Representatives)
- 92 St Kentigerns Academy Pupil Council
- 93 Swim West Lothian
- 94 St Paul's Pupil Council
- 95 Scottish Fire and Rescue Service
- 96 Student Voice Committee
- 97 St. Anthony's Primary Pupil Council
- 98 St Michael's
- 99 St Michael's Day Care
- 100 St Michael's Day Centre
- 101 Tina Kennedy parent livingston Dolphins swimming club
- 102 The James Young High School, pupil
- 103 UNISON
- 104 Uphall Tuesday Youth club
- 105 Uphall Tuesday Youth Club.
- 106 West Lothian Youth Action Project
- 107 West Lothian Mental Health Service Users Forum
- 108 West Lothian Battalion of the Boys' Brigade
- 109 West Lothian College
- 110 West Lothian Run
- 111 West Lothian Run
- 112 West Lothian Hearing Impaired Service
- 113 West Lothian Disability Equality Forum
- 114 West Lothian Women's Aid
- 115 West Lothian Council - Let's Talk Equalities Group (Joint Meeting of Equality Community Forums)
This response also represents the views of the West Lothian Community Race Forum
- 116 West Lothian Third Sector representatives from:
Family and Community Development West Lothian
Voluntary Sector gateway West Lothian
Lothian Community Transport Services
Citizen's Advice Bureau
Barnardo's
West Lothian Social Enterprise Network
Braid House
West Lothian Drug and Alcohol Service
West Lothian Youth Action project
- 117 Joint response on behalf of West Lothian LGBT Young People's Forum and LGBT Glitter Cannons Group
- 118 West Lothian Wolves Basketball Club
- 119 West Lothian Division of the Girls' Brigade in Scotland
- 120 West Lothian Proud Unionists Working Together
- 121 West Lothian Social Enterprise Network
- 122 WEST LOTHIAN 50+ NETWORK
- 123 Whitdale Primary Parent Council
- 124 Whitburn and District Community Development Trust
- 125 Whitburn and District Community Development Trust
- 126 Whitdale Primary Pupil Council
- 127 Whitburn Academy Pupil Council
- 128 Windyknowe Primary School Pupil Council
- 129 Williamston Primary School teaching staff
- 130 Visit West Lothian
- 131 Voluntary Sector Gateway West Lothian
- 132 Xcite West Lothian Leisure
- 133 YWCA Scotland: The Young Women's Movement

 **145 respondents identified themselves as an organisation/group. 133 provided an organisation/group name, which are listed in this appendix.**

| Proposal | Number of Comments | Percentage of Total Comments | Summary of comments |
|---|--------------------|------------------------------|--|
| 1a Modernising council support functions | 1,765 | 53.32% | <ul style="list-style-type: none"> • Agrees with the proposal, no further comment • Proposal would be a very good idea if properly implemented • Proposal would be a very positive step as long as measures were taken to facilitate a smooth transition • Support to improve approach to cash collection and payments • Disagrees with the proposal, no further comment • Not convinced that centralised services will deliver saving and customer requirements • Remove duplication of support between services |
| 1q Review of noise monitoring and enforcement | 681 | 20.57% | <ul style="list-style-type: none"> • Agrees with the proposal, no further comment • Agree that there is opportunities to re-design and integrate practices and processes in the area of enforcement • Disagrees with the proposal, no further comment • An important part of protecting community safety and should not be reduced • The council should review the effectiveness of current provisions for enforcement |
| 3a Reshaping care for children and families | 864 | 26.10% | <ul style="list-style-type: none"> • Agrees with the proposal, no further comment • Agrees that the council should review the services provided for children and families • Proposal should be progressed to decrease the demand for residential school placements • Disagrees with the proposal, no further comment |

| Proposal | Number of Comments | Percentage of Total Comments | Summary of comments |
|----------|--------------------|------------------------------|---|
| | | | <ul style="list-style-type: none"> Disagrees that there should be any changes that would change the level of care provided to children and families Concern about the impact that any changes would have on national policies, such as GIRFEC and education, with which the council must comply |
| Total | 3,310 | 100.00% | |

| Measure/Category | 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. | 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 measure 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. | 9. These are outline measures. More detail will be available once fully developed. | Total |
|---|---|--|---|---------------------------------------|---|--|---|--|---|---|---|--|-------|
| 1a Modernising council support functions * | 937 | 114 | 132 | 225 | 19 | 4 | 28 | 1 | 69 | 100 | 13 | 123 | 1,765 |
| 1q Review of noise monitoring and enforcement | 415 | 36 | 160 | 11 | 4 | 1 | 2 | | 8 | 8 | 3 | 33 | 681 |
| 3a Reshaping care for families and young people * | 486 | 160 | 104 | 27 | | 1 | | 1 | 6 | 24 | 1 | 54 | 864 |
| Total | 1,838 | 310 | 396 | 263 | 23 | 6 | 30 | 2 | 83 | 132 | 17 | 210 | 3,310 |

*Measure has been reported to more than one PDSP

Delivering our priorities – Potential Budget Measures

The Delivering Better Outcomes consultation in 2012 set out workstreams that would contribute to delivering the council's priorities over the next five years. Within these we have identified a number of measures which would enable the council to balance its budget over the next three years. Details on the measures under each workstream are set out below.

1 Modernising services and managing our workforce

Measures totalling £15.54 million over the next three 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 Modernising council support functions

➤ **Estimated Saving: £3.26 million**

The council operates a range of internal support functions, including Human Resources, Information Technology, Finance, Property, and Administrative Support.

These functions could be improved by centralising service provision to create economies of scale and remove duplication.

We would use technology to further increase efficiency and adopt more cost effective methods for cash collection and payments.

1b Reducing printing volumes and costs

➤ **Estimated Saving: £240,000**

We would make savings in printing costs across council services and schools by reducing the volume of printing and photocopying, limiting colour printing, and introducing new ways of communicating with customers.

1c Review of primary and secondary school budgets

➤ **Estimated Saving: £2.86 million**

This would be managed through a range of measures including greater use of technology to improve efficiency for teaching and administrative activities, changes to class sizes in some schools, and a review of administrative support functions in and across schools.

1d Review of nursery school provision

➤ **Estimated Saving: £200,000**

Council nursery places would be prioritised, reducing the number of places provided by partner providers, which would reduce costs and maximise the use of places available in council establishments.

1e Redesign of instrumental music service

➤ **Estimated Saving: £280,000**

Instrumental music classes would begin from primary 5 onwards and more group teaching would be used. There are no plans to introduce charging for instrumental music.

1f Review of central education support

➤ **Estimated Saving: £660,000**

We would further rationalise central education support activities with more partnership working and a focus on key priorities.

Measures include the redesign of the remit of school area business support managers, the support provided for out of school care, moving the central music therapy resource into core special school provision and implementing a new quality improvement model in schools.

1g Modernising the council's facilities management service

➤ **Estimated Saving: £780,000**

The council spends £4.5million a year providing a cleaning service in its buildings.

We would review the frequency of cleaning, maintaining the cleaning requirements in key areas such as toilets, kitchens and sports facilities, and prioritising the cleaning of other areas.

This would enable the council to provide a revised level of service which continues to meet the requirements of building users.

1h Changes to waste services

➤ **Estimated Saving: £1.04 million**

The council has introduced a number of changes in recent years. Further changes, including the introduction of refuse collections over seven days a week, revised routes, a review of staff deployment and of the number of community recycling sites and opening hours, would enable the council to provide waste services more efficiently.

1i Changes to land and environmental services

➤ **Estimated Saving: £300,000**

The council's Cleaner Communities team would change its approach to protecting the environment, focusing on prevention rather than enforcement.

The country parks service provision would also be reviewed and those services with low demand, or where income received does not fully cover the cost of delivery, would be reduced.

1j Modernising social care processes

➤ **Estimated Saving: £930,000**

The council would extend mobile and flexible working for social workers. The measure would increase the amount of time staff spend with clients and rationalise administrative support, improving the overall service delivered to customers.

1k Modernising community support functions

➤ **Estimated Saving: £640,000**

Community regeneration activity would be reviewed and redesigned to focus on the services which have a direct impact on communities. Closer working with partners such as the voluntary sector would be a key feature of the redesigned service, and the support provided to areas such as community arts and sports development would be reduced accordingly.

1l Restructure of environmental health and trading standards and a review of economic development activities

➤ **Estimated Saving: £180,000**

The Environmental Health and Trading Standards service would be redesigned to deliver more effective and efficient processes, through a revised management structure and clearer prioritisation of activity to support a more streamlined service. There would also be a review of the activities undertaken by the Economic Development service to make sure there continues to be a targeted approach to priority areas.

1m Review of public transport policy and service

➤ **Estimated Saving: £1.49 million**

The council currently supports around 20% of West Lothian's bus routes. A review of the public transport services supported by the council would focus on connecting communities and businesses in a way which is affordable and effective. The council would also explore alternative transport models, such as provision of transport based on individual's needs, to minimise the impact of service changes on users.

1 Modernising services and managing our workforce - continued

1n Review of the concessionary rail scheme

Estimated Saving: £270,000

The council currently supports a concessionary rail scheme. The costs have been rising considerably year-on-year and the number of journeys is projected to increase significantly in the future. There is no legal requirement to provide a concessionary rail scheme, with many councils not providing any rail concessions, and it is in addition to other schemes already in place. We would propose to maintain a scheme which complements existing national concessions; however users would pay more per journey.

