

West Dunbartonshire Council Budget Consultation

Staff Roadshows
August 2010

Draft report

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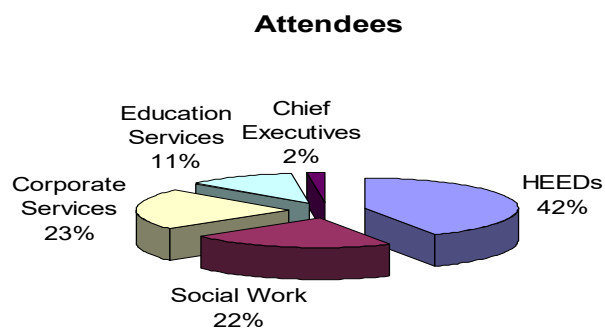
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Summary

Introduction

As part of the Council's budget consultation for 2011/12, six budget consultation workshops were held over three days between 16 and 19th August 2010 involving over 600 staff from across departments and services (see table 1). The central aim of the workshops were to inform staff on the current and future financial challenges facing the Council, create an opportunity for staff to provide feedback and ask questions, and gain the input of staff through ideas and suggestions which could feed into the budget planning process. In addition a Microsite was set-up for staff to post their feedback and suggestions confidentially.

Table 1



Key outcomes

In the context of the current financial challenges staff were asked to consider their ideas on how the Council could cut waste, avoid duplication, make efficiencies, and improve services. The participant's collective views are set out in the following pages and incorporate the key themes from across all the workshops. The collective outcomes were:

- **Reducing sick absence:** reviewing the scheme and policy for sick pay and developing more effective management of the process to reduce absence levels
- **Improving asset management:** reducing the number of Council buildings and better utilising remaining assets. This included rationalisation of the schools estate and reducing the number of under-occupied schools
- **Charging for services:** reviewing the current provision of free services and charging more for services provided

- **Reducing the use of consultants, external contractors, and agency workers:** reducing the use of external providers, consultants, and agency staff, and utilising in-house resources more effectively to deliver services
- **Reducing wastage:** key areas which staff perceive as unnecessary expenditure or wastage including printed publications, being more energy efficient, and recycling more consumables.
- **Transforming how we work:** a wide ranging theme which includes improving working and communication between services, developing more efficient methods of working including more flexible working patterns, centralising some services, and developing the shared service agenda

Feedback

Consultation of this kind is very challenging considering the complexities of the budget planning process and aspects of the Council's organisational culture which may influence staff participation in the process. Throughout the sessions staff were provided with regular opportunity to record their questions and suggestions through feedback cards or pose questions to the panel during the open forum. Participants personal 'key messages' taken verbatim from the feedback cards completed during the workshops and the Microsite have been incorporated within each key theme. In addition feedback on the workshop format and concept has also been included to provide insight into the opinion of staff and illustrate their particular views.

Key Theme: Reducing sick absence		
Main ideas	Benefits	Drawbacks
<ul style="list-style-type: none"> • Review absence procedures: <ul style="list-style-type: none"> - Abuse of the scheme - Apply existing policies consistently • Review of sick pay scheme: <ul style="list-style-type: none"> - remove payment for first 5 days - remove payment for first 3 days • Remove payment if on a monitor period • Sickness entitlement has to be based on years worked <ul style="list-style-type: none"> - increase length of service for entitlement to sick leave e.g. 6 months to 1 year - reward staff for good attendance 	<ul style="list-style-type: none"> • Improve public perception <ul style="list-style-type: none"> - Maintain and improve service; become more efficient • Better management for short term absences <ul style="list-style-type: none"> - Reduced abuse of scheme - More people at work - Increase in productivity - Decrease in wage bill - Longer term absences; treat appropriately - Tighter monitoring by line managers - More consistent approach • Cultural shift; focus on attendance <ul style="list-style-type: none"> - increased morale - more honesty in work groups - less pressure on colleagues - Positive for staff with good attendance • Link to reduced membership to gyms etc 	<ul style="list-style-type: none"> • Genuine cases being penalised • May be abused; could encourage longer absence • Staff attending workplace whilst still ill and passing on infections • Cost of looking at why there is sickness absence • Need support at higher level for disciplinary hearings • Big issues with differences across departments • Length of time people paid • Erosion of terms and conditions • Staff buy-in • Possibly reduce staff morale further • Better training and support for managers to address issues • Bigger impact on lower paid staff • May affect the most needy

Workshop feedback

- *No sick pay*
- *Maximise attendance via dedicated team coming to bases to carry out meetings not done due to other work commitments, this would limit time lapse of review and return to work. The way they are carried out would be less personal and more procedure and policy led - hard in small workforces*
- *Also communication when phoning in sick i.e. phone office staff who tell line manager then tell supervisor in work place. Some office staff forget to tell line manager when there one short in workplace*
- *The message about 13 days absence so very gloomy - but can the calculation be made about how many staff had perfect attendance to talk ourselves up a bit*
- *People management needs improved. Absence needs managed perhaps by disciplinary approaches.*
- *More consistency in allocating Special Leave; policy should be redone. Time off should be limited*
- *Full review of absence policy within West Dunbartonshire Council*
- *Reduce max flexi days off to one rather than 2 per month/four weeks*
- *Greater emphasis on supporting staff to stay fit and healthy - encourage activity (install showers etc)*
- *Target managers for absence - part of PDP*
- *Remove sick pay for first 3 days*
- *Address long term absence - DISMISS employee if clear unfit for role.*
- *Improving sickness; Its always the same people who are off and who know how to play the system*
- *Whilst on self cert during sickness absence - give only state sick pay*

Microsite feedback

- *With regard to sickness levels, would the reverse psychology work? Instead of not paying for the first, second and third day of sickness which penalises all, could you not give bonuses for perfect or near perfect attendance within each year, either monetary or 'TOIL'?*
- *Concern re high sick absence, why not offer staff a time keeping bonus, say £30 extra for every three months with excellent time keeping or whatever can be an affordable amount.*
- *I hope no one is seriously considering the idea of not paying sick pay for the first three days of sickness absence. Surely anyone can see this will only penalise those who are genuinely ill? Those who are abusing the system (i.e taking fake "sickies") will stop doing so if they are not being paid therefore the only ones who will lose out financially are those who are actually sick. I would imagine this will actually increase illness among staff, as people will struggle into work when ill, and spread their infections around their colleagues, after all who can afford to lose 3 days wages in a recession? This is a completely counterproductive idea you may have more people at work, and therefore the absence figures may improve, but when you have the flu, are you actually capable of doing anything useful?*

Key Theme: Improving Asset Management		
Main ideas	Benefits	Drawbacks
<p><u>Building management</u></p> <ul style="list-style-type: none"> • Review all buildings <ul style="list-style-type: none"> - Office accommodation - Leisure facilities - Libraries • Rationalise the number of buildings <ul style="list-style-type: none"> - Rationalisation of community facilities - Rationalise depots • Reduce duplication of other buildings <ul style="list-style-type: none"> - reduce duplication of services - sharing premises - improve the use of buildings • Dispose of surplus buildings • Upgrade and invest in remaining assets <ul style="list-style-type: none"> - reduce maintenance costs • Amalgamate under-used/under occupied schools <ul style="list-style-type: none"> - Reduce the number of primary schools - Close schools <30% under capacity - Co-locate schools i.e joint campus <p><u>Vehicle management</u></p> <ul style="list-style-type: none"> • Use of hybrid vehicles • Reduce use of vehicle hire; better use of Council fleet 	<ul style="list-style-type: none"> • Improvement in the facilities within the remaining buildings • Less duplication of services, costs, and administration; central locations & creation of 'one stop shops' • Reduced overheads: energy, repairs, maintenance, staffing, fuel costs etc • Raise income; capital gained from disposal • Reduce carbon footprint; 'greener' Council • More shared functions • More efficient use of resources • Encourage home-working & hot-desking • Reduce staff costs by consolidating posts • Better integration of departments • Schools: <ul style="list-style-type: none"> - Major savings and re-investment in education provision - Better school environment - Improvement in facilities provided - Generate income when not in use - More inclusive society 	<p>Public</p> <ul style="list-style-type: none"> • Public perception, concern, and buy-in <p>Political influence</p> <ul style="list-style-type: none"> • Political dimension, intervention, & buy-in • Overcoming territorial issues; political 'kickback' <p>Impact on Services</p> <ul style="list-style-type: none"> • Perception of poorer or reduced services • Reduced local access to services; users inconvenience • Possible privatisation of services <p>Costs</p> <ul style="list-style-type: none"> • Not as much income due to poor market • Takes time to deliver • May not be radical enough • Slight increase in relocation costs • Spend to save for investment • Possible increased cost to customer <p>Impact on Staff</p> <ul style="list-style-type: none"> • Implications for staff; staff buy-in versus possible staff reduction <p>Schools</p> <ul style="list-style-type: none"> • potentially not meeting the demand of future housing developments • Cost of transporting children with individual needs • Public buy-in; not everyone in agreement

Workshop feedback

- *Introduce parking in town centres*
- *Close Alexandria Registry Office*
- *How will you decide which buildings will be closed or sold?*
- *Use the establishment of the integrated Health and Council as an opportunity to promote shared use of facilities either existing or new build) 'one stop shop' approach, offering leisure/culture/council pay point and health*
- *Spend to save - if we don't invest in the facilities we have we will not be ready for the future - we can save energy costs, flexible buildings increase use of facilities - asset management - save employee costs.*
- *Sell some assets immediately to raise cash - art work? Generate income through 'renting out' valuable assets - like art work - Provost! Do we need gold chains of office for Provost and Depute? Sell but have the use of?*
- *Long term maintenance programmes for buildings therefore reducing short term costs - when crisis occurs.*
- *Use asset management staff to gather necessary info to inform financial decisions*
- *Would the executive consider reducing the number of offices allocated to managers?*
- *Shut outlying offices - more centralisation. One central HQ*
- *Bring all services back within council buildings, reducing rent/leasing costs*
- *Utilise new facilities i.e. new schools being used by the public by hiring out new football pitches and gym usage outwith school hours. I feel this would generate a substantial amount of money as a minimum amount of staff would be required for this to be operational*
- *Look at facilities to make money at tourist hotspots like Balloch - play ideas etc pay for parking*
- *Council shutdown - Christmas and new year - for all non essential services*
- *Stop hiring non council premises for management meetings*
- *When the new Playdrome facility is built, will the frontline staff eg gym staff, leisure officers have any input into the design? These staff have a great insight into existing structural problems that cause discontent.*
- *Use Council buildings for training rather than hire external facilities*

Schools

- *Schooling by geographical areas only - no need for transport costs*
- *Improve efficiency in education by looking at fit for purpose schools*
- *Too many primary schools/community centres etc, need to rationalise*
- *Amalgamation of under-utilised schools*
- *Are there any proposals to amalgamate schools which have a low school roll given that this would make considerable savings*
- *Offering £1million to gain land for new Dumbarton academy build. Then building a new property on another location at no cost to the bowling club. A small one at that!*
- *Do we need to continue suing outside contractors for repairs to buildings e.g. roofing? Is this work monitor? is it value for money?*

Transport

- *Internal transport needs to be more efficient and competitive to avoid external contactors.*
- *Trackers' used in vehicles not used efficiently to identify most appropriate person to attend emergency call. Used to 'spy' on staff instead.*
- *Why do we hire vehicles when we have a fleet of our own?*
- *Don't use taxis but use council vans (sw); Need to wait long time for van test to drive council vans*
- *Reduce vehicle lease costs by putting in place equipment care regime.*

Microsite feedback

- *Would it not be beneficial for the Council to close the main offices over the festive period. This would reduce the level of utilities used, such as electricity and heating, when only a small number of staff have to work over this period to man public counters.*
- *The Playdrome is soon to be knocked down and replaced. My idea is such that with careful planning of the equipment and function of the new building the council could merge some of the activities and events run in the town hall so they can be run from the new facility. If the building is planned to be flexible and thought is placed into the design of the lighting, seating, alarm systems, lockable doors, changing, heating, curtains in the hall then at the weekend the main hall could be used for shows and displays. Staff from the town hall could run events at the week end as long as the design of the building allows. This would allow the closure of the town hall without loss of services or employees saving money and increasing usage and revenue for one facility. Marketed correctly this could increase income 7 days a week. Large events raises awareness of what WDC can do and the focus is on the positive.*
- *Must close unviable primary schools with very low numbers, can close Skypoint and Dalmuir Centres and relocate.*
- *Community centres have been run down over the years as to activities and public usage.*
- *Close 2 Registration Offices. Glasgow City only has one office why do WDC have 3?*
- *Close Rosebery and relocate Depts to Garshake and other WDC offices/depots.*
- *Close 2 swimming pools and associated facilities and encourage greater usage of the new facility planned for Clydebank as well as the sports facilities and gymnasia at schools.*
- *Revenues and Benefits staff are required to move location as a result of the restructure of the service. The goal of the restructure is to provide Revenue and Benefit services at 3 locations, Garshake, Rosebery and to a lesser extent College Way, as well as*

*making savings through a more streamlined service, e.g. merging teams/section etc. However, this will require the payment of travelling expenses for 4 years for staff moving location to and from Clydebank, and money will be required for accommodation changes and equipment etc. Money has already been spent on accommodation changes for some of the smaller teams within the structure, and the larger teams have still to be moved! The Council has also invested hundreds of thousands of pounds in an electronic document management and processing system, which can be easily development to streamline the Revenues and Benefits service without the requirement to move staff or spend more money. Is the council really conceding that the investment spend on document management has failed to produce closer working and streamlined processing without having to merge every single office on the council? The majority of the savings that the restructure will produce will be from the loss of staff and the sale of unused accommodation in Alexandria. This is on the assumption that the council find a buyer for the premises and obtain the market value they seek. Have these premises actually been sold, or are we still paying charges for them? Any saving will no doubt have to paid out again in travelling or accommodation costs. **SAVE THIS MONEY NOW!**Reduce Library provision by 50% to 5 Libraries Balloch, Alexandria, Dumbarton, Clydebank, Dalmuir and the mobile service only, I believe this would serve the population areas effectively. We do seem to be overprovided for libraries for the population of West Dunbartonshire compared to other local authorities.*

Key Theme: Charging for Services		
Main ideas	Benefits	Drawbacks
<ul style="list-style-type: none"> • charging for more services including those currently free <ul style="list-style-type: none"> - reduce free services - go for a better charging system - review free use of facilities and activities - e.g annual charge on musical instruments • review free services so they are more targeted and means tested e.g. <ul style="list-style-type: none"> - reduce or remove provision of free school meals P1-P3 (e.g offer opt out option to parents) - free swimming - provision of school transport - provision of taxis for pupils • review of concessionary discounts • pay for services before use • rent loss; start charging from day one of occupancy • no fee for special uplifts • monitor tenants who persistently wreck/destroy council property and recharge them • generate income – think like a business • increase in Council Tax 	<ul style="list-style-type: none"> • increase income • prices at ‘market level’ • start at low level • low income families could have some protection • in some cases clients already receive allowances to pay for it • would support maintaining service • people value services • increased appreciation of services • perception that it is good to get something for nothing should be challenged • add respect • increase usage; freedom of choice • add value to product • targets key areas • fair approach across council • fair to all tenant • reduces debt • reduces admin • reduces waste; good for environment • decrease vandalism • remove internal re-charging • knock on effect with council tax • Stops fly tipping; saves money in long term • job security 	<ul style="list-style-type: none"> • reaction of Elected Members • public reaction; some community concerns • impact for those on low incomes • may exclude people • could make people more vulnerable • possible reduction in uptake and usage • social cost if some people stop using services • negative profile; more complaints • impact on health issues; health inequality? • against council and health agenda • no revenue • cost of collecting income • School meals: <ul style="list-style-type: none"> - Nutritional value - Equality/stigma - Attendance - Parental objections - Unhealthy snacks • School transport: <ul style="list-style-type: none"> - Safety issues - Traffic management - Late-coming - Investment in safe walking routes

Workshop feedback

- *Introduce day service charges; postage - increase internal mail to include all buildings*
- *Buy our own scaffolding and crews and not spend a fortune on hire*
- *Raise council tax. Raise council tax in all bands by the rate of inflation to raise more funds*
- *Are WDC going to follow Glasgow CC in considering increase in council tax for coming years? We want to continue to provide good public service and this must come at a cost to all residents of WDC.*
- *Be more strict on council tax intake, not enough done to those who don't pay, name and shame in local press. How is it that council employees can owe Council Tax?? £1,500,000!! Seize wages of staff who owe rent/council tax - be more ruthless about debt recovery*
- *Early intervention to debt management. If people are missing council tax/rent payments - ask why? Can help be given? Why is £29 million not collected?*
- *Abolish attendance payments to day centre service users*
- *Charge a 'fair' fee for the fitness assessment as we are subsidised for this by the council*
- *Charges for uplifts encourage fly tipping*
- *Increase community charges*
- *Why don't we employ more dog wardens? Fines would bring in more revenue.*
- *include aerobics in monthly payment; include all classes not just the gym*
- *More charges for services.*
- *Ask customers to pay for services up front rather than billing after service has been provided. This would increase collection and cut costs on sending follow-up and chasers*
- *Can we review the free swims in the pools? Make free swimming for unemployed and OAP for example - make minimal charge e.g. £1/50. Stop free swims for children and elderly; nominal charge to all people*
- *Means test council house rents in order that top earners may a more realistic rent.*
- *Review 'lavish' clients transport costs e.g. use of taxis for drug addicts to go to the chemist to get their methadone. Such expenditure was publicised about 2 years ago and as well as being wasteful it shows WDC in a very poor 'light' as most would find this use of public money abhorrent.*
- *Every service users should pay the same fee*
- *Tenants should be charged for repairs required due to vandalism eg doors etc*
- *What is the lord provost's hospitality budget?*
- *Internal recharges - departments should be allocated the budget and internal recharges are not required*
- *Increase parking enforcement in key corridors - e.g. Dumbarton Road, Canal junction - Mountblow - raise cash and improve traffic flow in one fell swoop.*

Microsite feedback

- *Scrap free school meals for all P13 children, and provide free meals to the children who really need it. This could be means tested as it's been in the past. I'm sure the schools must waste vast amounts of food, prepared and left un touched. Wouldn't it be better to only supply dinners where necessary i.e. introduce a system whereby meals are 'booked' perhaps a week in advance. With the 6 week menu plan this would be possible as parents/schoolkids know exactly whats on the menu.*
- *Stop providing free legal/administrative services to Trusts which are independent of the Council. Either charge or withdraw from providing free service.*
- *Within learning disability services any service user who attends Dumbarton day centre receives an "allowance" of £1 per week. this payment in no way reflect any "work" activity carried out by service users as may have been in the past. It is purely historical and if stopped could achieve a saving in monetary terms of £3,504 per annum. there is also the saving of man hours currently required to process this minimal payment for each individual.*
- *Pay elected members 40p per mile instead of 49p per mile travel subsidy in line with staff who are providing a service for the council and are using their own cars.*
- *Duntocher out of school care are subsidised by an education grant to the sum of £15,000 plus they also receive reduction on the hall let charges. This is basically a business providing childcare facilities in a local authority facility.*
- *There is a requirement to review the facility letting charges. There are examples where groups use one hall for free but are charged at another. The membership system operating within CLD facilities is outdated and extremely costly to administer.*
- *Introduce nominal car parking charges say 50p per hour especially in the town centres.*
- *Abolish the freeze and increase nationally the current levels of Council Tax by 10% which should be reviewed on a yearly basis in future. On a band D house this would equate to an increase of £155.70 per annum or £12.98 per month for ratepayers in West Dunbartonshire. Substantial increase in revenues across the board.*
- *A joined-up approach for cross checking of staff arrears for all debts with Councils within the Glasgow/Clyde area. Currently WDC check and follow up arrears for staff resident in their area. This should also be done for their own staff living out with and likewise for staff living in WDC but working at other Councils. Estimate of revenues unknown but could be substantial.*
- *WDC staff should be given the facility to have payroll deductions for monthly Council Tax payments. Would ensure timely payment*

and regular cash flow like a direct debit.

- *Review commercial rental levels. Could increase cash flow or improve take up of properties in the estates portfolio. i.e. banks should pay higher rentals and small businesses lower.*
- *All Sheltered Housing have washing machines and tumble dryers which are free of charge in some complexes. A charge should be introduced or token machines put in place as this would help to reduce bills.*
- *Train more employees to provide training 'in house' across a range of areas as opposed to 'buying in' training. This will allow training to be organised easily and quickly around Service staffing requirements / shifts. It would negate the costs of external training providers and make training more relevant and cost effective. It would also enhance personal development of staff. If we develop more 'in house' training we could also consider becoming a training provider for other authorities/private organizations. We would probably be in a position to do this at very reasonable rates in comparison to 'private' training providers this could generate income that may allow the cost of training trainers to be self funding. The cost of the trainers providing the actual training would be absorbed within their current salary so no requirement for additional payments / training provider fees. A saving would also be made on expenses claimed by staff for attending training. May require an initial financial outlay for more training equipment/improved facilities.*
- *There is a requirement to look at how the council stages and supports events. Thousands of pounds is wasted or potential revenue streams are not explored, small community galas should be run by the community on a break even basis. The committees should be applying for grants from the lottery with support from events staff. An example of this is Faifley, where we have managed to secure a £10,000 lottery grant. Faifley's events for the year are thereafter free and no cost to the council. Old Kilpatrick gala day on the other hand costs the council £1500 approximately. This is just a brief example; other events that should be seriously looked at are the Pro Am Golf and Dalmuir illuminations. These cost the council £20,000+ yet there is no economic impact to West Dunbartonshire; they are historical or supported on a political whim. Times are changing and we are required to review how we deliver services.*

Key Theme: Reduce use of consultants, agency workers, and external contractors		
Main ideas	Benefits	Drawbacks
<ul style="list-style-type: none"> • Review and reduce use of: <ul style="list-style-type: none"> - Consultants - Agency Staff - Contractors/sub Contractors • Offer additional hours to existing employees • Pool resources and have a bank of reserve staff • Stop paying overtime and issue flexible contracts e.g reduce contracted staff and use WDC staff • Tender for own work 	<ul style="list-style-type: none"> • Reduced costs overall: <ul style="list-style-type: none"> - money could be spent in-house - keep WDC apprentices - reduce risk of going bust - reduce payments - not having to waste time/money training agency staff • Improve quality and continuity of service • Better investment for citizens: <ul style="list-style-type: none"> - selling the Council as a better organisation locally - continuity for customers e.g. care homes • Benefits for WDC Staff: <ul style="list-style-type: none"> - knowledgeable about WDC work and areas - develop staff skills and utilise current skills - increase flexibility of current workforce - team working - improve job satisfaction and expand opportunities - job security - improve staff morale >happier staff - value our own staff; better loyalty - team working - management development - recruit young people 	<ul style="list-style-type: none"> • Requirement to demonstrate BV and competitiveness: <ul style="list-style-type: none"> - Independent evaluation sometimes needed - Lack of independent advice i.e. specialist areas - Outside perspective lost - Cost benefit needs to be clear • Lose specialist knowledge: <ul style="list-style-type: none"> - Short term loss in expertise • Impact on local businesses: <ul style="list-style-type: none"> - economy, and services - public perception > work should be available to private sector - timescales for works being completed - threat to SME community • Start-up costs: <ul style="list-style-type: none"> - cost of renewal and maintenance of resources - increased recruitment and staff costs - False economy • Staff: <ul style="list-style-type: none"> - increase investment in training - capacity of Council staff to undertake work - increased workload for staff - resource management may intensify - review terms and conditions - need to pay sick and holiday pay - less flexibility to cover short term gaps

Reduce use of Consultants, Agency Workers, & External Contractors

	<ul style="list-style-type: none">• Future income generation; i.e market our own expertise e.g housing specialists• 'Quick Fix '	<ul style="list-style-type: none">- challenging getting staff to buy into ideas• Need to reduce sickness levels to reduce reliance on temps/agency• Fast track recruitment is needed
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Workshop feedback

- *Sub-contractors cost the council a fortune. If sub contractors not used this could in effect help, skills are already in D.L.O. This could lead to apprenticeships which would help employment in the area. Keep service provision in-house where at all possible*
- *Re-negotiate contracts with private sector*
- *Repairs - why use private companies when council have own workmen? Skip rental to residents, utilise council employees rather than going to external contractors. More training for skilled tradesmen instead of sub-contracting certain tasks - eg Door entry systems, fire alarms, CCTV*
- *Use of agency staff - why? Agency workers - contracts stretching years*
- *Use companies with best value*
- *Reduce the use of outside agencies - eg removal firms*
- *Put correct formal contracts in place for supplies/services and works where currently those are brought in ad hoc and not achieving best value - including aggregation of spend.*
- *More casuals employed to cut back on overtime*
- *Why do we train apprentices for 4 years and pay them off but use contractors? You train up apprentices for 4 years and then have no job at the end of it. Then boys of 20 years old are unemployed - Waste of Money.*
- *Why is there a need for so many consultants? Are there not existing staff members capable of taking this on? Reduce use of consultants - train staff*
- *Why do procurement deal with suppliers outside the local area? Keep it local. No sense in travelling miles to save a penny!*
- *Employ council staff to clean/decor homeless flats*
- *Too much work going out to private contractors - work which could be done by Housing D.L.O, reduce costs, increase income.*
- *Why are agency staff still being used when there is a recruitment freeze?*
- *We should have a bank of peripatetic staff*
- *Reduce core workforce in Grounds Maintenance and bulk up in summer period as a high percentage of our work is seasonal*
- *Served 4 year apprenticeship and worked with council for further 3½ years and still on temporary contracts and not on correct annual salary. Not very good for personal/team moral.*

