DATA LABEL: Public



Health and Care Policy Development and Scrutiny Panel

West Lothian Civic Centre Howden South Road LIVINGSTON EH54 6FF

12 December 2014

A meeting of the Health and Care Policy Development and Scrutiny Panel of West Lothian Council will be held within the Conference Room 3, West Lothian Civic Centre on Thursday 18 December 2014 at 9:00am.

For Chief Executive

BUSINESS

- 1. Apologies for Absence
- 2. Order of Business, including notice of urgent business
- 3. Declarations of Interest Members should declare any financial and nonfinancial 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 Depute Chief Executive (herewith)
- 5. Delivering Better Outcomes Consultation Report by Depute Chief Executive (herewith).

NOTE For further information please contact Eileen Rollo on 01506 281621 or email eileen.rollo@westlothian.gov.uk Data Label: PUBLIC



HEALTH AND CARE POLICY DEVELOPMENT AND SCRUTINY PANEL

DELIVERING BETTER OUTCOMES CONSULTATION – OVERVIEW

REPORT BY DEPUTE CHIEF EXECUTIVE

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

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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

Council Values	•	Being honest, open and accountable
Council values	•	being nonesi, open and accountable

- Focusing on our customers' needs
- Making best use of our resources

revenue budget on an annual basis.

setting priorities and shaping service.

- Working in partnership
- II Policy and Legal (including Strategic Environmental Assessment, Equality Issues, Health or Risk Assessment)

Sk Best Value duties establish the council's requirement to understand the needs of its different communities and involve them in

The council is required to set a balanced

III Implications for Scheme of Delegations to Officers

IV Impact on performance and None. performance Indicators

Relevance to SingleThe consultation will help the council supportOutcome AgreementThe delivery of the Single Outcome Agreementfor the next three years.

None at this stage.

VI Resources - (Financial, The council faces expenditure pressures such Staffing and Property) 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 <u>Response</u>

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: <u>graeme.struthers@westlothian.gov.uk</u>

Jim Forrest Depute Chief Executive 18 December 2014

Appendix 1

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	Addiewell	In 20% worst Scottish Index of Multiple Deprivation (SIMD) data	Individual support provided to
communities	Blackburn	zones	individuals to complete the
	Bridgend		consultation.
	Boghall		
	Craigshill		
	Fauldhouse	1	
	Mayfield	1	

Data Label: PUBLIC



HEALTH AND CARE POLICY DEVELOPMENT AND SCRUTINY PANEL

DELIVERING BETTER OUTCOMES CONSULTATION

REPORT BY DEPUTE CHIEF EXECUTIVE

PURPOSE OF REPORT Α.

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

RECOMMENDATION Β.

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.

С. SUMMARY OF IMPLICATIONS

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

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%

Table 1: Respondent Overview

D.2 Consultation Feedback

A report to the Health and Care 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:

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%

Table 2: Number of comments per respondent category, per PDSP

Of the 40,145 comments received 881 (2.19% of all comments) across one measure has been allocated to service areas which report to the Health and Care PDSP. However it should be noted that there are two measures allocated to other PDSPs which, due to the nature of the measures, 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: Health and Care PDSP

Measure	Number of Comments	Percentage of Total Comments
1a Modernising council support functions *	1,765	50.70%
2a Working with health to deliver health and social care services *	881	25.31%
3b Reshaping care for older people *	835	23.99%
Total	3,481	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.

Comment Category	Number of Comments	% of Total Comments
 The respondent advised that they agree with the measure. 	2,152	61.82%
2. The respondent advised that they either did not agree or did not believe the council should consider the measure.	236	6.78%
3. The respondent advised that they had no comment to make.	276	7.93%
The council is already doing this.	257	7.38%
5a. It is proposed that this suggestion is not taken forward because the council is required by law to deliver this work.	20	0.57%
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.	8	0.23%
5c. It is proposed that this suggestion is not taken forward because it is not consistent with the council's values and priorities.	29	0.83%
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.	108	3.10%
7. The respondent's comment was either not relevant to the question, inappropriate and/or contained personal and sensitive information.	114	3.27%
8. This suggestion is out with the responsibility of West Lothian Council. Where relevant, we will forward these comments to our partner organisations.	56	1.61%
9. These are outline measures. More detail will be available once fully developed.	223	6.41%
Total	3,481	100.00%

Table 4: Comment Categorisation

An analysis of all of the comments allocated to the Health and Care 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 <u>www.westlothian.gov.uk/yoursay</u>

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 Health and Care PDSP is set out below in Table 5.

Table 5: FTE Posts

Measure	FTE
1a Modernising council support functions *	96
2a Working with health to deliver health and social care services *	25
3b Reshaping care for older people *	-
Total	121

*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 Health and Care 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

Jim Forrest Depute Chief Executive 18 December 2014

Delivering better outcomes consultation results



A breakdown on the number of responses received from employees, individuals and organisations/groups is set out below:

The total number of responses received was 3,467 which generated over 40,000 comments from all respondents.

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.





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

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

Tabal

Delivering better outcomes - **consultation results** 1

✓ Disability		Total
Do you consider yourself to have a disability?	Yes	204
Number of respondents who provided this information: 2,388	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	3	Mixed or multiple ethnic groups	6	
British	J	Other ethnic group	34	
Arab	0	Pakistani, Pakistani Scottish or		
Bangladeshi, Bangladeshi Scottish or	_	Pakistani British	6	
Bangladeshi British	0	White British	331	
Black, Black Scottish or Black	4	White English	97	
British	4	White Gypsy/Traveller	1	
Caribbean, Caribbean Scottish or Caribbean British	1	White Irish	26	
		White Northern Irish	16	
Chinese, Chinese Scottish or Chinese British	8	White Polish	14	
Indian, Indian Scottish or Indian Brit-	F	White Scottish	1,856	
ish	5	White Welsh	4	

< Appendix

List of organisations/groups who submitted a response:

- ABE Wednesday Group
- Acredale House, Optima, The Federation of West Lothian Voluntary Sector Day Care Providers
- Angela Constance, MSP
- Armadale Academy Parent Council
- Almond Valley Heritage Trust
- Armadale Academy School Forum
- Artlink Edinburgh and the Lothians
- Assessment Team within Social Policy
- BBN Investments Ltd t/a Big Bird Nursery
- Bathgate Academy: Lindsay House Council pupil reps
- Bathgate Academy: Simpson House Council
- Bathgate Academy Parent Council
- Bankton Pupil Council
- 🤨 Bankton Pupil Council
- Bankton Parent Council
- Basketball Scotland
- Bellsquarry Primary School Parent Council
- Blackridge Primary School Pupil Voice
- Carers of West Lothian
- Oitizen Advice Bureau
- Craigshill Good Neighbour Network
- 2 Croftmalloch Primary School Parent Coucil
- Couple Counselling Lothian
- Overlans Recovery Service
- Deans Community High School Under 5's Group
- Dedridge Community Council
- Dedridge Primary School Staff Group
- ²⁹ Dedridge Primary School Parent Council
- Disability West Lothian
- Family Placement Team
- Family and Community Development West Lothian
- Family and Community Development West Lothian
- First Adventures Nursery (and on behalf of 76 parents)
- First Adventures Nursery, Linlithgow
- Ive Sisters and Cairn Brock Housing Networks
- Five Sisters and Cairn Brock Housing Networks
- First Steps Playgroup for Children with Additional Learning Needs

- 8 Firefly Arts Ltd
- In GMB Trade Union
- Glitter Canons (LGBT Youth Group)
- Howden St Andrews Parent Group
- 🐵 Нуре
- 🚳 Нуре
- 🕘 Нуре
- 49 Hype Group
- Inveralmond Community High School class for adult artists with learning disabilities
- Inveralmond Community High School
- Joint Trade Union Committee (Unison, GMB, UNITE, UCATT)
- 49 John Barry Ltd
- Singfisher Club
- Sirkhill Primary Parent Staff Council
- 69 Knightsridge Adventure Project
- 69 Knightsridge Primary School Pupil Council
- Ladywell Neighbourhood Network
- 😉 Ladywell Community Council
- Letham Primary School
- Linlithgow Heritage Trust
- Sinlithgow Academy Parent Council
- Linlithgow Heritage Trust
- Linlithgow Academy Pupil Council
- Linlithgow Bridge Pupil Council
- Livingston
- Livingston Village CC
- Livingston and District Dolphins Amateur Swimming Club
- ⁶⁹ Livingston Station Community Association
- 6 Lothian Shopmobility
- Low Port Primary Parent Council
- Parent who supports LDD swimming club + as a FRENCH TEACHER who hires a room at ST Margaret's Academy to provide classes for children.
- New Hopetoun Gardens
- NETs, Land & Countryside Ground Maintenance West Locality staff
- Occupational Therapy Team (30 staff)
- 🙋 Parent Council
- Parkhead Primary School pupils
- Peel Primary Parent Council

List of organisations/groups who submitted a response:

- ¹⁵ Pupil Council of Boghall Primary School, Bathgate
- Pumpherston Community Council
- Pupil Council Low Port PS
- Pumpherston and Uphall Station CPS Pupil Council
- Pupil Council at Mid Calder Primary
- 🕺 Pupil Council
- PX2 Linlithgow Community Youth Services Young People
- Regal Community Theatre
- 8 The Rosebery Centre
- Scottish Youth Parliament
- Seafield Primary School Pupil Council
- Secretary of the Community Council
- Simpson Primary Pupil Council
- Simpson Primary and Nursery Class Parent Council
- Simpson Primary and Nursery Class Parent Council
- Simpson Primary School Pupil council
- St Margaret's Academy (Pupil Representatives)
- St Kentigerns Academy Pupil Council
- 🤨 Swim West Lothian
- 🥺 St Paul's Pupil Council
- Scottish Fire and Rescue Service
- Student Voice Committee
- St. Anthony's Primary Pupil Council
- 🥺 St Michael's
- 🧐 St Michael's Day Care
- 😳 St Michael's Day Centre
- Tina Kennedy parent livingston Dolphins swimming club
- The James Young High School, pupil
- 🚥 UNISON
- 🐵 Uphall Tuesday Youth club
- 🐵 Uphall Tuesday Youth Club.
- 🚥 West Lothian Youth Action Project
- 🐵 West Lothian Mental Health Service Users Forum
- 🚥 West Lothian Battalion of the Boys' Brigade
- 🐵 West Lothian College
- 💷 West Lothian Run
- 🎟 West Lothian Run
- ¹⁰² West Lothian Hearing Impaired Service
- ¹¹³ West Lothian Disability Equality Forum
- 🚥 West Lothian Women's Aid

- 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
- 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
- Joint response on behalf of West Lothian LGBT Young People's Forum and LGBT Glitter Cannons Group
- 🚥 West Lothian Wolves Basketball Club
- West Lothian Division of the Girls' Brigade in Scotland
- 🐵 West Lothian Proud Unionists Working Together
- 2 West Lothian Social Enterprise Network
- 122 WEST LOTHIAN 50+ NETWORK
- 123 Whitdale Primary Parent Council
- Whitburn and District Community Development Trust
- Whitburn and District Community Development Trust
- 💯 Whitdale Primary Pupil Council
- 2 Whitburn Academy Pupil Council
- Windyknowe Primary School Pupil Council
- 129 Williamston Primary School teaching staff
- 1 Visit West Lothian
- Voluntary Sector Gateway West Lothian
- 1 Xcite West Lothian Leisure
- 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	50.70%	 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 			
2a Working with health to deliver health and social care services	881	25.31%	 Agrees with the proposal, no further comment Agree with the principal of more integrated working between the partners Suggestions that this should be extended and closer integration is the best way forward to achieve better health outcomes Disagrees with the proposal, no further comment Disagrees with any reduction to funding of community health care and health services in general Not convinced that any savings are achievable in this area and that other areas have been unsuccessful in attempts 			
3b Reshaping care for older people	835	23.99%	 Agrees with the proposal, no further comment Agrees that the council should review and change the balance of care to increase care at home 			

Proposal	Number of Comments	Percentage of Total Comments	Summary of comments
			 Proposal is supported as it will allow people to stay at home longer and retain their independence
			Disagrees with the proposal, no further comment
			Disagrees that there should be any changes that would change the level of care provided for older people
			 Concern about the impact that any changes may have on the NHS and the targets around hospital discharge
Total	3,481	100.00%	

Measure/Category	1. The	2. The	3. The	4. The	5a. It is	5b. It is	5c. It is	5d. It is	6. This is a	7. The	8. This	9. These are	Total
5,	respondent	respondent	respondent	council is	proposed that	proposed that	proposed that	proposed that	positive	respondent's	suggestion is	outline	
	advised that	advised that	advised that	already doing	this suggestion	this suggestion	this suggestion	this suggestion	suggestion.	comment was	out with the	measures.	
	they agree	they either did	they had no	this.	is not taken	is not taken	is not taken	is not taken	Officers will	either not	responsibility	More detail will	
	with the	not agree or	comment to		forward	forward	forward	forward	consider how	relevant to the	of West	be available	
	measure.	did not believe	make.		because the	because it is	because it is	because it has	this could be	question,	Lothian	once fully	
		the council			council is	likely that the		been	developed.	inappropriate	Council.	developed.	
		should			required by	costs of this	with the	previously		and/or	Where		
		consider the			law to deliver	measure	council's	considered		contained	relevant, we		
		measure.			this work.	would	values and	and will not be		personal and	will forward		
						outweigh the	priorities.	progressed.		sensitive	these		
						benefit.				information.	comments to		
											our partner		
											organisations.		
1a Modernising council support functions *	937	114	132	225	19	4	28	1	69	100	13	123	1,765
2a Working with health to deliver health and social care	621	26	68	12	1	3	1		30	2	43	74	881
services *													
3b Reshaping care for older people *	594	96	76	20		1		1	9	12		26	835
-	0.450		070	0.57		ļ					50		0.404
Total	2,152	236	276	257	20	8	29	2	108	114	56	223	3,481

*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.



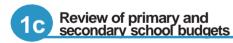
The council operates a range of internal support functions, including Human Resources, Information Technology, Finance, Property, and Administrative Support.