1o Review of additional support needs pupil transport

Estimated Saving: £450,000

The council would review the way in which transport for additional support needs pupils is delivered to make sure the most appropriate transport option is provided. This would be undertaken on a contract by contract basis along the same lines as a successful pilot completed at Burnhouse School, where changes enabled the council to achieve savings in transportation costs with no negative impact on service users.

1p Reduction in internal vehicle costs

Estimated Saving: £1.54 million

The council spends over £9 million a year in maintaining a fleet of over 1,000 vehicles which are required to deliver the full range of council services. Savings would be delivered through a 33% reduction in mileage, reducing insurance claims and improving the use of the fleet to reduce the number of vehicles. Savings would also be achieved through improvements to route planning, changes in business practices and a greater focus on alternative methods of transport.

1q Review of noise monitoring and enforcement

Estimated Saving: £230,000

The council would redesign existing noise monitoring and enforcement services in order to deliver a merged and improved customer service, which will realise savings through better partnership working.

1r Redesign of hearing impairment service for schools

Estimated Saving: £150,000

The service would be redesigned on a more integrated basis in line with service requirements. Teachers who had been moved from class teaching to provide this service would return to teaching in the classroom.

1s Changes to fixed staff holidays

Estimated Saving: £40,000

The council currently observes seven fixed staff holidays each calendar year, and overtime is payable to staff who are required to work on these dates. We would propose to reduce the number of fixed staff holidays from seven to six, in exchange for an additional day's annual leave, to reduce the cost of overtime for fixed staff holiday working.

2 Working with partners to deliver outcomes

Measures totalling £3.66 million over the next three years have been identified which would enable the council to deliver more effective, flexible and affordable services.

2a Working with health to deliver health and social care services

Estimated Saving: £1.2 million

The council has a strong partnership with NHS Lothian, and would continue to look at further ways to share resources, remove duplication and integrate services to enhance the quality of care and improve experiences for patients.

2b Review of cultural and leisure services

Estimated Saving: £1.4 million

West Lothian has a trust model to deliver leisure services. This could be extended to other sports provision. This model could also include culture, local history and museum services. Such a model could provide access to funding and cost savings which would not otherwise be available to the council in the operation of these services.

2c Modernising our partnership with voluntary organisations

Estimated Saving: £695,000

The council currently works in partnership with voluntary organisations. Resources would be reviewed to focus on the most important areas that help to meet shared outcomes. This could mean the removal or reduction of non-priority areas or areas where other programmes are more effective.

2d Review of support to the business community

Estimated Saving: £185,000

The council would review the support to the business community including Visit West Lothian, Town Centre Management and Chamber of Commerce.

2e Providing services in partnership with West Lothian College

Estimated Saving: £180,000

Integration of support services in the council and the college could create savings through economies of scale, with the council providing the college with IT support, payroll, marketing and media functions. The council's management of staff learning and development would also be reviewed to consider how improved training can be delivered in partnership with the college.

3 Preventing negative outcomes

Measures totalling £2.29 million over the next three years have been identified that would change the way we deliver services which change behaviours that can have a detrimental impact on lives at an early stage, and/or deal with issues before they reach a crisis stage.

3a Reshaping care for families and young people

Estimated Saving: £850,000

A new model of working would allow more effective use of resources to create better outcomes for young people.

This would decrease the demand for residential school placements and reduce the use of care and education provision out-with the council.

More partnership working for homelessness activities and changes to care support in an education setting would reduce the numbers of staff needed to deliver the service.

Early years services would also be redesigned to focus on supporting families in their own homes and delivering parenting groups.

In addition, we would also reduce the funding to early intervention projects which no longer support the council's priorities.

3b Reshaping care for older people

Estimated Saving: £320,000

The reshaping care for older people programme aims to help older people to live independently in the community for as long as possible.

The greater use of home technology, care support and improving general health would help to reduce hospital admissions and care home placements.

The Older People's Challenge Fund will continue to fund the Food Train and Dementia Cafes, with a saving of £180,000 being used to fund core services for older people.

3c Changing levels for access to care services

Estimated Saving: £890,000

Growing numbers of people needing care services, combined with severe budget pressures, has resulted in many councils changing threshold levels for access to care services.

It is proposed that threshold levels would be set at critical/substantial level for all new clients.

Access to care services would be based on an assessment process focusing on people's needs and risks to their independence.

This may mean, for example, that some new clients whose needs are not assessed as critical or substantial would have to pay for some aids and adaptations.

3d Redesign of criminal justice service

Estimated Saving: £130,000

We would make improvements and changes to the criminal justice service which would reduce the need for funding to be given to external providers.

3e Changes to the way the council buys care services for people under 65

Estimated Saving: £100,000

The buying of specialist care at home and care home services for adults under 65 would be reviewed.