Microsite feedback

- *I think that the CVS should not continue with the contract to administer grants. Staff within WDC did a much better job and were more efficient. We deal with a great number of complaints from the public about how bad the service is from the CVS and how they have suffered through their inefficiency and poor communication. This would protect Council jobs and services.*
- *Charge if we are not already doing so the House Builders who have dug up WDC pavements surrounding their developments and the large heavy lorries trundling up and down residential roads causing damage that WDC is then left to fix, ie broken kerb stones, pot holes, etc.*
- *Stop making additional payments for work that should be, and is, business as usual.*
- *In the first instance all temporary contracts should be terminated to allow WDC staff facing displaced / redeployment process the opportunity to apply for these posts. Council offices should close during the Xmas New Year break.*

Key Theme: Reducing wastage		
Main ideas	Benefits	Drawbacks
<p><u>Publications and in-house events</u></p> <ul style="list-style-type: none"> • Stop awards, magazines and events and reward staff better • Reduce printing of publications and leaflets and increase access to online information moving to a paperless office 	<ul style="list-style-type: none"> • consider other means of reward • reduces waste of unused publications <ul style="list-style-type: none"> - online publications will save money - focus on service related publications only (online) - less waste in out-of-date information or excess publication or leaflets - less duplication of material • fewer paper copies • saves money on events, printing costs • saving costs on production • saves time for staff producing and receiving information • saves on procurement • more online information sharing • less storage and accommodation required 	<ul style="list-style-type: none"> • public perception of Council not communicating • risk of people not receiving information • complaints re lack of communication increase • perception if not hard copy people may not read • sometimes paper copies easier to read • need to make sure that everyone has seen it • not everyone has access to computers • staff delivering achievements not rewarded • effect on current venues (re events) • spend to save eg ICT investment • training required by ICT • having a paperless office can only work in certain departments • advanced planning required • co-ordination of jobs
<p><u>Energy efficient</u></p> <ul style="list-style-type: none"> • Review, reduce and monitor energy consumption • Assign energy champions within departments 	<ul style="list-style-type: none"> • reduces energy costs i.e. overnight switch off, temp. control and close offices at Xmas time • reduces carbon footprint • reduces wear and tear on equipment 	<ul style="list-style-type: none"> • health & safety risk • initial set up costs • unhappy staff forced to take holidays • need staff buy in everybody's role

<p><u>Recycling</u></p> <ul style="list-style-type: none"> • Recycle all consumables in the council eg. folders, furniture ie store wastage in purchasing new furniture etc • Sell more of our waste e.g oil, packaging 	<ul style="list-style-type: none"> • Saves money: <ul style="list-style-type: none"> - reduces waste/saves environment - less storage space required • More office space available • Efficient use of space and buildings • Generates income 	<ul style="list-style-type: none"> • People not having access to equipment
<p><u>Processes and systems</u></p> <ul style="list-style-type: none"> • Wastage in system <ul style="list-style-type: none"> - money spent on council property then earmarked for demolition: need better forward planning and communication between departments • Reduce waste and duplication i.e: <ul style="list-style-type: none"> - spend to save in equipment, - streamline admin of jobs, - improve information prior to job - balance use of overtime against hire of equipment • Scaffold usage; hire costs are high 	<ul style="list-style-type: none"> • saves money • better use of Council resources • better communication between departments • preparation for stock transfer • cost savings • time savings • high productivity • improved service 	<ul style="list-style-type: none"> • houses not meeting legislation eg asbestos in properties need to be dealt with • public perception; money not being spent in 'their' area • start up costs • maintenance and control replacement cost

Workshop feedback**Publications and in-house events**

- *Remove star awards - find other ways to recognise staff*
- *Reduce publications i.e. Westlife or leaflets printed on expensive paper and sent to all staff*
- *Reduce the amount of paper sent out to individual employees eg leaflets for this event when emails were sent out. Paper only to employees not on emails*
- *Hospitality at meetings - stop providing food etc, keeping venues at Council premises*
- *Reduce paper circulars/council magazine - copy with header sheet to be initialled by staff members (way it used to be)*
- *Stop paying for celebrity appearances at events*
- *Paper bulletins also issued through email, reduce - copying and ink energy*
- *Scrap glossy 'non-essential' mass publications (e.g. Westlife) which invariably end up in the bin. Any imparted info could be disseminated by use of global email - with PDF attachments or by placing on the intranet.*
- *Reduce printing of leaflets etc; Introduce power points with all info on them to replace leaflets - in area housing offices*
- *Reduce amount of glossy publications/brochures*
- *Reduction of high end printing documents especially if aimed at internal audience*

Energy efficient

- *Reduce energy/carbon emissions is not a choice; Council Policy/Mandatory legislation demands that reduction. Spend to save funding if urgently required.*
- *Save energy - turn off non-staffed PC's*
- *Turn down thermostat for hot water if possible*
- *More efficient and cost effective lighting*
- *Ensure street and school lighting is switched off eg during day - street lighting; summer holidays - schools*
- *Look at spending to save energy. Look at high costs areas and see how we can reduce costs, paper ink, lighting can all be saved.*
- *Improve energy efficiency*

Recycling/consumables

- *Install recycling bins in the gym as we waste too much materials that could make money recycling i.e. paper tissues; we use hundreds of rolls each week across the 3 leisure sites. Plastic bottles; again we accumulate lots of these and are just added to general waste;*
- *Better placement of recycling receptacles; food ones no use to sheltered housing.*
- *How much money does the council make from recycling?*
- *Do we make money from recycling paper/glass etc?*
- *Use comino - save paper and space.*

- *Stop buying staff uniforms - only health and safety clothing*
- *Reduce stocks of paper/stationary*
- *Reduce paperwork within departments; limit stock*
- *Use less paper*
- *More Eco aware, reduce, reuse recycle including heating, lighting, waste, time management*
- *Reduce the amount of food waste in community centre cafes*
- *Clothing grant form has 2 additional pages which go in the bin - reduce pages on the form*
- *Supply of uniforms yearly - should only be requested when required, outerwear and indoor.*
- *Cut duplication; reduce paper records then put onto systems.*
- *Reduce paperwork and layers of admin*
- *Some housing estates would benefit from less individuals wheelie bins – move to more central points*

Microsite feedback

Publications and in-house events

- *Surely the amount of cash spent on the Star Awards could be put to better use whatever your personal opinion of these awards is. In the current climate we should be seen to be cutting back on this type of event. This would be a good visual indication of our intentions.*
- *Stop publishing West Life.*
- *Why don't we stop doing EVERYTHING that is done in pursuit of awards and prizes, most of it is no more than self congratulatory. Not to say to stop doing the work, just stop spending time and resource 'reframing' it for awards.*
- *Do we really need so many copies of the Westlife magazine lying around offices?*
- *Are the Star awards a priority at this difficult financial time?*
- *Eliminate the Star Awards process most staff would be happy to just get a thank you and recognition from their boss for a job well done. Even a £10 Gift Voucher would probably be sufficient as a thank you to deserving staff.*
- *Is Star awards really necessary? Westlife magazines appear to be sent out in vast numbers and mostly end up being binned. Staff on e-mail could receive by this means and just print enough for those not on e-mail system. I am sure this applies to other publications also.*
- *Why were 6000 colour leaflets produced with the same content as all the Roadshow emails? How much did this cost? This info has been reproduced on intranet/email and poster format. Waste of money.*

Energy efficient

- *I am concerned with the amount of time individuals are wasting by sitting at their desks using their Blackberrys in work time. I believe there should be a total ban on these and mobile phones unless of course they are work related. Also the amount of*

electricity that is being used by individual staff members bringing with them their phone charges and having them plugged in whilst at work. Not only is this against health and safety it is also a complete waste of staff time and an increase into the electricity bills within the Council. I believe we should have a stricter policy on this and this in turn would increase the amount of working time we receive from our workers and would reduce the amount of the Electricity bills within the council.

- *Christmas and New Year Service. If there was ever a waste of time, energy and money this would be it!*
- *The outside lights in Mill Road sheltered housing complex are on most of the day and the common landing lights are on all day. I think that we should source materials for the disabled and have them installed by our own staff i.e. hand rails banisters etc.. as I think we are being overcharged. The streetlights seem to be left on during the day as well. I know that these issues may only make small savings but they all count.*

Recycling/consumables

- *Stop giving out free dog poo bags.*
- *Stop giving out free caddybags for brown bins.*
- *Stop giving out free gifts e.g. Waste Aware and Fire Safety Initiative goody bags.*
- *Far too much paper is wasted on printing information, which is stored on computer, for filing. Each Manager should go through every Section of their Department to see what needs a hard copy and what information can be sought through computer systems.*
- *Reduce costs of drinking water in Rosebery by installing a similar system to Garshake rather than having numerous section/depts all having contracts with Barr et al.*
- *As with printers stop buying telephone handsets and reuse what we already have.*
- *Purchasing goods from other sources rather than just from the catalogues would save money. It's a whole lot cheaper buying from outside companies.*

Systems and process

- *Stop sending external mail instead of using the internal mail system.*
- *How much money is wasted on the fireworks displays? Do away with these*
- *Over the summer my son attended 3 excellent sessions with the sports development team. He has last week now received 3 copies of the new activities available, perhaps an address identification programme would reduce postage and printing costs. Could it be more cost effective to distribute them via the schools instead, with no postage costs involved.*
- *You have to look at how the upgrading of this system takes place. There have been several occasions where upgrades have been done during working hours which should have only taken a few hours (as advised by Carefirst Team) only for the upgrades to take much longer resulting in staff not being able to carry on with their work. A lot of my work involves using the Carefirst system to input information, complete assessments etc and if I can't have access then work builds up and can lead to stress e.g. having to meet deadlines for assessment. Am sure I am not the only member of staff who gets frustrated at having to sit about waiting for the system to come back up, obviously there are other things I can do but when these are done then I have no option but to sit about. Am also sure you don't want staff sitting about unable to do their work and the implications of getting behind could mean sometimes having to rush things and the potential is there for mistakes to be made*
- *Why do ICT require another grade 10 person for the restructure? Surely one of the grade 8/9 staff are capable of the job? This would represent a substantial saving, surely the point of the restructure.*

- *Instead of photo copying everything for housing benefits, why don't we have use of a scanner to scan all the documents rather than wasting so much paper photo copying the documents then scanning them on the system?*
- *Along similar lines to electronic banking would it be possible to produce electronic pay slips. Reduction in paper costs*
- *Do away with contact centre waste of money*
- *We should enhance online service requests and automated telephone services so that customers can contact the council during the festive period so that we can save money and close the council offices. The volume of customer contact must be so small during the festive period that either online services, or at a push, the contact centre, should be able to handle customer contact during this time. I find it extraordinary that there are rumours of 4 day weeks and reduced working, yet the council still sees the requirement to open over Christmas and New Year at a time when service demand is at its lowest. I think if you were to give the people of WDC the choice of saving money to save vital services or to continue a freeze in Council Tax charges, versus no Christmas and New Year service, they would choose the latter.*
- *Could WDC not email where applicable bills / letters / newsletters rather than printing to save on postage, ink and paper. review certain systems to allow a link for emailing?*

Key Theme: Transforming how we work		
Main ideas	Benefits	Drawbacks
<p><u>Joined-up working</u></p> <ul style="list-style-type: none"> • Better communication between services and departments to avoid duplication and joint events • Improve joined-up working and with external agencies to reduce benefit fraud and arrears <ul style="list-style-type: none"> - More rigorous debt collection - Better policing of debt required - Chase debts – better policing of debt required • more joint working between departments and event coordination • Review/refresh of back-office functions – standardise ICT systems • Good commissioning strategies and contract monitoring 	<ul style="list-style-type: none"> • reduction in costs and increased cost-effectiveness <ul style="list-style-type: none"> - shared costs - increase income (debt collection) • improvement in service <ul style="list-style-type: none"> - streamlines services & co-ordination of events - avoids duplication - better customer care • efficient use of time and resources <ul style="list-style-type: none"> - cutting wasted re-visits - reducing mileage/pollution - speed up processes - less duplication - more reliable and effective access to information and less confusion - introduction of daily worksheets to avoid duplication of calls around district leads • removes geographical focus • increase in job market • risk assessment gives assurance • better informed staff • could be 'quick fix' • develops consistency across the Council • work more closely across the Council • possible outsourcing to remove political issues 	<ul style="list-style-type: none"> • political buy-in and intervention • services could be outwith local area • increased cost to the customer • increase in time/meetings • extended roles • increase in cost of shared IT solution • development costs <ul style="list-style-type: none"> - initial capital costs of introducing some of the technical aspects - savings are not large-scale enough - short term cost increase • bureaucracy • could become more complicated • staff sensitivities • debt collection: <ul style="list-style-type: none"> - difficult to find people - impact on poverty • may initially need a lot of staff time for communication, gathering data to plan services, looking over the horizon • might need 'kick-started' at a high level

Main ideas	Benefits	Drawbacks
<p><u>Work practices</u></p> <ul style="list-style-type: none"> • Shut down all public offices during Christmas holiday • More efficient working practices e.g: <ul style="list-style-type: none"> - working week over 7 days - hot-desking - promote flexible/part-time working - flexible retirement - term-time working - expanding parental leave • Reduce/ cut administration completed by front line services • Review of department and internal charges (e.g stop hidden charges) 	<ul style="list-style-type: none"> • manage holidays and use annual leave • reduce sickness leave • improve staff morale • energy savings • savings across non statutory services • reduced running costs • reduces assets required • savings on running costs for buildings • increase staff skills • sustainability • reduce salary and overtime costs • raise morale through flexibility • more flexible workforce • work life balance • reduced absences • reduced stress levels • create office space • buildings more multi-functional i.e. one stop shop • saves running costs • benefit customer; one stop shop • less paper waste • more efficient use of time • Less stress which improves work absence issues and morale • Fairer allocation of charges to dept • efficiency 	<ul style="list-style-type: none"> • front line services would be excluded • overtime rates/cost • risk to services/clients • some staff resistance • unhappy staff forced to take holidays; some staff may not want holidays then • non-Christian workers • quick-fix • disengagement from colleagues • initial financial outlay • hot-desking / homeworking – difficult to develop team working ethos • difficult to manage • need to develop trust • staff need to be more multi functional – would this cause resistance? • won't suit all jobs

Main ideas	Benefits	Drawbacks
<ul style="list-style-type: none"> • MCMC pupils: monitoring spend and impact of these schemes and reviewing how scheme operates <p><u>Technology and systems</u></p> <ul style="list-style-type: none"> • Invest in new technology to reduce costs and improve service <ul style="list-style-type: none"> - Paperless office - Quicker computers • Improve reporting systems and data sharing <ul style="list-style-type: none"> - standardise ICT systems • increase use of electronic communications externally • use ICT for customer contact (email and text) 	<ul style="list-style-type: none"> • not being seen by other pupils as a reward for bad behaviour • spend money more on the 'middle' range of pupils • produce facts on spend and benefits for all to see <ul style="list-style-type: none"> • increase productivity • increase return • reduce cost/wasted time • reduce postage/stationary/printing etc • quicker service • more reliable • encourage better feedback • update quicker <ul style="list-style-type: none"> • greater use of contact centre • reduce the number of systems used • efficiency gains; identifies tasks no longer required • time saved, avoids duplication • reduced license costs • reduced maintenance costs • easier access • everyone gets some information at same time; get current information • save on paper; better use of ICT • save on travel expenses for employees having to deliver paper copies to headquarters • less maintenance, save on energy 	<ul style="list-style-type: none"> • needs investment • potential staff reduction • excludes people; access to technology • data protection issues • technical issues • quality control issues • reliance of technology • can affect customer system • training issue • may only work in specific departments <ul style="list-style-type: none"> • time to get up and running • costs; investment required • ongoing cost for system updates • over dependence on technology • system failures • culture shift required • long term solution • staff development

Main ideas	Benefits	Drawbacks
<p><u>Centralising services</u></p> <ul style="list-style-type: none"> • Centralise as much as possible and ensure good inter-departmental working to share resources • Centralise service in one location to reduce duplication; invest in improved facilities • Reduce number of offices and depots, etc. • Streamline procurement, reduce bureaucracy & decentralise decision making to local managers <p><u>Shared Services</u></p> <ul style="list-style-type: none"> • Provide services to other organisations • Income generation <ul style="list-style-type: none"> - sell expertise and service of staff - think like a business - use ICT for customer contact 	<ul style="list-style-type: none"> • remove duplication • cost reductions e.g: <ul style="list-style-type: none"> - fuel efficiency, maintenance, rates burden, Capital receipts • less people • reduce software usage • reduces paperwork • overview of the bigger picture • develop consistency of practice • builds expertise • pull together information on resources • more informed decision making and quicker • managers taking on responsibility • develop Shared Services • improve service/customer experience • quicker services • regeneration area • Identify essential buying and stocking up • get what you need <ul style="list-style-type: none"> • keep current staff employed; job security • ensures we are competitive • generates more income • spreads overheads • reputation of Council • improve knowledge of Council • would include the community 	<ul style="list-style-type: none"> • political reluctance to make decision eg close a care home or school • perceived reduction of service • may cost short term • job losses • possible loss of expertise • staff need to move and change ways of working • further to travel for staff and public • possible admin issues re centralised equipment/resources • possibility of building an ‘empire’ with bureaucracy • may require systems to manage it • complying with legal requirements <ul style="list-style-type: none"> • May stretch resources too thin; capacity to deliver • mind set • private sector anger • might have an impact on small local businesses

	<ul style="list-style-type: none"> • increase internal funding and grants • Provide service to Police, Fire Service and Housing Associations 	
<p><u>Workforce planning</u></p> <ul style="list-style-type: none"> • approve all trawl applications including frontline staff • reduce management/team leaders • reduce layers of management between director and front-line staff levels 	<ul style="list-style-type: none"> • reduce level of staffing and costs • voluntary nature; people who want to go • redesign service delivery • less offices/equipment/supplies required • quicker answers; more accountable • more efficiency • increase morale 	<ul style="list-style-type: none"> • initial cost of letting people go • possible loss of expertise • possible admin issues re centralized equipment/resources • possibility of building an empire with bureaucracy • workload cascades down to team leaders • people lose jobs; redundancy last resort • ensure correct layer is removed • could become less efficient • create intolerable stress levels • increase unemployment

Workshop feedback**Centralisation**

- *Centralise all council/committee meeting to Dumbarton, (benefit - reduction in officer time in travelling/travel costs).*
- *Expand 'one stop shop' making public aware of main point of contact*
- *Centralise ICT budgets. Each dept is responsible for buying their own equipment. It means that some departments have newer equipment that others and perhaps some depts such as social work are left behind*
- *Procurement - centralise - have core items only*
- *Centralisation of repairs and supplies*
- *Merge sections together - will reduce cost of building, energy and resources*
- *Centralise depots/stores*
- *One central purchasing system to improve control /compliance*

Shared services

- *Make use of volunteer sector*
- *More sharing of specialist resources with other L.A's*
- *Share jobs and front line services*
- *On bigger scale, need to plan and organise with partner agencies to deliver services more efficiently*
- *Shared services*
- *Council leaders and senior management must be prepared to concede local power for the greater good by taking shared services forward - council tax collection, payroll, etc. Plus why have 32 directors of Social Work etc*

Joined-up working

- *More effective use of ICT - ICT Support/advice available but departments do not always take this up.*
- *Streamline decision making*
- *Asset Management - when moves take place - excess mileage - Change council policy - if you work in WDC area you don't get it! Or offer reduced amount up front.*
- *Improve procurement structure - Strategic Leadership Champions*
- *WDC provides large quantities of services that in other authorities are now provided by external providers at the same quality and cheaper cost - residential homes, home care etc*
- *We need to work better and smarter through the different departments and services working as one and not as individual teams.*
- *Council needs to work more effectively and efficiently on a corporate basis - no more departmental silos.*
- *Merge sections together - will reduce cost of building, energy and resources*
- *If we restructure this year - will we go through it again next year? Demoralising!*

Workforce planning/working practices

- *Reduce managers salaries*
- *Senior managers lead by example and take proportionate cut in wages - 2.5 increase!!!!*
- *Reduce amount of managers/supervisors*
- *Staff who have applied for voluntary redundancy, will they be allowed to go?*
- *Why aren't frontline services allowed to apply for early retirement?*
- *Make trawl for redundancy/retirement open to manual staff. Fill subsequent vacant post through redeployment*
- *Improve voluntary redundancy and early retirement conditions to enforce more volunteers*
- *What's the situation with people applying for redundancy but being knocked back, people wanting to go but not being allowed to.*
- *Consider compulsory redundancies*
- *Pay freeze on all council employees*
- *Defer increment but pay at a future date when finances better*
- *The issue regarding pay increments freeze - if this goes ahead and any employee leaves WDC before it was re-introduced (and the increment was to be back dated), will that (ex) employee still qualify for that backdated pay?*
- *Pay IT staff overtime to avoid losing man hours when maintaining systems during working hours*
- *More part time staff - could be utilised more cost effectively and flexibly*
- *PDP is the vehicle for knowing what skills need to be developed but also what skills are available (audit). WE need to utilise and nurture these skills rather than going external for those services. More training.*
- *Do we need cleaners in the meadow centre when staff in VOL and PLAYDROME do all the cleaning themselves.*
- *Ensure staff are fully trained in order to carry out their duties effectively*
- *Empower staff and back them up*
- *Reduce working week – flexibility*
- *Voluntary cutting of hours worked for family reasons*
- *Voluntary scheme and let people have reduced hours*
- *Extend working to 5 days over 7*
- *Offer of term time and reduced hours*
- *Reduce emphasis on performance management and more on actual 'work'*
- *Ban overtime - use flexi instead*
- *Make trawl for redundancy/retirement open to manual staff. Fill subsequent vacant post through redeployment*
- *Change the public holidays back to the way they were before single status*
- *Contact times - ridiculous - cannot get staff at all after 4 on a Friday - change culture of 'always done it'*
- *Why are janitors 52 week when schools / EECCs are 39 weeks. Opening buildings, lighting, heating and sitting reading paper all day. 1 person per cluster to check schools daily – boiler etc*
- *More effective use of 'some; staff e.g. tradesman with 2 hours lunch*

Microsite feedback**Centralisation**

- *Remove waste & duplication of the DLO stores, 3 building incorporating 3 stores, 3 joinershops, glazing shops, double glazed production, you could also include various other stock kept within other sections in HEED within Roads, Grounds Maintenance & transport. Improve stock holding and availability of materials, remove duplication and monies tied up in stocks, control spend by central control giving contract compliance and VFM, reduce numbers of buildings and associated running costs. A central store/s for the whole of the council to use including supplies and disposal of unwanted items.*
- *Why is the Finance restructure going ahead when it means people from Council Tax in Garshake are being relocated to Rosebery Place and are to be paid approximately £100.00 each month in travelling expenses for 4 years. The authority has invested in a system Comino which can access work from any location and there is already a member of staff from council tax located in Rosebery place to deal with any enquiries which are minimal.*
- *I would suggest that the proposed restructure within the Finance Section between Council Tax and Housing Benefits be scrapped. It has been proposed to split both sections in half and this would result in half of the Council Tax staff being relocated to Rosebery Place and half of the Housing Benefit staff relocated to Garshake Road, with the remainder staying within their current work locations. This would also result in the Council having to pay the relocated staff approx. £100 per month in travelling expenses for a period of 4 years. This proposed restructure is unnecessary as both services use the same online computer and imaging systems at their current workplaces. Both sections currently liase with each other either by telephone or email, when they require information or assistance. A member of Council Tax staff is currently based in Rosebery Place to provide assistance and advice to a minimal number of public enquiries, there is no demand for a Council Tax service in Clydebank nor is there a demand for Housing Benefits within Garshake Road. This unnecessary restructure is a waste of Council resources.*
- *Should be given to planned Finance Restructure. The plan is to move staff from Garshake to Rosebery to cover FRU, C/Tax & staff from Rosebery to Garshake to cover benefits this is to have a 'presence' in both locations. Travel costs to be given to staff of approx £100pm for 4 years who are affected.*

Shared services

- *Design & agree protocols between all local partners for sharing information for feeding into planning and evaluation of service delivery, with focus on "impact on communities". Get rid of "silo" culture within Council Departments also.*
- *Shared services would be more economical and efficient*
- *Have national units to work on common problems, for example, HR, every time legislation changes, or an authority works on a new initiatives, 32 pockets of HR policy writers set to work devising new policies, a national group should create and distribute common policies, saving on staff numbers across the board, effective use of ICT would mean that the group could be based in offices anywhere across all 32 authorities.*

Joined-up working

- *The lists for swimming classes (Baby up to kids) are very long. If kids are confident in the water they then use the facilities ie the*

Vale, the Meadow and the Playdrome. However getting your children these lessons are a nightmare and in many cases people are going private losing WDC income. The pools are there daily and attended by the staff so you have no more running costs there but re deploy the swimming coaches so they do more classes back to back. Reducing the list, reducing the loss of income with people going to the Erskine Pool etc and private and gaining very confident young swimmers that pay to access the facilities more often.

- *In this climate, with financial restraints given the fact that with computer systems in place all work can be done from all locations, this move should be put on indefinite hold & monies spent more beneficially within council.*

Work practices

- *Pay elected members 40p per mile instead of 49p per mile travel subsidy in line with staff who are providing a service for the council and are using their own cars.*
- *Reduction in the number of elected members. WDC has one member for around 4100 people where as Glasgow has one member for around 7400 people. We are a small area do we need so many members?*
- *Is it necessary for staff to travel to attend meetings. There is technology available which should allow employees, officers and councillors to meet 'virtually' without the need to travel.*
- *Make sure that meetings run to schedule and that people do the work they are supposed to do on time.*
- *Introduction of timesheets to ensure that all employees are making best use of their time which may also help in identifying inefficiencies and duplication of effort which will in turn highlight areas for improvement.*
- *Stop smoking breaks. I watch employees take several smoking breaks a day, lasting approx. 10 mins each, while I (non smoker) work on.*
- *Ensure managers know how to manage their staff - ensuring that overtime is not paid out at time and half and double time. Council vehicles - make managers responsible for staff usage - vehicles should not be used for personal use - I.e. going to shops for tea breaks - using vehicles to go home for their lunch. Also ensure more effective use of transport between sections - employees dropped off at site instead of multiple vans parked in same area. Limit the number of hired vehicles and ensure they are off hired immediately when not required. Get employees to wash and clean their own vehicles - not bring in outside contractor to valet vehicles. Limit use of mobile phones to business use only - considerable time spent by council staff checking telephone itemised bills and receiving cash for personal use - system has changed recently but will still involve a lot of staff time checking phone bills. More control on use of internet - some staff use for personal use and can impact on service delivery. Whilst the above comments would not make massive savings if applied across the whole council savings would be considerable.*
- *Withdrawal of travel expenses and introduction of a fleet of SMART or GWiz environmentally sound cars. Stop promoting ideals such as raising a Palestinian flag from Garshake. The costs associated with this are shameful to highlight a country which has elected a terrorist organisation, Hamas, to Government. This in no way represents the feeling of all staff or electorate*

Participant's feedback on the workshops, taken verbatim from the post-it notes completed at the end of each session.

Consultation Process

"Interesting to hear all ideas. Thanks for holding such a meeting at Alexandria"

"Session was informative. I would hope to see ideas/suggestions implemented sooner rather than later."

"No feedback – lack of time?"

"Limited access to computers in Housing and Repairs; Limited feedback not covering specifics."

"Poor feedback from previous team briefings"

"Why is the deficit so large, has no one been watching what has been getting spent!!!"

"Feel input for the group was aware of the state of the council, but for the manual works we can only stress that view of what happens on site"

"Good to be consulted and told the reality of expenditure"

"Wide range of topics very beneficial, thank you"

"Sessions very informative, Councillors should have access to all posters!"

"Session informative and beneficial"

"Informative but would like to discuss issues within own services priority"

"These meetings should have been conducted years ago!"

"Session – was a positive experience. Consultation was a two way process"

"Fairly informative – would be good to have these regularly"

"Interesting – Hope they get the message"

"It's good to be involved in making changes and having our opinions heard"

"Very good, should have happened years ago and not just in this financial climate"

"Enjoyed the discussion part of the day"

"Found session interesting and encouraging, cross department and later discussion"

"Enjoyed the session better than I expected, facilitator – Sandra, was very good, thanks"

"Session very informative, good to hear other department's views, good for moral that CMT involved and listening to workers, felt good – working as a team, well structured"

"Informative and hopefully a step forward in the right direction – lets work together"

"Hope some good ideas come out of this"

"Please consider all options even if not popular with staff and management"

"Good to talk to and hear ideas from staff from other departments, Informative"

"Very well facilitated and interesting discussion. Well done and good response"
"Beneficial – good discussion generated"

"Very useful session"

"Very informative – hope CMT listen to workforce"

"Good idea, maybe have meetings more regularly with a delegate from each department"

"Helpful and thought provoking afternoon. Good to hear other peoples view and ideas. Good idea for this to continue"

"I hope we can manage to make these savings and you take on board the suggestions without affecting jobs"

"Good to be consulted"

"Very informative hope the council can work through bad times"

"Different format to what I expected, hope other ideas not brought to the floor are considered"

"Will any of these ideas be implemented – I doubt it"

"Informative but scary"

"Useful and constructive"

"Better communication between everybody in the Council I required to ensure we all know where we stand"

"Session was very well facilitated. Felt able to speak openly and honestly"

"A very good idea to consult with employees/general public prior to putting proposals to Elected members"

"Good 1st step, feedback needs to be followed through"

"Beneficial in terms of communication and understanding of budget restrictions"

"Useful data which I previously wasn't aware of. Enlightening up to a point but covered a ot of known issues which haven't been acted upon"

"Positive – allowing staff to have an input to be taken on board – possibly too long"

"Could have been better acoustics"

"Good to see staff being asked their views"

"Chance to put ideas forward"

"Sessions are good idea to glean opportunities for change/savings. Committee and members should work together to priorities and make changes as appropriate"

"Manual workers don't have access to internet, can't access micro site and their managers may prefer it if they don't attend"

"I feel it was very informative but a bit too long"

"The presentation was a good format to enable staff to input their ideas"

"it was interesting to hear ideas from other services that I had no prior knowledge of"

"Positive ideas discussed require to be put into practice"

"Could've been done through email/questionnaire, waste of working hours?"

"More ideas put forward than expected!!"

"Wide range of suggestions for cuts, hopefully this will be okay, rather than job cuts, better piece of mind"

"These sessions have given a substantial insight into the current financial situation the council faces, would like CMT's initial feedback"

"Every section in same boat"

"I think this forum was used by some people to air their own personal gripes"

"Good meeting, would have liked to ask more questions"

"Better to hear verbal comments rather than written reports"

"It was good to meet people from other departments. Should do it more often"

"Makes staff more aware of the part they can play in making savings however small"

"Good to be part of this type of process, hope there's more sessions in the future"

"Pleased that this session identified some new ideas. Hearing others views helps to encourage new ideas"

"Sessions have been beneficial, what comes next will show you have taken on board employees contributions"

"Enjoyed session, good to hear view points of other departments, hopefully will be useful"

"Sessions – good idea, should probably have happened before, as some ideas may now be implemented, hope they continue"

"Elected members – Tenants go to Elected members and work is completed ASAP impacting on planned repairs etc"

"Well co-ordinated event. Interesting to hear such a variety of views."

"Good way of communicating with staff 😊"

"Session was useful, good to share ideas with employees from other service areas, look forward to feedback"

"Value of session 8/10, I feel this session was useful and feel it would be a way forward to engage staff who are at the frontline of offering services within WDC"

"Would have been useful to have the printed wall stats before the meeting. Good to have the opportunity to discuss options"

"Useful session, I appreciate it is difficult to engage with 6000 employees. MAKE DIFFICULT DECISIONS, ENSURE WDC GOES FORWARD"

"Very successful. Positive outcome – I believe that the ideas will be taken forward"

"Some staff need to be more realistic about change. The 'good times' are over!"

"I hope that all ideas are given consideration before decisions are made. Some services can't be measured by money to the clients receiving"

"I found the workshop informative and good opportunity to voice my concerns and have some input/say"

"I found this session very interesting. I did not really know what it entailed, but I take away with me very valuable information"

"Take time to listen and give staff proper feedback"

"Why were 700 places only available when we have over 5000 employees?"

"Informative"

"Staff intimidated to ask questions in a big forum – afraid of repercussions, trust issues"

"Session well run, don't know how successful afternoon has been as most of our ideas have been spoken about before and the ideas will no way meet the budget deficit"

"Will discuss with colleagues once back at the office"

"Will you really take on board all these suggestions or are you ticking boxes"

"Thought provoking"

"This was a helpful discussion and I am glad that we were given the opportunity to put out points of view across!"

"Felt roadshow was step in right direction, shows council are serious in their attempts to involve everyone"

"Good to hear other peoples points of view – micro site sounds like a good idea"

"Could reduce the size of meetings, use a slice of the workforce"

"Speeches at the start went on for too long and contained too many figures and graphs. People switch off"

"Communication is everyone's business, the organisation needs to push a culture of everyone having responsibility and its not a top down function"

"Session quite useful, not world beating though"

"It will be interesting to see if this process is genuine or another box-ticking exercise"

"Managers don't know the answers – staff see it as not telling what is happening"

"Thought that is was very good and has made me understand a bit more of how the council needs us to all work together even more"

"Session good but hopefully will receive feedback on what managers thought to questions and what they are planning to do with suggestions"

"Waste of time"

"Enjoyed and thought it useful – Hope managers now listen to staff and take on board all comments. Still feeling uneasy about restructure"

"Hoping staff will be consulted and listened to in the course of the year. Looking for feedback and more information from line manager"

"WDC staff are too shy/quiet to speak up at a large gathering"

"Interesting but still fear the worst"

"Informative – nice to think everyone thinks the same"

"Interesting session – worthwhile finding out what will happen to our service"

"Good ideas have risen out of this session – hope they are followed up on"

"What next – feedback to staff?"

"Very useful session. It was good to get the CMT's perspective on the upcoming issues. The microsite is a great idea and hopefully it produces some viable ideas"

"It's good to get the opportunity to put your own views across, very worthwhile session"

"Have been made of other peoples views and ideas, that perhaps I hadn't considered"

"I hope the suggestions will work"

"Enjoyed the overall discussions on all aspects and views. Lots of issues to think about"

"Sessions will be useful provided that staff ideas are considered and implemented where possible"

"The sessions show that there seems to be common themes running through the groups"

"It was useful but should be trickled down to all staff and managers should be empowered to carry out some (agreed) changed with workforce"

"Scale too big and not conducive to honest and worthwhile discussion. Consultation events should be smaller and service based"

"Really helpful and informative, felt inclusive. The team did really well"

"Very good session if suggestions are well use to the saving of money"

"Ensure comments are take on board – provide feedback on what will happen next"

"Line management commitment, better response to questions, still fear about getting ideas shot down"

"Very good and surprisingly informative"

"Good format, well organised, look forward to the feedback"

"Grateful to have opinion heard, useful. Hope to get face to face feedback. Thank you"

"Good session. Some good ideas, some things a bit clearer, I would go to future sessions"

"Very useful. Staff knowledge is of great value. I really do hope a lot of the suggestions are truly considered. Thank you"

"Very interesting. Hopefully will be positive contribution to savings"

"We have been here before!! Are our views really taken into account?"

"Useful, but a discussion between teams who don't know each other's business; result is one or two dominant personalities get their view across. 'Teams' should be teams"

"If proposals are seen to be done then it was worth the 3 hours out of the office!"

"Hopefully CMT will take on board suggestions from staff and act on them and not use the sessions as a box ticking exercise to placate unions etc or to state that staff are involved in the decision making process"

"Very informal morning, groups bit large for discussions"

"Informative but too long"

"Informative and interesting"

"Very informative"

"Informative session – but bit too long"

"Roadshow informative. Enjoyed meeting staff from other departments and hearing their view points"

Session was very useful – staff feedback is vital in dealing with the financial challenges ahead"

"Session was informative but too long. Would hope we get feedback of what is being looked into"

"Very well organised, Beneficial"

"Overall a worthwhile exercise. Most people seem to accept that hard decisions have to be made. Penalising all should be avoided (e.g. through sick pay) and problem people/areas should be addressed"

"Ideas for improving communication"

"Communication seen as paper exercise and team briefs answers often not given/guarded responses"

"Why has it taken until now to look at making savings? Forward Planning?"

"Some people did not look at the big picture – we are in trouble and need to get out of this"

"Enjoyed roadshows very much. Listening to various depts issues and agreeing that these problems are not just departmental but council wide. If staff request to work less hours this should be considered"

"Sessions like these are always valuable, they should be carried out more often. Perhaps each service should have their own sessions"

"Interesting, learned a lot. Some frightening suggestions I would hope would not merit consideration. Some from previous I wasn't convinced were genuine."

"Hard to say if the session is beneficial when we don't know if any ideas put forward will be acted upon. Only beneficial if it does generate savings more than it costs to take people out from their day job"

"Process was worthwhile will need feedback (timely) on which decisions have been made"

“Very good to talk to other colleagues and share thoughts, feelings and ideas.”

“At last listening to the workers. Cuts can be made without, losing staff.”

“Process was effective and allowed time for discussions and individual views.”

“Process worked well. Lots of idea.”

“A positive experience, considering the challenges we face.”

“Hope it is genuinely acted upon and not just a box ticking exercise.”

“Very useful and informative. Felt consulted and views valued.”

“Good discussions on main issues with feedback from other groups.”

“Valuable and worthwhile.”

“Good process. I felt I had a chance to contribute to the discussions. We have to be brave.”

“A very interesting exercise – lots of sensible suggestions.”

“Worked well. Quick, easy and got good ideas generated in secure climate.”

“Worthwhile if opinion taken into account.”

Elected Members/Corporate Management Team

“Delays in processes breeds distrust”

“Fruitless without elected members commitment to ‘their’ staff”

“Perhaps could have been more input/contribution/response from other members of the CMT”

“Maybe didn’t answer some of the ‘big’ questions re how to reduce staff costs, Very concerned that the Chief Exec doesn’t ‘trust’ staff to work at home”

“Is there really an open door policy? Are management supportive of their staff?”

“Need more details of what is being considered at CMT level – albeit that may now be influenced by these consultations”

“The hope that the elected members and corporate management will listen to WDC employee’s suggestions”

“Very useful/interesting, lots of common themes. Hope that Councillors will be willing to take forward anything that CMT propose and be guided by CMT”

“No matter what decisions are taken there is no magic wand. Difficult decisions must be taken which will affect everyone”

“Meeting was useful, CMT requires to provide decision making process quicker to staff”

“Session was useful to highlight/discuss issues facing all staff...Hopefully members will make the right decisions for our future”

“A different format than was expected, but worked well for discussion in small groups. Emphasise to Councillors that they will need to make tough and unpopular decisions”

“Decisions to be made quickly to allow staff to know where they are at”

“Worthwhile event – only hope elected members listen to the considered savings proposals from professional council officers”

“I wasn’t inspired by considerations from the CMT, little dynamic leadership in evidence”

“CMT need to be more ‘engaging’. This is a good opportunity to get people on board, and it could have been done more effectively”

“It was great to see the directors and Chief Executive dealing directly with staff. Great opportunity to network and create team-working for one aim”

“WDC Rocks!”

“Be brave make big decisions”

“Do Directors/Heads of Service know their staff – Can they put face to names?”

“Management of the council needs to be more effective and manage”

“Reduce Councillors”

“Thank you. Good to have the opportunity to contribute but will the Elected Members listen?”

“A productive method of gathering a cross section of views. It will only have been worthwhile if elected members take heed!”

“Very open and transparent. Hopefully this will spread to Elected Members.”

“Useful hearing corporate ideas. People have made positive and thoughtful contributions but the Politian’s make it happen or not! A very useful couple of hours, good to know that everyone is being consulted in such a critical thing as the budget.”

Efficiency/Improvement Suggestions

“Didn’t know STAR awards were cancelled”

“Do not pay for first 3 days of sickness”

“Statute self cert sickness leave”

“External consultant used today – think that says it all”

“Why have a consultant”

“Reduce external consultants”

“Stop providing transport for individuals who receive funds”

“Provide cheaper forms of transport other than taxis”

“Collect outstanding council tax debt”

“Why are staff who are behind in their council tax payments not being scrutinized more clearly?”

“The realisation that budget cuts are inevitable and that consideration should be given to charging for ‘nice to have’ services”

“Charge for some services which are free”

“Overall look at service users benefits to be utilised to access/paid service (mobility)”

“Only statute for school transport only”

“Clarify how Covalent can assist – or not. Fed up with introducing schemes every so often”

“Transforming the way we work”

“Employee jobs will be last option of all else fails”

“I would like to go back to my section for us to all to discuss how we are going to make savings by looking at how we spend money on a daily basis”

“Saffron System always going down”

“Job sharers should work alternative times”

“Work less hours”

“Why do we have so many people claiming mileage on their own vehicles when we have council vehicles available?”

“Utilise parental leave (unpaid)”

“Use payroll system for other Councils”

“Special Leave – always own time except bereavement”

“More planning less ad-hoc”

“Save cash lower budget”

“Putting info onto computer and save on time and workload”

“Plan/timescale for way ahead? Communication was good”

“Centralisation of stationery ordering”

“Procurement centralise limited goods”

“Special Leave centralise – limit number of days”

“Prioritise giving staff efficient software programmes to enable them to carry out their duties in an efficient and accurate way”

“Offer of reduction on hours and offer of term time”

“Working with other departments where work might overlap”

“Procurement – Quality goods last longer therefore not requiring replaced so often!”

“Any member of staff who request their package should be allowed to go opening up positions for possible members of staff who may be displaced – Training would possibly be necessary to allow this to be implemented”

“Why should Executive staff be placed into lower position but still be entitled to protected salaries”

“Communications, waste recycle, repairs”

“Thoughts about session was that it was interesting. I do agree with changing transport areas/routes for school children – as most primary’s should be attending within own catchment area. The process will always upset some people but the costs saved outweigh this”

“Maintenance programs for buildings long term therefore reducing short term costs”

“Amalgamate underutilized schools”

“Shut offices at Christmas less energy and more holiday use”

“Very useful – Procurement – focus on large spend Social Work/Education

“Winter shutdown – Xmas/New Year – emergency services only; P.I.R lighting – reducing energy bills”

“Shut down or reduce staff when service not required”