

## **Summary of Results from Member Review of 25 Service Areas**

### **Introduction**

Members were asked to answer and provide comments on 5 questions for each of the 25 service areas under review. The questions asked were as follows:-

1. How is the service performing and do we have enough information to judge)?
2. The acceptability of potential reductions in the funding for the service
3. The need for further investment in the service (Revenue and/or Capital), and expectations on how this would affect future performance
4. How important do you think this service area is to the achievement of the key outcomes & priorities the Council has set?
5. If you were starting with a blank sheet what would you do with this service?

Set out below is a summary of member views for each of the 25 services based on the answers provided at the workshop. The comments are a summary based on majority views and common themes so don't capture everything that was said by members.

### **Primary Education**

Performing well, high priority and unanimous agreement this service is important for the achievement of outcomes

Would prefer to see investment in the service rather than reduction in budgets. This includes continuing with capital investment in the school estate and increasing spend per pupil

Teacher number commitments a key constraint but some scope for change and improved efficiency

Ideas for change include:-

- Looking at management structures, cluster arrangements, more shared headships
- Reviewing the school week
- Matching school estate to population trends

### **Secondary Education**

Performing well, high priority and agreement this service is important for the achievement of outcomes

Views mixed on need for investment in the service but reduction in budgets not supported by most members

Teacher number commitments a key constraint but some scope for change and improved efficiency

Ideas for change include:-

- Looking at management structures including promoted posts
- Focusing school activity towards what children will do when they leave – emphasis on a mix of vocational and higher education outcomes

### **Schools & Learning Team**

Performing well and agreement this service is important for the achievement of outcomes

No need for further investment in the service but mixed views on the acceptability of reduction in budget for this service – some members feel this has been cut back enough given it's a small team

Ideas for change include:-

- More investment in prevention – are we focussing on the right areas that have an impact?
- Increased focus on PE/sports activity as part of healthier lifestyles
- Review / redesign music instruction service

### **Support for Pupils**

Performing well and agreement this service is important for the achievement of outcomes

No need for further investment in the service but mixed views on the acceptability of reduction in budget for this service and the impact

Ideas for change include:-

- Reviewing transport arrangements (already underway as part of larger review)

### **Services to Communities**

Performing well and agreement this service is important for the achievement of outcomes. More benchmarking information would be helpful

Mixed views on the need for further investment in the service and on the acceptability of reduction in budget for this service

Some concerns over equality of access across Angus

Ideas for change include:-

- Recognised that move to a Trust model of provision may provide opportunities for change

### **Adult Mental Health**

Performing well and unanimous agreement this service is important for the achievement of outcomes. More comparative information required

Mixed views on the need for further investment in the service but reduction in budget for this service not supported by most members

Ideas for change include:-

- Need for more early intervention
- Investment in accommodation
- Increased use of other providers including 3<sup>rd</sup> sector partnerships
- Recognised that service may change with move to Health & Social Care Integrated Joint Board arrangements

### **Services for Older People**

Performing well but subject to a major review at present. High priority service

Unanimous agreement this service is important for the achievement of outcomes.

Mixed views on the need for further investment in the service but reduction in budget for this service not supported by most members

Ideas for change include:-

- Need for public bodies to share budget effectively
- More use of other providers including private sector
- Cultural change around the importance of healthy lifestyles and fitness
- Recognised that service may change with move to Health & Social Care Integrated Joint Board arrangements

### **Services for People with Physical Disability & Sensory Impairment**

Performing well and agreement this service is important for the achievement of outcomes

Mixed views on the need for further investment in the service and on the acceptability of reductions in budget for this service

Ideas for change include:-

- Look at outsourcing / more use of other providers / existing service level agreements
- Look at whether shared services would work in this area

### **Adult Learning Disability Service**

Mixed views on service performance but agreement this is a high priority service which is important for the achievement of outcomes

Most members see no need for further investment in the service and mixed views on the acceptability of reduction in budget for this service

Ideas for change include:-

- Review high cost care packages
- Consider shared services/outsourcing
- Review management of residential contracts
- Stronger focus on service users needs

### **Resources Directorate**

Performing well and agreement this service is important for the achievement of outcomes

Most members see no need for further investment in the service but mixed views on the acceptability of reduction in budget for this service

Agreement that service is important to support front line services – a “backbone” service

Ideas for change include:-

- Consider shared services/outsourcing
- Encouraging young people into the service as part of succession planning
- Use of agile working to support new ways of working for back office

### **Community Planning**

Mixed views on service performance, on the priority of the service and on its importance for the achievement of outcomes

Most members see no need for further investment in the service and reduction in budget for this service viewed by most members as being acceptable

Ideas for change include:-

- Need to ensure we can respond to Community Empowerment Bill
- Need to get new/more people involved in community activities – different approach to meetings – publicity and timings
- Consider whether locality events are needed in addition to Charrettes
- Seek more support from partners for Community Planning work – Council providing majority of resources

### **Planning**

Performing well and agreement the service is important for the achievement of outcomes.

Most members see no need for further investment in the service but reduction in budget for this service viewed by most members as being unacceptable

Ideas for change include:-

- Nothing significant – more about building on changes already underway

### **Additional Support Needs**

Performing well and agreement the service is important for the achievement of outcomes.

Mixed views on the need for further investment in the service but reduction in budget for this service viewed by majority of members as being unacceptable

Concern that further reductions would impact on service and create pressures elsewhere in schools

Ideas for change include:-

- Review service and linkages to children and families services
- Review effectiveness of SHINNARI

### **Children & Families**

Performing well and agreement by most members that the service is important for the achievement of outcomes. More comparative information needed

Mixed views on the need for further investment in the service but reduction in budget for this service viewed by majority of members as being unacceptable

Concern that further reductions too risky and could put children at risk

Ideas for change include:-

- Increased focus on prevention / preventative activity – this is vital

### **Early Learning & Childcare (Pre-School)**

Performing well and but mixed views on the importance for the achievement of outcomes.

Mixed views on the need for further investment in the service but reduction in budget for this service viewed by most members as being unacceptable

Need more information on long term impact and benefit of investment in this area

Ideas for change include:-

- Look at balance of provision – Council and other providers
- Increase pre-care sessions to support parents

### **Chief Executives (including Members Services & Resilience)**

Performing well and but mixed views on the importance for the achievement of outcomes.

Most members see no need for further investment in the service but mixed views on the acceptability of reduction in budget for this service

Ideas for change include:-

- Reviewing accommodation for members/members services – possible relocation to get economies of scale on admin functions and closer working between members and Chief Executives. Member accommodation significantly underused
- Members moving to more agile styles of working
- Need to bring members services and rest of Chief Executives Unit closer together

### **Economic Development**

Performing well, high priority and very important for the achievement of outcomes.

Mixed views on the need for further investment in the service but reduction in budget for this service not supported by members

Many members commented on the importance of economic development to the wider well-being of Angus and its citizens

Ideas for change include:-

- More capital investment (including inward investment) in new land and business premises including offices
- Focus on supporting start-up businesses
- Bring in expertise from industry/commerce to widen our thinking
- Increase partnership working

### **Parks & Burial Grounds**

Performing well and important for the achievement of outcomes.

Mixed views on the need for further investment in the service and on the acceptability of reduction in budget for this service

Some concerns about inconsistency of provision and quality across Angus.

Ideas for change include:-

- Look at options for generating additional income
- Explore opportunities for more community involvement
- Review scale of provision and focus on quality not quantity

### **Waste Management**

Performing well and important for the achievement of outcomes. More comparative information needed

Mixed views on the need for further investment in the service but reduction in budget for this service not supported by members

Ideas for change include:-

- More collaboration with neighbouring authorities
- Look at green waste collection arrangements and food waste collection
- Redesign/consolidation of recycling centre provision

### **Environmental Health**

Performing well and generally considered important for the achievement of outcomes.

Mixed views on the need for further investment in the service but reduction in budget for this service not supported by members

Ideas for change include:-

- Look at other delivery options e.g. outsource

### **Quality & Performance**

Performing well but mixed views on the importance for the achievement of outcomes.

Most members see no need for further investment in the service but mixed views on the acceptability of reduction in budget for this service

Ideas for change include:-

- Look at joining up with other services e.g. billing with Finance

### **Structural & Cyclic Maintenance**

Performing well and important for the achievement of outcomes. Need to avoid short term outlook – lack of investment will be more costly in the long run  
Mixed views on the need for further investment in the service but reduction in budget for this service regarded as unacceptable by majority of members  
Ideas for change include:-

- Look at wildflower areas to avoid need for some verge maintenance

### **Winter Maintenance**

Performing well, high priority and important for the achievement of outcomes. Service importance for Angus economy and citizen safety  
Mixed views on the need for further investment in the service but reduction in budget for this service regarded as unacceptable by majority of members  
Ideas for change include:-

- Develop more community resilience and involvement

### **Street Lighting**

Performing well and important for the achievement of outcomes. Investment in LED lighting a major success, Christmas lighting a difficult issue  
Mixed views on the need for further investment in the service and on the acceptability of reduction in budget for this service  
Ideas for change include:-

- Continue investment in LED lanterns to replace old inefficient bulbs
- Review Christmas lighting provision and Council spend on this

### **Transport**

Most members see this as performing well but views were mixed on the importance of this service for the achievement of outcomes.  
Mixed views on the need for further investment in the service and on the acceptability of reduction in budget for this service  
Public transport vital in rural areas  
Ideas for change include:-

- Noted already part of a wider Transforming Angus review
- Look at developing more community transport solutions – particularly in rural areas
- Mixed provision – school and public transport