

Administration

Budget

2018/19



Foreword

The budget set out in this document sets a clear direction for our council under the leadership of our new partnership administration, in which we will continue to prioritise investment in measures to protect our most vulnerable citizens, give our children and young people the very best start in life and grow our region's economy.

It also outlines how we will manage the unprecedented financial challenges facing our council as we enter the eighth year of austerity - with £86m of savings made since 2010. Our partnership administration believes that austerity has failed and we know that if it continues our Council will need to save another £48m over the next three years.

We are clear that if we have to face this challenge we will need new approaches, so our budget shows a number of savings which are taken across services and directorates instead of attributed to single departments. We know that new ways of working will be essential.

To inform that approach we will review how we deliver in the second and third years of our budget, in recognition of the scale of the challenges facing us and the

need to reshape what we do and how we do it. In four years' time our Council will be very different to the way it is today; some things we will be doing less of; or will have stopped doing at all; others we will provide differently.

In light of that challenge, we consider there is a need for a different and more focussed method of consultation to inform our decision-making, so we believe that a refreshed and refocused approach to reviewing service delivery, concentrating on service users and empowering frontline staff and supervisors to tell us what works and what should change, will enable us to make the right decisions. Consultation will become an ongoing process, concentrating on how to spend our resources to achieve the best outcomes.

At the end of 2020/21 we will still be spending £300m a year on essential services for our region and investing £50m in the roads, infrastructure, schools and other public facilities we all rely on. We value the dedication and commitment of our staff and we know that continued change is difficult and so we reconfirm our absolute commitment to them – there will be no compulsory redundancies.



Elaine Murray and Rob Davidson
Leader & Depute Leader,
Dumfries and Galloway Council

Our region's roads network is our biggest strategic asset and this winter has caused significant damage to this vital infrastructure. In recognition of the importance of making good the damage and investing to improve the condition of our roads overall, we have protected the roads revenue maintenance budget. We will also allocate an additional £500,000 of capital funding to support that prioritisation. At a time when local authority investment in roads across Scotland has fallen by 20%, we consider our proposal to be a clear demonstration of our commitment to the long-term viability of this vital infrastructure.

We recognise the importance of public transport in our large and rural region, so we have protected the budget for bus services in this next financial year.

We are continuing Dumfries and Galloway's Anti-Poverty strategy, and this budget sets out £1.29m (an underspend of £55K from this year is also being used) of initiatives to support that strategy, from expanding our breakfast clubs to provide school meals during holidays and study leave to combat the disgrace of holiday malnutrition, to providing free sanitary products in every school so that no-one will feel the need to miss school because their family can't afford essential commodities.





We have also provided a specific, additional £100k allocation of recurring funding to resource Additional Support for Learning for our Looked After Children.

We are committed to changing the way our council works with communities and will continue to apply the participatory budgeting approach to £250k of anti-poverty funding. We also consider that participatory budgeting should apply to Council services as well as to grant funding and therefore we will apply participatory budgeting to the Communities Directorate's Streetscene approach to public realm works and maintenance. For the first time communities will have direct influence over the way in which our Council uses its resources on activities which affect them. We are committed to a minimum of 1% of the Council's revenue budget, equating to £3m, being subject to participatory budgeting by the end of this Council.

In addition we will provide support to take the 'Borderlands Growth Deal' to fruition, which will bring millions of pounds of investment into Dumfries and Galloway, and fund a new regional marketing strategy to promote our region to overseas markets and attract more tourists, with a new focus on promoting Dumfries and Galloway's fantastic food and drink produce, supporting two of our key industries.

We will continue our £1m Town Centre Living Fund, which will support town centre regeneration and projects to bring residential accommodation back to our town centres. We will also provide £5m of loan finance to the Crichton Trust to invest in providing more accommodation for businesses, growing that unique site as a successful and thriving asset to the region's economy.

We are committed to investing in our priorities, so our budget also sets out our capital investment plans, which includes provision of £76.750 million to invest in future priority projects, including Stranraer Waterfront, Dumfries Learning Town Phase 2 and Borderlands over the course of the ten year capital plan. The detailed allocations for these projects will depend on the development of the project proposals, which will be subject to Member scrutiny and decisions, and the availability of outside funding, including Scottish Government support.

Our "inclusive play" fund and community play equipment fund will see a total £1,000,000 investment in delivering play parks accessible for all and helping communities to replace worn out play equipment.

We do not underestimate the challenges of providing good-quality public services in an age of increasing need and diminishing resources. But we also know that clear priorities and an approach which works in genuine partnership with our communities will help us meet those challenges and contribute to creating the thriving, successful place we all wish Dumfries and Galloway to be.

“our budget sets out our capital investment plans, which includes provision of £76.750 million to invest in future priority projects”

Administration Group Revenue Budget Proposal 2018/19 - 2020/21

	2018/19 £000	2019/20 £000	2020/21 £000
Adjusted Uprated Budget	351,663	360,230	368,797
Less Government Grant	-280,401	-268,295	-261,315
Less Council Tax Income			
Council Tax Base (prior to impact of Council Tax Increase)	-68,146	-68,448	-68,750
Council Tax Reduction Scheme	8,936	8,936	8,936
Funding Gap	12,052	32,423	47,668
Additions to Expenditure Budget			
New Revenue Policy Development Allocations *	971	971	971
Updated Funding Gap	13,023	33,394	48,639
Less Measures to Address the Funding Gap			
Council Tax Increase (3%)	-2,044	-4,168	-6,375
Stage 1 Budget Bill (17/18 funding)	-1,031	-	-
Savings Options			
Operational Savings & Efficiencies	-1,297	-1,738	-2,058
Adjustment in relation to Delegated Adult Social Care Budget	-60	-60	-60
Release of Policy Development Funding	-2,320	-2,320	-2,320
Transformational Change:			
Sustained focus of our resources on Council Plan Priorities	-369	-465	-465
Transform our customer experience and improve our digital offer	-675	-675	-675
Modernise how we deliver some services to meet our outcomes	-2,339	-2,749	-2,749
Maximise use of fewer assets, working with and within communities	-242	-362	-362
Develop a smaller more flexibly skilled workforce for the future	-2,381	-2,860	-2,860
Maximising our income and underpinning fairness through targeted concessions	-165	-370	-500
Release of General DSM Balance (Service Reserves)	-100	-	-
Total Measures to Address the Funding Gap	-13,023	-15,767	-18,424
Remaining Gap to be Addressed	-	-17,627	-30,215

Policy Development - Revenue *

Borderlands Inclusive Growth Deal	75	0	0
2018 Year of Young People	98	0	0
Promotion of the Region in Northern Europe	65	65	65
Increased Learning Support Provision and Building Capacity	100	100	100
Additional Support for Tackling Poverty Initiatives **	240	0	0
Revenue Consequences of Additional Capital Investment***	385	385	385
Unallocated Funding	8	421	421
	971	971	971

Policy Development - Application of Anti-Poverty Funding**

Cost of the School Day	195	0	0
Free sanitary products in Schools	100	0	0
School Meals in Holidays / Study Support	200	0	0
Area Committee Local Anti-Poverty Fund	350	0	0
Credit Union Development	50	0	0
Mitigating the consequences of Welfare Reform	150	0	0
Involving our communities in tackling poverty through participatory budgeting	250	0	0
Unallocated Provision available from prior years	-55	0	0
Funding to be Allocated	0	1,000	1,000
	1,240	1,000	1,000

Funded through the application of the £1 Million budget for Tackling the Cause & Effects of Poverty, plus the additional one-off allocation of £240k noted above (Additional Support for Tackling Poverty Initiatives).

Policy Development - Capital Investment***

Wireless Technology in Secondary Schools	900	900	0
Increased Roads Investment	500	0	0
Park Fund (including inclusive playparks)	500	500	0
	1,900	1,400	0

Funded through undertaking additional borrowing of £3.3 Million - resulting in additional revenue costs of £385k per annum (reflected as the revenue consequences of additional capital investment noted above).

Context and Council Tax

Two thirds of Dumfries and Galloway Council's revenue budget is provided by the Scottish Government as Revenue Support Grant. This year's allocation of £280.401m, taking into account inflation and nationally negotiated public sector pay rises, is short of our current requirements by £12.052m.

Reductions in funding between 2010/11 and 2017/18 has meant that our Council has already needed to find savings of £86m, and we anticipate that we will have to find a further £48m over the next three years.

In order to balance our budget, our Council has to cover this shortfall through a combination of efficiencies, savings and cuts, a small council tax rise and an increase in some fees and charges.

Dumfries and Galloway Council has the lowest council tax in mainland Scotland, 8.6% less than the Scottish average and as a consequence our income from council tax is £5.9m less than if we levied council tax at the average rate. The Scottish Government's Finance Secretary has advised that local authorities will have the flexibility to increase Council Tax by up to 3% in 2018/19.

Under the current financial circumstances, we consider that the council has little option other than to use this discretion and increase council tax by 3%. This equates to 61p per week for an average band D property but will reduce our funding gap by a considerable £2.044m.

Where appropriate, we have also allocated efficiencies across departmental budgets, rather than individual departments. Contributions from our various departments to the recently agreed Council Plan have been considered carefully, whilst still ensuring a focus on our priorities of building the local economy, providing the best start in life for all our children, protecting our most vulnerable people and being an inclusive council. Dumfries and Galloway Council remains committed to our no compulsory redundancies policy and any job losses will be absorbed by ERVS and staff redeployment.



“our Council has already needed to find savings of £86m, and we anticipate that we will have to find a further £48m over the next three years”

Operational Savings and Efficiencies

Audit Fee - We pay Audit Scotland an annual fee to audit our accounts. Audit Scotland has conducted a review of funding and fee setting across Scotland which has enabled them to secure small reductions to Local Authority Audit Fees and have confirmed that our fee will be reduced.

We have also made sure that the audit fee is split correctly between the council, the council pension fund, Swestrans and Trust funds. Overall, this has resulted in a reduction of £50k to the Council audit fee.

£50K

Procurement Savings - After reviewing our current procurement approaches, we have identified that savings of £150k per annum can be achieved by implementing a number of improvements. These include: the roll-out of a category management approach to procurement in key areas of spend across the Council; managing contracts between services more effectively to combine spending budgets and; strategic targeting and managing of contracts.

The savings generated from this approach will be allocated to Services. In addition to this modest sum, procurement will continue to support services to deliver efficiencies in contract management and other service specific savings options.

£150K

Dumfries Asset Rationalisation - The implementation of the Dumfries Asset Plan has delivered the savings identified in previous budgets. Through this success a further savings of £285k has been identified through the planned continuation of this process over the next three financial years.

£60K

Housing Support Contract - Mutual Contract Termination - South West Rape Crisis requested the termination of an under-utilised contract which provided accommodation funding. No service users will be impacted and an efficiency saving of £35k will be achieved.

£35K

Housing Support Contract - Sheltered Accommodation - The Housing Support Contract with Hanover will be merged with Housing Management, generating a net saving of £32k from 2018/19. Hanover Housing is moving to an Enhanced Housing Management model and does not require Housing Support services.

£32K

Carbon Reduction credits - Local



Authorities are required to purchase Carbon Reduction Credits for every ton of CO2 emissions produced. As a result of recent energy efficiency measures, our CO2 emissions are reducing and therefore so have our requirement to purchase carbon credits. This has provided saving of £70k to our energy budget

£70K

Reduction in supplies and services (EEI) - as a result of staff reduction through ERVS and other efficiencies, a saving of £100k per annum can be delivered from the supplies, services and administration budget lines.

£100K

School Transport; Curricular Swimming - from the start of the 2018/19 academic year, timetabled swimming will remain free of charge, however, schools will be required to fund transportation to and from swimming pools from their allocated devolved school budget, or in partnership with financial support from their Parent Council. This will generate a saving of £11k in 2018/19.

£11K

Lifelong Learning Restructure - the Supporting Lifelong Learning Service Review resulted in the bringing together of Adult Learning, Family Learning, Digital Learning and Coach Education supported by a new team. We anticipate that this will mean a reduction of 3 FTE managers, generating savings of £50k in 2018/19 and up to £120k in 2019/20.

£50K

Social Work Efficiency - Staffing levels, shift patterns and overtime costs in the region's two children's houses are currently being reviewed as they are currently higher than some of our remaining out of region placements. A total annual saving of £200k will be achieved by applying standardised practises and reducing management, overtime, sessional payment and supplies costs.

£200K

Review of Network

Administrator Role - A review of the overall arrangements for the management and support of the schools ICT network has identified opportunities for greater efficiency and rationalisation, delivering savings of £100k.

£100K

We have a number of previously agreed savings which will continue:

Commissioning - This saving is related to other savings made within our Social Work Department: in particular this has been achieved by the reduction in the use of external agency placements and by incorporating the adult services commissioning function into the Integrated Joint Board (IJB) commissioning team. The combination of these measures will provide a further saving of £10k in 2018/19.

£10K

Education Services management - By reshaping our Council, and through other recent savings, we have already made significant management reductions in education. In addition to this, and, in recognition of the direction of the Government's Governance Review and Delivery Plan, which will put more responsibility on schools, this proposal has reduced the central education management team, which will result in a further saving of £24k in 2018/19.

£24K

Business Support - This saving is through the merger of Education and Social Work business support staff which was made when we identified the potential for streamlining and increased efficiency through a reduction in staff. Workloads and staff are now being restructured to create generic processing team where routine support can be carried out remotely. This efficiency is anticipated to save a further 108k in 2018/19.

£108K

Family Placement Reconfiguration - As part of the reconfiguration of the Family Placement Team the support to foster carers, adoptive parents and kinship carers will now be provided by locality teams instead of the current centralised team. A reduction in the total number of posts required has enabled ERVS requests to be progressed, generating a further saving of £73k in 2018/19.

£73K

Youth justice refocus - This Service has been developing better ways of working within Youth Justice. They identified that by dispersing the current centralised team to generic locality Social Work teams, the total number of posts could be reduced. This enabled ERVS requests to be granted. This change in delivery will reduce costs by a further £35k in 2018/19.

£35K

Teachers numbers in relation to pupil roll - The pupil roll in Dumfries & Galloway is stable with very little anticipated fluctuation. However, based on applying the current formula and arrangements analysis suggests that we had around 6FTE surplus in 2017/18. A further saving of £90k can be achieved in 2018/19.

£90K

Community facilities review - In recent years the Council has transferred, or is in the process of transferring 29 community facilities such as village halls and community centres to local management committees. Savings generated by this process will increase by £99k in 2018/19.

£99K



Savings Options

Sustained focus of resources on our Council Plan Priorities

Reduction in Area Committee Grants.

Area Committee discretionary grants do not fund essential or statutory services. Core Area Committee discretionary grant funding will be maintained, but we have decided not to allocate extra policy development funding for Area Committees' distribution. This will provide a £500k revenue saving. To alleviate concerns, Community organisations will be signposted to alternative sources of funding, if no longer eligible for Area Committee grant. The funding of local anti-poverty initiatives will not be reduced.

£500K

Termination of council's contribution to Homes4D&G partnership

Dumfries and Galloway Council has no housing stock of its own. Homes4D&G was set up as a partnership between all the local Registered Social Landlords (RSLs) and the council to operate a common housing register and common allocations policy for the RSLs. One of our larger RSLs, Loreburn Housing Association, has withdrawn in order to implement their own Choice Based Lettings system. The Council currently contributes 40% of the running costs of Homes4D&G but is not legally obliged to do so.

£40K

Advice and Assistance Housing Support Contracts

The Council contracts housing support and advice from 9 different organisations including Dumfries and Galloway Housing Partnership (DGHP) and Loreburn Housing Association (LHA). DGHP and LHA receive funding from the Council to provide support to their own tenants, which is part of their statutory duty. The other organisations provide support to tenants referred by the Council's homeless team, neither DGHP nor the LHA contracts are fully utilised and this option proposes to terminate both outreach contracts.

£232K

Environmental Service Efficiencies

This saving will be generated through the removal of one full time post supported by ERVS and by stopping financial support to the Solway Firth Partnership.

£40K

Closure of Stronord Outdoor Centre

Due to under use Stronord Outdoor Centre will close after June 2018 and all residential outdoor education will transfer to Carlingwark. Staffing posts from Stronord will be deleted.

£32K

Three year funding package for Strategic Arts

Funding for Dumfries and Galloway Unlimited will be reduced by £25k (17%), with discussions to take place regarding reducing core costs. Cultural events are also supported to the tune of £163k through the Council's Major Events Strategic Fund. Stability over the medium term will be offered through a three year funding agreement.

£25K



Transform our customer experience and improve our digital offer

Integration of Support and Administrative Services/ Automating Processes

This saving would deliver a new Council wide business support model through integration of administration or support services across Directorates, bringing together business support activity and organising administrative teams across the region to deliver integrated support for all services in local areas. This would be supported by encouraging staff and service users to embrace new technology and self-service; avoiding the need for administrative support to carry out certain tasks. Processes would be automated: standardising these across the Council will help reduce the numbers required in general administrative services roles. This will deliver savings of £525k and will be delivered through ERVS, a recruitment freeze and retirement.

£525K

Integration and rationalisation of activity

This reflects a reduction in staffing required to operate back office systems, or to process transactions, by progressing opportunities for automated business systems. A further £150k will be saved from the Corporate Services directorate to reflect the reduction in staffing needed to operate the systems through the removal of manual processes and securing efficiencies in the better use of these systems.

£150K

Modernise how we deliver some services to meet our outcomes

Removal of mobile library service

One of the four mobile library vehicles requires replacement, at a cost of £130k, and another two will require replacement within the next three or four years. The service costs around £97 per active member per year. We also operate a separate home delivery service and this service will be increased from two to four days per month to ensure continuation of the service to the housebound. Although our Council will no longer provide this service, we will work with other agencies to arrange for the distribution and collection of books to those who find it difficult to access library facilities.

£81K

Reduction in commissioned advice and information services

Housing support advice and assistance and prison outreach contracts have been in place since 2003, however, legislation now requires local authorities to provide advice and assistance as part of the Homeless service. The Scottish Prison Service now employs through-care workers to provide housing and welfare advice to prisoners leaving prison. The requirement for both these commissioned services is therefore reducing: the commission will be reduced by 30% when the contract ends at the end of September.

The main commission includes consumer advice, which is now available via a national helpline. The DWP has also committed to additional funding for CABs for advice relating to Universal Credit, which will not therefore need to be commissioned locally. The Council's Financial Inclusion team also provides a variety of advice services. The new commission from 1st October will therefore be reduced by 3%. To assist with medium term stability, this contract will be offered for a three year term.

£35K

Reduction in payments to outside bodies (tourism)

The Service Level Agreement with VisitScotland will be reduced by £40k and support for the World Hosts training will cease, saving £35k. £25k spend on data collection can also be saved with future data being provided by the new South of Scotland Enterprise Agency.

£100K

Total Facilities Management

Reductions in FTE cleaning posts will be made by remodelling the cleaning services. This will be based on the cleaning models implemented at our new facilities at our Irish Street building in Dumfries, and the Dalbeattie Learning Campus. A total facilities management model will be developed over 2018/19 to yield a saving of £75k with savings of £350k in future years.

£75K

Devolved School Management balances

The saving of £150k reflects a surplus held within the Devolved School Management scheme which is unlikely to be required.

£150K

Reduction of commissioned funding and non-filling of identified vacancies

£156k per annum will be saved by cancelling our contract with Early Years Scotland. Additional support to children in their early years will be provided with the extension of early learning and childcare to 1140 hours. £158k will be saved by the deletion of a number of vacant council posts and cancelling council funding for two NHS posts, one of which is vacant.

£314K

Secondary School reduction in DSM funding

Approximately 40% of the Council's budget is spent on educating our children. Unfortunately the level of cuts our council has been forced to implement since 2010 means that the Education Service cannot avoid being impacted. Percentage reductions will be applied to the non-staffing element of each school's devolved school management budget, these will be partially offset by an adjustment based on the proportion of pupils eligible for free school meals.

£102K

Primary School reduction in DSM funding

Approximately 40% of the Council's budget is spend on educating our children, and the level of cuts the council has been forced to implement since 2010 means that the education service cannot avoid being impacted. Percentage reductions will be applied to the non staffing element of each school's devolved school management budget, these will be partially offset by an adjustment based on the proportion of pupils eligible for free school meals.

£111K

Reduction in Non ASL School support staff

A 5% saving will be achieved by restructuring the school support service through staff requests for ERVS and sharing support across schools, where required. The ASL service will not be affected.

£296K

Replacement of standardised assessment

The Scottish Government requires schools to use the new Scottish National Standard Assessment, therefore the existing assessments can be replaced with a saving of

£60K

Refocusing Community Safety

The Community Safety service has a budget of over £1m, but this has not been fully utilised. A saving of £125k can be achieved by amending patterns and focusing resources on communities at greater risk. Support will be offered to communities undertaking activities promoting Community Safety and Resilience.

£125K

Building Standards service refocussing

Savings of £130k will be achieved by releasing 3 posts through ERVS. Effects on the service will be mitigated by the introduction of mobile working technology, enabling more efficient working.

£130K

Environmental Health Service refocussing

Savings of £108k will be achieved by the release of 3 FTE posts through ERVS. This will require prioritisation of higher risk areas, increasing the hours of existing part time staff, some retraining of remaining staff and a reduction of inspections of low risk premises

£108K

Modernising waste collection services.

An unsatisfactory route will be removed by amalgamation into other routes. This will allow the release of 4 FTE posts through ERVS.

£104K



Refocusing the roads service

A saving of £400k can be achieved through the release of up to 16 FTE posts using ERVS. This will not affect the surface dressing programme but will affect the ability to undertake commercial contracts. The service will now focus on Council business, with some activity transferring to framework contracts.

£400K

Street Light maintenance

This service will be transferred to a framework contract and will be remodelled within Building Services.

£67K

Remodelling of catering service

The catering service in schools is being remodelled in consultation with school staff, pupils, parents, carers and trade unions. Focus will be placed on continuing to deliver the health benefits associated with the Nutrition Bill: having a positive impact through healthy balanced meals to all school pupils and minimising any impact on the service or the uptake of school meals. Savings will be achieved through ERVS and enable a 5% reduction in overall staffing input.

£75K

Elected member contribution to savings

Coffee machines will be removed from Elected Members' offices saving £1k

£1K

Reduction in Civic Hospitality

The civic hospitality budget will be reduced further by

£5K

Maximise use of fewer assets: working with and within communities

Transfer of identified leisure facilities to community sports hubs or school lets

Management of the Beechgrove Leisure Centre, Moffat, will transfer to a local provider and community group. Lockerbie and Eskdale will become school let provisions, saving £102k.

£102K

Active Schools and Community Sport

A reduction of £207k in external funding will require the Council to restructure the Active Schools and Community Sport service and realise a saving of £40K. This will now be delivered on a ward basis, focusing on target groups. Staff affected will be offered ERVS or redeployment.

£40K

Reduction in Fleet

Further savings of £100k can be made in 2018/19 through more effective use of the Council's fleet and by reducing vehicles that have a low utilisation.

£100K



Develop a smaller more flexibly skilled workforce for the future

Teacher retirement and refresh

Early Retirement will be offered to a small number of teaching staff where there is a business case and in order to allow the staffing formula to be applied. We will maintain a very positive pupil teacher ratio.

£810K

Remodel management costs and time in Secondary and Primary schools

There is an expectation that there will be a reduction in management costs across the council as a whole.

This saving will be generated by applying that principle to school management in Secondary schools through a reduction in allocated management days.

£230K

Supervision and Management review across the council

The Council will reduce its management and supervision costs by a further 5% by working across directorates and sharing good practise.

£510K

Corporate Services Staff reduction

A reduction in activity and consolidation of roles will allow up to 8 FTE posts to be released through ERVS and non-filling of vacancies.

£200K

Increased Vacancy Management

Where appropriate, the requirements for any posts becoming vacant will be assessed and the potential for redeployment from elsewhere in the council considered over a period of three months.

£452K

Reduction in use of agency workers

Staff training will be provided to enable the Council workforce to undertake roles currently requiring the employment of agency workers: reducing that requirement by 10%.

£30K

Development Planning refocus

The second Local Development Plan is currently in its final stages. It is likely that new legislation will not require the production of the next full LDP for 10 years which enables the release of 1.6 FTE posts through ERVS.

£56K

Trading Standards refocus

By refocusing the service and enabling the progression of trainee's one FTE post can be released.

£27K

Infrastructure and Transportation refocus

Due to expressions of interest in ERVS, two FTE posts can be removed in 2018/19 and a further two in 2019/20, requiring some restructuring of the services

£66K

Maximising our income and underpinning fairness through targeted concessions

Changes to fees and charges

School meals will increase by 5p per meal and burial charges will be increased to match inflation (3%). Other charges will increase by 10%, excluding social work, which is subject to a separate review.

£165K

Budget setting in future years

Our Council will continue to face significant pressures in future years; we estimate that we may have £48m less to spend on delivering services by 20/21. The administration is determined to change the way in which budget decisions are made, improving consultation and discussion while making the tough decisions which will be necessary to balance future budgets.

Sustained cuts over the period from 2010 means that our Council will have to continue to change the way in which it operates.

The Council will continue to be a major presence in communities, spending over £300m on services and investing £50m in essential capital programmes, and it will continue to be one of the major employers in our region.



Many of this year's savings options involve allowing employees who wish to leave the Council's employment to do so. We cannot expect the remaining staff to do more with less. We also know that we will not be able to continue to be able to sustain all the physical assets we currently own, or to provide all our current range of services in the traditional way.

We will consult with service users, communities and staff and trade unions on how we make the necessary changes to the way the Council works.

We will conduct reviews of how our assets are managed and how services are delivered, these will be conducted well in advance of next and the following years' budgets. Where assets remain in Council ownership, we will seek to maximise their use, for example we consider local schools to be the focus of their communities, therefore a wider use should be made of school buildings. Where change requires staff to be redeployed or take on new duties, the Council will offer appropriate training.

In December 2014, the Council established a Business Transformation Steering Group which included councillors, the Chief Executive, Directors and Trade Union representatives to consider a programme of change and support a three year budget programme. We wish to establish a new Transformation Board along similar lines to discuss and deliver new operating models within sustainable budgets. In doing so, consultation with service users, staff and communities will be essential.

“we consider local schools to be the focus of their communities”

Other policy initiatives

Town Centre Living Fund: we will provide a £1 million Town Centre Living Fund for 2018/19 using the underspend carried forward from this financial year and a contribution from Second Homes Council Tax. This second year of the fund will employ new criteria, focussing on developing town centre sites, providing Empty Homes Grants and Below Tolerable Standard Grants, which will be considered at the April 2018 meeting of the Communities Committee.

£1M

Apprenticeship Scheme: we recognise that investment will be required in apprenticeships and training to meet the demand in the planned expansion of early years and childcare, and existing craft apprenticeships within our workforce. Building on the success and learning from the Council's MA Plus scheme we are committed over the term of this Council to provide many opportunities to develop young people to meet the projected future workforce needs of the Region and the Council. We therefore seek to establish an 'apprenticeship' board, with wider employability partners such as Skills Development Scotland and the new regional Enterprise Agency, as well as private and third sector intermediaries (DYW Regional Group and Third Sector D&G) to make sure we can achieve the most impact together and involving young people and trades unions. Linking this through our own workforce planning to our regional economic strategy and the key value and volume sectors in our economy. Foundation apprenticeship schemes would be included in the remit of this development alongside MAs and graduate MA opportunities.

Crichton Investment: we recognise the importance of the Crichton as a growing location of choice for businesses in Dumfries and acknowledge that in order to realise its full potential, the Crichton Trust will need to invest in the refurbishment and upgrading of properties on the estate to bring them up to lettable standard, thereby maximising rental income and the return on the Trust's assets. With a current occupancy rate of 92%, we consider the Trust has a strong case to support investment. The Council has the legal power to provide such loan finding and we therefore propose that a detailed report is brought to Policy & Resources Committee for member consideration, which will include due diligence, compliance with State Aid rules, the costs of borrowing and any necessary security requirement.

Future priority capital projects: while our Capital Plan provides little flexibility for the next two financial years, over the ten year plan period £76.750 million is available to support future priority projects. Amongst these we have listed Stranraer Waterfront, Dumfries Learning Town Phase 2 and Borderlands. Detailed work on the costing of these projects will be undertaken for Member consideration and decision, and the availability of external funding, including Scottish Government support, will be a key consideration.



Policy Development – continuing proposals

Borderlands: the Borderlands growth deal is a unique partnership between local authorities on both sides of the border, which has gained support from both UK and Scottish Government. Borderlands proposes projects designed to transform the economy of Dumfries & Galloway by capitalising on our capacity to produce clean energy and delivering gigabyte fibre digital infrastructure across the region to encourage business growth and investment. Detailed work needs to be produced and submitted to the UK Government by September 2018 with a view to securing a financial commitment in the UK Government's budget. We propose to allocate an additional £75,000 to support that work, which will cover the need for officer time to be allocated to this project.

£150K

Anti-poverty

funding: we will continue to allocate money to reduce the cost of the school day by removing barriers to participation in Home Economics and Technical Subjects through removing the costs of these subjects. We will also create a discretionary fund for each Secondary school to reduce the costs associated with senior phase courses as well as a fund to help meet the costs of extra-curricular travel e.g. travel for sporting fixtures. We will allocate £195,000 to continue this support. We will also retain the £350,000 Area Committee anti-poverty fund and allocate £50,000 to support credit unions in the region. £250K has been allocated for distribution by participatory budgeting.

£845K

Employability & Economic

Inclusion: we will continue to invest in our employability and economic inclusion programmes, which focus resources on helping people facing challenges in looking for work, including lone parents, families experiencing poverty and individuals experiencing in-work poverty as well as promoting financial inclusion and capacity building.

£1.047M

Major Events Strategy: the Council's major events strategy helps promote our region by supporting major festivals and events and encouraging the development of new events with the aim of attracting people to our region and benefitting the local economy. We will continue to allocate £154,000 to support this activity.

£154K

Taxicard scheme:

the taxicard scheme promotes social inclusion, health and wellbeing by providing free journeys for recipients. We will continue to allocate £100,000 to fund this scheme.

£100K

“ we will allocate £50,000 to support credit unions in the region ”



Policy development – new proposals

2018 Year of Young People:

the Council has an ambitious programme for the 2018 Year of Young People and we will allocate £98,000 as the Council's contribution to the overall costs of the Year, which will secure £141,632 of external funding from LEADER. This allocation will be met from the DSM underspend carried forward.

£98K

Tourism

promotion: tourism is important to our region's economy and we believe that a new approach to promoting our region, focussing on untapped markets, will help attract new visitors and grow this industry. We propose to allocate £65,000 each year for three years to support this activity to the point where it can demonstrate proof of concept.

£65K

Free Sanitary

Products: we will use £100,000 to develop and deliver an appropriate model of access to free sanitary products in all of our schools from August 2018. No one should have to miss school because their family cannot afford sanitary products.

£100K

School Meals in Holidays:

children should not go hungry during the school holidays, so we will implement two pilot schemes over the summer break in 2018, one urban and one rural, to allow us to assess uptake and test the best methods of delivery, with a view to rolling out wider arrangements for following holiday periods.

£200K

Mitigating the consequences of Welfare Reform:

while demand for Crisis Payments and Community Care Grants continues to increase, information from local authorities who are already in Universal Credit full service areas suggests that demand for Crisis Payments increases significantly. We will allocate £150,000 in an effort to meet this anticipated demand.

£150K

Policy Development – Capital

Roads: we will add £500,000 to the Carriageway Surface Dressing budget, taking that budget to £3.15 million for 2018/19, which will seal road surfaces against ingress of water and arrest the deterioration of the road surface.

£500K

Establishment of a Playpark Fund and extension of the Inclusive Play Initiative:

we propose to create a new £500,000 playpark fund to replace ageing play equipment. We propose the fund is focussed on securing additional external investment, whether from third parties, external funders or through community fundraising in order to maximise its benefit across the region. We will also continue the rollout of Inclusive Playparks with a further £500,000 allocation to support the creation of four further Inclusive Playparks in addition to the three funded in this financial year.

£500K

WiFi in Secondary Schools: we will invest £1.8 million over two financial years to replace and upgrade the wireless technology in our secondary schools, enabling learners to make the most of the opportunities technology can provide and giving the opportunity to release the benefits of "bring your own device". New equipment will also improve IT security. We propose the programme will be based on existing systems viability, starting where upgrades are needed most.

£900K



Transformation – Delivering a Modern Council

Our proposals for investing resources to deliver the Council's Priorities, transform how we deliver services will help us close our budget gap over the next few years. The main themes of our Modernisation Programme are:

- Sustained focus of resources on our Council Plan Priorities outcomes
- Transform our customer experience and improve our digital offer
- Modernise how we deliver some services to meet our outcomes
- Maximise use of fewer assets, working with and within communities
- Develop a smaller more flexibly skilled workforce for the future
- Maximising our income and underpinning fairness through targeted concessions



Sustained focus of resources on our Council Plan Priorities

The main focus will be through engagement with service users and staff removing or changing services that play only a small part in delivering priorities, and sustaining the focus of expenditure on activity that support the Council Plan outcomes. We want to engage with users, based on the successful and unique models for anti-poverty and local outcome improvement plans; engaging communities of interest and the most vulnerable in prioritising and directing activity.

Transform our customer experience and improve our digital offer

The programme will improve the quality and accessibility of customer services in the council, resulting in more cost effective customer contact allowing wherever possible self service or a one stop shop approach. We are mindful in developing our proposals that we recognise the unique needs of our more vulnerable citizens and continue to offer where required appropriate or supported access to services.

Modernise how we deliver some services to meet our outcomes

Our Council will always seek efficiencies wherever possible. All our staff play an equal role in meeting our Outcomes and Priorities however we will focus on making our support activities as efficient as possible and ensure that they represent best value for the Council in meeting all its Priorities not just an individual outcome. We will integrate and rationalise activities and ensure all services fully focus on delivering the Council Priorities. We will provide flexibility and training for staff to be empowered to create and implement different delivery models which are more affordable and cost effective.



Maximise use of fewer assets, working with and within communities

Our estate is ageing and larger than we need and can afford. We are committed to maintaining a presence in communities however we will ensure that we minimise our estate and other assets to match the efficient modern service delivery requirements of our Council Plan. We will work with communities to ensure that we enable community empowerment and where we seek to reduce our estate and associated costs, provide opportunities for communities to access and/or own assets which support community cohesion and wellbeing.

Develop a smaller more flexibly skilled workforce for the future

Council employees are our most valuable resource, and are without exception committed to working with and supporting local communities. We have an engaged and empowered, high performing workforce. These proposals facilitate a cost effective and timely reduction of the Council's workforce while ensuring that the Council has the skills and talent required to deliver its vision. Our workforce plans have identified the skills we need going forward however we will need to reduce our staff numbers to live within our funding. We will encourage all staff to plan their careers and where they wish to pursue early retirement, voluntary redundancy or new opportunities within the Council we will, in consultation with the trade unions, provide both support and training.

Maximising our income and underpinning fairness through targeted concessions

Charging for discretionary services is essential in ensuring that we maximise the use of taxpayers funds to deliver lifeline services and that these taxes do not subsidise lower priority services. In addition any excess income can be reinvested into high priority areas of the Council Plan. Utilising the outcomes from our Charging for Services review we will move towards achieving full cost recovery. However we recognise that fairness and protecting our most vulnerable are key values of our Council and we will ensure a targeted and sustainable concession regime underpins our fees and charges.

We are proposing to establish a Transformation Board to oversee our modernisation programme. Proposals on arrangements will be brought forward to members as soon as possible to enable us to make progress for future budgets.

Savings Templates

2018/19 to 2020/21

Budget Development Process 2018/19-2020/21 – Savings/Income Generation Options

Savings Option	Sustained focus of resources on our Council Plan Priorities
-----------------------	--

Title of Proposal/Option	Terminate Council's contribution to Homes 4 D and G partnership
---------------------------------	--

Directorate	Communities
--------------------	--------------------

Service Area & ABB Link	Communities – Strategic Housing- Total Payments to Other bodies for directorate – ABB page 69.
------------------------------------	---

Narrative Description of Savings Option

Homes 4 D and G is a formally constituted partnership between the Council, Dumfries and Galloway Housing Partnership (DGHP), Home Scotland, Irvine Housing Association and Cunninghame Housing Association. Loreburn Housing Association gave 6 months' notice to leave the Common Housing Register on 14 March 2017. This is because their Board of Management made a decision to implement their own Choice Based Lettings system. This went live during October 2017 which effectively triggered their formal withdrawal from the Common Allocations Policy. However Loreburn Housing Association continues to participate in Common Housing Register Board meetings. This is to ensure they deliver the strategic lettings outcomes agreed through the Common Allocations Policy. In addition, they have agreed to share their experience implementing Choice Based Lettings to help inform future policy development. Homes 4 D and G put in place a framework to ensure that housing is made available to those in greatest need and that best use is made of the social rented housing stock in our region. DGHP host the Common Housing Register on behalf of partners and employ a number of staff specifically to deliver this function. The current organisational arrangements, and funding contribution from the Council, were agreed at the 17 January 2012 meeting of the Housing Sub Committee. The Council contribution to the development, and maintenance, of the Common Housing Register is 40% of the total cost. This is in recognition of the key strategic interest the Council has in securing a successful Common Housing Register. This resulted in a formal written Partnership Agreement being put in place that all participants agreed to sign. This agreement states that partners may withdraw giving "not less than 6 months written notice of such a withdrawal to the other landlords" If the Council decided to serve notice following the budget setting process, then only a part year saving would be achieved in the financial year 2018/19.

Savings/Income Generation Option Amounts

2018/19:	£40,000
2019/20:	£80,000
2020/21:	£80,000

A recurring annual saving of £80,000 would be achieved if Members agreed this option.

Details on the Calculation of Savings/Income Generation Option Amounts

The current operating costs for Homes 4 D and G are £200k per annum which means the Council's current budget contribution is fully utilised in each year. This savings options asks Members to consider the termination of the Council's £80,000 cost share.

Details on Staffing Implications and how this will be managed

There are no staffing implications for the Council.

Issues/Concerns Regarding Deliverability of Indicated Savings/Income Generation

While the delivery of a Common Housing Register is a national policy initiative there is no current statutory requirement to deliver one. If the termination of the Council's funding contribution was agreed as a saving there is a risk the Common Housing Register will end. However, Registered Social Landlords will be required to implement their own allocations policies and to meet the housing needs of people applying for affordable housing. While the Council may lose its leadership role, and associated strategic influence, it will continue to have the ability to monitor outcomes through the publication of annual reports prepared by the Scottish Housing Regulator. However, this would not allow pro-active management of housing allocations processes throughout the year and inhibit the Council's ability to deliver good housing outcomes for our customers. While direct influence over the content of allocations policies may be lost, strategic direction could still be provided through the Council's Local Housing Strategy.

Impact on Council Plan

Two key strategies in the Council Plan are the Local Housing Strategy and the Anti-Poverty Strategy. The agreed outcomes and priorities in these will continue to be developed. If the Council agrees to withdraw the financial contribution to the CHR there may be operational changes associated with the CHR that will be out with the Council's direct control.

Impact Assessment Template Cont to Homes for DG

Impact Assessment																						
	Potential Impact																					
9 Protected Characteristics	No Impact																					
Narrative and assessment of Impact (includes staff and service users) on: Age – neutral. Disability – neutral. Gender – neutral. Transgender – neutral. Marriage & Civil Partnership – neutral. Pregnancy & Maternity – neutral. Race - neutral. Religion or Belief – neutral. Sexual Orientation – neutral.																						
Human Rights	No Impact																					
No impact – housing allocations need to comply with legislative framework																						
Health, Health Inequalities & Wellbeing	No Impact																					
Low negative – there could be a reduction in current service standards to vulnerable people																						
Economic & Social Sustainability	No Impact																					
No impact. How houses are allocated will not affect the economy.																						
Environmental Sustainability, Climate Change and Energy	No Impact																					
No impact. Allocations policy does not have impact on built environment.																						
Summary of Impacts																						
Summary of Impacts <table border="1"> <tbody> <tr> <td>Positive</td> <td>High</td> <td>0</td> <td>Medium</td> <td>0</td> <td>Low</td> <td>0</td> </tr> <tr> <td>No Impact</td> <td>13</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Negative</td> <td>High</td> <td>0</td> <td>Medium</td> <td>0</td> <td>Low</td> <td>0</td> </tr> </tbody> </table>		Positive	High	0	Medium	0	Low	0	No Impact	13						Negative	High	0	Medium	0	Low	0
Positive	High	0	Medium	0	Low	0																
No Impact	13																					
Negative	High	0	Medium	0	Low	0																
Measures to Reduce/Address Risks and Minimise Any Negative Impacts																						
If the termination of the Council’s funding contribution was agreed as a saving there is a risk the Common Housing Register will end. However, Registered Social Landlords will be required to implement their own allocations policies and to meet the housing needs of people applying for affordable housing. The Housing (Scotland) Act 2001 requires that all Registered Social Landlords must give “reasonable preference” to households and individuals seeking social rented housing who are in the following groups; below tolerable standard, overcrowded households, large families, unsatisfactory housing conditions and homelessness/threatened with homelessness. Compliance with this statutory requirement is monitored by the Scottish Housing Regulator.																						

Budget Development Process 2018/19-2019/20 – Savings/Income Generation Options

Savings Option	Sustained focus of resources on our Council Plan Priorities
----------------	---

Title of Proposal/Option	Advice and Assistance Housing Support Contracts
--------------------------	---

Directorate	COMMUNITIES
-------------	-------------

Service Area & ABB Link	Communities - FWR Services – Housing Support.
-------------------------	---

Narrative Description of Savings Option

The provision of Housing Support is a statutory duty which covers the following requirements:-

- Advising or assisting a person with personal budgeting, debt counselling or in dealing with welfare benefit claims;
- Assisting a person to engage with individuals, professionals or other bodies with an interest in that persons welfare;
- Advising or assisting a person in understanding and managing their tenancy rights and responsibilities, including assisting a person in disputes about those rights and responsibilities; and
- Advising or assisting a person in settling into a new tenancy.

The Council's current allocated budget for the provision of Housing Support is £3,763,139.00

These contracts can be split into 3 areas:-

- Sheltered accommodation -£557,296
- Temporary accommodation - £1,591,615
- Advice and Assistance - £1,614,217 (of this, £151,925 is the subject of the separate Advice and Information Service Contract template)

The Housing Support contracts have previously been reviewed as a result of the Housing, Homeless, Revenues, Benefits and Advice Service Review undertaken in 2015, resulting in £430K being removed from that overall budget by ending or reducing some contracts. The ongoing provision of Housing Support has been subject to scrutiny by the Communities Committee.

A report to the Communities Committee on 5 December 2017 outlined future proposals for Sheltered accommodation and temporary accommodation. Committee also agreed the potentially to reduce the Advice and Assistance / outreach provision which has a current budget of £1,614,217. This template details the option to reduce the current provision, the current contracts are as follows:-

Provider	Contract Value	Total Value by Provider	Contract End Date	Hours P/Wk	Area Covered
ADS	£160,000	£160,000	31/3/18	115	Region wide
**DAGCAS Homeless Advice and Assistance	£110,725		Open Ended	n/a	Region wide
**DAGCAS – Prison Outreach	£41,200	£151,925	Open ended	n/a	Region wide
DGHP – Tenancy	£121,207	£121,207	Open ended	90	Region wide

Sustainment					
Women's Aid Dumfries & Stewartry	£30,716	£30,716	Open ended	27.5	Dumfries
ILS	£81,000		31/3/2018	204	Dumfries
ILS	£177,703		31/3/218	92	Stranraer
ILS	£55,000	£313,703	31/3/2018	49	Nithsdale
Loreburn – Young person's outreach	£157,087	£157,087	Open ended	179	Region wide
Mental Health Assoc	£29,697		Open ended	38.25	Region wide
Mental Health Assoc	£182,486	£212,183	Open ended	229	Region wide
Shelter	£130,000		31/3/18	96	Annandale & Eskdale
Shelter	£122,200		31/3/18	90	Stewartry
Shelter	£41,000	£293,200	31/3/18	107	Wigtown
SW Rape Crisis	£91,263	£91,263	Open ended	107	Region wide
Women's Aid Wigtown	£82,933	£82,933	Open ended	103.8	Newton Stewart / Stranraer
Total	£1,614,217	£1,614,217			
**Total excluding budget transfer to main Advice and Information contract		£1,462,292			

This template assesses the impact of reducing the following Advice and Assistance contracts/ Service Level Agreements as part of the 2018/19 budget setting process. The 2 highlighted budgets marked ** are as a result of decisions made by Communities Committee on 5 December 2017 being transferred to the Councils main Advice and Information Service commission, and therefore excluded from this proposal. They are, however, the subject of the separate Advice and Information Service Contract template.

The remaining Housing Support advice and assistance / outreach contracts are delivered by 9 different organisations with varying specialisms. 2 of the general provision providers ILS and Shelter have already had reductions to their contracts in 2016/17. In depth monitoring of the contracts has historically not been undertaken, however recent work has identified that there continues to be an underutilisation on a number of the more recently procured contracts and some of the long standing contracts. Due to the specialisms, there are no current proposals to reduce the Women's Aid / Rape Crisis or Mental Health contracts. However these will be subject to ongoing scrutiny to ensure they continue to deliver value for money.

Of the remaining contracts with ADS / Shelter / ILS /DGHP and Loreburn they all provide basic Housing Support advice. Both Loreburn and DGHP provide support to their own tenants through these contracts and also as part of their own statutory duty to provide advice and assistance to tenants. The other providers deliver the service to all who are referred to the service from the Council's Homeless team. Both DGHP and Loreburn contracts are not fully utilised, and are not at capacity.

The proposal is to stop both DGHP and Loreburn outreach contracts from 2018/19, tenants would continue to receive support being "signposted" and utilising the capacity in the existing contracts with the other providers. As the current contracts are open ended a 3 month notice period is required for termination therefore the earliest date savings could be achieved is as from 1 June 2018.

Savings/Income Generation Option Amounts	
2018/19:	£231,910
2019/20:	£278,294
2020/21:	£278,294

Details on the Calculation of Savings/Income Generation Option Amounts			
The saving is based on the termination of the 2 contracts detailed below, each having 3 month notice periods.			
Contract	Contract Value	Savings 2018/19	Saving 2019/20
DGHP tenancy sustainment	£121,207	£101,005	£121,207
Loreburn outreach	£157,087	£ 130,905	£157,087
Total	£278,294	£231,910	£278,294
Any tenants who require ongoing support would either continue to be supported by DGHP or Loreburn under their own duties or referred to other support providers, therefore there would be no loss of service to those clients			

Details on Staffing Implications and how this will be managed
There are no staffing implications for the Council.

Issues/Concerns Regarding Deliverability of Indicated Savings/Income Generation
There are no concerns about deliverability of the proposed savings. The required existing contractual obligations (inc. notice period) will be fulfilled and are reflected in outlined savings that will be achieved.

Impact on Council Plan
This will have no negative impact on the delivery of the Council Plan.

Impact Assessment Template Reduction in Advice and Assistance Housing Support

Impact Assessment																						
	Potential Impact																					
9 Protected Characteristics	Low Negative																					
<p>Narrative and assessment of impact (includes staff and service users) on:</p> <p>Age - Neutral Disability - Medium Negative. Gender - Neutral Transgender - Neutral Marriage & Civil Partnership - Neutral Pregnancy & Maternity - Neutral Race - Neutral Religion or Belief - Neutral Sexual Orientation - Neutral</p>																						
Human Rights	No Impact																					
Health, Health Inequalities & Wellbeing	Low Negative																					
<p>Some service users are vulnerable people who have severe and enduring mental health issues. Terminating contracts without effective mitigation in place would result in withdrawal of support services and subsequent negative impact of mental health and wellbeing.</p>																						
Economic & Social Sustainability	No Impact																					
<p>The contract terminations will result in funding from this source being removed from organisations.</p>																						
Environmental Sustainability Climate Change and Energy	No Impact																					
Summary of Impacts																						
<p><u>Summary of Impacts</u></p> <table border="1" style="width: 100%; border-collapse: collapse; text-align: center;"> <tbody> <tr> <td style="padding: 2px;">Positive</td> <td style="padding: 2px;">High</td> <td style="padding: 2px;">0</td> <td style="padding: 2px;">Medium</td> <td style="padding: 2px;">0</td> <td style="padding: 2px;">Low</td> <td style="padding: 2px;">0</td> </tr> <tr> <td style="padding: 2px;">No Impact</td> <td style="padding: 2px;">11</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td style="padding: 2px;">Negative</td> <td style="padding: 2px;">High</td> <td style="padding: 2px;">0</td> <td style="padding: 2px;">Medium</td> <td style="padding: 2px;">1</td> <td style="padding: 2px;">Low</td> <td style="padding: 2px;">1</td> </tr> </tbody> </table>		Positive	High	0	Medium	0	Low	0	No Impact	11						Negative	High	0	Medium	1	Low	1
Positive	High	0	Medium	0	Low	0																
No Impact	11																					
Negative	High	0	Medium	1	Low	1																
Measures to Reduce/Address Risks and Minimise Any Negative Impacts																						
<p>Mitigating actions to address the negative impacts will be: Customers who do not already have a care package may be eligible for an adult social work service. This will be subject to assessment on an individual basis. Housing Support services can be offered by other providers to replace those currently provided by DGHP or Loreburn. The implementation of a Housing Options service by the Homelessness Service will also result in housing advice being provided to homeless people and those threatened with homelessness. There is some limited capacity within homelessness outreach contracts to provide housing support services to people that meet the criteria.</p>																						

Budget Development Process 2018/19-2020/21 – Savings/Income Generation Options

Savings Option	Sustained focus of resources on our Council Plan Priorities
-----------------------	--

Title of Proposal/Option	Environmental Service Efficiencies
---------------------------------	---

Directorate	EEl
--------------------	------------

Service Area & ABB Link	Economic Development – Environment Service
------------------------------------	---

Narrative Description of Savings Option
The efficiency savings can be achieved through a reduction in activity.

Savings/Income Generation Option Amounts	
2018/19:	£40,000
2019/20:	£40,000
2020/21:	£40,000

Details on the Calculation of Savings/Income Generation Option Amounts
<p>The release of one FTE through ERVS reduces the service delivery and focuses on statutory reporting through the retention of a percentage of salary. All additional works that are not related to the statutory duties associated with the Council's biodiversity remit will cease at the end of 2017/18. Process and policies have been adopted by the council to address some areas of work previously delivered through this post.</p> <p>Payments to Outside Bodies will be reduced by £6,500 through stopping financial support to the Solway Firth Partnership (SFP).</p>

Details on Staffing Implications and how this will be managed
<p>The release of one FTE will be managed through the delivery of statutory activities only which will be reassigned within the Environment Team and utilise some of the salary retention to secure external support for activities aligned with the planning service.</p>

Issues/Concerns Regarding Deliverability of Indicated Savings/Income Generation
No specific issues are envisaged.

Impact on Council Plan
This will have no negative impact on the delivery of the Council Plan.

Impact Assessment Template Environment Service Efficiencies

Impact Assessment			
	Potential Impact		
9 Protected Characteristics	No Impact		
Narrative and assessment on Impact (includes staff and service users) on:			
Age – neutral. Disability – neutral Gender – neutral Transgender – neutral Marriage & Civil Partnership – neutral Pregnancy & Maternity – neutral Race – neutral Religion or Belief – neutral Sexual Orientation - neutral			
Human Rights	No Impact		
Health, Health Inequalities & Wellbeing	No Impact		
Economic & Social Sustainability	No Impact		
Environmental Sustainability, Climate Change and Energy Management	No Impact		
Minimal impact on the delivery of the Council's duties under the WANE legislation around biodiversity – Minimal			
Summary of Impacts			
Positive Impact	High	Medium	Low
No Impact	13		
Negative Impact	High	Medium	Low
Measures to Reduce/Address Risks and Minimise Any Negative Impacts			
An element of salary retention has been allocated to working with the South West of Scotland Environmental Information Centre to support the Council's statutory Biodiversity function; other areas will be inputted into from the wider Environment Team.			

Budget Development Process 2018/19 – 2020/21 – Savings/Income Generation Options

Savings Option	Sustained focus of resources on our Council Plan Priorities
Title of Proposal/Option	Reduction of Outdoor Education provision and closure of Stronord Outdoor Centre
Directorate	CYPLL
Service Area & ABB Link	CYPLL – Lifelong Learning & Wellbeing – Health & Wellbeing
Narrative Description of Savings Option	
<p>Review of Outdoor Education provision to primary and secondary schools to deliver a reduction in staff across the Outdoor Education service.</p> <p>Plus the closure of Stronord Outdoor Centre and transfer of all residential provision to Carlingwark Outdoor Centre.</p>	
Savings/Income Generation Option Amounts	
2018/19:	£31,539
2019/20:	£42,053
2020/21:	£42,053
Details on the Calculation of Savings/Income Generation Option Amounts	
<p>This proposed saving is based on 2 elements of the Outdoor Education Service;</p> <ol style="list-style-type: none"> The closure of Stronord Outdoor Education Centre, saving the net operating budget for the facility of £5,971. This includes the loss of the 0.28fte cook/caretaker based at this facility. A further reduction of 1FTE (£36,082) Outdoor Activities Instructor from the core Outdoor Education service based out at Carlingwark Centre. <p>Note: the above figures are based on a full financial year; however any saving in 2018/2019 would have to be pro-rata due to existing primary and secondary curricular timetable commitments within the current academic year up to June 2018. Therefore in 2018/2019 this equates to nine twelfths of the full year saving.</p>	
Details on Staffing Implications and how this will be managed	
<p>The saving is based on a staff reduction of 1.28FTE, 1 FTE within the Outdoor Education Service and 0.28 FTE based at Stronord.</p>	
Issues/Concerns Regarding Deliverability of Indicated Savings/Income Generation	
<p>Staffing reduction - Will require ERVS/Redeployment to achieve full saving</p> <p>Pro-rata saving in 2018/19 due to requirement to retain the current staffing model and deliver on existing school commitments within the current academic year up to the end of June 2018.</p> <p>It is anticipated that the current level of residential experiences over 2 facilities could be accommodated within Carlingwark only.</p>	
Impact on Council Plan	
<p>This will have a limited impact on the Council plan, still delivers on the commitment to support our children to be healthy and active.</p>	

Impact Assessment Template – Outdoor Education

Impact Assessment						
Reduction of Outdoor Education provision and closure of Stronord Outdoor Centre						Potential Impact
9 Protected Characteristics						No Impact
Narrative and assessment on Impact (includes staff and service users) on:						
Age	Low negative impact upon 12 – 18 age groups due to the reduction in the level of non-residential outdoor education delivery across Dumfries and Galloway.					
Disability	No impact					
Gender	No impact					
Transgender	No impact					
Marriage & Civil Partnership	No impact					
Pregnancy & Maternity	No impact					
Race	No impact					
Religion or Belief	No impact					
Sexual Orientation	No impact					
Human Rights						No impact
Health, Health Inequalities & Wellbeing						No Impact
A reduction in the level of non-residential outdoor education delivery available across Dumfries and Galloway. However there is alternative provision available at Carlingwark.						
Economic & Social Sustainability						No impact
Environmental Sustainability, Climate Change and Energy Management						No impact
Summary of Impacts						No Impact
Positive	High	0	Medium	0	Low	0
No Impact		12				
Negative	High	0	Medium	0	Low	1
Measures to Reduce/Address Risks and Minimise Any Negative Impacts						
All residential outdoor education delivery can be accommodated at Carlingwark.						
A transfer of management capacity to instruction can be accommodated when required to meet non-residential demand.						

Budget Development Process 2018/19-2020/21 – Savings/Income Generation Options

Savings Option	Sustained focus of resources on our Council Plan Priorities
----------------	---

Title of Proposal/Option	Investing in Strategic Arts
--------------------------	-----------------------------

Directorate	Communities
-------------	-------------

Service Area & ABB Link	Civic and Local Services / Arts and Museums
-------------------------	---

Narrative Description of Savings Option	
<p>The proposal is to require DGU (Dumfries and Galloway Chamber of the Arts) to absorb a £25k reduction in funding. The Council would commit to a three year funding agreement on the revised terms of £122,588 per annum.</p> <p>The Strategic Arts Budget is currently allocated as follows (agreed by Members 15/12/15):</p> <p>Regional Arts Fund (delivered in partnership with DGU): £50,000</p> <p>Services provided by DGU :</p> <p>Strategic leadership/advocacy for the arts sector: £23K</p> <p>Advice and support for artists and community arts projects: £45K</p> <p>Operational costs of DGU: £22.2K</p> <p>Match funding for regional arts projects (including VACMA) £7K</p> <p>Total expenditure: £148K</p> <p>It is proposed to discuss reductions in contributions with DGU with the focus on reducing core costs with a review of administration expenses and the existing commissions, the grant schemes and match funding.</p> <p>Whilst the £25k reduction seems significant in proportion to the budget of £148k identified above the Council's Major Events Strategic Fund also provides significant support to cultural events (the proposed funding for 2018/19 to be considered by Communities Committee on 6 February recommends funding of £163k directly to cultural events out of total funding of £275k).</p>	

Savings/Income Generation Option Amounts	
2018/19:	£25,000
2019/20:	£25,000
2020/21:	£25,000

Details on the Calculation of Savings/Income Generation Option Amounts
Reduction to DGU Funding.

Details on Staffing Implications and how this will be managed
There are no direct implications for Council staff.

Issues/Concerns Regarding Deliverability of Indicated Savings/Income Generation
n/a

Impact on Council Plan
This will have no negative impact on the delivery of the Council Plan. A three year funding agreement with DGU will help the organisation to implement medium term planning and focus the reduced resources on complementing the Council's commitment to the creative industries.

Impact Assessment Template Strategic Arts Budget

Impact Assessment																						
	Potential Impact																					
9 Protected Characteristics	No impact																					
<p>Narrative and assessment of Impact (includes staff and service users) on: Age - No impact Disability - No impact Gender- No impact Transgender-No impact Marriage & Civil Partnership-No impact Pregnancy & Maternity-No impact Race- No impact Religion or Belief- No impact Sexual Orientation- No impact All of the above characteristics should be assessed individually (e.g. High positive, low negative etc.) and have a corresponding narrative to support the assessment (e.g. likely to impact catering staff which are predominately female). A total assessment should then be made across the 9 protected characteristics.</p>																						
Human Rights	No impact																					
Health, Health Inequalities & Wellbeing	No impact																					
Economic & Social Sustainability	Low Negative																					
<p>Staging of cultural events in communities across Dumfries and Galloway contributes to community cohesion and enhances the cultural tourism offer as well as contributing to the economic viability of small arts based businesses and their supply chain.</p>																						
Environmental Sustainability, Climate Change and Energy Management	No impact																					
Summary of Impacts	No Impact																					
<p><u>Summary of Impacts</u></p> <table border="1" style="width: 100%; border-collapse: collapse; text-align: center;"> <tbody> <tr> <td style="padding: 2px;">Positive</td> <td style="padding: 2px;">High</td> <td style="padding: 2px;">0</td> <td style="padding: 2px;">Medium</td> <td style="padding: 2px;">0</td> <td style="padding: 2px;">Low</td> <td style="padding: 2px;">0</td> </tr> <tr> <td style="padding: 2px;">No Impact</td> <td style="padding: 2px;">12</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td style="padding: 2px;">Negative</td> <td style="padding: 2px;">High</td> <td style="padding: 2px;">0</td> <td style="padding: 2px;">Medium</td> <td style="padding: 2px;">0</td> <td style="padding: 2px;">Low</td> <td style="padding: 2px;">1</td> </tr> </tbody> </table>		Positive	High	0	Medium	0	Low	0	No Impact	12						Negative	High	0	Medium	0	Low	1
Positive	High	0	Medium	0	Low	0																
No Impact	12																					
Negative	High	0	Medium	0	Low	1																
Measures to Reduce/Address Risks and Minimise Any Negative Impacts																						
<p>In 2018/19 there will be draw down of Creative Scotland funding of £30k. This will provide a small one-off budget to support regional arts development in 2019/20. There is also potential support available for creative arts events through major events funding.</p>																						

Budget Development Process 2018/19-2020/21 – Savings/Income Generation Options

Savings Option	Transform our Customer Experience and improve our digital offer
Title of Proposal/Option	Integration of Support and Administrative Services, Automating Processes and Customer Channel Shift
Directorate	Council-wide
Service Area & ABB Link	CYPLL Resources & Business Management & Support Services EEI, Corporate and Communities Directorates – Business Management & Support functions Communities – Customer Services

Narrative Description of Savings Option

By accelerating a range of initiatives currently in development, we can automate and integrate business processes which are common across the Council. This would see the delivery of the agreed second phase of the Administration Services Review implemented providing support in four ways:

- **Council Wide** – main business processes completed in hubs
- **Directorate** – pulled resources of on-site teams, through a single structure, provide business support.
- **Locality** – a single location in our wards to provide business support to our services, partner organisations, third sector and local businesses.
- **Customer Contact** – locality hubs for customers, co-located with relevant customer services (in line with the customer contact service review).

This part of the proposal is based on the findings of the review of all administrative processes across the Council which completed in 2016. To work effectively this next phase of that review relies on both staff, including service managers, and service users embracing the technology we will provide. The increased automation and reduced processing would enable us to significantly reduce the number of staff employed in support services.

Alongside this work we could significantly improve response times and quality of service delivery by accelerating fully integrated customer processes on-line, tested and developed through the model for road/pothole repairs reporting. This would be in line with the Council's Customer Service Strategy and would see a rapid extension of this through enabling work and engagement with customer groups.

Some of the remaining resource could be targeted towards providing assistance to the most vulnerable service users who are unable to use digital channels. However, increasingly customers of all ages are actively using digital channels to transact with other organisations, including government bodies, with few reported difficulties and as a result expect local government to offer the same facilities to meet their needs and to access at their convenience.

Detail on the range of activities within an overall programme of activity to deliver this is listed later in this template.

Savings/Income Generation Option Amounts

2018/19:	£525,000
2019/20:	£525,000
2020/21:	£525,000

Details on the Calculation of Savings/Income Generation Option Amounts

Integration of Support and Administrative Services

The financial savings from the Administration Services review was targeted to deliver £850,000 savings, as a minimum by 2017/18 and this was delivered in full. This was enabled through Business Support structures and arrangements being reviewed as part of reshaping – business management was redefined and a number of changes have been progressed which will enable this to be extended including -

- The roll-out of Smarter Working and the Office Estate Plan
- The availability of Wi-Fi in Council bases and the improved use of systems and technology
- The creation of a Business Managers group

While the first stage of financial saving was delivered in full, it was anticipated a second phase of activity could provide the potential for further savings to be delivered as the business support model is developed and implemented – with more efficient processes and improved use of systems and increased levels of self-service. This would be achieved through:

- (i) Bringing together business support common transactional activity to form the big six processes:
 - Payroll administration
 - Absence administration
 - Invoicing – both purchase and sales
 - Purchasing of services and goods
 - General administration – letters, reports, presentations, minute taking
 - Data input – electronic records and system updates
- (ii) Implementing the agreed 4 pillar model of delivery, through a changed delivery model, bringing teams together across services which would see changes to administrative roles and responsibilities/job redesign
- (iii) A sustained focus on our people – coordinating Council wide workforce, succession and development plans

Automating Processes

The following are examples of business processes which would be automated and standardised across the Council, maximising the efficiency benefits offered by fuller use of technologies available.

- Electronic invoicing – Purchase to Pay
- Web-based single customer electronic facilities for payments, bookings and reporting
- Automatic generating of appropriate workflows triggered by customer service request
- Committee Administration and Democratic Processes
- Standardising minute-taking across internal office meetings and utilising technology to compile and distribute papers. – using technology
- Maximising the functionality offered by i-Trent to provide a single depository for all employee related information (absence recording documents, JDs & PSs, PDRs monitoring, expenses claims etc.)
- Introducing Council-wide online systems for recording flexi self-service and reporting
- Improving processes for compliance with GDPR, Subject Access and FOI requirements through Records Management Plan and use of technology
- Maximising the amount of Open Data published to help reduce FOIs
- Introduction of a streamlined, automated and integrated system for FOI/EMES/MP/MSP enquiries
- Improved processes for Complaints Handling system to improve quality of response and resolution at the earliest volume and more efficient recording
- Improved single Subject Access Request process, including use of e-redact software
- Council-wide Postal Services contract including 'Click & Send' software to enable remote print, post and delivery of correspondence
- Minimise letter writing. Use email, SMS etc. for appointments
- Agile & Mobile Working – Roll out to all operational staff of Office 365, apps store, remote access
- Promotion of direct contact to officers using published mobile numbers to eliminate message

taking

- Council wide room booking system
- Streamline pool car keys collection and return

Savings from these approaches would initially then be realised from a reduction in support services posts from a combination of deleting vacant posts, retirements and approval of ERVS requests, including bumped redundancy where appropriate. As a guide, the total value with on-costs of 20 posts at Band 3-7 is an estimated £525,000, based on the following mix:

9 X Band 2/3 posts = £210,000

7 X Band 5 posts = £185,000

4 X Band 7 posts = £130,000

Customer Channel Shift

Automation of processes internally would complement the extension and integration of customer contact channels. This would see the full delivery of the Council's Digital by Choice Customer Service Strategy, and see a significant expansion of services moved online to enable customers to access these at times and locations convenient to them.

Channel shift would reduce touch time on routine transactions by staff and reduce processing costs through double handling. This would be supported by automation and other processes and enable reductions in activity and support savings.

Details on Staffing Implications and how this will be managed

2018/19 – deletion of approximately 20 posts (or equivalent) through recruitment freeze, ERVS approvals and normal retirements.

2019/20 – deletion of next tranche of posts at a range of pay grades

2020/21 – deletion of further tranche of posts at a range of pay grades

Issues/Concerns Regarding Deliverability of Indicated Savings/Income Generation

Staffing reduction - Will require ERVS/Redeployment to achieve full saving

Management and tracking of Administrative and Support savings – the approach would see all in scope budgets for this element of the template brought together to enable the delivery of the saving and the effective management of the programme of change required to achieve this.

Impact on Council Plan

This is likely to positively impact on the Council Plan directly – it will lead to an impact in terms of improved timescales and flexible support for staff and enable the delivery of a modern support team across all services. In doing so commitments on improved customer service for the public, through online services will be secured.

Impact Assessment Template Integration and Automation

Impact Assessment	
	Potential Impact
9 Protected Characteristics	Low Negative
Narrative and assessment on Impact (includes staff and service users) on: Age – neutral Disability – neutral Gender – low negative – the majority of administrative staff are female Transgender – neutral Marriage & Civil Partnership – neutral Pregnancy & Maternity – neutral Race – neutral Religion or Belief – neutral Sexual Orientation - neutral	
Human Rights	No impact
Health, Health Inequalities & Wellbeing	No Impact
Economic & Social Sustainability	Low Positive
Opportunity to develop structured career progression through scale and consolidation of teams and distribute resources across region in a sustainable manner	
Environmental Sustainability, Climate Change and Energy	Low Positive
Automation would see reduced travel and more flexible access to business processes from a range of locations. Access to support and business support in a range of locations would provide more sustainable work practices.	
Summary of Impacts	
Positive Impact	High Medium Low(2)
No Impact (10)	
Negative Impact	High Medium Low (1)
Measures to Reduce/Address Risks and Minimise Any Negative Impacts	
The use of ERVS to manage the reduction in workforce would mitigate the impact on what is mostly a female staffing group.	

Budget Development Process 2018/19 -2020/21 – Savings/Income Generation Options

Savings Option	Transform our Customer Experience and improve our digital offer
-----------------------	--

Title of Proposal/Option	Integration and rationalisation of activity
---------------------------------	--

Directorate	Corporate Services
--------------------	---------------------------

Service Area & ABB Link	Corporate Services - All Directorates
------------------------------------	--

Narrative Description of Savings Option
<p>Corporate Services provides support to all Council Services through a range of business processes and systems, in addition to offering professional advisory services to support service delivery and management of resources.</p> <p>Other Directorates also directly spend on external advice and essential services, including legal advice and IT, in addition to the core budgets allocated within Corporate Services. It is recognised that there is an opportunity to deliver efficiency from overall expenditure in areas such as these, although not exclusively these areas, through a greater collaboration across services; increasing purchasing power and more effective sharing of resources. In addition more focused use of internal expertise to instruct and manage external advisers and development of appropriate contract frameworks for such services would also contribute to more effective and efficient access to advice.</p> <p>Savings can be achieved through:</p> <ul style="list-style-type: none"> removing overlap and creating efficiencies across business processes provided by Corporate Services to reduce activity within the service, through cooperation with other Directorates and secure efficiencies in use of systems and associated costs including staffing; and Strengthened roles in securing more effective spend on external advice, IT and other areas of essential expenditure.

Savings/Income Generation Option Amounts	
2018/19:	£150,000
2019/20:	£150,000
2020/21:	£150,000

Details on the Calculation of Savings/Income Generation Option Amounts
<p>The savings will be achieved through –</p> <ol style="list-style-type: none"> (1) A reduction in duplication and handling of business processes by progressing opportunities for automation and integration of business systems. The individual savings will derive from a reduction in staffing in these areas. The savings here would reflect the reduction in staffing required to operate the systems <u>within Corporate Services</u> and the extent of manual intervention. The areas of focus include purchasing and payment of creditors; invoicing for services, committee and governance system. The entire £150k saving would reflect a reduction in 6FTE from this activity alone. (2) greater collaboration across services; increasing purchasing power and more effective sharing of resources – initially focused on expenditure on IT and the procurement of external legal advice. This will provide for Corporate Services to instruct and manage external advisers and development of appropriate contract frameworks for such services would also contribute to more effective and efficient access to advice. Council services spend significant sums on both these areas and a modest first year efficiency is likely to be achievable with a further assessment and extension of this in years 2 and 3 subject to review during year 1.

Details on Staffing Implications and how this will be managed

This will result in a reduction in staff of up to 6 FTE.

ERVS/Transform will be required to achieve full savings and it is likely that redeployment will be necessary to achieve this fully. Collaborative working across and combining teams within Corporate Services, and support of Workforce Transition will help secure this.

Issues/Concerns Regarding Deliverability of Indicated Savings/Income Generation

This will require cooperation and change in habit/practice of all services in terms of engagement with new or changed business processes and acceptance of changes in delivery. For example the use of electronic means to purchase or to bill for goods and services will become as standard, with safeguards to support local suppliers. Costs associated with non-cooperation would be borne by relevant services.

There will be evident in reductions in staff deployed in certain processes and therefore training and deployment of changes will need to be effective.

Impacts on other Directorates in terms of other efficiencies from business processes they may derive have been reflected in a separate template.

Engagement of services on the greater benefit of alternative or combined approaches to expenditure on areas such as legal advice and IT, and the contribution of savings from a range of budgets.

Impact on Council Plan

This is likely to positively impact on the Council Plan directly – it will lead to an impact in terms of improved timescales and easier processes for payment of suppliers – supporting the local economy and to deliver commitments within the Plan where there is input from Corporate Services to advice or formulation of strategy or policy.

Impact Assessment Template Rationalisation of Services

Impact Assessment	
	Potential Impact
9 Protected Characteristics	No Impact
Narrative and assessment on Impact (includes staff and service users) on: Age – neutral Disability – neutral Gender – neutral Transgender – neutral Marriage & Civil Partnership – neutral Pregnancy & Maternity – neutral Race – neutral Religion or Belief – neutral Sexual Orientation - neutral	
Human Rights	No impact
Health, Health Inequalities & Wellbeing	No Impact
Approx 6 staff would be offered ERVS	
Economic & Social Sustainability	Low Positive
Aspects such as improved and automated processes for payment of suppliers will make a positive contribution to local suppliers.	
Environmental Sustainability, Climate Change and Energy	Medium Positive
Automation would see reduced Management	
Automation would see reduced travel and more flexible access to business processes from a range of locations.	
Summary of Impacts	
Positive Impact	High Medium (1) Low(1)
No Impact (11)	
Negative Impact	High Medium Low
Measures to Reduce/Address Risks and Minimise Any Negative Impacts	
None	

Budget Development Process 2018/19-2020/21 – Savings/Income Generation Options

Savings Option	Modernise how we deliver some services to meet our outcomes
-----------------------	--

Title of Proposal/Option	Removal of Mobile Library Service
---------------------------------	--

Directorate	Communities
--------------------	--------------------

Service Area & ABB Link	Contact Centre/ Libraries/Registrations/ Customer Service Centres/Mobile Libraries/Archives& Local Studies
------------------------------------	---

Narrative Description of Savings Option

Mobile Library Provision

The current mobile library service provides a very ‘traditional’ approach to library services in rural communities within Dumfries and Galloway. It has not evolved over the years and does not target services to maximise resources and ensure the most vulnerable benefit most. The cessation of the current mobile library service will be done in parallel with other service changes (expansion of the library housebound service, for example) which will help ensure our most vulnerable residents still receive services albeit in a different way.

It is acknowledged that this proposal will modernise how we deliver services; and because of this considerable emphasis will be placed on working extensively with existing users to ensure a smooth transition into the new arrangements.

This service is currently delivered by 3.6 FTE staff and a fleet of 4 vehicles.

Current Service Outline

The service operates over 44 individual routes with a total number of 494 “stops”, the majority on a 3 week cycle.

The mobile library service currently attracts 16,742 attendances per year, across the region with 1161 active members and lends 60,947 items.

Nithsdale – 409 members
Annandale – 368 members
Stewartry – 199 members
Wigtownshire – 185 members

Every nursery in the region is linked to a library to provide a Scottish Book Trust Bookbug Explorer Bag to every 3 year old in the region and that will continue. The Library team will continue to work with all schools across the region to give every child a library membership through the delivery of the project loan collection including project kits, artefact boxes, fiction sets, story boxes, story sacks and book bags as well as visits to schools, teacher’s library cards and school visits to libraries.

The mobile library service as well as serving rural customers, delivers to a number of housebound members. In addition the library service also offers a home delivery service, which is carried out by a separate team to the mobile library service. The home delivery service was created to support members with limited mobility or poor health which makes it difficult for them to visit a physical library. The books are delivered every 3 weeks, and members can also request specific books. The proposal is that those members who receive a home delivery service from the mobile library will continue to receive a home delivery service, but this will be carried out by the home delivery service team and absorbed within this teams existing budget. The library service also offers a ‘good neighbour scheme’ which allows books to be collected on a member’s behalf by a relative, friend, or

neighbour. The proposal is that this service, and its benefits, are promoted and members encouraged where possible to use this service.

This would mean increasing the operation of the housebound service from two days each month to four days each month. The increased costs of this would be managed within the Library Exchanges Team existing budget.

The Library team will also work in partnership with communities, voluntary groups and third sector organisations to ensure that the most vulnerable have access to a library service designed around the customers' needs and expectations.

The fleet of mobile library vehicles are of various ages and cover a range of annual miles :

- Mobile A – 15 years of age, 9,000 miles per year
- Mobile B – 2 years of age, 11,600 miles per year
- Mobile C – 12 years of age, 11,500 miles per year
- Mobile D– 6 years of age , 22,000 miles per year

Vehicle A requires to be replaced, vehicles C and D (due to its annual mileage) will also need to be replaced in the next 3-4 years. The cost of replacing each vehicle is approximately £130,000.

Possible re-sale value for each vehicle will vary dependent on age, mileage and condition, with the newest of the vehicles potentially being valued at approx. £15,000.

Savings/Income Generation Option Amounts

2018/19:	£81,268*
2019/20:	£112,537
2020/21:	£112,537

Details on the Calculation of Savings/Income Generation Option Amounts

Operating Costs:-

Fuel & Servicing -	£30,100
Staffing 3.6 FTE * £22.9k -	£82,437
Total -	£112,537

A lead in time has been incorporated allowing £81K to be delivered in the first year,

Details on Staffing Implications and how this will be managed

Staffing 3.6 FTE * £22.9k -	£82,437
-----------------------------	---------

These staff would require to be placed in redeployment or leave Council service through ERVS.

Issues/Concerns Regarding Deliverability of Indicated Savings/Income Generation

Staffing Reduction – Will require ERVS/Redeployment to achieve full saving,

Impact on Council Plan

This will have no negative impact on the delivery of the Council Plan.

Impact Assessment Template Mobile Libraries

Impact Assessment																						
	Potential Impact																					
9 Protected Characteristics	Low Negative																					
<p>Narrative and assessment of Impact (includes staff and service users) on:</p> <p>Age - Low Negative Disability - Low Negative Gender - Neutral Transgender - Neutral Marriage & Civil Partnership - Neutral Pregnancy & Maternity - Neutral Race - Neutral Religion or Belief - Neutral Sexual Orientation - Neutral</p>																						
Human Rights	No impact																					
Health, Health Inequalities & Wellbeing	Low negative																					
Potential low negative impact on mental health and wellbeing and increased social isolation																						
Economic & Social Sustainability	No Impact																					
Environmental Sustainability, Climate Change and Energy Management	Low Positive																					
Reduction of carbon emissions from 4 x 7.5 tonne diesel vehicles																						
Summary of Impacts																						
<p><u>Summary of Impacts</u></p> <table border="1" style="width: 100%; border-collapse: collapse; text-align: center;"> <tbody> <tr> <td style="padding: 2px;">Positive</td> <td style="padding: 2px;">High</td> <td style="padding: 2px;">0</td> <td style="padding: 2px;">Medium</td> <td style="padding: 2px;">0</td> <td style="padding: 2px;">Low</td> <td style="padding: 2px;">1</td> </tr> <tr> <td style="padding: 2px;">No Impact</td> <td colspan="6" style="padding: 2px;">9</td> </tr> <tr> <td style="padding: 2px;">Negative</td> <td style="padding: 2px;">High</td> <td style="padding: 2px;">0</td> <td style="padding: 2px;">Medium</td> <td style="padding: 2px;">0</td> <td style="padding: 2px;">Low</td> <td style="padding: 2px;">3</td> </tr> </tbody> </table>		Positive	High	0	Medium	0	Low	1	No Impact	9						Negative	High	0	Medium	0	Low	3
Positive	High	0	Medium	0	Low	1																
No Impact	9																					
Negative	High	0	Medium	0	Low	3																
Measures to Reduce/Address Risks and Minimise Any Negative Impacts																						
<p>The Library Housebound Service would absorb those most vulnerable housebound customers receiving books from the mobile library service. This would mean increasing the operation of the housebound service from two days each month to four days each month. The increased costs of this would be managed within the Library Exchanges Team existing budget. Any opportunities to collaborate with other service providers will also be maximised.</p>																						

Budget Development Process 2018/19-2019/20 – Savings/Income Generation Options

Savings Option	Reduce or modernise how we deliver some services
----------------	--

Title of Proposal/Option	Reduction of Advice and Information Service Contract (DAGCAS – current commissioned providers)
--------------------------	--

Directorate	Communities
-------------	-------------

Service Area & ABB Link	Business Management
-------------------------	---------------------

Narrative Description of Savings Option

The Council's current Advice and Information Service commission with DAGCAS (value £824K per year) is due to end 31 March 2018.

As agreed at Communities Committee on 5 December 2017 the current Housing Support budget for Advice and Information services and Prison outreach, which is delivered by DAGCAS would also be included in the new main Advice and Information Services. Details of these additional two contracts are as follows:

DAGCAS – Advice and Assistance	£110,725	Open ended contract	Region wide cover
DAGCAS – Prison Outreach	£41,200	Open ended contract	Dumfries
Total	£151,925		

Therefore the total potential value of the new commission would be **£975,925**. This commission will be awarded on a three year term to assist the Council, service users and the service provider to achieve reasonable continuity.

Both Housing support contracts have been in place since 2003 and were commissioned to provide advice and assistance to Homeless clients. However since these have been awarded the legislation has changed and local authorities are now required to provide Housing Options advice (new term for advice and assistance) as part of the Homeless service. Therefore referrals from the service into DAGCAS have significantly reduced and are now very few. The Housing Options work of the Homeless Service is continuing to develop as a new structure and new system is implemented therefore removing the need to refer any cases to external providers.

The homeless improvement plan agreed by Communities Committee is also refocusing the service to ensure the Prison Liaison work is more focused on prevention work therefore the need for a commissioned prison outreach service will significantly reduce from April 2018. The Scottish Prison Service (SPS) have also recently appointed Prison through care workers who are specifically employed to liaise with local services to provide Housing and welfare advice for prisoners. These enhanced services have significantly reduced the requirement for additional contracted services. Further development of the Homeless service Housing Options process and a specific Prison discharge protocol will ensure the statutory services provide a more comprehensive and holistic service.

It is therefore proposed that the current funding £151,925 allocated to these two service areas (Advice & Assistance and Prison Outreach) is reduced by 30%, £45,600. A budget of £106,325 would therefore remain for the revised commission.

This current main commission includes the provision of Money Advice services, promoting Financial

Capability, Maximise household income, advocacy services, and advice on housing, employment, consumer, relationship or related issues. These services are provided across the region. The contract currently assists on average the following number of clients per month:-

Main Advice and Information Contract (824k)	2016/17	2017/18* As at 30/11/17
Benefit Maximisation	185	211
Appeals	30	46
Reconsiderations	12	5
Money Advice	620	350
Employability Referrals	2	1
Total	849	613

Due to the level of information now held on demand for services and other provisions the new 3 year commission is much more evidenced based than previous years. Recommissioning will also take account of the increased range of advice and support that is now available from a variety of providers online, i.e. Money Advice Service, etc. As well as those already provided by the Council's internal Financial Inclusion team. Currently the internal team provide support predominantly to those needing assistance with disability benefits and those needing budgeting support for Universal Credit. There are also a range of commissioned Housing Support providers who provide low level advice and assistance to those who also have housing issues.

The revised commission should focus on assisting clients who are the most vulnerable, and ensure those who need less assistance are signposted to online help or other organisations. Targeting those who need assistance with appeals, reconsiderations and money advice would focus on those in most need. It will promote and strengthen joint working with the Councils FIAT team to provide the best support available to clients. This ensures the current levels of support as indicated above would continue, for the most vulnerable and in need. While still part of the commission monthly monitoring does not currently include information on advocacy services and Housing services. It is recognised there is good work in this area, but the new commission will ensure these key areas which support core Council priorities are also monitored to evidence the work to support the most vulnerable.

The previous commission also included work on consumer advice however this advice is now available via a national helpline therefore there is no longer a need for this locally.

With the introduction of Universal Credit there may be additional demand, however this is not something that is being evidenced by those authorities in those areas which have gone live with full service UC. The DWP have also committed to additional funding to CAB's to assist UC, so this is something that does not need to be commissioned at a local level.

The proposal is to reduce the value of current commission £824,000 by 3%, £24,720.

The new commission targets for services would be adjusted to reflect the reduced funding and clear guidance on the expectations of the internal and external provision to avoid duplication of service provision. Any new performance measures would also reflect the inclusion of Advice and Assistance / prison outreach funding which is currently underutilised.

Savings/Income Generation Option Amounts			
	Main AIS Commission	Housing Support Contracts	Total
2018/19:	£12,360	£22,800	£35,160
2019/20:	£24,720	£45,600	£70,320
2020/21:	£24,720	£45,600	£70,320

The contract which was due to end 31 March 2018 has been extended to 30 September 2018 as per Communities Committee decision on 5 December 2017. As a new procurement process cannot start until after the budget is set in Feb 2018 the earliest savings can be achieved is 1 October 2018.

Details on the Calculation of Savings/Income Generation Option Amounts

Savings would be achieved by reducing the main commission of £824K by 3% - £24,720 and the Housing Support additional contracts by 30% £45,600, giving a total saving of £70,320.

Details on Staffing Implications and how this will be managed

The reduction in funding for this commission may lead to an increase in demand for Financial Inclusion Assessment Team services, however there is unlikely to be any other impacts on Council staffing.

Issues/Concerns Regarding Deliverability of Indicated Savings/Income Generation

Should this saving be agreed, this can be delivered via the appropriate procurement process.

Impact on Council Plan

This will have no negative impact on the delivery of the Council Plan.

Impact Assessment Template Advice and Information Service Contracts

Impact Assessment																													
	Potential Impact																												
9 Protected Characteristics	Low Negative																												
<p>Narrative and assessment of Impact (includes staff and service users) on:</p> <p>Age – DAGCAS commission currently mainly aimed at working age clients, however money advice services and benefit advice can be obtained via various online tools –Low Negative</p> <p>Disability – There are a number of clients that are assisted with claiming disability benefits –Low Negative</p> <p>Gender - no impact</p> <p>Transgender - no impact</p> <p>Marriage & Civil Partnership - no impact</p> <p>Pregnancy & Maternity – no impact</p> <p>Race - no impact</p> <p>Religion or Belief – no impact</p> <p>Sexual Orientation – no impact</p>																													
Human Rights	No Impact																												
Health, Health Inequalities & Wellbeing	No Impact																												
Economic & Social Sustainability	No Impact																												
<p>For clients who are don't have local advice providers or cant access the internet there may be a detrimental effect.</p>																													
Environmental Sustainability, Climate Change and Energy Management	No Impact																												
Summary of Impacts	No Impact																												
<p>Summary of Impacts</p> <table border="1" style="width: 100%; border-collapse: collapse; margin-bottom: 5px;"> <thead> <tr> <th></th> <th>High</th> <th>0</th> <th>Medium</th> <th>0</th> <th>Low</th> <th>0</th> </tr> </thead> <tbody> <tr> <td>Positive</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>No Impact</td> <td>11</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Negative</td> <td>High</td> <td>0</td> <td>Medium</td> <td>0</td> <td>Low</td> <td>2</td> </tr> </tbody> </table>			High	0	Medium	0	Low	0	Positive							No Impact	11						Negative	High	0	Medium	0	Low	2
	High	0	Medium	0	Low	0																							
Positive																													
No Impact	11																												
Negative	High	0	Medium	0	Low	2																							
Measures to Reduce/Address Risks and Minimise Any Negative Impacts																													
<p>Target the commissioned service at the most vulnerable.</p> <p>Better signposting to other support services available to clients in the region. Ensure online options are maximised and referrals to other existing providers is undertaken. The recent Anti-Poverty work has established a list of all providers in the area who support a variety of functions from money advice, housing support, employability and this would be used to assist signposting.</p>																													

Budget Development Process 2018/19-2020/21 – Savings/Income Generation Options

Savings Option	Modernise how we deliver some services to meet our outcomes
-----------------------	--

Title of Proposal/Option	Reduction of Business Support Services Provided to Third Parties
---------------------------------	---

Directorate	EEl
--------------------	------------

Service Area & ABB Link	Economic Development support for small and medium sized businesses
------------------------------------	---

Narrative Description of Savings Option
To reduce payments to Outside Bodies for specific services and expertise to a total sum of £100k.

Savings/Income Generation Option Amounts	
2018/19:	£100,000
2019/20:	£100,000
2020/21:	£100,000

Details on the Calculation of Savings/Income Generation Option Amounts
<p>The annual Tourism budget is £205k. This consists of a Service Level Agreement (SLA) with Visit Scotland where the Council is obliged to pay VisitScotland £170k per annum. It also includes an additional £35k discretionary spend which was agreed by March 2017 EEl Committee to support World Hosts training for the hospitality supply chain delivered by People First. The VisitScotland SLA is up for negotiation at the end of the year with a paper due for Members in March 2018. VisitScotland is on the interim South of Scotland Economic Partnership set to become the new South of Scotland Enterprise Agency. Like the Council, it will desire to achieve better value in its investments and supporting the Dumfries and Galloway Tourism offer. A funding reduction of £40k is proposed from the VisitScotland new SLA.</p> <p>The £35k tourism discretionary spend currently supports World Hosts training for the hospitality supply chain. It is proposed to cease this funding which will save a further £35k.</p> <p>We spend £25k on our Tourism Commission (£21k) for region-wide Dumfries and Galloway data, and £4k on the Scottish Tourism Economic Analytical Model Reports (STEAM) report - specifically for Gretna. This provides intelligence on visitor economic spend and market intelligence. The removal of this spend will save £25k. Alternative data will be explored for the region-wide Dumfries and Galloway data through the new Enterprise Agency.</p>

Details on Staffing Implications and how this will be managed
There are no staffing implications.

Issues/Concerns Regarding Deliverability of Indicated Savings/Income Generation
No specific issues are envisaged.

Impact on Council Plan
This will have no negative impact on the delivery of the Council Plan.

Impact Assessment Template ED Business Support Services to Third Parties

Impact Assessment	
	Potential Impact
9 Protected Characteristics	No Impact
<p>Narrative and assessment on Impact (includes staff and service users) on:</p> <p>Age – neutral. Disability – neutral Gender – neutral Transgender – neutral Marriage & Civil Partnership – neutral Pregnancy & Maternity – neutral Race – neutral Religion or Belief – neutral Sexual Orientation - neutral</p>	
Human Rights	No Impact
NA	
Health, Health Inequalities & Wellbeing	No Impact
NA	
Economic & Social Sustainability	Low Negative
Will reduce the available public sector funds to support economic priorities	
Environmental Sustainability, Climate Change and Energy Management	No Impact
NA	
Summary of Impacts	No Impact
Positive Impact	High Medium Low
No Impact 12	
Negative Impact	High Medium Low - 1
Measures to Reduce/Address Risks and Minimise Any Negative Impacts	
Work collaboratively with partners to utilise existing funds to lever new opportunities. Utilise existing in-kind resources in a smarter way. Utilise different channels to promote activities.	

Budget Development Process 2018/19-2020/21 – Savings/Income Generation Options

Savings Option	Modernise how we deliver some services to meet our outcomes
----------------	---

Title of Proposal/Option	Total Facilities Management
--------------------------	-----------------------------

Directorate	EEI
-------------	-----

Service Area & ABB Link	All Directorates
-------------------------	------------------

Narrative Description of Savings Option	
<p>Year 1 saving would be achieved with the remodelling of the cleaning service as highlighted in detail below.</p> <p>To achieve any saving associated with the ERVS applications the cleaning service will have to undergo a remodelling.</p> <p>Over the last 18 months the service has implemented various “test of change” cleaning models in anticipation of radically remodelling the service to offer savings, the various pilots include –</p> <ul style="list-style-type: none"> • Reducing office cleaning from 3 to 2 days i.e. Irish Street • 5 to 4 school cleaning at new Dalbeattie campus <p>These “test of change” models have highlighted areas that have allowed the service to further offer a radical remodelling of our building cleaning in relation to supporting the 33 applications for ERVS, this remodelling will impact on all buildings as listed below:</p> <ol style="list-style-type: none"> 1. Buildings that have Council staff users only 2. Buildings that have both staff and customer contact areas 3. Schools small rural 4. Large non rural schools <p>There will be various cleaning models implemented:</p> <ul style="list-style-type: none"> • Non-public contact buildings/areas will move to self-clean by staff with a monthly due diligence check and hygiene clean/mechanical clean i.e. vacuuming. These buildings will move from a 3 day clean to either a 2,1 or no weekly cleans with a monthly due diligence check supported with a mechanical clean. • In some buildings a multi-skilled staff member would replace cleaners for example a Facilities Building Assistant. • Mobile cleaning teams would undertake the cleaning of some buildings. • Additional large school will implement a 4 day clean. • Small rural school cleaning should be reduced as phase one to a 4 day clean and then as part of a remodelling of Total Facilities Management be merged with the janitors role in line with the “Facilities Building Assistant” <p>Year 2 and 3 will be delivered as the Total Facilities Model is rolled out.</p> <p>In year 1 a review in the way in which property management and facilities management services (Hard & Soft) are provided to the all properties of our Council with a view to provide recommendations to redesign the current delivery under a TFM model to deliver savings, support communities, generate external income and support service delivery.</p> <p>Typically FM is split into two areas of ‘hard’ and ‘soft’ services. The hard services relate to the actual fabric and building systems and might also be considered as the more traditional Property Management services</p> <p>There is no single definition of Facilities Management (FM) and no specific model of its scope and</p>	

activities (open book), as a general overview FM can be looked at as a profession that encompasses multiple disciplines to ensure functionality of the built environment by integrating people, place, process and technology'. FM activities are based on historic ways of doing things, organisational culture and pragmatic experience of what works well. FM does have a primarily operational focus with there also being an important strategic element to it, any new Total Facilities Management (TFM) model needs to be consistent to, and supportive of, wider council objectives.

FM is quite simply the management of buildings and services. This sounds familiar territory close to Property Management (PM), FM originally developed from PM and the two are fundamentally linked. However, FM has a much wider definition than traditional PM services.

FM services should encompass the management of buildings and real estate to maintain and increase their value by providing maintenance support, project management and user management during the building life cycle.

The integration of multi-disciplinary activities within the built environment and the management will impact upon people and the workplace'.

The term FM is used to cover the vast range of services delivered to a customer's building or estate (multiple buildings either on a single site or across a region) FM covers a large variety of services delivered to a building or estate with services ranging from; building maintenance, electrical inspections, cleaning, reception, pest control, security, waste management and much more.

FM can be delivered as 'single service streams', however as activities in customers' buildings change or as the business grows and the estate expands/reduces, managing multiple service lines and contracts can become a significant drain on existing various fragmented teams. To combat this, a strategy towards combining FM services under a TFM model in order to improve the effectiveness of operations and efficiencies should be considered.

A one-stop TFM model can combine multiple single service streams across both hard and soft services to operate them together in order to minimise management duplication offer efficiencies and streamline operations of facility services.

A TFM model will provide a single-point of contact for the organisation, can guarantee that the estate is managed in the correct manner e.g. statutory compliance, and allow for synergies/multiskilling within our workforce activities etc. A successful TFM model can have an integral part to play in strategic planning.

Savings/Income Generation Option Amounts

2018/19:	£75,000
2019/20:	£350,000
2020/21:	£350,000

Details on the Calculation of Savings/Income Generation Option Amounts

The cleaning only saving (year 1) is based 50% of total budget (£200k) relating to 33 staff being released from employment through ERVS based on total budget allocation. Year 1 will require significant consultation and mitigation (remodelling) of service delivery measures before implementing, therefore the saving has been reduced to £75k in the first year. Year 2 & 3 savings will be identified in year 1 as part of the TFM review

With the large economic challenge associated with savings it would be prudent to look at a TFM model and redesign the services based on economies of scale and establish a service that removes duplication and offers significant efficiencies/savings.

A TFM model will meet key principles embedded within our re-organisation strategy, allowing the service to be designed and planned around both our internal and external customers, a new simplified structure that supports ERVS applications and is fit for purpose would be developed as to allow innovation and shared practice to be considered across our organisation to ensure both strategic and commercial alignment.

Details on Staffing Implications and how this will be managed

In year 1 the cleaning service will require remodelling and as such some staff will see displacement due to the remodelling.

Year 2 & 3 this will be managed through staff and trade union consultation

Review the way in which property management and facilities management services (Hard & Soft) are provided to the all properties of our Council with a view to provide recommendations to redesign the current delivery under a TFM model to deliver savings, support communities, generate external income and improve service delivery.

Issues/Concerns Regarding Deliverability of Indicated Savings/Income Generation

This review will require 300+ buildings to be reviewed and re-engineer delivery to match staff and multi post operatives so as to achieve a sustainable model.

- * Note- Buildings with customer contact would be subject to an individual building assessment.
- * Note temporary posts that are currently less than 18 months service will be identified as to support the savings highlighted.

Review the way in which property management and facilities management services (Hard & Soft) are provided to the all properties of our Council with a view to provide recommendations to redesign the current delivery under a TFM model to deliver savings, support communities, generate external income and improve service delivery.

Typically FM is split into two areas of 'hard' and 'soft' services. The hard services relate to the actual fabric and building systems and might also be considered as the more traditional PM services, the below lists are not exhaustive -

With the large economic challenge associated with savings it would be prudent to look at a TFM model and redesign the services based on economies of scale and establish a service that removes duplication and offers significant efficiencies/savings.

A TFM model will meet key principles embedded within our re-organisation strategy, allowing the service to be designed and planned around both our internal and external customers, a new simplified structure that will be streamlined and fit for purpose would be developed as to allow innovation and shared practice to be considered across our organisation to ensure both strategic and commercial alignment.

Impact on Council Plan

This will have no negative impact on the delivery of the Council Plan.

Impact Assessment Template Total FM

Impact Assessment	
	Potential Impact
9 Protected Characteristics	Low Negative
<p>Narrative and assessment on Impact (includes staff and service users) on:</p> <p>Age – neutral. Disability – neutral Gender – Low Negative, ERVS will be for cleaners who are predominantly female. Transgender – neutral Marriage & Civil Partnership – neutral Pregnancy & Maternity – neutral Race – neutral Religion or Belief – neutral Sexual Orientation - neutral</p>	
Human Rights	No Impact
Health, Health Inequalities & Wellbeing	No Impact
<p>Staff will need to adopt a culture of “ Find it Clean – Keep it Clean” in relation to phase one “cleaning” of the Total Facilities Management model</p>	
Economic & Social Sustainability	No Impact
Environmental Sustainability, Climate Change and Energy Management	No Impact
<p>Improved building management may reduce energy consumption i.e. reduced cleaning</p>	
Summary of Impacts	
Positive Impact	High Medium Low
No Impact 12	
Negative Impact	High Medium Low 1
Measures to Reduce/Address Risks and Minimise Any Negative Impacts	
<p>Impact assessment only relates to year one (cleaning)</p> <p>Staff communication on any change of building management in relation to cleaning will take place prior to any changes in provision</p>	

Budget Development Process 2018/19-2020/21 – Savings/Income Generation Options

Savings Option	Modernise how we deliver some services to meet our outcomes
-----------------------	--

Title of Proposal/Option	Devolved School Management Scheme Balances
---------------------------------	---

Directorate	CYPLL
--------------------	--------------

Service Area & ABB Link	Education - DSM
------------------------------------	------------------------

Narrative Description of Savings Option	
<p>Schools receive their budget under the Devolved School Management Scheme (DSM). Since the Devolved School Management Scheme operates on a formula basis, changes in staff and pupil numbers affect the actual amount to be allocated out to schools on an annual basis. This can leave a small reserve.</p> <p>Under the terms of the scheme, schools are able to carry forward balances up to a maximum of 2.5% to ensure prudent budgeting by head teachers and management of improvement plans that cross the academic and financial years. The amount in reserves includes the carry forward money at any given time as well as the balances from any school that exceeds their maximum carry forward.</p> <p>This saving is a proportion of the element of the reserve that is not associated with an agreed carry forward within the 2.5%.</p> <p>Balances in DSM allow the Service to react to changes throughout the year, provide and to support school budgets through exceptional circumstances. The total scheme amounts to circa £90M.</p>	

Savings/Income Generation Option Amounts	
2018/19:	£150,000
2019/20:	£150,000
2020/21:	£150,000

Details on the Calculation of Savings/Income Generation Option Amounts	
<p>The amount proposed as savings reflects surplus currently held within the DSM Scheme and which projections suggest will not be required and is approximately 0.2% of the total scheme.</p>	

Details on Staffing Implications and how this will be managed	
<p>No staffing implications</p>	

Issues/Concerns Regarding Deliverability of Indicated Savings/Income Generation	
<p>This is a straightforward reduction in available DSM funding. Allocations will be contained within available funding.</p>	

Impact on Council Plan	
<p>This will have no negative impact on the delivery of the Council Plan.</p>	

Impact Assessment Template – DSM Balances

Impact Assessment																						
	Potential Impact																					
9 Protected Characteristics	No impact																					
<p>Narrative and assessment on Impact (includes staff and service users) on:</p> <p>Age – this is a saving which affects the balances of the budgets that are used to support children and young people of school age. There is no direct impact. Disability – neutral Gender – neutral Transgender – neutral Marriage & Civil Partnership – neutral Pregnancy & Maternity – neutral Race – neutral Religion or Belief – neutral Sexual Orientation - neutral</p>																						
Human Rights	No impact																					
Health, Health Inequalities & Wellbeing	No impact																					
Economic & Social Sustainability	No impact																					
Environmental Sustainability, Climate Change and Energy Management	No impact																					
Summary of Impacts																						
<table border="1"> <tbody> <tr> <td>Positive</td> <td>High</td> <td>0</td> <td>Medium</td> <td>0</td> <td>Low</td> <td>0</td> </tr> <tr> <td>No Impact</td> <td>13</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Negative</td> <td>High</td> <td>0</td> <td>Medium</td> <td>0</td> <td>Low</td> <td>0</td> </tr> </tbody> </table>		Positive	High	0	Medium	0	Low	0	No Impact	13						Negative	High	0	Medium	0	Low	0
Positive	High	0	Medium	0	Low	0																
No Impact	13																					
Negative	High	0	Medium	0	Low	0																
Measures to Reduce/Address Risks and Minimise Any Negative Impacts																						
No risk as contingency not being applied year on year																						

Budget Development Process 2018/19- Savings/Income Generation Options

Savings Option	Modernise how we deliver some services to meet our outcomes
-----------------------	--

Title of Proposal/Option	Integration - reduce commissioned funding and non-filling of identified vacancies.
---------------------------------	---

Directorate	CYPLL
--------------------	--------------

Service Area & ABB Link	CYPLL – Early Learning and Childcare – Children’s Integration
------------------------------------	--

Narrative Description of Savings Option	
<p>The Integration Budget savings will come from the reduction in funding for</p> <ul style="list-style-type: none"> • part funding of NHS posts • Third Sector commissions • Additional Support for learning team vacancies <p>The funding identified provides a total of £314,000 savings.</p>	

Savings/Income Generation Option Amounts	
2018/19:	£314,000
2019/20:	£314,000
2020/21:	£314,000

Details on the Calculation of Savings/Income Generation Option Amounts	
Third Sector Commissioned Service – non statutory (£156,000)	
<p>Savings will come from the Early Years Scotland (region wide) targeted play support for parents and children following commissioned service, which will not have its contract renewed for 2018/19. There is currently a 3 month rolling contract, which will be the required notice period. The contract currently delivers services that provide safe and stimulating environments for parents and children to play together, opportunities for parents to meet other parents, structured play experiences for parents and children, advice and support to parents around play - in order to promote the development of strong parent-child relationships.</p> <p>These outcomes are delivered through targeted groups and one to one sessions, and open access groups (Stay and Play (Messy Play, Baby Play)).</p> <p>The extension of Early Learning and Childcare provides significant additional initial supports to children in their earliest years, ultimately an increase from 475 hours, when this EYS was first commissioned to 1140 hours (including 2 year olds). This is an alternative approach to supporting families in their earliest years.</p>	
<ul style="list-style-type: none"> • NHS Dumfries and Galloway Posts (£83,000) 	
Public Health Nurse post – half time funding for a vacant post. (£23,000)	
Part funding for a Consultant posts.	
Funding has been provided on an annual basis, as a result of the origins of the Integration Budget as a partnership fund. However, these funds are included in the Council’s general GAE allocation.	

Additional Support for Learning - Supporting Learners Service - staff vacancies and removal of a resource fund - (£60,000)

The Service is carrying a number of vacancies and the proposal is to not fill them. The impact on the Service will be mitigated by reprioritising staff in line with wider changes to the Service.

Additional Support for Learning - Educational Psychology – 0.2 vacancy of a full time post – (£15,000)

Due to changes in work patterns a 0.2 vacancy has emerged that cannot easily be filled.

Details on Staffing Implications and how this will be managed

There are no Council staffing implications from the savings included in this template.

Issues/Concerns Regarding Deliverability of Indicated Savings/Income Generation

Early Years provision has seen continuing investment through: the extension of Early Learning and Childcare – extension of hours and to 2 year olds; and the development of the Early Intervention Team (Social Work). There can be no direct like for like replacement because this would have TUPE implications for the Service

ASL - the impact on the provision of support into schools will be minimal.

Impact on Council Plan

No impact as modest reduction will be offset through alternative approaches.

Impact Assessment Template – Integration - reduce commissioned funding and non-filling of identified vacancies.

Impact Assessment																						
	Potential Impact																					
9 Protected Characteristics	Low Negative																					
<p>Narrative and assessment on Impact (includes staff and service users) on:</p> <p>Age – Low Negative - this is a saving which affects the budgets that are used to support children and young people of school age and in the early years. Disability – neutral Gender – neutral Transgender – neutral Marriage & Civil Partnership – neutral Pregnancy & Maternity – neutral Race – neutral Religion or Belief – neutral Sexual Orientation - neutral</p>																						
Human Rights	No impact																					
Health, Health Inequalities & Wellbeing	No impact																					
Economic & Social Sustainability	No impact																					
Environmental Sustainability, Climate Change and Energy	No impact																					
Summary of Impacts																						
<table border="1"> <tbody> <tr> <td>Positive</td> <td>High</td> <td>0</td> <td>Medium</td> <td>0</td> <td>Low</td> <td>0</td> </tr> <tr> <td>No Impact</td> <td></td> <td>12</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Negative</td> <td>High</td> <td>0</td> <td>Medium</td> <td>0</td> <td>Low</td> <td>1</td> </tr> </tbody> </table>		Positive	High	0	Medium	0	Low	0	No Impact		12					Negative	High	0	Medium	0	Low	1
Positive	High	0	Medium	0	Low	0																
No Impact		12																				
Negative	High	0	Medium	0	Low	1																
Measures to Reduce/Address Risks and Minimise Any Negative Impacts																						
<p>The resource transfer to NHS would be negotiated to ensure the partnership working considered any negative impacts. Given the scale of the partnership between the two large organisations, this is a small fund.</p> <p>In the context of the new financial environment, the funding of the existing EYS project against existing outcomes is no longer sustainable. The ongoing investment in provision for families with children in their earliest years through the extension to 600 hours of Early Learning and Childcare, now being extended to 1140 hours, reflects the national strategy to give children the best start in life through increased access to universal provision.</p> <p>The other relevant area of investment is the Intensive Family Support Service, a Social Work Service to support families at a time of crisis through bespoke packages of support. Including the early intervention approaches - parenting programmes, resilience building for children and young carers.</p> <p>The impact on Supporting Learners Service will be mitigated by a reprioritisation of activities across the Service, with an increased focus on in-school support.</p>																						

Budget Development Process 2018/19-2020/21 – Savings/Income Generation Options

Savings Option	Modernise how we deliver some services to meet our outcomes
-----------------------	--

Title of Proposal/Option	Secondary Reduction in Core Funding (DSM)
---------------------------------	--

Directorate	CYPLL
--------------------	--------------

Service Area & ABB Link	Education – Core Secondary Funding
------------------------------------	---

Narrative Description of Savings Option
<p>Reduction of an average of 12 % per school in values attributed to formula items such as resources/photocopying/minor décor and repairs/staff travel etc.</p> <p>The core DSM in secondary schools is calculated for each school based on three factors –a core allocation plus a rate per member of staff and a rate for the number of pupils. This proposal reduces each element as set out below. PPP schools will be proportionately reduced.</p> <p>Figures below are based on averages. In order to recognise additional considerations for schools in areas of deprivation, the model of reduction will be amended accordingly to take account of numbers of pupils eligible for Free School Meals. Currently 14% of pupils in our school roll are in receipt of Free School meals.</p>

Savings/Income Generation Option Amounts	
2018/19:	£102,279
2019/20:	£102,279
2020/21:	£102,279

Details on the Calculation of Savings/Income Generation Option Amounts
<p>Lump sum Reduced by £500/school (9% reduction) Staff Rate reduced by £20/staff fte (8% reduction) Pupil Rate reduced by £10/pupil (17% reduction), adjusted to remove the reduction for FSM pupils to £8.60/pupil (14%)</p> <p>Overall this is a reduction of between 10% and 15% per school</p> <p>Notes; Currently SecondaryPPP schools do not receive the repairs and décor element of the allocation, and a reduced allocation is core items as follows (all in £): Core allocation – our schools 5755 PPP 5371 Reduced by 384 Staff allocation – our schools 259 for FTE PPP 242 per FTE Reduced by 17 per fte Pupil allocation – our schools 60 per pupil PPP 57 per pupil reduced by 3 per pupil</p> <p>The calculation on the template is based on the reductions shown as a flat rate, so Core allocation – our schools 5755, reducing to 5255 PPP 5371, reducing to 4871 Staff allocation – our schools 259 for FTE , reducing to 239 per fte PPP 242 per FTE, reducing to 222 per fte Pupil allocation – our schools 60 per pupil, reducing to 51.40 per pupil PPP 57 per pupil, reducing to 48.40 per pupil</p>

Details on Staffing Implications and how this will be managed
No staffing implications
Issues/Concerns Regarding Deliverability of Indicated Savings/Income Generation
This is deliverable as it is a budget reduction. The modest decrease should be offset by increased efficiency. However this will reduce the ability of head teachers to refresh resources and respond to requests for minor repairs, which may put pressure on other budgets.
Impact on Council Plan
This will have no negative impact on the delivery of the Council Plan.

Impact Assessment Template – Secondary Core Funding (DSM)

Impact Assessment																						
	Potential Impact																					
9 Protected Characteristics	No Impact																					
<p>Narrative and assessment on Impact (includes staff and service users) on:</p> <p>Age – Neutral this is a saving which affects the budgets that are used to support children and young people of school age. This is a proportionately small saving and can be managed.</p> <p>Disability – neutral Gender – neutral Transgender – neutral Marriage & Civil Partnership – neutral Pregnancy & Maternity – neutral Race – neutral Religion or Belief – neutral Sexual Orientation - neutral</p>																						
Human Rights	No impact																					
Health, Health Inequalities & Wellbeing	No impact																					
Economic & Social Sustainability	No impact																					
Environmental Sustainability, Climate Change and Energy Management	No impact																					
Summary of Impacts																						
<table border="1"> <tbody> <tr> <td>Positive</td> <td>High</td> <td>0</td> <td>Medium</td> <td>0</td> <td>Low</td> <td>0</td> </tr> <tr> <td>No Impact</td> <td>13</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Negative</td> <td>High</td> <td>0</td> <td>Medium</td> <td>0</td> <td>Low</td> <td>0</td> </tr> </tbody> </table>		Positive	High	0	Medium	0	Low	0	No Impact	13						Negative	High	0	Medium	0	Low	0
Positive	High	0	Medium	0	Low	0																
No Impact	13																					
Negative	High	0	Medium	0	Low	0																
Measures to Reduce/Address Risks and Minimise Any Negative Impacts																						
Continued good financial management by headteachers through monitoring of budgets and performance will limit the risk.																						

Budget Development Process 2018/19-2020/21 – Savings/Income Generation Options

Savings Option	Modernise how we deliver some services to meet our outcomes
-----------------------	--

Title of Proposal/Option	Primary Reduction in Core Funding (DSM)
---------------------------------	--

Directorate	CYPLL
--------------------	--------------

Service Area & ABB Link	Education – Core Primary Funding
------------------------------------	---

Narrative Description of Savings Option	
<p>This saving option proposes a reduction of an average of 15 % per school in the element of the core devolved budget which is non-staff related i.e. in values attributed to formula items such as resources/photocopying/minor décor and repairs/staff travel etc.</p> <p>The core DSM in primary schools is calculated for each school based on three factors –a core allocation plus a rate per member of staff and a rate for the number of pupils. This proposal reduces each element as set out below. NB. PPP schools will be proportionately reduced.</p> <p>Figures below are based on averages. In order to recognise additional considerations for schools in areas of deprivation, the model of reduction will be amended accordingly to take account of numbers of pupils eligible for Free School Meals. Currently 14% of pupils in our school roll are in receipt of Free School meals.</p>	

Savings/Income Generation Option Amounts	
2018/19:	£111,375
2019/20:	£111,375
2020/21:	£111,375

Details on the Calculation of Savings/Income Generation Option Amounts	
<p>Lump sum Reduced by £200/school (11% reduction) Staff Rate reduced by £10/staff fte (12% reduction) Pupil Rate reduced by £8/pupil (20% reduction) adjusted to remove the reduction for FSM pupils to £6.88/pupil (17%)</p> <p>Overall this is a reduction of between 10% and 24% per school</p> <p>Notes; PPP Primary Schools do not receive the repairs and décor element of the allocation, and a reduced allocation is core items as (in £): Core allocation – our schools 1835 PPP 1475 Reduced by 360 Staff allocation – our schools 83 for FTE PPP 69 per FTE Reduced by 14 per fte Pupil allocation – our schools 41 per pupil PPP 35 per pupil reduced by 6 per pupil</p> <p>The calculation on the template is based on the reductions shown as a flat rate, so Core allocation – our schools 1835, reducing to 1635 PPP 1475, reducing to 1275 Staff allocation – our schools 83 for FTE , reducing to 73 per fte PPP 69 per FTE, reducing to 59 per fte Pupil allocation – our schools 41 per pupil, reducing to 34.12 per pupil PPP 35 per pupil, reducing to 28.12 per pupil</p>	

Details on Staffing Implications and how this will be managed	
No staffing implications	

Issues/Concerns Regarding Deliverability of Indicated Savings/Income Generation

This is deliverable as it is a budget reduction. The modest decrease should be offset by increased efficiency. However this will reduce the ability of head teachers to refresh resources and respond to requests for minor repairs, which may put pressure on other budgets.

Impact on Council Plan

This will have no negative impact on the delivery of the Council Plan.

Impact Assessment Template – Primary Core Funding (DSM)

Impact Assessment																						
	Potential Impact																					
9 Protected Characteristics	No impact																					
<p>Narrative and assessment on Impact (includes staff and service users) on:</p> <p>Age – this is a saving which affects the budgets that are used to support children and young people of school age. This is a proportionately small saving and can be managed.</p> <p>Disability – neutral Gender – neutral Transgender – neutral Marriage & Civil Partnership – neutral Pregnancy & Maternity – neutral Race – neutral Religion or Belief – neutral Sexual Orientation - neutral</p>																						
Human Rights	No impact																					
Health, Health Inequalities & Wellbeing	No impact																					
Economic & Social Sustainability	No impact																					
Environmental Sustainability, Climate Change and Energy Management	No impact																					
Summary of Impacts																						
<table border="1"> <tbody> <tr> <td>Positive</td> <td>High</td> <td>0</td> <td>Medium</td> <td>0</td> <td>Low</td> <td>0</td> </tr> <tr> <td>No Impact</td> <td>13</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Negative</td> <td>High</td> <td>0</td> <td>Medium</td> <td>0</td> <td>Low</td> <td>0</td> </tr> </tbody> </table>		Positive	High	0	Medium	0	Low	0	No Impact	13						Negative	High	0	Medium	0	Low	0
Positive	High	0	Medium	0	Low	0																
No Impact	13																					
Negative	High	0	Medium	0	Low	0																
Measures to Reduce/Address Risks and Minimise Any Negative Impacts																						
Continued good financial management by head teachers through monitoring of budgets and performance will limit the risk.																						

Budget Development Process 2018/19-2020/21 – Savings/Income Generation Options

Savings Option	Modernise how we deliver some services to meet our outcomes
-----------------------	--

Title of Proposal/Option	School Support (non ASL)
---------------------------------	---------------------------------

Directorate	CYPLL
--------------------	--------------

Service Area & ABB Link	Primary Core Budget – Salaries SJC Secondary Core Budget – Salaries SJC
------------------------------------	--

Narrative Description of Savings Option
<p>For school based staff, this will require each part of the service to be restructured to re-allocate formula across all sites. To minimise negative impact, it would not be possible to allow all ERVS applicants to leave, particular from an individual site.</p> <p>The current budget for School Support Staff is approx. £5.2M, therefore the proposed saving equates to a 5% Reduction.</p> <p>For clerical staff, this can be managed by a temporary levy per school to fund replacements in each of the schools where staff are successful in achieving ERVS. Contracts would be reduced per school at the point of the next vacancy offsetting the rate of the levy.</p> <p>For Facilities Assistants/Playground Supervisors – these could be supported through review of formula and models of engagement, particularly across Dumfries Learning Town.</p>

Savings/Income Generation Option Amounts	
2018/19:	£296,318
2019/20:	£296,318
2020/21:	£296,318

Details on the Calculation of Savings/Income Generation Option Amounts
<p>Clerical Staff - 6fte x minimum Living Wage - £ 15,975 plus on costs at 31% = £20,927 x 6fte = £125,562 (levy of £24/school)</p> <p>Support Managers - 2 fte x £30,897 plus on costs at 31% 9578 = £40,475 x 2 = £80,950, less backfill required at lower grade to change model of working £22,499 – Savings of £58,451</p> <p>Facilities Assistants/Playground Supervisors – 2.36fte x £ 15,975 plus on costs at 31% = £20,927 = £49,410</p> <p>Central team – redeployment of staff to Early Learning & Childcare training and 1 x ERVS – reduction of 2 posts at Band 7 - £24,006 x 2 = £48012 + on costs at 31% = £62,895</p> <p>Part year savings in year will need to be offset by reserves to achieve full savings.</p>

Details on Staffing Implications and how this will be managed

Support staff would reduce by approx. 5% and would be dependent on remodelling options.

It would be necessary to look across areas to “share” the additional support required from all schools in order to ensure no school lost out disproportionately. Therefore this saving will mean an average of 5 % reduction of clerical support hours across the whole estate rather than any area taking a bigger reduction. Mitigation will be through more efficient practices supported through technological advances.

Issues/Concerns Regarding Deliverability of Indicated Savings/Income Generation

Staffing reduction - Will require ERVS/Redeployment to achieve full saving.

Impact on Council Plan

This will have no negative impact on the delivery of the Council Plan as any reduction in hours can be offset by more efficient practices supported through technological advances.

Impact Assessment Template – School Support

Impact Assessment																						
	Potential Impact																					
9 Protected Characteristics	Low Negative																					
<p>Narrative and assessment on Impact (includes staff and service users) on:</p> <p>Age – this is a saving which affects the budgets that are used to support children and young people of school age but there is no direct impact on pupils. Disability – neutral Gender – this will affect predominately female staff in school support roles where they have applied for ERVS. Transgender – neutral Marriage & Civil Partnership – neutral Pregnancy & Maternity – neutral Race – neutral Religion or Belief – neutral Sexual Orientation - neutral</p>																						
Human Rights	No impact																					
Health, Health Inequalities & Wellbeing	No impact																					
Economic & Social Sustainability	No impact																					
Environmental Sustainability, Climate Change and Energy Management	No impact																					
Summary of Impacts																						
<table border="1"> <tbody> <tr> <td>Positive</td> <td>High</td> <td>0</td> <td>Medium</td> <td>0</td> <td>Low</td> <td>0</td> </tr> <tr> <td>No Impact</td> <td>11</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Negative</td> <td>High</td> <td>0</td> <td>Medium</td> <td>0</td> <td>Low</td> <td>2</td> </tr> </tbody> </table>		Positive	High	0	Medium	0	Low	0	No Impact	11						Negative	High	0	Medium	0	Low	2
Positive	High	0	Medium	0	Low	0																
No Impact	11																					
Negative	High	0	Medium	0	Low	2																
Measures to Reduce/Address Risks and Minimise Any Negative Impacts																						
Continued good management by head teachers and school support managers will ensure consistent and effective school support through use of technology and revised working practices.																						

Budget Development Process 2018/19-2020/21 – Savings/Income Generation Options

Savings Option	Modernise how we deliver some services to meet our outcomes
-----------------------	--

Title of Proposal/Option	Replacement of Standardised Assessment
---------------------------------	---

Directorate	CYPLL
--------------------	--------------

Service Area & ABB Link	Primary Core Budget – Payments to other Agencies Secondary Core Budget – Payments to other Agencies
------------------------------------	--

Narrative Description of Savings Option

Since 2011 all schools have used a form of standardised assessment in order to support improvement and also to aid Member scrutiny of performance. These measures were introduced on request from members and from head teachers who sought consistent and reliable data for performance reporting. KPIs within the business plan and the various reports on council priorities and commitments are based on the outcomes of this data.

From 2017/18 Scottish Government has required schools now use the Scottish National Standardised Assessments (SNSA).

These have been retained in the current year to allow time to familiarise with the data available from the new format of Assessments, and to comply with Member expectations on data available for reporting and scrutiny.

This proposal removes the existing assessments and replaces them with the new SNSA for use for benchmarking and analysis of pupil attainment in primary schools and throughout the Broad General Education. This should, over time, provide new benchmarks / key performance measures for members.

Savings/Income Generation Option Amounts

2018/19:	£60,000
-----------------	---------

2019/20:	£60,000
-----------------	---------

2020/21:	£60,000
-----------------	---------

Details on the Calculation of Savings/Income Generation Option Amounts

Cost of existing provision

Details on Staffing Implications and how this will be managed

No staffing implications

Issues/Concerns Regarding Deliverability of Indicated Savings/Income Generation

This saving assumes that the requirement to report on existing KPIs will no longer be required.

Impact on Council Plan

This will have no negative impact on the delivery of the Council Plan.

Impact Assessment Template – Standardised Assessments

Impact Assessment	
	Potential Impact
9 Protected Characteristics	No impact
<p>Narrative and assessment on Impact (includes staff and service users) on:</p> <p>Age – neutral. Disability – neutral Gender – neutral Transgender – neutral Marriage & Civil Partnership – neutral Pregnancy & Maternity – neutral Race – neutral Religion or Belief – neutral Sexual Orientation - neutral</p>	
Human Rights	No impact
Health, Health Inequalities & Wellbeing	No impact
Economic & Social Sustainability	No impact
Environmental Sustainability, Climate Change and Energy Management	No impact
Summary of Impacts	
Positive Impact	High Medium Low
No Impact	13
Negative Impact	High Medium Low
Measures to Reduce/Address Risks and Minimise Any Negative Impacts	
<p>The new Scottish National Standardised Assessments will replace the current process and reporting measures will be agreed within the forthcoming business plan to assist them in their scrutiny role with the new assessments.</p>	

Budget Development Process 2018/19-2020/21 – Savings/Income Generation Options

Savings Option	Modernise how we deliver some services to meet our outcomes
-----------------------	--

Title of Proposal/Option	Refocusing Community Safety activities
---------------------------------	---

Directorate	Communities
--------------------	--------------------

Service Area & ABB Link	Civic and Local Services Resilience and Community Safety
------------------------------------	---

Narrative Description of Savings Option

The Council currently carries out a wide range of activities that support Community Safety and in addition to this has an annual discrete Community Safety net budget of £1,144,051. Due to internal staffing issues the service has not required to fully use this budget. A saving of £125,000 could be achieved through the removal of this budget and the refocusing of Community Safety Enforcement Officers' duties. The impact on the public would be less than it may have been in previous years, given the recent change in management of ASB cases by DGHP. This £125k reduction would mean the Council is still maintaining funding for Community Safety at a good level given our region is one of the safest places in the UK.

Patrols are currently input based rather than demand oriented, and it is likely that patterns could be amended and refocused without impacting on Community Safety. Therefore whilst we will maintain a service across the region, we need to ensure we target our resources to communities who feel less safe. Likewise we want to support communities who are willing to undertake a range of activities that promote both Community Safety and Resilience. A key issue for taking the service forward will be engagement with local communities to identify priority issues in their areas, and assist in prioritising those localities where intervention is most needed. Other than the need to maintain an ASB strategy the function is discretionary. Patrol patterns could be reviewed with minimal impact on public safety given the ability to work more closely with colleagues in the Community Assets function, and activity would be monitored and managed to ensure income levels were maintained, again through more effective joint working with partners including Community Assets, Ward Managers and Officers, and Police Scotland. All of this is in line with the paper on refocusing the Community Safety team agreed by the Communities Committee in January 2017.

Savings/Income Generation Option Amounts

2018/19:	£125,000
2019/20:	£125,000
2020/21:	£125,000

The projected savings relate to the refocusing of Community Safety. The savings are sustainable due to the current vacancies within the service.

Details on the Calculation of Savings/Income Generation Option Amounts

The saving of £125k is based on the removal of vacant posts (4.34 FTE) and pending approval of one ERVS.

Details on Staffing Implications and how this will be managed

The refocusing does not require staffing reductions. The extent of the change can be achieved through the removal of vacancies and the pending approval of one ERVS.

Issues/Concerns Regarding Deliverability of Indicated Savings/Income Generation

To support the delivery of the identified savings no barriers to achieving the amount have been identified.

Impact on Council Plan

This will have a minimal impact on the delivery of the Council Plan. The Council will continue to promote activities that keep our communities safe and retain a discrete Community Safety budget of £1m per annum.

Impact Assessment Template Community Safety

Impact Assessment																						
	Potential Impact																					
9 Protected Characteristics	No Impact																					
<p>Narrative and assessment of Impact (includes staff and service users) on: Age – no impact Disability – no impact Gender – no impact Transgender – no impact Marriage & Civil Partnership – no impact Pregnancy & Maternity - no impact Race - no impact Religion or Belief - no impact Sexual Orientation - no impact All of the above characteristics should be assessed individually (e.g. High positive, low negative etc.) and have a corresponding narrative to support the assessment (e.g. likely to impact catering staff which are predominately female). A total assessment should then be made across the 9 protected characteristics.</p>																						
Human Rights	No Impact																					
Nil																						
Health, Health Inequalities & Wellbeing	No Impact																					
<p>Potential minor impact on wellbeing for remaining staff being asked to achieve the same in terms of reduced resource availability for patrol/enforcement duties, and potentially on needing to achieve Fixed Penalty income. Mitigated through good general supervisory management and introduction of intelligence led operations to specifically target problem areas and times.</p>																						
Economic & Social Sustainability	No Impact																					
Nil																						
Environmental Sustainability, Climate Change and Energy Management	No Impact																					
Nil																						
Summary of Impacts	No Impact																					
<table border="1" style="width: 100%; border-collapse: collapse; text-align: center;"> <tbody> <tr> <td style="padding: 2px;">Positive</td> <td style="padding: 2px;">High</td> <td style="padding: 2px;">0</td> <td style="padding: 2px;">Medium</td> <td style="padding: 2px;">0</td> <td style="padding: 2px;">Low</td> <td style="padding: 2px;">0</td> </tr> <tr> <td style="padding: 2px;">No Impact</td> <td style="padding: 2px;">13</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td style="padding: 2px;">Negative</td> <td style="padding: 2px;">High</td> <td style="padding: 2px;">0</td> <td style="padding: 2px;">Medium</td> <td style="padding: 2px;">0</td> <td style="padding: 2px;">Low</td> <td style="padding: 2px;">0</td> </tr> </tbody> </table>		Positive	High	0	Medium	0	Low	0	No Impact	13						Negative	High	0	Medium	0	Low	0
Positive	High	0	Medium	0	Low	0																
No Impact	13																					
Negative	High	0	Medium	0	Low	0																
Measures to Reduce/Address Risks and Minimise Any Negative Impacts																						
<p>Greater focus on integration of work of the Community Safety team with Community Assets can help to promote consistency of approach and more effective use of total resources, with particular emphasis on issues prioritised by local communities.</p>																						

Budget Development Process 2018/19-2020/21 – Savings/Income Generation Options

Savings Option	Modernise how we deliver some services to meet our outcomes
-----------------------	--

Title of Proposal/Option	Building Standards Service Refocusing
---------------------------------	--

Directorate	EEI
--------------------	------------

Service Area & ABB Link	Planning & Regulatory Services – Building Standards
------------------------------------	--

Narrative Description of Savings Option
Savings can be achieved through a refocusing of the Building Standards Service with the introduction of mobile working technology in 2018/19 to improve efficiency and productivity levels which will enable more site inspections to take place and tasks to be undertaken without returning to base.

Savings/Income Generation Option Amounts	
2018/19:	£130,000
2019/20:	£130,000
2020/21:	£130,000

Details on the Calculation of Savings/Income Generation Option Amounts
Release of three FTE staff under the Council's ERVS scheme. The savings figure is based on the actual savings of the three FTE posts. 1 x BS Trainee Surveyor (band 9) 1 x BS Inspectors (band 8) 1 x BS Surveyor (band 11)

Details on Staffing Implications and how this will be managed
<ul style="list-style-type: none"> • Through the ERVS process. - BS Inspectors capacity reduced from 5.8 to 4.8 FTE • Surveyors capacity reduced from 7 (inc Trainee) to 5 • The workload cannot be reduced as it is all statutory process so it will have to be redistributed. Building Warrant application numbers are slightly down this year to date by 5%, but a reduction of 3 staff members will reduce capacity.

Issues/Concerns Regarding Deliverability of Indicated Savings/Income Generation
ERVS/Transform will be required to achieve the savings in full. The main impact would be on our customers who require Warrants, Completion Certificates, Amendments, and Stage Inspections etc. in order to progress time critical building projects. Timescales for these will be longer than at present. There will also be an impact on our capacity to respond to dangerous building incidents, although these would need to be prioritised.

Impact on Council Plan
Potential for some adverse impact on supporting the local economy. Building Standards is a "business critical" activity which actively supports local economic recovery through enabling new building work to proceed.

Impact Assessment Template PRS Building Standards Service Reduction

Impact Assessment- Building Standards Service Reduction	
	Potential Impact
9 Protected Characteristics	No impact
Narrative and assessment on Impact (includes staff and service users) on: Age – neutral. Disability – neutral Gender – neutral Transgender – neutral Marriage & Civil Partnership – neutral Pregnancy & Maternity – neutral Race – neutral Religion or Belief – neutral Sexual Orientation - neutral	
Human Rights	No impact
Health, Health Inequalities & Wellbeing	No impact
Economic & Social Sustainability	Low negative
May be an affect due to longer timescales for delivery.	
Environmental Sustainability, Climate Change and Energy Management	Low Positive
May be an affect due to longer timescales for delivery. However, this may be mitigated through use of technology.	
Summary of Impacts	Low Negative
Positive Impact	High Medium Low- 1
No Impact	11
Negative Impact	High Medium Low - 1
Measures to Reduce/Address Risks and Minimise Any Negative Impacts	
Mitigation includes the proposed introduction of mobile working technology in 2018/19 to improve efficiency and productivity levels which will enable more site inspections to be carried out and tasks to be undertaken without returning to base.	

Budget Development Process 2018/19-2020/21 – Savings/Income Generation Options

Savings Option	Modernise how we deliver some services to meet our outcomes
-----------------------	--

Title of Proposal/Option	Environmental Health Service Refocus
---------------------------------	---

Directorate	EEI
--------------------	------------

Service Area & ABB Link	Planning & Regulatory Services – Environmental Health
------------------------------------	--

Narrative Description of Savings Option
Savings can be achieved through a refocusing and re-design of the Environmental Health Service as detailed below.

Savings/Income Generation Option Amounts	
2018/19:	£108,207
2019/20:	£118,207
2020/21:	£118,207

Details on the Calculation of Savings/Income Generation Option Amounts
<p>Release of 3 FTE staff under the Council's ERVS scheme. These are one management post, one qualified Environmental Health Officer post and a Pest Control Officer post. The total staffing level in Environmental Health would reduce from 17.4 to 14.4 FTE.</p> <p>The savings are based on the actual savings of these three FTE posts, with mitigation measures to re-engineer the service to address a reprioritising of food safety and public health work across the region and restoring some front line capacity by increasing the hours of an existing fully qualified part-time Environmental Health Officer (Band 11) from 0.4 FTE to 0.8 FTE.</p> <p>This will ensure that high priority food safety inspections can be maintained. Also mitigation of £10k is required in year 1 to cover an expected decrease in pest control income as a result of losing 1 FTE Pest Control Officer. Other delivery options for the pest control service will be considered in years 2 and 3 as there remain opportunities to grow this service through further re-design.</p> <p>The refocused service will clearly need to address high risk areas of work with reduced activity on the management and delivery of non-statutory or low risk activities.</p>

Details on Staffing Implications and how this will be managed
Through the ERVS process.

Issues/Concerns Regarding Deliverability of Indicated Savings/Income Generation
ERVS/Transform will be required to achieve the savings in full.

Impact on Council Plan
This will have no negative impact on the delivery of the Council Plan.

Template Impact Assessment – Environmental Health

Impact Assessment Environmental Health Service Reduction				
				Potential Impact
9 Protected Characteristics				No impact
Narrative and assessment on Impact (includes staff and service users) on:				
Age – neutral.				
Disability – neutral				
Gender – neutral				
Transgender – neutral				
Marriage & Civil Partnership – neutral				
Pregnancy & Maternity – neutral				
Race – neutral				
Religion or Belief – neutral				
Sexual Orientation - neutral				
Human Rights				No impact
Health, Health Inequalities & Wellbeing				No impact
Economic & Social Sustainability				No impact
Environmental Sustainability, Climate Change and Energy Management				No impact
Summary of Impacts				No impact
Positive Impact		High	Medium	Low
No Impact	13			
Negative Impact		High	Medium	Low
Measures to Reduce/Address Risks and Minimise Any Negative Impacts				
<p>Prioritise higher risk areas (high risk food processes, private water supplies, some statutory nuisance areas, and reduce/stop activities in lower risk areas (e.g. complaints about smell, routine visits) to reflect reduced capacity and expertise.</p> <p>Review of operational plans to ensure a consistent level of service across the region will be carried out. The proposed additional hours for an existing part time fully qualified EHO is essential mitigation to allow this consistent service level to be provided across the region.</p> <p>Scope to reduce routine inspections, reduce low risk premises inspections.</p> <p>Training and development of remaining staff.</p> <p>Transfer/ reallocation of high priority work areas within remaining staff.</p> <p>Review Food Service Enforcement Delivery Plan to agree new priorities through EEI Committee. Any lower levels of inspection in relation to minimum standards demanded by Food Standards Scotland will require further discussion with them.</p>				

Budget Development Process 2018/19-2020/21 – Savings/Income Generation Options

Savings Option	Modernise how we deliver some services to meet our outcomes
Title of Proposal/Option	Reduction in service – Waste Collection
Directorate	EEI
Service Area & ABB Link	Enterprising Services Waste Collection Service
Narrative Description of Savings Option	
Savings can be achieved by taking the opportunity to refocus the waste collection service. The removal of one collection route and crew will enable the savings.	
Savings/Income Generation Option Amounts	
2018/19:	£104,000
2019/20:	£104,000
2020/21:	£104,000
Details on the Calculation of Savings/Income Generation Option Amounts	
<p>Release of four FTE staff under the Council's ERVS scheme. The saving is based on the actual saving of four FTE posts with an average staff cost of £26k, including on-costs.</p> <p>4 FTE x £26k = £104k</p> <p>This would be delivered by allowing current ERVS applications to go and incorporation a smaller route collection round into adjacent routes to maximise efficiency.</p> <p>There should be no impact on the service and the only potential impact to stakeholders may be for a small number who would experience a potential change in day of collection.</p>	
Details on Staffing Implications and how this will be managed	
Currently there is an ongoing review to remove an erroneous route from the current collection rounds. This route would be amalgamated into others. This would require the decrease of one crew which can be achieved through ERVS.	
Issues/Concerns Regarding Deliverability of Indicated Savings/Income Generation	
ERVS/Transform will be required to achieve savings in full.	
Impact on Council Plan	
This will have no negative impact on the delivery of the Council Plan.	

Impact Assessment Template EDG Waste Collection Service

Impact Assessment				
				Potential Impact
9 Protected Characteristics				No Impact
<p>Narrative and assessment on Impact (includes staff and service users) on:</p> <p>Age – neutral. Disability – neutral Gender – neutral Transgender – neutral Marriage & Civil Partnership – neutral Pregnancy & Maternity – neutral Race – neutral Religion or Belief – neutral Sexual Orientation - neutral</p>				
Human Rights				No Impact
Health, Health Inequalities & Wellbeing				No Impact
Economic & Social Sustainability				No Impact
Environmental Sustainability, Climate Change and Energy Management				No Impact
Summary of Impacts				No Impact
Positive Impact		High	Medium	Low
No Impact	13			
Negative Impact		High	Medium	Low
Measures to Reduce/Address Risks and Minimise Any Negative Impacts				

Budget Development Process 2018/19-2020/21 – Savings/Income Generation Options

Savings Option	Modernise how we deliver some services to meet our outcomes
-----------------------	--

Title of Proposal/Option	Roads Service Reduction
---------------------------------	--------------------------------

Directorate	EEI
--------------------	------------

Service Area & ABB Link	Enterprising Services Roads Service
------------------------------------	--

Narrative Description of Savings Option	
<p>Savings can be achieved by taking the opportunity to refocus the Roads Service.</p> <p>The reduction in costs following the downsizing of the Roads Service from 94 FTEs to 78 FTEs will generate a saving in one of two ways. If the level of activity within the service remains the same then this will result in an increase in the surplus generated by the trading account, if it decreases then the savings will have to be achieved through a reduction in the roads maintenance revenue budget. Initial analysis would indicate that the £400,000 saving would be achieved through a £150,000 increase in the surplus generated and £250,000 reduction in the roads maintenance revenue budget.</p> <ul style="list-style-type: none"> • Enough key workforces will be retained to allow the provision and delivery of the Surface Dressing Works. This is of strategic importance to the Council as a service provided and a highly specialist works provision and it is important that we maintain this skill base within the small core workforce that this service will have. • Key element to any downsizing of workforce to ensure delivery of service to the Road Service will be the early completion and deployment of the new framework contracts for service similar to those just launched for building services. These frameworks for local contractors will be live by summer 2018 and will aid to fill the gaps left in service provision by reduced workforce numbers. In real terms stake holders may not identify little change other than where council staff may have delivered or carried out a function previously this would now be delivered as part of a series of framework contracts with local SME's across our region. • The service will be more inwardly focusing on Council business aligned to the smaller workforce and key strategic activities and there will be a withdrawal from commercial activity based on operational viability and market forces aligned to framework contracts. • Based on the number of operatives anticipated to leave the service, their current depot location and potential future location and depot the mitigation is to allow the service to re-engineer its operational service deliverability, ensuring the service locates its resources in appropriate locations and has effective delivery methods to maximise service deliverability with reduced workforce. Work requires to be done to fully map the operational change to service and align these changes to future revenue budgets and opportunities. • Within the Roads Service key activities that would remain are traffic management, patching, Surface dressing, minor footway repairs, signing winter and emergency response. • Transfer of activity to framework contracts would be verge grass cutting, drainage, road markings, surfacing and all discrete schemes. 	

Savings/Income Generation Option Amounts	
2018/19:	£400,000
2019/20:	£400,000
2020/21:	£400,000

Details on the Calculation of Savings/Income Generation Option Amounts
<p>Release of 16 FTE staff under the Council's ERVS scheme.</p> <p>The savings figure is based on the actual saving of 16 FTE posts with an average staff cost of £30k, including on-costs.</p> <p>16 FTE x £30k = £480k. This would be subject to anticipated mitigation and the saving would be £400,000. This allows £80,000 for service re-engineering to allow service deliverability.</p>

Details on Staffing Implications and how this will be managed
<p>Key element to any downsizing of workforce to ensure delivery of service to the Road Service will be the early completion and deployment of the new framework contracts for service similar to those just launched for building services. These frameworks for local contractors will be live by summer 2018 and will aid to fill the possible gaps left in service provision by reduced workforce numbers.</p>

Issues/Concerns Regarding Deliverability of Indicated Savings/Income Generation
<p>ERVS/Transform will be required to achieve savings in full.</p>

Impact on Council Plan
<p>This will have no negative impact on the delivery of the Council Plan.</p>

Impact Assessment Template EDG Roads Service Reduction

Impact Assessment																
	Potential Impact															
9 Protected Characteristics	No Impact															
<p>Narrative and assessment on Impact (includes staff and service users) on:</p> <p>Age – neutral. Disability – neutral Gender – low negative Transgender – neutral Marriage & Civil Partnership – neutral Pregnancy & Maternity – neutral Race – neutral Religion or Belief – neutral Sexual Orientation - neutral</p>																
Human Rights	No Impact															
Health, Health Inequalities & Wellbeing	No Impact															
Economic & Social Sustainability	Low Positive															
<p>Overall reductions in carriageway funding in future years will impact on road condition. However a move to Term Contracts for elements of Service Delivery will provide opportunities to local supply chain/SMEs</p>																
Environmental Sustainability, Climate Change and Energy Management	No Impact															
Summary of Impacts	No Impact															
<table> <tbody> <tr> <td>Positive Impact</td> <td></td> <td>High</td> <td>Medium</td> <td>Low -1</td> </tr> <tr> <td>No Impact</td> <td>11</td> <td></td> <td></td> <td></td> </tr> <tr> <td>Negative Impact</td> <td></td> <td>High</td> <td>Medium</td> <td>Low -1</td> </tr> </tbody> </table>		Positive Impact		High	Medium	Low -1	No Impact	11				Negative Impact		High	Medium	Low -1
Positive Impact		High	Medium	Low -1												
No Impact	11															
Negative Impact		High	Medium	Low -1												
Measures to Reduce/Address Risks and Minimise Any Negative Impacts																
<p>This saving will result in the Council contracts taking more priority, therefore this will result in more concentration on assets/infrastructure that the Council own.</p>																

Budget Development Process 2018/19-2020/21 – Savings/Income Generation Options

Savings Option	Modernise how we deliver some services to meet our outcomes
-----------------------	--

Title of Proposal/Option	Street Lighting
---------------------------------	------------------------

Directorate	EEl
--------------------	------------

Service Area & ABB Link	Infrastructure and Transportation/ Road Lighting Budget
------------------------------------	--

Narrative Description of Savings Option
<p>The Roads Service operates a Street Lighting Maintenance Unit which has 2 operatives and one Supervisor.</p> <p>The option would be to allow the redeployment of the two operatives into Enterprising Service Building Services to fill current vacancies within that operational unit and to redeploy the supervisor to Building Services.</p>

Savings/Income Generation Option Amounts	
2018/19:	£67,000
2019/20:	£67,000
2020/21:	£67,000

Details on the Calculation of Savings/Income Generation Option Amounts
<p>Redeployment of 2 FTE operatives to fill vacancies in Building Services.</p> <p>The savings figure is based on the actual savings of the two posts being transferred to vacancies. This would be achieved by a reduction in the roads trading account costs charged against Street Lighting Maintenance General Fund budget involving two FTEs at £33.5k including on-costs.</p>

Details on Staffing Implications and how this will be managed
<p>There are only two operatives and a supervisor remaining within existing unit. It would make appropriate efficiency to redeploy them to fill vacant qualified electrician positions within Building Services that have been problematic to recruit to whilst redeploying the supervisor into Building Services to manage a Framework Contract for street lighting Maintenance, capital works and civils works. This would also give resilience within the building service for project and works management and allow development of the supervisor's skills across two fields.</p>

Issues/Concerns Regarding Deliverability of Indicated Savings/Income Generation
DGTransform input will be required to achieve savings in full.

Impact on Council Plan
This will have no negative impact on the delivery of the Council Plan.

Impact Assessment Template EDG Street Lighting

Impact Assessment	
	Potential Impact
9 Protected Characteristics	No Impact
Narrative and assessment on Impact (includes staff and service users) on: Age – neutral. Disability – neutral Gender – neutral Transgender – neutral Marriage & Civil Partnership – neutral Pregnancy & Maternity – neutral Race – neutral Religion or Belief – neutral Sexual Orientation - neutral	
Human Rights	No Impact
Health, Health Inequalities & Wellbeing	No Impact
Economic & Social Sustainability	No Impact
Move to Term Contracts for elements of Street Lighting Maintenance and new installations Service Delivery will provide opportunities to local supply chain/SMEs	
Environmental Sustainability, Climate Change and Energy Management	No Impact
Summary of Impacts	No Impact
Positive Impact No Impact Negative Impact	High 13 High
	Medium Medium Low
	Low Low Low
Measures to Reduce/Address Risks and Minimise Any Negative Impacts	

Budget Development Process 2018/19-2020/21 – Savings/Income Generation Options

Savings Option	Modernise how we deliver some services to meet our outcomes
-----------------------	--

Title of Proposal/Option	Reduction in Service – Catering
---------------------------------	--

Directorate	E EI
--------------------	-------------

Service Area & ABB Link	Enterprising DG Catering
------------------------------------	---------------------------------

Narrative Description of Savings Option
To support all 26 applications in relation to staff applying for ERVS

Savings/Income Generation Option Amounts	
2018/19:	£75,000
2019/20:	£133,000
2020/21:	£133,000

Details on the Calculation of Savings/Income Generation Option Amounts
<p>Saving is based 50% of total budget (£266k) relating to 26 staff being released from employment through ERVS based on total budget allocation. Year 1 will require significant consultation and mitigation (remodelling) of service delivery measures before implementing, therefore the saving has been reduced to £75k in the first year.</p> <p>Any remodelling will focus on units that are not performing to our current performance targets on meals / £'s -per-hour, these units may see a reduction of hours in the units where ERVS have been identified and also temporary contracts that are currently less than 18 months' service may be not be continued or may be displaced.</p> <p>To ensure sustainability of the service moving forward a remodelling is essential, the remodelling will require a backfill of key posts such as bumped redundancies; this has been taken into account with regard to the offered savings.</p> <p>Any remodelling of the service will be in line with the school meals marketing strategy of promoting our nationally recognised Naturally D&G brand, this brand promotes local suppliers as well as delivering the health benefits associated with "Nutrition Bill" legislation. The school meals service is currently at a 14 year high with regard to uptake of both paid and free meals. It is anticipated that the future remodelling will have a positive impact on the service with regard to providing healthy balanced meals to pupils in both primary and secondary schools</p>

Details on Staffing Implications and how this will be managed
<p>Any remodelling of the catering service will be in consultation with staff, schools, parents/carers, pupils and Trade Unions. Any impact on the service to make the savings will be minimal; the monetary saving equates to a total reduction of only 60 hours a day across all schools, approx. 5% of total service allocated time.</p> <p>To achieve any saving associated with the ERVS applications the catering service will have to undergo remodelling. This remodelling will have to be carefully implemented as to alleviate any impact on the overall uptake of both paid and free meals.</p>

Issues/Concerns Regarding Deliverability of Indicated Savings/Income Generation
ERVS/Transform will be required to achieve the savings in full.

Impact on Council Plan
This will have no negative impact on the delivery of the Council Plan.

Impact Assessment Template EDG Catering

Impact Assessment	
	Potential Impact
9 Protected Characteristics	Low Negative
<p>Narrative and assessment on Impact (includes staff and service users) on:</p> <p>Age – neutral. Disability – neutral Gender --<i>Low negative impact as almost all staff that may be affected are female</i> Transgender – neutral Marriage & Civil Partnership – neutral Pregnancy & Maternity – neutral Race – neutral Religion or Belief – neutral Sexual Orientation - neutral</p>	
Human Rights	No Impact
Health, Health Inequalities & Wellbeing	No Impact
Service Redesign, Healthy School Meals will still be delivered.	
Economic & Social Sustainability	No Impact
Environmental Sustainability, Climate Change and Energy Management	No Impact
Summary of Impacts	Low Negative
Positive Impact	High Medium Low
No Impact 11	
Negative Impact	High Medium Low -2
Measures to Reduce/Address Risks and Minimise Any Negative Impacts	
Consultation with staff and customers will take place with regard to any service provision change; school meals service will be positively marketed to reduce impact and perception of reduced service.	

Budget Development Process 2018/19 -2020/21 – Savings/Income Generation Options

Savings Option	Modernise how we deliver some services to meet our outcomes
-----------------------	--

Title of Proposal/Option	Saving on Member Refreshments
---------------------------------	--------------------------------------

Directorate	Corporate Services
--------------------	---------------------------

Service Area & ABB Link	Corporate and Democratic Core
------------------------------------	--------------------------------------

Narrative Description of Savings Option
<p>Dedicated coffee/drinks machines and supplies for Elected Members would be removed.</p> <p>The costs of the dedicated supplies and machines are estimated to be £1,000 in 2017/18. The costs of this are met from the Council's Corporate and Democratic Core budget, which also includes member expenses and salaries.</p>

Savings/Income Generation Option Amounts	
2018/19:	£1,000
2019/20:	£1,000
2020/21:	£1,000

Details on the Calculation of Savings/Income Generation Option Amounts
<p>Actual costs of supplies and removal of this from the Corporate and Democratic Core budget from 1 April 2018.</p> <p>Removal of drinks machines and use of drink pouches would cease and therefore reduce waste. Kitchen facilities with access to boiling water and dedicated fridge available in Council HQ for Member use.</p>

Details on Staffing Implications and how this will be managed
No staffing implications

Issues/Concerns Regarding Deliverability of Indicated Savings/Income Generation
No issues – supplies would cease and machines would be removed.

Impact on Council Plan
This will have no negative impact on the delivery of the Council Plan.

Template Impact Assessment – Member Refreshments

Impact Assessment	
	Potential Impact
9 Protected Characteristics	No impact
<p>Narrative and assessment on Impact (includes staff and service users) on:</p> <p>Age – neutral Disability – neutral Gender – neutral Transgender – neutral Marriage & Civil Partnership – neutral Pregnancy & Maternity – neutral Race – neutral Religion or Belief – neutral Sexual Orientation - neutral</p>	
Human Rights	No impact
Health, Health Inequalities & Wellbeing	No Impact
Economic & Social Sustainability	No impact
Environmental Sustainability, Climate Change and Energy Automation would see reduced Management	No impact
Summary of Impacts	
Positive Impact	High Medium Low
No Impact (13)	
Negative Impact	High Medium Low
Measures to Reduce/Address Risks and Minimise Any Negative Impacts	
None	

Budget Development Process 2018/19-2020/21 – Savings/Income Generation Options

Savings Option	Modernise how we deliver some services to meet our outcomes
-----------------------	--

Title of Proposal/Option	Reduction in Civic Hospitality Funding
---------------------------------	---

Directorate	Communities
--------------------	--------------------

Service Area & ABB Link	Business Management
------------------------------------	----------------------------

Narrative Description of Savings Option
<p>The Council has a modest revenue budget of £30k for Civic Hospitality.</p> <p>This proposal would reduce this budget by £5k with the effect of retaining a budget of £25k.</p> <p>Based on the analysis of spend over the last two years this £5k reduction should not adversely impact on the Council's support for small scale Civic Hospitality.</p>

Savings/Income Generation Option Amounts	
2018/19:	£5,000
2019/20:	£5,000
2020/21:	£5,000

Details on the Calculation of Savings/Income Generation Option Amounts
The current budget will be reduced by £5k leaving a balance of £25k.

Details on Staffing Implications and how this will be managed
The proposal will have no staffing implications.

Issues/Concerns Regarding Deliverability of Indicated Savings/Income Generation
Saving will be achieved in full at the start of the financial year.

Impact on Council Plan
This will have no negative impact on the delivery of the Council Plan.

Impact Assessment Template Civic Hospitality

Impact Assessment																						
	Potential Impact																					
9 Protected Characteristics	No Impact																					
Narrative and assessment of Impact (includes staff and service users) on: Age – no impact Disability – no impact Gender – no impact Transgender – no impact Marriage & Civil Partnership – no impact Pregnancy & Maternity – no impact Race – no impact Religion or Belief – no impact Sexual Orientation – no impact																						
Human Rights	No Impact																					
No impact.																						
Health, Health Inequalities & Wellbeing	No Impact																					
No impact.																						
Economic & Social Sustainability	No Impact																					
No impact.																						
Environmental Sustainability, Climate Change and Energy	No Impact																					
No impact.																						
Summary of Impacts																						
This section should detail the number for each type and level of impact, therefore providing an overall assessment for the savings/income generation option e.g. <u>Summary of Impacts</u> <table border="1" style="width: 100%; border-collapse: collapse; margin-top: 5px;"> <tbody> <tr> <td style="padding: 2px;">Positive</td> <td style="padding: 2px;">High</td> <td style="padding: 2px;">0</td> <td style="padding: 2px;">Medium</td> <td style="padding: 2px;">0</td> <td style="padding: 2px;">Low</td> <td style="padding: 2px;">0</td> </tr> <tr> <td style="padding: 2px;">No Impact</td> <td style="padding: 2px;">13</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td style="padding: 2px;">Negative</td> <td style="padding: 2px;">High</td> <td style="padding: 2px;">0</td> <td style="padding: 2px;">Medium</td> <td style="padding: 2px;">0</td> <td style="padding: 2px;">Low</td> <td style="padding: 2px;">0</td> </tr> </tbody> </table>		Positive	High	0	Medium	0	Low	0	No Impact	13						Negative	High	0	Medium	0	Low	0
Positive	High	0	Medium	0	Low	0																
No Impact	13																					
Negative	High	0	Medium	0	Low	0																
Measures to Reduce/Address Risks and Minimise Any Negative Impacts																						
- None required.																						

Budget Development Process 2018/19-2020/21 – Savings/Income Generation Options

Savings Option	Maximise use of fewer assets, working with and within communities
-----------------------	--

Title of Proposal/Option	Transfer of Identified Community Leisure Facilities to the Community Sports Hub Management Model and or a School Let.
---------------------------------	--

Directorate	CYPLL
--------------------	--------------

Service Area & ABB Link	CYPLL – Lifelong Learning & Wellbeing – Leisure Services.
------------------------------------	--

Narrative Description of Savings Option	
<p>In light of the recently published Barclay Report in relation to the establishment of Arm's Length External Organisations, the development of Community Sports Hub Management Models represents the Council's only real viable option for alternative methods of service delivery in order to secure efficiencies and avoid facility closures.</p> <p>The model also embraces the community empowerment agenda by promoting opportunities for identified Leisure Facilities to be operated by established local management committees through a Community Sports Hub Management Model. This model has been proven to work successfully following transfers of King George V, Dumfries and David Keswick Athletic Centre, Dumfries.</p> <p>Following expressions of interest received from community sports groups / interested parties it is proposed to establish a Community Sports Hub Management Model at Beechgrove Leisure Centre. A Service Transformation Review will also be undertaken in order to develop a similar model for other facilities. This approach will be developed through service committee, will align with and contribute to the budget development process for 2019/20 and beyond. ;</p> <p>Beechgrove Leisure Centre – This facility is in close proximity to the new Moffat Academy, a school offering state of the art leisure provision to the community of Moffat. Due to a first class proactive PE curriculum provision, school access for communities during the school day is limited but access during evenings and weekends is currently underutilised.</p> <p>Leisure officers have been approached by a local fitness provider who is keen to take responsibility for operating Beechgrove Leisure Centre. In essence a Community Sports Hub, local partnership and Management Committee involving DGC, the community, School and Fitness provider would be developed in order to provide a coordinated first class health and fitness programme for the community of Moffat across the two sites.</p> <p>The local fitness provider and proposed Lead Partner are already established in the town and have a strong reputation. They are currently looking for larger premises to accommodate their growing customer base and Beechgrove presents them with a real opportunity to develop their business model as well as enhance the provision in the town in the already established leisure facility. They are keen to develop the facility investing in new equipment and services as well as enhancing the aesthetics of the facility over time. Facility opening hours would increase providing greater options for the current customer base as well as new customers moving to the facility for the enhanced services. All current customers' bookings will be accommodated either at Beechgrove Leisure Centre or at Moffat Academy.</p> <p>The lead partner will meet all operating costs in line with the current facility operating cost model and will also take responsibility for all ongoing repairs and maintenance costs, thus creating further</p>	

efficiencies for the council. The Council shall retain responsibility for the building and maintain to wind and water tight standard arrangements with the Lead partner undertaking all elements of health & safety and routine maintenance.

The operator does not have the flexibility to accommodate TUPE transfer and therefore two FTE staff will be accommodated within current vacancies within the service. The staffing budget for the facility shall form part of the savings with the exception of one PT member of staff who shall be retained to operate some hours of leisure provision for school lets in the Moffat Academy. This shall present the town with additional access, which at the current time is very limited.

Total annual saving £30k

As per the Leisure and Sport facility provision within the Stewartry, it is proposed to provide Leisure and Sport provision through the school let process at the following sites. This will remove dedicated staff from the facilities, communities will still access the service through the established school let process and Active Schools and Community Sport Staff will work with schools and community groups to promote opportunities and enhanced access to facilities and health and wellbeing programmes.

- Lockerbie Leisure Centre -Service becomes a school let provision) **Total annual saving 11k**
- Eskdale Leisure Complex (Service becomes a school let provision) **Total annual saving 30k**

Savings are secured as a result of dedicated Leisure and Sport staff no longer being based on site. A total of two staff are affected and will be supported through opportunities to relocate to other facilities and / or ERVS.

- In addition one Management post can be removed. The staff affected and will be supported through opportunities to relocate to other services or facilities and / or ERVS. **Total Saving £31k**

Savings/Income Generation Option Amounts

2018/19:	£102,000
2019/20:	£102,000
2020/21:	£102,000

Details on the Calculation of Savings/Income Generation Option Amounts

Pro rata saving in Year One to allow for an appropriate lead in period and to ensure deliverability.

Details on Staffing Implications and how this will be managed

TUPE transfer or ERVS/Redeployment are required to achieve full saving

Issues/Concerns Regarding Deliverability of Indicated Savings/Income Generation

Impact on Council Plan

This will have no negative impact on the delivery of the Council Plan.
Supports the commitment to empower our communities to make the most of their assets.

Impact Assessment Template –Transfer Leisure Facilities

Impact Assessment						
Transfer of Identified Leisure Facilities to the Community Sports Hub Management Model and or a School Let						Potential Impact
9 Protected Characteristics						No impact
Narrative and assessment on Impact (includes staff and service users) on:						
Age						No impact
Disability						No impact
Gender						No impact
Transgender						No impact
Marriage & Civil Partnership						No impact
Pregnancy & Maternity						No impact
Race						No impact
Religion or Belief						No impact
Sexual Orientation						No impact
Human Rights						No impact
Health, Health Inequalities & Wellbeing						No impact
Economic & Social Sustainability						Low positive impact
Where facilities are transferred to the school let mechanism, transfer of all operations will move to the school and school staff, any Leisure Facilities staff based at these premises will have to be placed in redeployment, released through ERVS or transferred to alternative posts within the organisation.						
There will be an opportunity for the community sports hub management committees taking on these facilities to secure external capital and revenue grant funding which is not available to our Council.						
There will be an opportunity to apply and agree with the community sports hubs a further annual efficiency saving for the Council.						
Community sports hub organisations have the ability to be more responsive to customer needs and industry changes giving them a competitive advantage.						
Environmental Sustainability, Climate Change and Energy Management						No impact
Summary of Impacts						No impact
Positive	High	0	Medium	0	Low	1
No Impact		12				
Negative	High	0	Medium	0	Low	0
Measures to Reduce/Address Risks and Minimise Any Negative Impacts						
Positive impact so no mitigation required						

Budget Development Process 2018-19 – Savings/Income Generation Options

Savings Option	Maximise use of fewer assets, working with and within communities
-----------------------	--

Title of Proposal/Option	Active Schools & Community Sport Re -Structure
---------------------------------	---

Directorate	CYPLL
--------------------	--------------

Service Area & ABB Link	CYPLL – Lifelong Learning & Wellbeing – Health & Wellbeing
------------------------------------	---

Narrative Description of Savings Option
A reduction in external grant funding requires a re-structuring of the Active Schools and Community Sport service and associated operational budgets. This necessary re-structuring also provides an opportunity to deliver savings to our Council, an opportunity to enhance the Ward Working model, and focus service delivery on our key target groups (young people, disability / inclusion and vulnerable groups e.g. older adults) as specified within our Council's priorities.

Savings/Income Generation Option Amounts	
2018/19:	£40,000
2019/20:	£60,000
2020/21:	£60,000

Details on the Calculation of Savings/Income Generation Option Amounts
The Active Schools & Community Sport service attracts high levels of external funding, the majority of which is from sportscotland.
For 2018/19 there will be a reduction of £207k in external funding. This figures comprises a £77k reduction in fully funded temporary positions which are no longer being continued and a £130k reduction in part funded positions
A re-structure was required due to the reduction in external funding and subsequent reduction in FTE, a revised structure has now been developed with external funding partners which absorbs the significant reduction in grant funding and delivers a net saving for our Council totalling £81k.
This £81k Council saving includes the £21k saving taken by our Council for 17/18 but due to ongoing dialogue with sportscotland a revised structure to deliver this was delayed and as result has resulted in a budget pressure. This revised structure provides a service that delivers the original £21k saving plus an additional £60k = £81k.
Note the reduced saving amount for 2018/19. This is a pro rata saving for 1 year only as a significant amount of service delivery is already committed through to the end of the school academic year in June. Withdrawing from many of these commitments would be financially detrimental therefore the revised structure will be fully implemented from July this year.

Details on Staffing Implications and how this will be managed
Staffing reduction - