



West Lothian
Council

Culture and Leisure Policy Development and Scrutiny Panel

West Lothian Civic Centre
Howden South Road
LIVINGSTON
EH54 6FF

30 October 2015

A meeting of the **Culture and Leisure Policy Development and Scrutiny Panel** of West Lothian Council will be held within the **Council Chambers, West Lothian Civic Centre** on **Thursday 5 November 2015** at **8:30am**.

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 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.

Public Session

4. Deputation Request by Mr Scott Mackay in respect of Modernising Customer Service Delivery.
5. Modernising Customer Service Delivery - Report by Head of Area Services (herewith).

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

DATA LABEL: Public



CULTURE AND LEISURE POLICY DEVELOPMENT AND SCRUTINY PANEL

MODERNISING CUSTOMER SERVICE DELIVERY

REPORT BY HEAD OF AREA SERVICES

A. PURPOSE OF REPORT

This report advises the Culture and Leisure Policy Development and Scrutiny Panel (PDSP) of plans being progressed through the Delivering Better Outcomes “Modernising Frontline Services” project that will modernise the way frontline customer services are delivered in the future. The report seeks the agreement of the PDSP to recommend that the service progresses the organisational change process required to support front line delivery and the implementation of an established and successful service delivery model.

B. RECOMMENDATIONS

The Culture and Leisure PDSP is asked to:

1. note the consultation process and the feedback from management committees;
2. recommend to the Council Executive that Community Facilities and Customer Service Development are integrated and that a management structure is created based on four neighbourhood clusters;
3. recommend to the Council Executive that the implementation of frontline staffing arrangements will be devolved to the new management team to implement.

C. SUMMARY OF IMPLICATIONS

I.	Council Values	Focusing on our customers' needs. Being honest, open and accountable. Making best use of our resources.
II.	Policy and Legal	The Equality Impact Assessment relevance assessment concluded that the particular impact on equality issues of this measure will be low to nil given that services will continue to be available locally.
III.	Implications for Scheme of Delegations to Officers	None.

IV.	Impact on performance and performance indicators	Performance within CIS, Community Facilities, Libraries and Registration will be monitored as changes are implemented.
V.	Relevance to Single Outcome Agreement	Enabling activity.
VI.	Resources (Financial, Staffing and Property)	<p>Scottish Government grant funding is not sufficient to meet the increasing costs and demands for council services. As a result, the council has to deliver £33.5million of budget saving measures from 2015/16 to 2017/18 to ensure that the council can achieve a balanced revenue budget position.</p> <p>The total saving attributed to this project is £798,000.</p> <p>Phasing of the savings: 2015/16 £466,000; 2016/17 £189,000; 2017/18 £143,000.</p> <p>The revenue budget report agreed by West Lothian Council on 29 Jan 15 confirmed the following steps to implement this measure:</p> <ul style="list-style-type: none"> • consultation required with key stakeholders; • revised service model requires consideration by PDSP and approval by Council Executive; and • rationalisation of staff and management structures to be delivered by officers as an operational measure.
VII.	Consideration at PDSP	The Culture and Leisure PDSP considered the initial report on the new service structure on 14 May 2015.
VIII.	Details of consultations	<p>Following agreement at the Council Executive on 26 May 2015, a comprehensive consultation programme has since been undertaken with staff, unions and management committees. Details in section D2 and appendix 1.</p> <p>There has been an extension to the consultation process to allow management committees to further consult on proposals and for council officers to speak with individual committees.</p> <p>The Financial Management unit and Human Resources have reviewed the report.</p>

D TERMS OF REPORT

D1 Background

In 2011, following the creation of Area Services, the council brought together a number of frontline customer facing services in the Customer Service Development unit. This included Library, Heritage, Customer Information Services (CIS) and Registration services. The Community Facilities service is also managed as part of Area Services.

The services are currently structured around ten senior managers and a cluster arrangement based on geography. There are six integrated CIS/ branch library clusters, two registration offices and two clusters of community centres. The services are delivered from 56 locations, including, Bathgate, Fauldhouse and Strathbrock Partnership Centres.

Since 2011 the service structure has been refined with the development of generic job roles which, in turn, has streamlined front line services, making them more efficient and focused on the needs of the customer.

Scottish Government grant funding is not sufficient to meet the increasing costs and demands for council services. As a result, the council has to deliver £33.5million of budget saving measures from 2015/16 to 2017/18 to ensure that the council can achieve a balanced revenue budget position.

At its meeting on 29 January 2015 the council agreed its budget for 2015/16 and a range of measures that would ensure the council balanced its budget over the coming three years.

The approved measures include the continued modernisation of front line services through the expansion of the proposed generic service delivery model, with the objectives of:

1. Keeping our libraries and community centres open.
2. Sustaining the programmes that are currently delivered from our community centres.
3. Working with management committees to support continuous development of community centre programmes.
4. Continuing to recognise and support the significant volunteer contribution of community centre management committees.

There will be three tiers of service delivered across four neighbourhoods. These are described below:

Community hubs

These service points will have the greatest range of services available in one location and will be based on need. Provision will be as follows;

- Face to face service (CIS, Library, Access2Employment, ABE, Revenues, Advice Shop, CLD) will be available from 8.30am to 5pm.
- Extended opening hours for the community centre and library elements.
- Payment provision – either cash office or via technology.

Connected

These service points will be located in main settlements.

- Opening hours of buildings will be based on community and partner need
- Face to face engagement with council services including the library will be available between 10am – 3pm. Surgeries held by Advice Shop, Revenues, A2E.
- No payments facility.
- Reliance on technology when face to face staff are unavailable – self-help terminals and guided to online provision.

Access points

- No face to face provision.
- Reliance on technology such as public access PCs or phone.

For each level of the hierarchy, the location of these service points will be established in conjunction with Property Management and Development.

In addition there will continue to be a range of properties that will continue to be utilised where there is no enhancement to service.

The success of this “Modernising Frontline Services ” project is reliant on adopting a range of approaches delivered by other DBO projects, which, in turn will mean combined financial savings across front line service provision, as set out in the table below.

Measure	2015/16	2016/17	2017/18	Total
	£	£	£	£
Maintain cash collection facility in key offices	20,000	40,000	40,000	100,000
Integrating and modernisation of frontline services	186,000	149,000	103,000	438,000
Library book fund/mobile libraries and opening hours	260,000	0	0	260,000
Total	466,000	189,000	143,000	798,000

At its meeting on 26 May 2015 the Council Executive:

- agreed that Area Services modernise its service delivery model based on the hierarchy described in the report (noted above) in order to achieve the agreed savings; and
- noted that an organisational change programme would be developed to deliver the agreed services subject to consultation with key stakeholders and an update report would be submitted to the Culture & Leisure PDSP prior to being submitted to the Council Executive for approval.

D2 Consultation programme

Following the Council Executive decision on 26 May 2015, officers organised a range of consultation meetings with staff, unions and community centre management committees. Details are set out in appendix 1.

Consultation with Management Committees

Management committees were invited to attend meetings to discuss the neighbourhood model. Of the 37 management committees 24 committees were represented at the meetings. The first phase of meetings detailed the proposed service delivery model and the rationale behind it; the second phase detailed the proposed staffing arrangements in each centre. The feedback from these sessions is detailed in appendix 2.

During the second phase meetings a number of management committees requested individual meetings to discuss and debate the detail of the proposal for their centre and to help them understand the impact on service delivery. The summary of the proposed changes resulting from these discussions is detailed in appendix 3.

A dedicated email address was set up to allow comments and questions to be submitted. Twenty comments / questions were submitted by management committees. During the discussion management committees asked for an extension to the consultation period to allow them time to consider the proposals. A one month extension to the agreed consultation period was agreed with a revised end date of 16 October 2015.

There then followed a series of 23 meetings with individual management committees. At these meetings the changes for their centre were discussed as well as ideas for alternative solutions. A summary of these alternatives and the officer response is provided in appendix 5 and discussed further in section D.5 below.

Consultation with staff and unions

Initial staff consultation was undertaken through a series of 10 meetings where staff from all affected services were invited to attend a presentation and a question and answer session. All questions and their responses were circulated to all staff. In addition, three staff newsletters have been circulated to ensure staff were kept apprised of developments within the project.

Staff were also encouraged to submit questions via the dedicated email address. Forty-seven questions / comments were submitted and subsequently answered.

Senior managers have also engaged with union representatives to agree job descriptions, grading paperwork and recruitment pools. Four meetings have been held so far and good progress has been made on the issues raised.

D3 Summary of comments

During the group meetings with management committees the key issues that were raised are detailed in the tables below and more fully in appendix 2.

Phase 1	
Issue raised	Officer response
There was confusion about the different levels of service delivery within the proposed hierarchy.	Officers clarified the types of service being delivered from the three tiers within the hierarchy.
Will there continue to be familiar staff members working within centres?	The staff that will support the centres will be drawn from a small pool and will continue to support the facility and the Management Committee in a way that will not be significantly different to the current arrangement.
What additional tasks will management committees be expected to undertake?	There would be daily support for Management Committees should they need to make contact with staff, and we do not expect the committees to undertake any duties that they are not currently fulfilling.
Is this a case of one solution that will need to fit all locations	The council understands that every community is different. We hope to offer a core set of services and standards and then adapt these based on need.
How were the proposals developed?	We have used a range of indicators in determining need, including demographics of location, projected population growth, areas of deprivation, occupancy of community centre and centre programme and number of council housing properties. We measure number of council tenancies because we know that these

Issue raised	Officer response
	customers make more contact with council than non-council customers.
Why was there no consultation before you went to councillors?	The council undertook extensive consultation during the latter part of 2014 as part of the Delivering Better Outcomes initiative. The council process is that councillors have to agree to progress a proposal before consultation with stakeholders can begin. The consultation process has been extended to allow a lengthy period of engagement before reporting back in November.
Phase 2	
Issue raised	Officer response
Further explanation needed around the different roles.	Basic job outlines were circulated, and officers gave examples of tasks that would be covered
There needs to be an explanation of where the savings are being derived from.	Additional information was circulated.
There is not enough time being given for the consultation.	The consultation period was extended by a further month to allow for individual dialogue.
The council should use the money set aside for partnership centres to support current services.	Accounting Standards prevent us from using capital resources to fund our revenue budget.
Committees don't understand what this means for their centre.	Further detail was circulated and, in addition, all management committees were offered individual meetings.
Moving people about will increase travel costs	We pay travel expense at the moment as staff move around locations. The plan is to minimise the staff movement by working with the staff to ensure they are working in a small geographic cluster. As part of the council's green travel strategy we track on a monthly basis how we are reducing mileage.
In cases where the hours available are being reduced the council is effectively closing buildings.	The council cannot afford to have all buildings open all of the time when there is no demand. We will staff buildings where there is demand, and work with management committees to maximise the opportunities through self-access and key holding.

Additional comments from individual management committees

During discussions at an individual level with management committees the main issues that were raised were:

- wanting to keep the same staff members that currently supported the centres;
- anxiety about whether additional responsibilities would pass to committees;
- unease about the new job roles;
- for committees where the proposal gave enhanced service, or there was no change, concern for the centres where change was proposed;
Wanting assurance that the new system would be kept under review and adapted if it did not work.