Contracts for services would be standardised so that all providers have the same hourly rate and range of services.

The council would also change how it buys care home places for people with physical disabilities and make alterations to the existing local residential unit so that services are more adaptable to changing needs.

4 Managing our assets

Measures totalling £2.51 million over the next three years have been identified which would ensure that the council continues to have efficient and effectively managed assets to support service delivery.

4a Review of the council's commercial property portfolio

Estimated Saving: £330,000

The council has a commercial property portfolio of over 700 shops, industrial units, warehouses, offices and other buildings and land. The properties are leased to tenants to generate income for the council and to promote economic development.

Rental income would be increased through rent reviews, lease renewals, review of management fees and other general fees and charges.

4b Property modernisation

Estimated Saving: £1.39 million

Over the years the council has reduced significantly the number and cost of buildings. The opening of the Civic Centre and partnership centres has ensured that properties are used in the most effective way, supporting a more mobile and flexible workforce. The modernisation and rationalisation of properties will continue.

A review and redesign of the services delivered in the community would match building requirements to local needs, which may mean an overall reduction in opening hours of buildings. For community facilities the focus would be on coordinating the use of facilities locally rather than the closure of buildings.

4c Combining property management and maintenance activities

Estimated Saving: £410,000

The council has a five year programme for investing in its property and other related assets in order to support service delivery. This approach reduces the need for reactive maintenance work. Maintenance budgets would be reduced and framework contracts introduced for maintenance in order to improve efficiency and reduce ongoing expenditure.

The centralisation of property activities delivered throughout the council would also enable savings to be achieved through the streamlining of operations and the removal of duplication.

4d Managing the council's information technology infrastructure

Estimated Saving: £380,000

Effective information technology systems are key to delivering modern and accessible services.

The council would continue the roll-out of its internet based telephone system which will generate savings in reduced line rental and call charges and at the same time will review the use of mobile telephones across services.

5 Reviewing income and concessions

Measures totalling £2.95 million over the next three years have been identified from the development of a clear and fair pricing strategy and concession scheme which would ensure that fees and charges generate income to support services, in line with the council's Anti Poverty Strategy.

5a Charging for services

Estimated Saving: £2.2 million

The council's standard practice is to increase charges by 3.5% each year for services, activities and non-housing rents. However the council has the lowest level of sales, fees and charges income per head of population of any council in Scotland. It is therefore proposed that the council sets all discretionary charges in line with Scottish averages, or in line with other local providers such as West Lothian Leisure. The council would also review income levels and budgets to reflect increased demand for services, actual levels of income currently being received and, in some cases, recover the full cost of services.

5b Introduction of a contributions policy for community care

Estimated Saving: £750,000

Following legislative changes the council would introduce a policy where, subject to financial assessment on affordability, people who can afford to pay would be required to make a contribution for non-residential care services.

6 Delivering effective procurement

Measures totalling £1.44 million over the next three years have been identified by reviewing what we buy and making sure that we buy the appropriate quality and quantity of supplies and services, at the right price.

6a Savings from the five year procurement plan

Estimated Saving: £1.44 million

The council's five year procurement strategy was approved in June 2013 and provides a framework for all of the council's purchasing. We would continue to work in partnership with national procurement organisations and other local authority partners for purchasing decisions.

7 Reducing energy use

Measures totalling £920,000 over the next three years have been identified by reducing the demand for energy in council buildings to save money and help the environment.

7a Reducing energy use

Estimated Saving: £920,000

The council has approved a number of renewable energy projects including new street lighting, biomass boilers and solar photovoltaic (PV) panels which will reduce energy consumption and generate additional income for the council. We would propose further energy efficiency measures with a focus on changes to building fabric and mechanical and electrical technology to reduce energy consumption. Savings would also be achieved through changing the behaviour of building users.

8 Managing our relationship with customers

Measures totalling £1.13 million over the next three years have been identified which will improve the quality and accessibility of customer services in the council, resulting in more cost effective customer contact.

8a Increased use of electronic and customer service centre access channels

Estimated Saving: £410,000

Investment in online and self-service systems which enhance access and choice would allow the council to deliver more efficient services that are designed to meet users' needs at a lower cost. Transferring more customer telephone and email enquiries to the council's Customer Service Centre would be achieved through a greater integration of council systems. These changes would enable the council to deliver more automated and centralised processes.

8b Rationalising frontline service delivery and management structures

Estimated Saving: £720,000

The partnership centre model successfully developed in Bathgate, Broxburn and Fauldhouse would be extended across West Lothian with the staff in the partnership centres offering a more comprehensive service targeting resources on the areas of greatest need. This would be accompanied by more streamlined services in local offices, with a review of opening hours and the range of services available to reflect the demand within communities.