



SCOTTISH EXECUTIVE

Finance and Central Services Department
Public Service Reform Development Division

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Agency Chief Executives
Chief Constables
Chief Fire Officers
Confederation of Scottish Local Authorities
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Local Authority Chief Executives and Leaders
NHS Chief Executives
Non-Departmental Public Bodies Chief Executives
Trade Unions Secretaries
Tribunal Chief Executives, Convenors, Chairmen and President
University Principals, Vice Chancellors and Chief Executives
All other responding organisations and individuals

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16 June 2006

Dear colleagues

TRANSFORMING PUBLIC SERVICES – THE NEXT PHASE OF REFORM

About this discussion document

This discussion document sets out the Scottish Executive's vision of public service reform and stimulates discussion covering all parts of the Scottish public services. This is your opportunity to contribute to the development of public service reform. Your views on any aspect of the document or the subject matter would be very welcome.

There are six main sections to the document. The introduction sets a context for reform and indicates some of the principal challenges ahead. A vision for Scottish public services, their core values and the fundamentals of reform are set out. The importance of appropriate structures, achievable outcomes and the most valuable asset the public sector has, the people who work in public service, are highlighted. The document then sets out the most significant areas in which transformed public services will benefit the people of Scotland.

Scottish Executive Consultation Process

Consultation is an essential and important aspect of Scottish Executive working methods. Given the wide-ranging areas of work of the Scottish Executive, there are many varied types of consultation. However, in general, Scottish Executive consultation exercises aim to provide opportunities for all those who wish to express their opinions on a proposed area of work to do so in ways which will inform and enhance that work.

The Scottish Executive encourages consultation that is thorough, effective and appropriate to the issue under consideration and the nature of the target audience. Consultation exercises take account of a wide range of factors, and no two exercises are likely to be the same.

Copies of all the written responses received to a consultation exercise (except those where the individual or organisation requested confidentiality) are placed in the Scottish Executive library at



Saughton House, Edinburgh (K Spur, Saughton House, Broomhouse Drive, Edinburgh, EH11 3XD, telephone 0131 244 4565).

All Scottish Executive consultation papers and related publications (e.g. analysis of response reports) can be accessed at: Scottish Executive consultations (<http://www.scotland.gov.uk/consultations>).

The views and suggestions detailed in consultation responses are analysed and used as part of the decision making process, along with a range of other available information and evidence. Depending on the nature of the consultation exercise the responses received may:

- indicate the need for policy development or review
- inform the development of a particular policy
- help decisions to be made between alternative policy proposals
- be used to finalise legislation before it is implemented

Final decisions on the issues under consideration will also take account of a range of other factors, including other available information and research evidence.

While details of particular circumstances described in a response to a consultation exercise may usefully inform the policy process, consultation exercises cannot address individual concerns and comments, which should be directed to the relevant public body.

Responding to this Consultation Paper

We are inviting responses to this consultation paper by 30th September 2006. Please send your response (clearly marked TRANSFORMING PUBLIC SERVICES DISCUSSION) to:

Name: Guy Hancock
Address: Scottish Executive
Public Service Reform Development Division
Area 3-G South
Victoria Quay
EDINBURGH
EH6 6QQ
E-mail: PublicServiceReform@scotland.gsi.gov.uk
Telephone: 0131 244 4617

Please feel free to get in touch if you have any queries.

We would be grateful if you could clearly indicate in your response which questions or parts of the consultation paper you are responding to as this will aid our analysis of the responses received.



This consultation, and all other Scottish Executive consultation exercises, can be viewed online on the consultation web pages of the Scottish Executive website at <http://www.scotland.gov.uk/consultations>. You can telephone Freephone 0800 77 1234 to find out where your nearest public internet access point is.

The Scottish Executive now has an email alert system for consultations (SEconsult: <http://www.scotland.gov.uk/consultations/seconsult.aspx>). This system allows stakeholder individuals and organisations to register and receive a weekly email containing details of all new consultations (including web links). SEconsult complements, but in no way replaces SE distribution lists, and is designed to allow stakeholders to keep up to date with all SE consultation activity, and therefore be alerted at the earliest opportunity to those of most interest. We would encourage you to register.

Handling Your Response

We need to know how you wish your response to be handled and, in particular, whether you are happy for your response to be made public. Please complete and return the Respondent Information Form enclosed with this consultation paper as this will ensure that we treat your response appropriately. If you ask for your response not to be published we will regard it as confidential, and we will treat it accordingly.

All respondents should be aware that the Scottish Executive are subject to the provisions of the Freedom of Information (Scotland) Act 2002 and would therefore have to consider any request made to it under the Act for information relating to responses made to this consultation exercise.

Next Steps in the Process

Where respondents have given permission for their response to be made public (see the attached Respondent Information Form), these will be made available to the public in the Scottish Executive Library and on the Scottish Executive consultation web pages. We will check all responses where agreement to publish has been given for any potentially defamatory material before logging them in the library or placing them on the website. You can make arrangements to view responses by contacting the SE Library on 0131 244 4565. Responses can be copied and sent to you, but a charge may be made for this service.

What Happens Next?

Following the closing date, all responses will be analysed and considered along with any other available evidence to help us reach a decision on the most appropriate way forward for public service reform in Scotland. We aim to issue a report on this consultation process by end 2006.

Comments and Complaints

If you have any comments about how this consultation exercise has been conducted, please send them to Guy Hancock (contact details at the head of this letter).



RESPONDENT INFORMATION FORM – CONSULTATION ON TRANSFORMING PUBLIC SERVICES – THE NEXT PHASE OF REFORM

Please complete the details below and return it with your response. This will help ensure we handle your response appropriately. Thank you for your help.

Name:

Postal Address:

1. Are you responding: (please tick one box)
- (a) as an individual go to Q2a/b and then Q4
- (b) **on behalf of** a group/organisation go to Q3 and then Q4

INDIVIDUALS

2a. Do you agree to your response being made available to the public (in Scottish Executive library and/or on the Scottish Executive website)?

- Yes (go to 2b below)
- No, not at all We will treat your response as confidential

2b. Where *confidentiality is not requested*, we will make your response available to the public on the following basis (**please tick one** of the following boxes)

- Yes, make my response, name and address all available
- Yes, make my response available, but not my name or address
- Yes, make my response and name available, but not my address

ON BEHALF OF GROUPS OR ORGANISATIONS:

3 The name and address of your organisation *will be* made available to the public (in the Scottish Executive library and/or on the Scottish Executive website). Are you also content for your **response** to be made available?

- Yes
- No We will treat your response as confidential

SHARING RESPONSES/FUTURE ENGAGEMENT

4 We will share your response internally with other Scottish Executive policy teams who may be addressing the issues you discuss. They may wish to contact you again in the future, but we require your permission to do so. Are you content for the Scottish Executive to contact you again in the future in relation to this consultation response?

- Yes
- No