In addition the Lanthorn, Seafield and Stoneyburn committees emailed or wrote further comments about the proposals. The specific comments are detailed in appendix 4.

D4 Support to our smaller community centres.

Recent comments following individual management committee briefings have related to their understanding that the larger community centres have appropriate levels of staffing, but concerns being expressed about the impact of changes on the smaller centres.

We have recognised throughout this proposal the importance of our smaller community centres as critical locations for delivering a wide range of educational and social programmes. This proposal protects these buildings and services within all our communities. There is a proposed overall -14.9% reduction in staffing support, however there will continue to be 1091 weekly staffing hours of support for our 23 smaller community centres. An average of 47.4hrs per week, per centre. There will also be additional support where required from our pool caretaking team and from our generically trained Customer Service Officers and Assistants.

We will continue to support the current: 22 mother and toddler groups, 16 playgroups, 4 baby massage groups, 29 children's clubs and the 31 youth groups that are delivered from these 23 centres as well as the remainder of their programmes to other age profiles. Council officers will also support management committees to sustain and where appropriate increase current occupancy figures by assisting to find appropriate local groups, where there are known gaps in current programmes.

D5 Alternative suggestions from management committees

At the beginning of the process officers emphasised that they were keen to hear alternative proposals from management committees. Whilst a number of suggestions were put forward, such as utilising capital monies ear-marked for partnership centre developments, there were no significant ideas that could be taken forward that would guarantee year on year budget reductions in line with the target for this DBO measure.

A dedicated e – mail account, modernisingfrontlineservices@westlothian.gov.uk was also made available to management committees to put forward alternative proposals.

During the individual meetings a number of management committees requested minor amendments to the proposal or made alternative suggestions. These are detailed in appendix 5 along with the officers' response. These alternatives will result in minor changes to the operational element of the project rather than a significant change in direction.

D6 Partnership Agreements

The council's relationship with management committees is governed by a number of documents including: lease agreements, trust deeds and partnership agreements. Fifteen management committees have a partnership agreement with the council. Most of these detail arrangements for formal review of staffing and core opening hours within the centre. Any proposed changes must be formally notified to the committee and a period of consultation undertaken before any change can be implemented. The council formally notified its intention to invoke a review of arrangements to the relevant management committees on 22 October 2015.

D7 Proposed management structure

Bringing together of the two service areas will necessitate a change to the management arrangements. The proposals within the project would see a reduction of four full time equivalent (FTE) managerial posts, and a further reduction of 16.4FTE other posts. The

details of the current and proposed posts are included in appendix 6.

The budgets for the two service areas that are to be amalgamated do not include any buildings costs therefore, the savings have to come from staffing which accounts for the majority of the budget. The summary of the staffing change is:

	Current FTE	Proposed FTE	Variance FTE
Management	10	6	-4
Operational support	9.5	9.5	0
Frontline staffing	136.2	119.8	-16.4
Totals	155.7	135.3	-20.4

The service will continue to support the following locations with no closures:

- 14 libraries
- 7 CIS offices
- 2 Partnership Centres
- 33 Community Centres
- 6 village halls and other buildings

The changes to job roles and descriptions have been shared with staff and union colleagues, and the process for recruiting to the new posts has been agreed in line with the councils organisational change policy.

D8 Budgetary position

A number of the measures agreed by the council in January 2015 have been implemented which has resulted in a saving of £338,130 being achieved in 2015/16 and a further £148,621 for 2016/17. This has been achieved by the reduction in the book fund, the ending of the lease for the mobile library vans and 17 staff leaving the service through promotion, changing jobs, retirement or voluntary severance.

The savings scheduled for 2016-18 have been identified through the application for voluntary severance of a further 17 staff. Not all of these staff will be able to leave the service, and until there is agreement about the shape of the service these applications cannot be progressed.

The detail of the progress towards achieving the savings target is contained in the table below.

Budget measure	Target (000)	Achieved 2015/16	Achieved 2016/17	Identified 2016/17	Identified 2017/18
Maintain cash collection in WL Connected and Bathgate. Introduce automated cash payment facilities in other CIS offices and publicise alternative local payment options.	100	32,130		45,246	22,623
Modernising frontline services rationalising staff and management structures	392		148,621	99,595	143,785
Realign opening hours at branch libraries to reflect customer demand	60	60,000			
Reduce the library book-fund	175	175,000			
Re-provision mobile library service	71	71,000			
Total	798	338,130	148,621	144,841	166,408
Note - a number of the savings identified for 2017/18 are likely to be achieved in 2016/17.					

E Conclusion

In May 2015 the Council Executive agreed a new model of service delivery for frontline services based on a hierarchy within four neighbourhood clusters. The council has engaged with staff, unions and management committees about the proposals and has undertaken significant consultation activity to ensure that staff, unions and management committees understand the proposals.

Management committees have been encouraged to submit ideas and alternative proposals to the project team. Most of the suggestions are entirely practical and will be implemented with minimal impact on the direction of the project but will make a positive change for their centres.

There has been a good level of involvement from consultees which has resulted in the following key points:

- no-one has raised issues around the integration of the two services (Customer Service Development and Community Facilities);
- no significant issues raised in relation to the hierarchy of service provision; and
- all participants have recognised that the council is required to make savings.

There are still some issues to be resolved with the management committees, but these should not have a significant impact on the overall direction of the project. By implementing the first phase of appointing the new management structure this will then allow further negotiation and agreement to be reached.

The council is embarking on a major service redesign in order to support delivery of a modernised frontline service to customers. This will be challenging to manage but will offer staff and customers greater opportunities in the future. By taking these steps now, the council is securing the longer term future of the service and its place in the community.

F. BACKGROUND REFERENCES

Revenue Budget 2015/16 to 2017/18 – West Lothian Council 29 January 2015
Culture and Leisure PDSP 14 May 2015 - New model of customer service delivery

Council Executive 26 May 2015 – New model of customer service delivery

Appendices/Attachments:

Appendix 1 – Detail of consultation process

Appendix 2 – Copy of the feedback from the Management Committee meetings

Appendix 3 – Summary of proposals for Community Centres

Appendix 4 – Alternative proposals from management committees

Appendix 5 – Detailed comments from management committees

Appendix 6 – Detailed staffing proposal

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Steve Field

Head of Area Services

Date 5 November 2015

Detail of Consultation Meetings

Briefing note circulated to all committees with invite to attend meeting – 19 May 2015

Committee report – 26 May 2015

Phase one question and answer to management committees - 19 June 2015

Briefing pack two to management committees – 7 August 2015

Briefing pack three to management committee – 26 August 2016

Phase two question and answer pack – 14 September 2015

Letter regarding consultation deadline – 23 September 2015

Group Management Committees - Modernising Frontline Briefings

Phase	Neighbourhood Group	Location	Date
1	Bathgate, Blackburn	Bathgate Partnership Centre	26 May
1	Livingston and Calders	Newyearfield Farm Community Centre	28 May
1	Broxburn and Linlithgow	Strathbrock Partnership Centre	2 June
1	Whitburn/Armadale	Armadale Community Centre	3 June
2	Bathgate, Blackburn	Bathgate Partnership Centre	19 August
2	Livingston and Calders	Newyearfield Farm Community Centre	20 August
2	Broxburn and Linlithgow	Strathbrock Partnership Centre	24 August
2	Whitburn/Armadale	Armadale Community Centre	26 August

Individual Management Committees - Modernising Frontline Briefings

Management Committee	Date
Craig Inn centre	15 June
West Calder	18 August
Livingston Station	25 August
Stoneyburn	31 August
Whitburn	7 September
Armadale	9 September
West Calder	10 September
Newyearfield Farm	15 September
Craig Inn Centre	21 September
Lanthorn	23 September
Mosswood	24 September
Forestbank	28 September
Uphall	28 September
Winchburgh	28 September
Philpstoun	29 September
Newton	29 September
Bathgate	30 September
Strathbrock	30 September
Blackburn	8 October
Mid Calder	13 October
West Calder	14 October
Polbeth	15 October
Seafield	19 October

Staff – Modernising Frontline Briefings

Location	Date
Bathgate Partnership Centre	27 July
Armada Community Centre	28 July
West Calder Community Centre	29 July
Whitburn Community Centre	30 July
Almondbank	4 August
Strathbrock Partnership Centre	6 August
Blackburn Community Centre	7 August
Uphall Community Centre	7 August
Bathgate Partnership Centre	12 August
Bathgate Partnership Centre	20 August

Trade Unions - Modernising Frontline Negotiations

- 25 June
- 6 August
- 15 September
- 9 October
- 11 November



Modernising Frontline Services
Community Centre Management Committees
1st phase consultation results

Appendix 2

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Delivering Better Outcomes - Overview

In October 2014, West Lothian Council undertook a Delivering Better Outcome (DBO) consultation exercise with a specific focus on the budget strategy for years 2015 – 2018. During the three years from 2015 to 2018, the council are required to save £30 million (£10 million in each of the three years.) which has arisen as a result of Scottish Government funding not being enough to meet the cost of delivering key council services. This is on the back of considerable savings that had been made in previous years. Therefore the most straightforward savings have already been made.

Funding availability has been reduced at same time as demographic pressures are increasing. At the Council Executive on 29th January 2015, the DBO consultation feedback was considered and was used to establish the 2015-2018 budget strategy. This strategy includes a proposal to save £788,000 by modernising frontline services through rationalising staff and management structure within Customer Services and Community Facilities. This will equate to a reduction of 24 full time equivalent staff across these two services.

At the Council Executive of 26th May 2015, a new model of service delivery for libraries, community facilities and Customer Information Services (CIS) was endorsed for consultation with management committees, staff and trade unions. This proposed model aligns with structure within our partnership centres at Bathgate and Fauldhouse which uses generically trained staff to operate across a range of services.

West Lothian Council have no plans to close any libraries or community centres. This is not the same position as is happening in many other councils. The council places a very high value on the work that managements committees do for our communities and fully recognises that this work is done on a volunteer basis. The council also recognise the significant financial benefit that is gained by the council by having successful management committees in place.

This is the start of the consultation/briefing sessions and we will be back in touch in the very near future to arrange further sessions and give provide further updates.

Steve Field

Head of Area Services

Proposed new model of Customer Services delivery

Four meetings of Community Centre Management Committee representatives were held in Bathgate, Livingston, Broxburn and Armadale between the 26th May and the 3rd of June. Representatives from all management committees were invited to attend the meeting that was most relevant to them.

The key purpose of the meetings was to detail proposals that will change the way frontline customer services are delivered on behalf of the Council and focusing on modernising services and utilising technology to adapt to changing customer needs.

Over the last four years Area Services has been changing the way frontline services are delivered with the integration of Libraries, CIS and Registration and the development of Bathgate and Fauldhouse Partnership Centres. The proposal within this report is the next step on this journey, and it would see two units within Area Services brought together – Customer Service Development and Community Facilities.

It is proposed that the council introduces a hierarchy of provision through a staged approach based around the already accepted partnership centre model. This integrated service delivery model is already available in Bathgate and Fauldhouse, and the council has committed to delivering new modernised front-line service models in six additional locations: Armadale, Blackburn, East Calder, Linlithgow, Whitburn and Winchburgh. In addition it is proposed that the Broxburn library is moved into Strathbrock to ensure service delivery can be integrated there too.

It is proposed that services will be designed around a Neighbourhood Management cluster model consisting of four clusters supported from main locations in Bathgate, Broxburn, Livingston and Whitburn/Armadale delivering a hierarchy of services from community hubs. The three layers in the hierarchy are Community hubs, Connected locations and Access locations. Information about the types of services delivered from each tier had been previously circulated.

This proposal will change the way the council delivers the service but will ensure that in community centres the voluntary management committees will continue to be supported to deliver much needed services to the communities which they serve. Management Committees will continue to receive council staff support to manage lets, do accounts, ensure the building is safe and up to standard and be the point of contact for the community.

The first step in delivering this new model is to change the opening hours of the libraries to meet demand. The Council has committed to not closing any libraries or community centres, unlike other authorities.

In order to achieve this new service delivery model a new staffing structure will need to be put in place. This would see new management and cluster based staffing arrangements based on the four neighbourhoods. Staffing changes will be managed through the council's organisational change process. The Culture and Leisure PDSP requested that officers consult with key stakeholders about the staffing proposals before reporting back to the PDSP and then the Council Executive.

In conclusion, the council's vision is to develop integrated frontline services that are designed to be relevant to communities, connecting with more people and engaging directly with the needs of citizens. In turn, the council will deliver an integrated service based on customer need within a reduced resource base.

Attendance summary of management committees represented at meetings

The table below details the management committees that were represented at each of the meetings and those who were not able to attend. Every opportunity will be taken to ensure all management committees are regularly consulted with throughout the process.

Bathgate Partnership Centre 26 th May 2015		Newyearfield Farm Community Centre 28 th May 2015		Strathbrock Partnership Centre 2 nd June 2015		Armada Community Centre 3 rd June 2015	
Attendance	No Attendance	Attendance	No Attendance	Attendance	No Attendance	Attendance	No Attendance
Armada	Boghall	West Calder	Carmondean	Strathbrock	Chalmers Hall	Armada	Addiewell
Bathgate		Livingston Station	Polbeth	Uphall	Philstoun	Blackridge	Stoneyburn
Blackburn		Lanthorn		Newton	Bridgend	East Whitburn	Fauldhouse
Seafeld		Crofthead		Dechmont	Winchburgh	Whitburn	Longridge
Torphichen		Mosswood		Mid Calder			
		East Calder					
		Murieston					
		Forrestbank					
		Craigsfarm					
		Newyearfield					

Summary of key questions and responses from the Management Committee briefings

Detailed on the following pages is a summary of the questions raised by management committees at each of the planned meetings and also the replies from council representatives. The full set of questions and answers is detailed in appendix 1.

Question	Question	Response
1.	The process needs simplified, there is obvious confusion amongst Management Committees about access points and face to face provision.	We are happy to revisit the wording around access points and agree there would appear to be confusion on this issue.
2	Why was there no consultation before you went to Councillors?	The council undertook extensive consultation during the latter part of 2014 as part of the Delivering Better Outcomes initiative. The council process is that Councillors have to agree to progress a proposal before consultation with stakeholders can begin. The consultation process has been extended to allow a lengthy period of engagement before reporting back in September.
3	We have a system of self-entry at Seafield that allows us to let known groups access the building and is supported by staff familiar with the building. Will we continue to be supported by known staff members?	The staff that will support Seafield will be drawn from a small pool and will continue to support the facility and the Management Committee in a way will not be significantly different to the current arrangement. However, if the first let of the day does not commence until eg 10.30am a caretaker will not be present much before 10am. This is an example of how we will build the required efficiencies into the system.
4	To make sense of your proposed staffing structure we require details of the current staffing numbers to allow us to identify proposed staffing reductions within our areas.	We have not yet consulted with staff or the unions. This process will formally commence this Thursday (28 th May). You will recognise that it would be insensitive to discuss this issue at this time.
5	Where are the savings coming from?	Savings target is £790,000 – coming from: reduction in Library Book Fund, removal of Mobile Libraries, non-filling of staff vacant posts and reduction in staffing numbers.
6	There would appear to be more demands on the time of the volunteers of Management Committees and your sheet which details tasks would indicate daily involvement of Mgt Comm members.	We do not consider this to be the case – the sheet to which you refer indicates that there would be daily support for Management Committees should they need to make contact with staff.

Question	Question	Response
7	How many posts are going	We currently estimate a reduction of 25 Full Time Equivalents (FTE). Until we enter into discussion and negotiations with staff we are unable to be definitive about this.
8	What is meant by the greater use of technology	The council would like to tease out the use of new technology such as touch screen computers or direct phone lines to enable customers to contact and engage with the council. The location of this technology will be agreed in consultation with the management committees. The vision is to bring access to council services and other partners services closer to the community.
9	Will each community centre be recognised in its own right, ie one size doesn't fit all	Yes, the council understands that every community is different. We hope to offer a core set of services and standards and then adapt based on need.
10	When will the next consultation be?	The council needs to begin detailed consultation with staff and unions about proposals. Once this stage is complete the council will be in a position to have further detailed dialogue with management committees. The likely timescale for this will be August. In the meantime if management committees want to give further feedback or ask more questions they can do so via the dedicated email address.
11	Fully appreciate financial challenges ahead for council and how fortunate we are to be based in West Lothian, but your report does not detail how you have identified needs of community and how this information has been gathered.	<p>We have used a range of indicators in determining need, including demographics of location, projected population growth, areas of deprivation, occupancy of community centre and centre programme and number of council housing properties. We measure number of council tenancies because we know that these customers make more contact with council than non-council customers.</p> <p>We have also looked at what other councils are doing as well as looking at what is going on in the private sector.</p>
12	We are an established management committee; can you be more specific about what staffing changes are planned for Strathbrock?	The first change is that community centre staff, Library staff, Customer Information Services (CIS) will be all part of the same management structure.
13	It would not appear to be different from what we currently have; we manage our lets and our accounts on our own in any case.	Your current arrangement will continue.

Question	Question	Answer
14	There is not always a caretaker here when you need one (Strathbrock)	Caretaking provision will be targeted to need, similar to the arrangement that currently operates within Schools, in that a caretaker may have more than one property that they are responsible for. If your first let of the day is at 10:00am, then caretaker may not be there much before 9:30am to open up and set up room.
15	We are sitting in a lovely partnership centre building and we are very fortunate to have it. I am not afraid of more responsibility for our management committee but council need to identify to us the risks and the legal framework that we will operate within.	We would be happy to give further clarity on these issues at next stage of consultation process.
16	If you take away the coordinators, will you let us know what happens next?	Yes, you will recognise that it is important that we speak with staff and trade unions before we talk about specifics of each site, but we will consult further with all management committees, which will include site specific staffing detail, before we go back to elected members in September.
17	What does “Connected” 10 – 3pm actually mean for Whitburn Community Centre.	We have recognised that Whitburn is a very busy community centre and we would like to maximise opportunities to deliver more services from this location, including customer assistance with blue badges, housing application and benefits advice etc. What is being proposed is an addition to current services on offer.
18	Is there going to be a cross over between Library and community centre staff?	Yes, staff will be generically trained allowing them to work across library and community centre functions. This model is in operation in a number of other sites and has worked very well.
19	I do not understand what this all means for Whitburn Comm Centre, there is already a considerable demand on our volunteers within Management Committee, it is not acceptable to burden volunteers further.	We consider that our proposals to modernise frontline services will not place any additional burden on management committees. The council fully appreciate the excellent work of management committees and recognises that, without them, Community Centres could not operate effectively.
20	How did you come up with the neighbourhood boundaries, Armadale and Whitburn should be separate, Addiewell should be in the Livingston cluster.	The boundaries are purely operational, and are designed to minimise the amount of travelling staff will do when covering locations within the cluster.

Next Steps

Once the council have met with trade unions and staff, we will arrange a further round of meetings either on an individual basis with each management committee or cluster groupings where we will be in a position to give specific detail on how planned changes will affect your facility. These next rounds of meetings are planned to take place in late August.

Timeline

Date (all 2015)	Activity
25 th June	Meet with unions to discuss proposals
27 th July	Information shared with staff
27 th July for three weeks	Staff briefings on initial proposals
20 th August to 31 st August	2 nd round of briefings with management committees 19 th Aug – Bathgate 20 th Aug – Livingston 24 th Aug – Broxburn 26 th Aug - Armadale
14 th September	Staff briefings on final proposals and implementation plan
14 th September	Final proposal circulated to management committees
13 th October	Council Executive

Management committees are encouraged to continue communicating with the council over the consultation process and to ask further questions or suggest alternatives to proposals by e – mailing modernisingfrontlineservices@westlothian.gov.uk

Please Note: Management committees requested an extension to the consultation period, and as a consequence, the Council Executive meeting to discuss this proposal has been delayed until the 17th November.

Appendix 1

Consultation with Management Committees about the proposals to change frontline service delivery

Date: 26/05/15 **Venue:** Bathgate Partnership Centre

Present: Sheena Ewing, Murray Robertson, Billy Weir, Jim Duff, Robert Fraser, Scott Mackay, Gordon Connelly, June Close, Ralph Bell, Jim Saunders, Steve Field and Karen Cawte

Management Committees Represented: Torphichen, Blackburn, Bathgate, Seafield and Armadale

Question	Representative	Question	Response
1.	Blackburn	You say that you will report back to Councillors in September - will you report back to us first?	Yes, we plan to have further meetings with Management Committees to discuss progress in advance of reporting back to Councillors.
2.	Seafield	There is to be no face to face presence in Seafield.	There will be a face to face presence at Seafield, but no Customer Information Service (CIS). There will be caretaking staff and also staff who will support Management Committees.
3.	Armadale	The process needs simplified, there is obvious confusion amongst Management Committees about access points and face to face provision.	We are happy to revisit the wording around access points and agree there would appear to be confusion on this issue.
4.	Seafield	What KPI's did you use when measuring footfall at Seafield – if they were this year's figures they will be down because we have been having renovation work done to our building which will have affected those stats.	It was last year's stats which were used to measure the occupancy of the centre. It was acknowledged that Seafield was a very busy centre and proposed staffing compliment has recognised this.
5.	Blackburn	Who gave permission for these Management Committee KPI's to be shared?	These are public KPI's and its acceptable for these to be shared.
6.	Blackburn	Why was there no consultation before you went to Councillors?	The council undertook extensive consultation during the latter part of 2014 as part of the Delivering Better Outcomes initiative. The council process is that Councillors have to agree to progress a proposal before consultation with stakeholders can begin. The consultation process has been extended to allow a lengthy period of engagement before reporting back in September.