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.



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.



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.

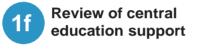
1d Review of nursery school provision

> 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. e Redesign of instrumental music service



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.



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.

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.



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.



Sestimated 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.



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.

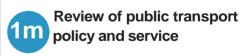


Community regeneration activity would be reviewed and redesigned to focus on the services which have a direct impact on communities. Closer working with partners such as the voluntary sector would be a key feature of the redesigned service, and the support provided to areas such as community arts and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

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

Estimated Saving: £180,000

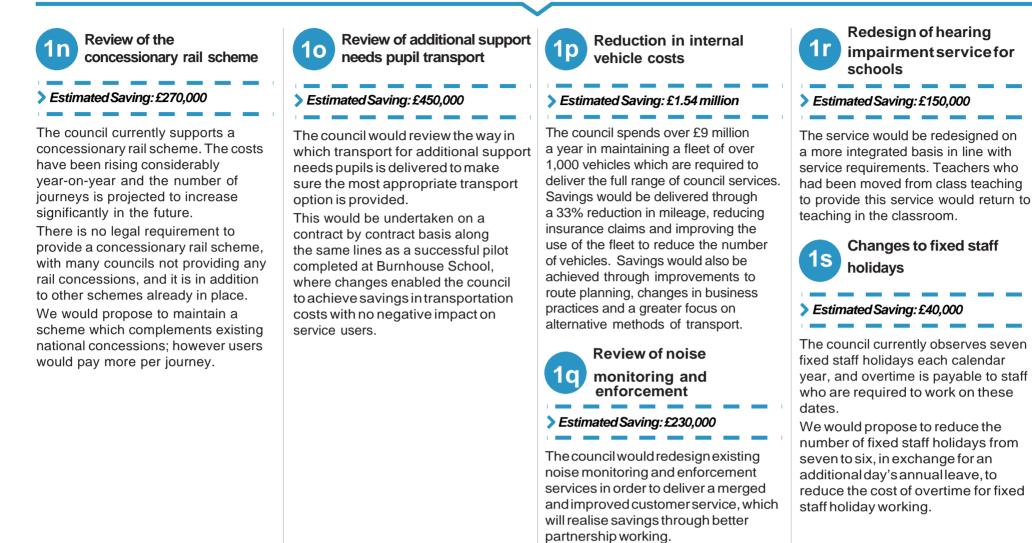
The Environmental Health and Trading Standards service would be redesigned to deliver more effective and efficient processes, through a revised management structure and clearer prioritisation of activity to support a more streamlined service. There would also be a review of the activities undertaken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



Estimated Saving: £1.49 million

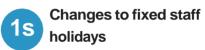
The council currently supports around 20% of West Lothian's bus routes. A review of the public transport services supported by the council would focus on connecting communities and businesses in a way which is affordable and effective. The council would also explore alternative transport models, such 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





The service would be redesigned on a more integrated basis in line with service requirements. Teachers who had been moved from class teaching



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.



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	2c Moder partne volunt		
Estimated Saving: £1.4 million	> Estimated Sav		
West Lothian has a trust model to deliver leisure services. This could be extended to other sports provision. This model could also include culture,	The council cur in partnership organisations. be reviewed to		

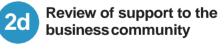
local history and museum services. Such a model could provide access to funding and cost savings which would not otherwise be available to the council in the operation of these services.



ving:£695,000

rrently works with voluntary Resources would 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.



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.



Providing services in partnership with West Lothian College

Estimated Saving: £180,000

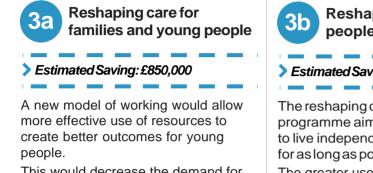
Integration of support services in the council and the college could create savings through economies of scale, with the council providing the college with IT support, payroll, marketing and media functions. The council's management of staff learning and development would also be reviewed to consider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

Appendix 4



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.

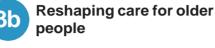


This would decrease the demand for residential school placements and reduce the use of care and education provision out-with the council.

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.



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.

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.



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.



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.



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.



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.

Combining property 4C management and maintenance activities



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.



Effective information technology

Estimated Saving: £380,000

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.

6 Delivering ieffective procurement

Measures totalling 1 £1.44 million over the next I three years have been identified by reviewing what I we buy and making sure that we buy the appropriate quality and quantity of supplies and services, at the right price.

L

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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 I have been identified by I reducing the demand for I energy in council buildings I to save money and help the I environment.



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.

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.

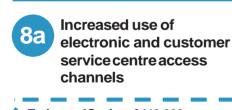


Estimated Saving: £750,000

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.

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.



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.

Rationalising frontline 8b service delivery and management structures



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.