Question	Representative	Question	Response
7.	Seafield	We have a system of self-entry at Seafield that allows us to let known groups access the building and is supported by staff familiar with the building. Will we continue to be supported by known staff members?	The staff that will support Seafield will be drawn from a small pool and will continue to support the facility and the Management Committee in a way will not be significantly different to the current arrangement. However, if the first let of the day does not commence until eg 10.30am a caretaker will not be present much before 10am. This is an example of how we will build the required efficiencies into the system.
8.	Armadales	To make sense of your proposed staffing structure we require details of the current staffing numbers to allow us to identify proposed staffing reductions within our areas.	We have not yet consulted with staff or the unions. This process will formally commence this Thursday (28 th May). You will recognise that it would be insensitive to discuss this issue at this time.
9.	Bathgate	It is disappointing that Boghall Community Wing nor Simpson Comm Wing are represented here today. In my opinion there has always been an invisible wall between Bathgate and Boghall - it's important that we continue to try break this down.	Representatives from both facilities were invited – we will make further contact with them to ensure they are part of the consultation process.
10.	Armadales	It is noted that Armadales Library will have their opening hours reduced to 10am – 3pm.	Progress has been made with regards to the creation of a Partnership Centre for Armadales. Once complete the Library opening hours will be extended to match those of the Centre.
11.	Armadales	Where are the savings coming from?	Savings target is £790,000 – coming from: reduction in Library Book Fund, removal of Mobile Libraries, non-filling of staff vacant posts and reduction in staffing numbers.
12.	Torphichen	There would appear to be more demands on the time of the volunteers of Management Committees and your sheet which details tasks would indicate daily involvement of Mgt Comm members.	We do not consider this to be the case – the sheet to which you refer indicates that there would be daily support for Management Committees should they need to make contact with staff.

Consultation with Management Committees about the proposals to change frontline service delivery

Date: 28/05/15

Venue: Newyearfield Farm

Present:, Gordon Connelly, June Close, Ralph Bell, Jim Saunders, Steve Field and Karen Cawte, Moira Niven, Eddy Goodfellow, Marlene Burford, Peter Coles, Lorraine Scullion, Kenneth More, Isobel Baillie, Margo MacDonald, Evelyn Kerr, Mhairi Duff, Chris McFarlane, Cathie O’Boyle, Dorothy Scott, Caroline Blake, Pat Campbell, Carla Brown, Caroline Nicol, Craig Meek, Amanda Young, Jacqui Sutherland, Doffie Slattery, John Hamilton, Russell Browning, Lorraine Scullion and Peter Cole

Management Committees Represented: West Calder, Livingston Station, Lanthorn, Crofthead, Mosswood, East Calder, Murieston, Forestbank, Craigsfarm, Newyearfield

Question	Representative	Question	Response
1.	Newyearfield	How many posts are going	We currently estimate a reduction of 25 Full Time Equivalents (FTE). Until we enter into discussion and negotiations with staff we are unable to be definitive about this.
2.	Newyearfield	How have you measured how busy the centres are	We have used a variety of performance information such as footfall, occupancy levels, programmes within the buildings.
3.	Crofthead	How much is all the investment going to cost?	The investment for the partnership centres comes from the Councils agreed capital programme. Currently around £17m is earmarked for the six partnership centres described in the report. The efficiencies we are required to make are from the council’s revenue budget and represent on-going costs rather than on-off capital investment.
4.	East Calder	Is the money for East Calder Partnership centre ring fenced?	Yes
5.	East Calder	Will staff on fixed term contracts still have a job	The council’s organisational change programme is implemented in a staged way. The council will seek to protect permanent members of staff in the first instance. However, through the process there may be staff that choose to retire, or leave the council, this may create opportunities for other staff. Temporary contracts will be extended where required to meet the needs of the service until the staffing restructure is fully implemented.

Question	Representative	Question	Response
6.	Newyearfield	Will our community centres still be staffed by known staff	There will be a team of staff that cover the neighbourhood area. Many of these will be the staff that are currently employed. The roles that the staff play may change, to ensure that support is available when needed.
7.	Newyearfield	How will we access a busy centre if there are no staff on site	Staff will be available when needed. Many community centres already have self-access arrangements for particular groups and this will continue. It may be extended to more locations where appropriate.
8.	Forestbank	What additional responsibilities for buildings will management committees have	Under these arrangements we anticipate the continued current roles in terms of who is responsible for what. The council as owner of the building ensures the building is compliant with all Health and Safety regulations etc. The management committees as leaseholders already have responsibility to ensure that groups meet their health and safety responsibilities - training is and will continue to be provided to support this.
9.	Livingston Station	What is meant by the greater use of technology	The council would like to tease out the use of new technology such as touch screen computers or direct phone lines to enable customers to contact and engage with the council. The location of this technology will be agreed in consultation with the management committees. The vision is to bring access to council services and other partners services closer to the community.
10.	Livingston Station	Will staff be trained to help people use this technology	Yes. We will also utilise volunteer IT buddies that are currently working in libraries and the partnership centres.
11.	Livingston Station	Will each community centre be recognised in its own right, ie one size doesn't fit all	Yes, the council understands that every community is different. We hope to offer a core set of services and standards and then adapt based on need.
12	East Calder	Are you planning for population growth and the impact that this will have on some centres	Yes, the council understands where there will be population growth over the next 5-10 years and is anticipating that with the plans that are being brought forward.
13	Forestbank	If there are no staff on site how will the public access the building	The intention is that the general public will only access the building when it is open. Groups will either self-access or staff will be on hand when needed.

Question	Representative	Question	Response
14.	East Calder	Can you explain what is meant by no cash facilities	The council currently has cash offices where customers pay their rent, council tax etc. We are planning to utilise technology to enable payment collections from a variety of locations. In community centres staff will continue to collect payments from lets and do the banking etc.
15	Livingston Station	We are concerned about groups self-accessing particularly when the playgroup is in the building. We have to be mindful of child protection.	The council understands the need to protect children and all vulnerable groups. The council will work with the management committees to ensure that any self-access arrangements are not to the detriment of current groups. Child protection will continue to be a key priority.
16	East Calder	What happens if management committees decide they do not want to be part of this new arrangement	It is anticipated that through more detailed discussions with management committees that we will be able to reach agreement and sustain service provision to the community through our partnership arrangements. In a circumstance where this was not possible, then the council would have to consider the scale of community facilities that could be sustained with available resources. As recognised at this meeting, it is necessary for the council to deliver efficiencies across services to live within available budgets.
17	Forestbank	Will Access2Employment and ABE support continue at our centre	Yes
18	Forestbank	When will the next consultation be?	The council needs to begin detailed consultation with staff and unions about proposals. Once this stage is complete the council will be in a position to have further detailed dialogue with management committees. The likely timescale for this will be August. In the meantime if management committees want to give further feedback or ask more questions they can do so via the dedicated email address.
19	Lanthorn	Why does the council not take a tougher line with the Government in terms of the austerity measures imposed	Officers have been tasked to take forward this consultation – there was agreement across all political groups at the Council Executive meeting earlier this week to do this. While political dialogue may be on-going, officers must progress pragmatic solutions that enable the council to deliver services within available budgets.
20	Forestbank	Why are there no councillors here tonight. What is their role in this.	Councillors considered a report on the proposal earlier this week and agreed that officers consult with key stakeholders. This meeting was an opportunity for officers to engage directly with management committees to explain the proposed model and listen to views.

Consultation with Management Committees about the proposals to change frontline service delivery

Date: 02/06/2015

Venue: Strathbrock Partnership Centre

Present:, Gordon Connolly, June Close, Jim Saunders, Steve Field ,Karen Cawte, Moira Niven, Sandy Milne, Anthony Johnson, Irene Bishop, Elizabeth Dick, Brenda Watkins, Margaret Morean, Colin Hilditch, Ian Graham and Gordon Scott

Management Committees Represented: Strathbrock, Uphall, Newton, Dechmont, Mid Calder

Question	Representative	Question	Response
1.	Strathbrock	Fully appreciate financial challenges ahead for council and how fortunate we are to be based in West Lothian, but your report does not detail how you have identified needs of community and how this information has been gathered.	<p>We have used a range of indicators in determining need, including demographics of location, projected population growth, areas of deprivation, occupancy of community centre and centre programme and number of council housing properties. We measure number of council tenancies because we know that these customers make more contact with council than non-council customers.</p> <p>We have also looked at what other councils are doing as well as looking at what is going on in the private sector.</p>
2.	Uphall/ Strathbrock	I received a lovely map detailing plans for new Broxburn library to be located within Strathbrock, but no detail.	Our main reasons for change to Strathbrock is to maximise benefit of co – location that our models at Fauldhouse and Bathgate Partnership Centres have demonstrated improved offering to customers and at the same time delivered staffing efficiencies to the council. Customers to the library will benefit from the longer opening hours of the facility.
4.	Strathbrock	We are an established management committee, can you be more specific about what staffing changes are planned for Strathbrock?	The first change is that community centre staff, Library staff, Customer Information Services (CIS) will be all part of the same management structure.
5.	Dechmont	Dechmont Village hall is currently very well supported and for the majority of instances and occasions we are self-supporting.	It is planned that your current arrangements will continue in new structure and there will be staffing support available to your organisation on the occasions where you require it, similar to your current arrangement.

Question	Representative	Question	Response
6.	Newton	It would not appear to be different from what we currently have; we manage our lets and our accounts on our own in any case.	Your current arrangement will continue.
7.	Uphall/Strathbrock	There is not always a caretaker here when you need one (Strathbrock)	Caretaking provision will be targeted to need, similar to the arrangement that currently operates within Schools, in that a caretaker may have more than one property that they are responsible for. If your first let of the day is at 10:00am, then caretaker may not be there much before 9:30am to open up and set up room.
8.	Uphall/Strathbrock	We were not aware that this was a consultation evening, that was not made clear to us in our invite. We were only invited to send two representatives from our management committee. Why?	We regret that it has been interpreted in this way, it is critical that we work together in making progress and it is encouraging that all groups would appear to recognise that the council are required to make considerable savings. Tonight is the first engagement with management committees on this issue and we wanted to cover all the local groups in and to enable effective discussion. There will be further engagement in August and we will also invite you to send any suggestions or enquiries by email which we will pick up and respond to.
9.	Dechmont	There would appear to be “no one size fits all” approach, which is encouraging	Agreed, each facility will be determined on the specific needs of each community, as identified by council and communities. We plan to explore all options with regards new technology to ensure “Access points” are able to make contact with council and are proposing the use of free “hot phones” that will allow members of the public to contact the councils contact centre with council enquiries.
10.	Strathbrock	We are sitting in a lovely partnership centre building and we are very fortunate to have it. I am not afraid of more responsibility for our management committee but council need to identify to us the risks and the legal framework that we will operate within.	We would be happy to give further clarity on these issues at next stage of consultation process.
11.	Uphall/Strathbrock	If you have user groups self-accessing buildings, how is the insurance issue covered?	Management committees are covered by the Council insurance policy, however each regular user group are required to take out their own separate insurance policy.
12.	Strathbrock/Uphall	If you take our coordinators away, we will have to change our constitution.	Management committee and council representatives acknowledged that a special meeting of your management committee would require

			to be held to make any necessary changes to your constitution where appropriate.
13.	Strathbrock	If you take away the coordinators, will you let us know what happens next?	Yes, you will recognise that it is important that we speak with staff and trade unions before we talk about specifics of each site, but we will consult further with all management committees, which will include site specific staffing detail, before we go back to elected members in September.
14.	Strathbrock	We need to know exactly what is being proposed with regards staffing. We are volunteers on our management committee and we need to know who is responsible for what.	We will let you know as soon as we have consulted with staff and trade unions. Again, we are keen to develop revised arrangements in consultation with management committees .

Consultation with Management Committees about the proposals to change frontline service delivery

Date: 3/06/2015

Venue: Armadale Community Centre

Present:, Gordon Connelly, June Close, Jim Saunders, Steve Field, Karen Cawte, Andrew Hack, Heather Naismith, Kim Barr, Gwen Kempik, Jaime Dobbie, Matt McKay, Margaret Jack, Lisa Haggerty, Ann Lafferty, James Haddow, Thomas Lynch, Marilyn Bonnar, Ian Tennant and Nathaniel Codona

Management Committees Represented: East Whitburn, Blackridge, Armadale and Whitburn

Question	Representative	Question	Response
1.	Whitburn	What does “Connected” 10 – 3pm actually mean for Whitburn Community Centre.	We have recognised that Whitburn is a very busy community centre and we would like to maximise opportunities to deliver more services from this location, including customer assistance with blue badges, housing application and benefits advice etc. What is being proposed is an addition to current services on offer.
2.	Blackridge	This proposed neighbourhood is a far reaching community being supported by only 24.5 FTE staff. What is the current FTE staff compliment?	We do not have this information to hand. We will circulate with the proposed staffing information.
3.	Blackridge	I am concerned that Craig Inn Centre will not be serviced well. At present we have difficulty organising access to open our building or put heating on for our lets. It often falls to the management committee to open the facility.	There is no “one size fits all” for each facility but we recognise that we need to work closely with each management committee to ensure proposed staffing meets the needs of the centre. The council recognises and values the important contribution that management committees make and acknowledges that without them the council could not deliver the same range of services.
4.	Blackridge	Why change the library opening hours now?	The council has some in-year savings to make which is why we have progressed with the changes to opening hours. Not all libraries are attached to a community centre. The hours in Blackridge are not changing.
5.	Blackridge	Is there going to be a cross over between Library and community centre staff?	Yes, staff will be generically trained allowing them to work across library and community centre functions. This model is in operation in a number of other sites and has worked very well.
6.	Whitburn	I do not understand what this all means for Whitburn	We consider that our proposals to modernise frontline services will not

		Community Centre, there is already a considerable demand on our volunteers within Management Committee, it is not acceptable to burden volunteers further.	place any burden on management committees. The council fully appreciate the excellent work of management committees and recognises that, without them, Community Centres could not operate effectively.
7.	Armada	What is the location of the proposed new Armadale Hub?	The location is still to be determined and further consultation with community will take place.
8.	Blackridge	Can we have the footfall data for each facility within cluster?	Yes, happy to forward this data to you.
9.	Blackridge	We have a bus service that goes from Blackridge to Armadale, it is not possible for us to access other services within proposed neighbourhood without having to get two buses. We need two buses to get from Blackridge to Whitburn.	It is proposed that Armadale and Blackridge will work very closely together to ensure access to a range of services is available locally.
10.	Whitburn	I recently attended a "Charrette" event in Whitburn. Why was this proposal not detailed at this event and why have we not been made aware of findings of the consultation. The event was only two months ago.	We were not in a position to detail or consult on proposals as the Council Executive had not approved the consultation process at this point. The Charrette action plan is being finalised in consultation with the steering group.
11.	Armada	Our centre has been busier and busier since a recent change in staff personnel, our lets have improved significantly. Will we continue to be supported?	Yes, you will continue to be supported, including caretaking and community centre admin support.
12	Blackridge	What is the process for further consultation, two weeks' notice for a meeting such as this is not acceptable to bring together all our members of the management committee.	We will take your comments on board. Our next round of consultation is likely to be late summer, once all consultations with staff and trade unions have been completed.
13	East Whitburn	East Whitburn is a very busy but small community centre; if you cut the coordinator's hours any more than you already have, then it would be a waste of time having one.	East Whitburn Community Centre will continue to be supported.
14.	Armada	I have recently opened the café within Armadale Community centre, obviously I want the centre to be a busy as possible, I want to know that your plans "are not going to cut the feet away from me"?	We are encouraged to note that business at Armadale Community Centre continues to grow; our proposals will support the continued progress being made within the centre.
15	Blackridge	How has footfall being measured at Blackridge and	We note your comment, we are not aware that footfall data is recorded

		does it include Blackridge Community Wing? We have dancing classes and parties etc, so it should be included in footfall figures for our centre.	for Blackridge community wing, we will investigate and look for an appropriate solution.
16	Whitburn	The number of evening classes being held in community centres has dropped dramatically since the days of Lothian Region. This was an important community resource and helped many people improve their employment prospects.	A range of educational programmes continues to be developed in partnership with West Lothian College and the Council.
17	Whitburn	I have heard that data figures recorded for Bathgate Partnership Centre are not correct and that staff entering and exiting the building are counted in footfall figures and that the community centre only has a few rooms.	This information is incorrect. Staff are not counted in footfall calculations and community centre space is very well used and the number of community groups making use of the facility has increased significantly since the move from the former community centre. For example, footfall has increased by 30% and we now average 25,000 people a month using the centre. The number of groups using the community centre space has increased from 35 to 51.
18	Blackridge	How did you come up with the neighbourhood boundaries, Armadale and Whitburn should be separate and Addiewell should be in the Livingston cluster.	The boundaries are purely operational, and are designed to minimise the amount of travelling staff will do when covering locations within the cluster. Customers will be able to visit any facility within West Lothian to access the appropriate services.
19	Armadale	How will we cope if Community Centres get busier as a result of population growth.	The council understands where there will be population growth over the next 5-10 years and is anticipating that with the plans that are being brought forward.

Modernising Frontline Services

Management Committee Phase Two Consultation

Questions and answers



11 Sept 2015

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Overview of process so far

Following the decision by the Council Executive in May when the Executive approved the principles of the new model for modernising frontline services and asked officers to begin the consultation process with staff and management committees, we have undertaken four joint meetings with management committees and ten meetings with staff. A report containing all the questions raised in the first phase of meetings, along with the answers from council officers was circulated.

Phase two of the consultation with management committees entailed another series of four meetings based on the proposed neighbourhood clusters. More detailed information about the impact of the proposals on individual community centres was circulated. This detailed the number of current hours of support each location has per week, and what the hours per week would be under the proposal along with details of the types of role that would support these hours and what the different roles would do.

We need to re-iterate the council's position that in order to achieve the budget savings of over £34m there are no plans to close any community centres or libraries. What we are proposing does mean some change, but we know from experience that we can make this work and we would like to work with you to ensure that we continue to deliver good quality services at a local level, in line with local demand.

We are keen to hear your views about our proposals as well as any ideas you may have for doing things differently but still achieving the efficiencies that we are tasked to achieve. Following the phase two meetings all management committees have been encouraged to arrange individual sessions to look at the detail of the impact for their centre. You can do this by contacting modernisingfrontlineservices@westlothian.gov.uk. You can send any comments or queries to this email address too.

Steve Field

Head of Area Services

Meeting on 19 August Bathgate Partnership Centre	
Management Committees represented	Blackburn, Seafield, Armadale, Whitburn, Forestbank Apologies from Bathgate
Questions/Statements	Answers
We require some clarity around the change in the coordinators role?	The role that will be most closely linked with that of the current co-ordinator is the Service Support Officer (SSO). This new role will not have line management responsibility and there will be some support to CIS/Libraries otherwise the role will continue to carry out similar functions. The key point to note is that the SSO will be the first point of contact with management committee's – they will be responsible for compiling the account reports, room bookings responsible person activities.
Will this SSO role move out of community centres and into CIS/Libraries?	The SSO will operate to suit the needs of the facilities they will be responsible for.
How will you address the additional skill levels required for the SSO?	A training needs analysis will be done for all individuals but in the case of the co-ordinator/SSO position we believe this training need will be minimal
Co-ordinators currently manage the buildings and all that is required for that as well as managing caretakers. Who will take over this management role?	A Team manager will manage the SSO and Customer and Facilities Assistant (CFA). The SSO will determine the CFA rota, making sure we have staff in buildings when required and making sure all compliance work is undertaken.
Co-ordinators do a good job. Most co-ordinators are already very busy, where is the time for all the extra duties coming from?	There will be no change to the support level to management committees. Other job roles will support some of the day to day functions within centres such as room bookings, cash collection and banking. We recognise (Whitburn) is a busy centre and support hours have taken this into consideration.
It was stated previously that management committees would have more responsibilities but we have had no further information on this. You mentioned at the start that you already have experience of the model you are proposing and that it works – where?	We understand that management committees are volunteers and we do not wish to give them additional burdens. In some centres, arrangements such as key holding, will be possible. An example of where the service delivery model works would be Bathgate Partnership Centre.
The management committees feel as a collective that Bathgate Partnership Centre is not a community centre, there is no sense of	The community side of the Partnership Centre has risen from 23 user groups per week to 51 groups per week. We see over 1000 people per day in the centre and customer feedback about the service and facilities is consistently over 98% positive.

community 'feel' in the building.	
We also feel as a collective of management committees that we are not being treated with any respect, we feel that our knowledge and experience is not being recognised. Under the 10 steps of the National Standards for Community engagement the committees should have been informed from Step 1	All management committees had the option to respond to the council's Delivering better Outcomes consultation in November 2014. This process engaged with over 3500 individuals and groups. The feedback helped to form some of the proposals that have been developed. We have shared information and sought views of management committees throughout the process.
We understand that savings have to be made. But we need to understand how the savings figure was derived to be able to discuss potential savings – we need more detail – you say you have given us detailed breakdown of staff hours?	Additional information was circulated on Wed 26 August
How long has this been in progress, 8 months or more?	Around 8 months.
<p>It seems we have been brought into the equation halfway through the process – I think this is a mistake, we should have been involved from the beginning</p> <p>We have had no time to come up with ideas.</p> <p>We do not feel enough consultation or enough information has been given to consider the consequences of the proposal – not enough time to provide alternatives</p>	<p>The background to this is that the council budget was signed off in January 215 - the proposal was agreed in principle in May 2015 by the Council Executive. We then had to move quickly and the 1st phase of the consultation with management committees was arranged within two weeks of the Council Executive meeting.</p> <p>We have also been in consultation with our staff and in discussions with unions. We have now reached a position where we can now share some further detail with management committees. There is still some information that on final agreement with unions we will be able to share with management committees and staff. The key date is that the plans must be in place for the 1st April 2016. This is not just for this stream but throughout the council.</p> <p>We do not have the luxury to run a pilot and we have provided a reasonable amount of information, we have communicated within the constraints (staff communication – union discussions). The Council Executive meet in October and we could possibly look at the schedule of council executive meetings but to delay the October date would add pressure to completing the changes in time for the 1st April.</p>

The management committees feel that the £5M set aside for the Whitburn PC, £1M for Armadale PC and the £2.5M for East Calder would be better used to support the current services – if money is tight why can you not put a hold on the building plans and use this money to ‘prop up’ the services?	<p>Accounting Standards prevent us from using capital resources to fund our revenue budget. Capital budgets are funded from general capital grant, borrowing and capital receipts, all of which must be used against capital expenditure. At the best, reducing our capital programme could allow us to reduce borrowing costs, but as borrowing is long term, the benefit to the revenue budget would be marginal in the short term. The capital investment is to improve services but also to save revenue.</p> <p>As well as the accounting rules, the cut in revenue is permanent, there is no 'recovery' for years to come.</p>																					
It appears that the savings targets have been set by Accountants – they always know where the numbers come from. Where is the detail, if we know then we may have other ideas? Can you give us a breakdown of where the savings are being made?	<table><tr><th colspan="2">Budget measure</th><th>Amount (£)</th></tr><tr><td>1</td><td>Maintain cash collection in WL Connected and Bathgate introduce automated cash payment facilities in other CIS offices and publicise alternative local payment options.</td><td>100,000</td></tr><tr><td>2</td><td>Modernising frontline services rationalising staff and management structures</td><td>392,000</td></tr><tr><td>3</td><td>Realign opening hours at branch libraries to reflect customer demand</td><td>60,000</td></tr><tr><td>4</td><td>Reduce the library book-fund</td><td>175,000</td></tr><tr><td>5</td><td>Re-provision mobile library service</td><td>71,000</td></tr><tr><td></td><td>Total</td><td>798,000</td></tr></table>	Budget measure		Amount (£)	1	Maintain cash collection in WL Connected and Bathgate introduce automated cash payment facilities in other CIS offices and publicise alternative local payment options.	100,000	2	Modernising frontline services rationalising staff and management structures	392,000	3	Realign opening hours at branch libraries to reflect customer demand	60,000	4	Reduce the library book-fund	175,000	5	Re-provision mobile library service	71,000		Total	798,000
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The council will have a view on how this will work – who has been brought in from outside to provide an impartial view When the plan goes to the council executive will it state in the report that there has been no sharing of expertise with management committees?	<p>No external consultants have been engaged in this process.</p> <p>We have talked to customers, we are talking to management committees we have looked at programmes, and we have looked at data such as areas of deprivation and current usage. We see this as an opportunity to manage our resources better, make things happen at the right time and the right place. We are open to suggestions from management committees and if there are better proposals or ideas we will include in our report.</p>																					
If next year we find that it is not working – is there a plan B? What are the alternatives? Do we wait until it is too late, people walk away, user	We accept that this proposal may not have got everything right first time. However, as we do now, we will continue to monitor the use of services and community centres, so that this allows ‘tweaking’ to take place quickly.																					

groups walk away, management committees walk away - is there something in place to prevent closure?	
The council have a 'Track record' of introducing things with no consultation – How do you explain that we have lost 10 hours cleaning, there will be no further cleaning at weekends, cleaning has been cut at Blackburn and no cleaning at weekends – what happens now, do you add that to the new coordinators role as well?	Operational services have also been tasked with achieving reduced budget figures. They have removed all of their temporary staff and yes, they have done this without consultation.
How do the hours stack up? We have 56 hours just now – we remove the coordinator but are left with 53.5 hours?	Additional information was circulated on Wed 26 August
Blackburn and Blackburn connected – what does this mean, will you be looking at this as one building?	The lack of progress with the Partnership Centre in Blackburn complicates this issue. Staff hours in the proposal are based on both the centre and Connected.
Blackburn operate from 8:00am – 10:00pm will this continue in the new proposal? You have stated previously that all of our lets will be covered will this continue? Who will cover the building – are you saying that it may be someone completely different from a caretaker or a coordinator who will come and open up? I do not know how this is going to work – Can someone explain exactly what they mean by a member of staff will be made available?	The building will be staffed to meet the demands of the facility – if there is no demand we will not have staff on site. The new model has a variety of different roles from the ones you are used too – the building will be supported when required by people from potentially different roles. Details of the staffing remit will be provided this would give an indication of staffing support.
If all of the buildings are booked from 8:00 – 10:00 and you have said that you will cover the lets, how does this equate to a savings?	We have examined the programmes and we believe that the proposed model can cover the staff requirements.

<p>You said that savings would be made by not putting staff in buildings until there is a group in – this already happens at Seafield (and Forestbank) – it is tight enough just now, it will be even worse with no coordinator</p>	<p>Some facilities use key holding and self access facilities. We know that one size does not fit all and key holding may not be suited to some facilities.</p>
<p>You stated that part of the decision was to focus on areas of deprivation. West Lothian Council have an obligation to provide services – not to be run as a business or to make a profit – Community centres are the life blood for some members of the community</p>	<p>We have recognised this and that is why, for example we will have more staff in the Stoneyburn area as opposed to Linlithgow. If we need to re-evaluate staffing levels across the neighbourhoods we will. We would like to do more as a council but we are limited – we very much depend on working in partnership with management committees, maximising our resources and together providing as much provision as possible. The only statutory services we need to provide are the Registration and Library services.</p>
<p>There are a number of ‘drop-in’ facilities how will this be covered?</p>	<p>Each centre’s requirements will need to be addressed individually in terms of staffing support.</p>
<p>Will the report include the reaction from management committees, that we are unhappy with the consultation process?</p>	<p>The report will include comments from management committees.</p>

Meeting on 20 August 2015 – Newyearfield Farm	
Management Committees represented	West Calder, Newyearfield Farm, Mosswood, Lanthorn, Livingston Station, Crofthead, East Calder, Forestbank, Mid Calder, Carmondean, Armadale, Whitburn
Questions/Statements	Answers
How soon can we have the extra detail?	Additional information was circulated on Wed 26 August
How much are the set up costs for this project	The council has not engaged any outside consultants to advise on the project. The project team has consisted of staff from within the services affected and other corporate services within the council such as IT and property. The work has been absorbed as part of business as usual.
How are we funding the additional technology in Access Points	There have been no decisions about what technology could be utilised in access points, this is merely a proposal. It will not be suitable for all locations. We have not identified a funding source for this work at the moment.
Mosswood has recently opened a community garden which the caretaker opens. How will people access it if there is no one in the building?	The council will work with the management committee to create a workable solution.
Will the hours assigned to Forestbank be face to face hours	The hours detailed will be dedicated staff time to that centre. The particular needs of each centre will be taken into account when creating the staffing rotas.
It would be helpful to understand a bit more about what each of the job roles entails and what it will mean for each centre.	Additional information was circulated on Wed 26 August
Can we change the date of the decision making committee?	Officers will seek guidance around this, but the service has to deliver the saving before 31 March 2016, as the budget will be removed on 1 April 2016.
Officers should speak individually to all management committees to explain the impact for them.	Meetings have been offered.

Can we be clear about the core hours that each centre will get?	Additional information was circulated on Wed 26 August, and further clarification will be detailed at individual meetings.
How do we get continuity if you keep moving the staff about	The intention is to have a team of staff, made up of “well kent” faces, that will deliver services to centres on a consistent basis. It is in no one’s interest to keep moving people about unnecessarily.
Having people moving about will increase travel costs, has this been factored in to the proposal?	We pay travel expense at the moment as staff move around locations. The plan is to minimise the staff movement by working with the staff to ensure they are working in a small geographic cluster. As part of the council’s green travel strategy we track on a monthly basis how we are reducing the mileage.
Have you explored all avenues for cost savings?	The majority of the budget for these services is staff costs. We have tried to be as creative as possible within the proposal by using generically trained staff. We are open to any other suggestions management committees may have.
Can we use the £8.5m that has been set aside for the development of Partnership Centres to address the deficit?	Accounting Standards prevent us from using capital resources to fund our revenue budget. Capital budgets are funded from general capital grant, borrowing and capital receipts, all of which must be used against capital expenditure. At the best, reducing our capital programme could allow us to reduce borrowing costs, but as borrowing is long term, the benefit to the revenue budget would be marginal in the short term. The capital investment is to improve services but also to save revenue. As well as the accounting rules, the cut in revenue is permanent, there is no 'recovery' for years to come.
The council should be investing in community centres as they sustain communities and individuals who are sometimes the most vulnerable.	The council wants to sustain community services and we share the aspirations of the committees. But the reality is that savings have to be made and we are trying to balance the pressures and continue to deliver services. There is a risk that there will be a continued pressure on public sector funding so we need to create a new model of service delivery that is flexible. We cannot guarantee that it will work first time but we will need to monitor and adjust in partnership with committees as we move forward.

Meeting on 24 August 2015 – Strathbrock Partnership Centre	
Management Committees represented	Winchburgh, Strathbrock, Uphall, Ecclesmachan, Forestbank, , Armadale, Whitburn
Questions/Statements	Answers
There are no hours assigned to Dechmont	<p>We cover Dechmont for a period for 6 hours per month. This is based on compliance cover of 1 hour per week and management committee attendance based on 2 hours per month.</p> <p>The ‘hours’ would come from the Uphall allocation, as it does just now .</p>
This process cannot be called a consultation, meetings need to be had with full management committees.	Following the phase 2 round of neighbourhood meetings all management committees have been offered an individual meeting.
How many staff will be affected by this?	There are currently 220 staff across the two service areas. Of these, 20 have temporary contracts. There are 4.4FTE co-ordinators that are on temporary contracts.
The hours in the proposal include a range of job roles how is this broken down?	Additional information was circulated on Wed 26 August
If centres become busier and we increase the occupancy how are you going to staff this?	By using the generically trained staff in more flexible ways we will be able to maximise the hours available.
Whilst the council may not be shutting buildings the proposal will close centres as available hours are reduced.	The council cannot afford to have all buildings open all of the time when there is no demand. We will staff buildings where there is demand, and work with management committees to maximise the opportunities through self-access and key holding.
Key holding brings with it security issues, how will you address these.	We understand that key holding and self-access brings with it some risks. We also understand that it works well in some centres, but isn’t for all. It’s up for negotiation with individual groups and committees.
What responsibilities do key holders have?	We have a policy and risk assessments are carried out. This is highlighted to key holders at the beginning. The council’s insurance covers the management committee against damage etc. But its for the management committee to decide who gets the keys.

Centre co-ordinators are key to the running of the buildings. What support will management committees lose when this post goes?	The proposals detail a range of support to management committees to ensure that all tasks that are currently carried out continue to be delivered. Additional information was circulated on Wed 26 August regarding the different roles.
The whole process needs to be delayed to allow time for management committees to analyse the information.	Officers will seek guidance around this, but the service has to deliver the saving before 31 March 2016, as the budget will be removed on 1 April 2016.
If management committees walk away from the centres, will the council close the buildings?	It is anticipated that through more detailed discussions with management committees that we will be able to reach agreement and sustain service provision to the community through our partnership arrangements. In a circumstance where this was not possible, then the council would have to consider the scale of community facilities that could be sustained with available resources. As recognised at this meeting, it is necessary for the council to deliver efficiencies across services to live within available budgets.
Many centres are quiet over the summer, so why do you not put staff on seasonal / term time type contracts	This type of contract change would not result in the significant savings that need to be achieved. In addition, not all centres are quiet over the summer months, and indeed some have additional activities designed to support children and families over the period.
Winchburgh Community centre is supporting the development of a pop-up library to ensure services are maintained locally.	The council is delighted to be working with the management committee to put our first pop up library in place.
The quality of experience within community centres is key, and co-ordinators play a vital role in this.	The council recognises the value of good relationships between management committees and staff and does not consider these proposals will jeopardise this. High levels of good quality customer service will be paramount.
Management committees should be involved in appointing staff.	Whilst it is a matter for the council in the employment of staff, we recognise the role management committees could play in this process.
What happens if you say you cant make the saving.	The council has a statutory duty to balance the budget on an annual basis. The target amount will be removed from the service budget on 1 April 2016.

Is this process just another way of bringing in the new leases that were talked about last year.	The issue of changed leases is to address a statutory position. We would still need to make changes to the way we staff the service in order to meet the budget efficiencies that have been agreed.
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Meeting on 26 August 2015 –Armadale Community Centre	
Management Committees represented	Forestbank, Armadale, Whitburn, East Whitburn, Stoneyburn
Questions/Statements	Answers
We don't understand how the staffing will work	Additional information was circulated on Wed 26 August including more detail around job roles.
Using room occupancy figures does not reflect how busy a centre is	Room occupancy was one of a range of data sets that were used to allow mapping of need. It gives an indication of how the capacity of a centre is being utilised.
If management committees are encouraged to make centres more vibrant how are you going to staff this?	By using the generically trained staff in more flexible ways we will be able to maximise the hours available.
Changes are being made to services and community councils have not been consulted.	The council undertook a major consultation exercise called Delivering better Outcomes at the end of 2014. The feedback from this was used to inform the budget setting process in January 2015. The council is committed to delivering services locally, but the delivery mechanism may have to change to reflect changing resources.
Is Armadale CIS counted in the Armadale Community Centre figures, are you staffing this as two buildings and can we have the detail.	The staffing figures are for two buildings, they may be managed as one, as is currently the case. Detail will be shared with the Armadale Management Committee at their monthly meeting.
There is no mention of Blackridge Community Wing on your map.	The community wing is not managed by this service.
Overall this process has been poor and demonstrates the lack of strategic planning for Armadale.	The council laid out its process for consulting on this issue and so far has followed what was agreed. Discussions around the development of a Partnership Centre for Armadale are at a very early stage with a second meeting scheduled at the end of September.
There needs to be greater transparency and communication with individual management	Following the phase 2 round of neighbourhood meetings all management committees have been offered an individual meeting.

committees.	
The council has to delay this process to allow management committees time to understand the detail and make alternative suggestions.	Officers will seek guidance around this, but the service has to deliver the saving before 31 March 2016, as the budget will be removed on 1 April 2016.
How will we manage health and safety issues in small community centres where there is key holding.	We have a policy and risk assessments are carried out. This is highlighted to key holders at the beginning. The council's insurance covers the management committee against damage etc. But it's for the management committee to decide who gets the keys and we recognise it will not work for all centres.
The council has a 3 year budget, so you don't need to make all these savings this year.	The council has set a one year budget and a three year budget strategy. We have to set a balanced budget and cannot use council reserves to cover deficits, this is for emergency situations. We cannot defer the savings that have been agreed.
The staff are going to be expected to do a range of task. What training is going to take place, who will do it and will the staff get a pay rise?	There will be a comprehensive training plan put in place for staff based on an individual training needs analysis. Much of the training will be delivered in-house via on the job training. All tasks are grade appropriate.
Has information been shared with management committees about the changes to cleaning in the buildings.	There have been some changes to the way the council cleans its buildings but it is committed to maintaining a level of services across all buildings. The detail of the revised specification has not yet been shared.
Officers have said that if there is no planned programme in a building then it will be closed. This disadvantages those customers most in need.	We will work with the committees to reduce hours where appropriate.

Appendix

Next Steps

September / October 2015 – meetings with individual management committees

October – Round two staff briefings

Early November – Culture and Leisure Policy Development and Scrutiny Panel

17 November 2015 – Council Executive

Appendix 3 Summary of proposals for community centres

Centre	Date partnership agreement (PA) signed	Any changes made to the operating arrangements since PA signed	Date of specific meeting with Cttee about modernising frontline proposals	Initial proposal as part of modernising frontline services – hours noted are the weekly allowance
Addiewell Wing	12 October 2012	Coordinator (36hrs) retired 10 th April 2015. Currently community self-management with minimal support for MC meetings and compliance.	No meeting	31.6 hrs Customer Service Assistant (CSA) and Customer Facilities Assistant (CFA) Reduction 4.4 hours
Armadale Community Centre	No Partnership Agreement		9 September 2015	207.4 hours Consisting of Neighbourhood Manager, Team manager, Service Support Officer, CSO, CSA and CFA. Increase of 25.24 hours
Bathgate Partnership Centre	22 Sept 2011	No change	30 Sept 2015	No mention of staffing , changes or timelines in the PA. No change to current arrangements
Bellsquarry Village Hall	22 November 2012	No change	No meeting	No change to current arrangements
Blackburn Community Centre	11 June 2009	Reduction of caretaking (16hrs)	Thurs 8 th Oct 2015	251 hrs- Consisting of Team Manager, Service Support Officer, Customer Services Officer, Customer Services Assistant, Customer and Facilities Assistant, Neighbourhood Manager. Staffing will support both Blackburn Connected and Blackburn Community Centre. Increase 11.24 hours
Bridgend Community Centre	No Partnership Agreement		No meeting	20.9 hours. SSO, CSO, CSA and CFA. Decrease of 3.94 hours. Will be managed as part of Philpstoun, Newton and Winchburgh mini cluster.

Centre	Date partnership agreement (PA) signed	Any changes made to the operating arrangements since PA signed **	Date of specific meeting with Cttee about modernising frontline proposals	Initial proposal as part of modernising frontline services – hours noted are the weekly allowance
Carmondean Community Centre	5 December 2012	*Livi North patch increased by 34hrs caretaking – split as required across 5 centres based on demand	No meeting	36 hours CFA Reduction 29 hours
Craiginn Community Centre	16 April 2012	No change	21 Sept 2015	66.8 hrs (Customer Services Assistant and Customer and Facilities Assistant. Increase 10.64 hours
Craigsfarm Community Centre	Limited company		No meeting	No change to current arrangements, pending asset transfer
Crofthead Community Centre	No Partnership Agreement		No meeting	36 hours. CSA and CFA. Decrease of 2.16hours
Dechmont Village Hall	31 October 2013	No change	No meeting	No change to current arrangements
East Calder Community Centre	1 June 2013	Coordinator (20hrs) retired 30 May 2014. Replaced by coordinator (16hrs). Net reduction Coordinator(4hrs)	No meeting	96.8 hrs (Service Support Officer, Customer Services Officer, Customer Services Assistant, Customer and Facilities Assistant Staffing will support both East Calder Community Centre and East Calder Library. Reduction 37 hours
East Whitburn Community Centre	27 October 2012	Coordinator (36hrs) reduced to Coordinator (20hrs). Net reduction 16hrs	No meeting	31 hrs (Customer Services Assistant, Customer and Facilities Assistant) Increase 10.84 hours
Ecclesmachan Village Hall	No Partnership Agreement		No meeting	No change to current arrangements

Centre	Date partnership agreement (PA) signed	Any changes made to the operating arrangements since PA signed **	Date of specific meeting with Cttee about modernising frontline proposals	Initial proposal as part of modernising frontline services – hours noted are the weekly allowance
Forestbank Community Centre	28 May 2012	*Livi North patch increased by 34hrs caretaking – split as required across 5 centres based on demand	28 Sept 2015	45 hrs (Service Support Officer, Customer and Facilities Assistant) Reduction 30 hours
Fauldhouse Partnership Centre	No Partnership Agreement		No meeting	334.8 hours. Team manager, SSO, CSO, CSA, CFA + leisure staff. Reduction in hours already achieved therefore no change to current arrangements.
Lanthorn Community Centre	Trust Deed		23 September 2015	133.2 hours. SSO, CSO, CSA and CFA. Reduction of 50.04 hours
Livingston Station Community Centre	No Partnership Agreement		25 August 2015	54 hours. CSO, CSA and CFA. Decrease of 27 hours.
Mid Calder Community Centre	No partnership Agreement		14 October 2015	8 hours dedicated support, with additional support coming from East Calder. Decrease of 28.72 hours
Mosswood Community centre	Trust Deed		24 September 2015	31.4 hours of support. SSO, CFA. Decrease of 19.6 hours
Murieston Village Hall	Limited Company		No meeting	No change to current arrangements
Newyearfield Farm Community Centre	25 May 2012	No change	15 Sept 2015	33.6 Customer and Facilities Assistant Reduction 2.4 hours
Newton Community Centre	17 October 2012	No change	29 Sept 2015	20.9 hrs (Service Support Officer, Customer Services Officer, Customer Services Assistant, Customer and Facilities Assistant) Increase 0.74 hours
Philpstoun Community Centre	No PA		29 September 2015	20.9 hours. SSO, CSO, CSA and CFA. Decrease of 3.94 hours. Will be managed as part of Philpstoun, Newton and Winchburgh mini cluster.

Centre	Date partnership agreement (PA) signed	Any changes made to the operating arrangements since PA signed **	Date of specific meeting with Cttee about modernising frontline proposals	Initial proposal as part of modernising frontline services – hours noted are the weekly allowance
Polbeth Community Centre	No PA		15 October 2015	18 hours CFA, delivered from West Calder. Reduction of 6.84
Seafeld Community Centre	16 January 2012	Caretaker reduction approx. 12hrs	19 October 2015	54.6 hours (SSO, CSO, CSA and CFA) Reduction of 1.56 hours)
Stoneyburn Community Centre	No PA		31 August 2015	100.8 hours. Team Manager, SSO, CSA, CFA. Increase of 8.64 hours
Strathbrock Community Centre			30 September 2015	448 hours (including the library). Neighbourhood Manager, Team Manager, SSO, CSO, CSA, CFA. Increase of 62 hours.
Torphichen Community Centre	18 February 2013	No change	No meeting	30.6 hours. Increase of 0.36 hours
Uphall Community Centre			28 September 2015	53.2 hours. SSO, CSA, CFA. Reduction of 2.6hours
Uphall Station Institute Hall	11 September 2012	Caretaker (10hrs) retired 26 th April 2013. Community self-management – support for MC meetings and compliance.	No meeting	No change to current arrangements
West Calder Community Centre	No partnership agreement		18 August, 10 September, 13 October 2015,	259.2 hours (including library). Neighbourhood Manager, Team Manager, SSO, CSO, CSA, CFA + cooks and fitness staff. Reduction of 36.72 hours
Winchburgh Community Centre	No partnership agreement		28 September 2015	28 hours. SSO, CSA, CFA. Increase of 2.8 hours
Whitburn Community Centre	No partnership agreement		7 September 2015	112.32 hours. SSO, CSA, CFA. Increase of 6.48 hours.

Appendix 4

Detailed comments from management committees

STONEYBURN – sent 14 Sept 2015

Some comments for discussion on the Modernising Frontline Services paper and the discussion on 31 August with Karen Cawte and Jim Saunders

Budget measures

Of the 5 listed 4 relate to services that do not relate to Stoneyburn and 3 of those 4 relate to library services.

Comment: It would appear that Stoneyburn is being “reorganised” to suit services provided at other, larger centres that have no bearing on what we provide.

Staffing

Current - Stoneyburn has 92 hours staffing:

- Coordinator - 36
- Caretakers - 56

Proposed – Stoneyburn will have 100.8 hours staffing

Team Manager – 18

Service Support Officer – 18 (similar to coordinator role)

Customer Service Assistant – 25.2

Customer Facilities Assistant – 39.6 (similar to Caretaker role)

This gives an increase of 8.64 hours.

Comment: it was admitted at the meeting that the Team Manager will not necessarily be – and is, in fact, unlikely to be – in Stoneyburn for 18 hours. There are 2 fte Team Managers to cover 9 centres and so the 100.8 hours is purely nominal.

Likewise the Service Support Officer's job description makes it quite clear that this person will not be present in Stoneyburn Centre for anything like 18 hours. To quote, “and post will involve travelling between locations” and again, “independent travel required between a number of sites within a designated geographic area”.

It is clear, therefore, that Stoneyburn will not have 100.8 hours of staffing and that far from increasing the hours these will be reduced.

What guarantee can be given that the hours allocated to other posts will be adhered to?

If the CSA is available from, say, 10 till 3 how will others fit into the staffing pattern?

Some 8 – 10 years ago staff members were not necessarily based in one centre. They opened up different centres while others were not always working in the same centre and this led to staff rushing all over the place and sometimes turning up at the wrong centre. This was abandoned in favour of staff being based in a specific centre only moving when necessary to provide cover elsewhere. We appear to be going backwards!

What guarantee can be given that such “chaos” won't happen again?

There would appear to be no advantages to Stoneyburn as regards changes in staffing and is in fact likely to cost the Council more to implement than is currently the case.

Increased services

We need clarification on the increased services proposed.

Will the Customer Service Assistant actually process the services listed or simply give out information and hand out forms? In any case this could easily be undertaken by those currently in post. They already provide assistance with access to PCs and direct residents to services online.

The paper states that these proposals will “give current staff the opportunity to learn new skills and improve their customer service knowledge and experience”.

It was stated at the meeting that current staff would have to re-apply for the new posts and so there is no guarantee they will be there gain this experience and assuming that they are why can't they simply be given this opportunity in their current roles.

Is Stoneyburn unique?

It was acknowledged by all at the meeting that some services provided by Stoneyburn CC are unique:

1. Gym – this is used regularly by different age groups and at varying times in the day. As well as being used by those wishing to keep fit many residents are referred by the GPs and Practice Nurse to use the gym for health reasons, eg recovering from heart problems or patients with diabetes. Also given that Stoneyburn is classed as an area of deprivation it is important that this facility continues to be available at all times that suit residents. With an ageing population and high levels of unemployment people are either not able or cannot afford to have travel out of the village. Such referrals to the gym by medical staff are not a cost to Lothian Health Board.
2. The twice weekly lunch club for the elderly is used to facilitate nursing checks, blood tests and other medical checks
3. Stoneyburn is categorised as an area of deprivation. The main datazone which covers Stoneyburn is ranked within the 10-15% most deprived on the Scottish Index of Multiple Deprivation (SIMD). It drops into the 5-10% most deprived when looking at health within SIMD. Two other main datazones are within 35% and 50%. It is therefore extremely important that facilities are available in the village and that residents do not have to travel out with it. The same is true for young single parents and youths.
4. There is also the issue of the elderly who basically need to see “well-kennt” faces, particularly those with dementia and other mental health issues. The centre also needs to be available to such folks at a time when they require it.
5. Transport issues also play an important part. There is no real access by foot in or out of the village. Travelling east and west out of the village presents problems at the traffic lights where access to footpaths suddenly stop. Other routes either entail steep climbs/stairways therefore inaccessible to prams, buggies and wheelchairs, or muddy paths unsuitable for all but the young. We therefore need to have as many facilities within the village as the centre can offer.

What guarantee can we have that all these points will be taken into consideration in the staffing reorganisation?

Drop-in facility – it is important, for many of the reasons stated above that the community centre is available at all times of the working day as well as evenings when it will be open anyway for particular activities. As an “isolated” village with poor and expensive public transport residents need to be able to have access to the centre for the gym and computer suite. As argued above we will, in fact, have a reduction in staffing hours with no guarantee that the centre will be open in the mornings. Other facilities such as swimming pools and

libraries remain open all day despite the fact that only one or two people may use the facility at certain times of the day.

Room occupancy – in our view a community centre's usage should not be measured purely in room occupancy but in centre occupancy, particularly since we have two “drop-in” rooms, viz the computer suite and the gym. Much of the time the centre is open the main games hall is being used and that is one of the main functions of the centre. It is also the games hall that brings in the majority of lets and therefore income for the centre.

In conclusion, we have many questions which require to be answered and issues which need to be addressed. It is our hope that that these will be looked at fairly and objectively and addressed accordingly.

SEAFIELD – sent 30 Sept 2015

Our latest management committee meeting was held on Monday evening in Seafield and I was aware that you had already committed yourself to another meeting. However, we are quite prepared to hold a meeting with a single item agenda to clarify the changes planned for the village community centre. I am not available this week but if you can provide dates when you are not committed elsewhere I will ensure that a representative number of committee members are available in order to have a meaningful dialogue.

One area we will be looking for answers on is the partnership agreement entered into by Seafield community centre management committee and West Lothian council. when I raised the issue earlier in our discussions, it was almost dismissed as meaningless and was not legally binding. I have since been informed that another centre is in the process of challenging this view and through councillor Peter Johnston have lettered Graham Hope expressing his and their concerned regarding this complete disregard. Seafield ,were the first centre to draft a detailed agreement that was viewed and agreed to by the councils legal department suggesting that although it may now suit the council to dismiss the agreement out of hand, this is not the case and the very fact that it quite clearly states that any costs incurred during a legal challenge by the management committee will be paid for by the council should ensure that it's implications are considered

The issue of staffing still remains outstanding from the second round of meetings. You made a commitment to provide the Blackburn/ Seafield area with a detailed staffing model for this specific area within two weeks and yet we still have not received it. What is more disappointing is the fact that other areas where the meetings were held following ours, tWhitburn in particular, have been provided with this information. Why has this been the case?

If you can provide the requested dates as soon as possible it will enable me to progress arranging the meeting.

LANTHORN

Sent 5 Oct 2015

You will recall that the Management Committee were not prepared to have library staffing increased at the expense of the building's other commitments to the community and current users, that there appeared to be a major mis-match between the caretaking hours shown on

the sheet and what had been shown on the staffing plan (73 v 36) and that an increase in the Lanthorn's library multi-tasking team was not seen as an adequate substitute for the current co-ordinator's role. In especial, the half-time post was to be increased to full-time, in return for which the WL Council would continue to provide free lets for its meetings. Since concern had been expressed about the safety of the council staff and other persons working in the building in the absence of staff, and for the avoidance of doubt, those extra hours require to be at the Lanthorn and not spread around the administration of other community centres in the area

Sent 14 Oct 2015

Dear Karen

Ive been asked by the Management Committee to write to you following our meeting tonight.

The Committee strongly believes that:

1. At no point have you had a meaningful engagement with the Committee. You have come and dictated your solutions. These solutions often show an ignorance of the practical issues in delivering services;
2. You have ignored the committees concerns;
3. You have made no attempt to explore radical ways of maintaining (and even improving) the outputs and outcomes the committee seeks to deliver. Instead you have focused solely on cost cutting. At no point have you invited the Committee to examine the feasibility of resourcing any part of the service;
4. You have not sought to work in partnership with the committee. The Committee has no buy-in to your solutions with the result that there will be no support for them.

What you are proposing currently may require the committee to employ its own labour to maintain the services. The cost of this will need to be recouped and those West Lothian Council users enjoying free use will now be denied that. (You may like to check the lease before you start referring to it). In the final analysis, the Council may find itself between a rock and hard place, if the lease is cancelled. The loss of the rates relief on the building will put a significant hole in any cost savings.

The Committee is in the process of asking the Chief Executive to appoint a member of staff who will work with it to deliver the Council's requirements and to meet the Committees aspirations. This response has been sent in advance of the 16 October deadline to end consultation. The Committee believes, however, it is difficult to end something which has not yet started.

Yours sincerely

Secretary

Appendix 5 – Alternative suggestions from Management Committees		
Community Centre	Alternative/ additional proposal	Officer response
West Calder	<p>Change the working hours of the two cooks, and use these hours for extra Service Support Officer / Caretaking.</p> <p>Bring the staffing related to Polbeth and Addiewell in as part of the West Calder pool</p> <p>Close for some of the time over the summer when the programme is light.</p>	<p>This proposal is practical and officers are liaising with Operational Services to ensure it can be implemented.</p> <p>Agreed that this would be helpful, and give access to a greater range of staff to support the three locations.</p> <p>Savings from this would be minimal unless staff were employed on a sessional basis.</p>
Livingston Station	Have a Customer Service Assistant available in the centre when there are specific groups eg older people, to ensure maximum benefit	This is a good idea, and managers will look to see how this can be timetabled.
Whitburn	The current physical layout of the reception desk makes it difficult to man with one staff member. Can this be reconfigured?	Officers will look at how the reception area can be changed to better manage the customer flow within the building.
Newyearfield Farm	<p>Change the Customer Service Assistant hours to Customer and Facilities Assistant Hours.</p> <p>Surestart to keyhold and let themselves and clients in and out.</p>	<p>Agreed</p> <p>Agreed</p>
Lanthorn	In return for additional hours of support from a Service Support officer, the management committee will continue to offer free lets to council services	The current “free” lets are supporting the centre programme and the committee’s constitution. Additional hours have been allocated to ensure support for the church activities.
Mosswood	<p>Council staff based in the building should let themselves in.</p> <p>Open the building at 9am each day instead of 8am.</p> <p>The Committee were concerned about safety of the building and people in it and suggested we install door entry with camera to allow groups to let members in.</p> <p>Suggested that support from a CSO may be beneficial to customers.</p>	<p>Officers will negotiate with other managers to implement this.</p> <p>Agreed</p> <p>This is a good practical suggestion. Officers will investigate how this can be implemented.</p> <p>Officers will timetable this into the support arrangements.</p>
Strathbrock	There needs to be a person on reception at all times	This will be possible with the increased team of staff.

Appendix 6 . Detailed staffing for Customer Services and Community Facilities- current and proposed				
Management				
Current Posts	FTE	Proposed Posts	FTE	Variance
Customer Services Development Manager	1	Customer and Community Services Manager	1	
Community Facilities Manager	1	Neighbourhood Managers	4	
Partnership Centre Manager	2	Chief Registrar	1	
Chief Registrar	1			
Customer Service Coordinator	1			
Branch Library Coordinator	1			
Library Central Services Coordinator	1			
Community Facilities Coordinators	2			
	10		6	- 4
Operational support				
Current Posts	FTE	Proposed Posts	FTE	Variance
Service Development Officer	3	Service Development Officer	5	
E - Services Asst	1	E - Services Asst	1	
Systems Admin	1	Systems Admin	1	
Admin Officer	0.5	Admin Officer	1	
Delivery Driver	1	Delivery Driver /CSO	1	
Admin Assistant	1	Admin Assistant	0.5	
Mobile Drivers	2			
	9.5		9.5	0

Frontline				
Current Posts	FTE	Proposed Posts	FTE	Variance
Team Leader	5.6	Team Manager	8	
Community Centre Coordinators	19.8	Service Support Officer	7	
Customer Service Officer	49.3	Customer Service Officer	42.5	
Customer Service Assistant	20.8	Customer Service Assistant	32.3	
Caretakers	25.2	Customer and Facilities Assistant	22.7	
Sen. Leisure Team Leader	1	Sen. Leisure Team Leader	1	
Leisure Staff	3.6	Leisure Staff	3.6	
Sen. Fitness Instructor	1	Fitness Instructor	1	
Cooks	1.7	Cooks	1.7	
Receptionist	0.5			
Payments Officer	4.7			
Senior Customer Services Assistant	3			
Totals	136.2		119.8	- 16.4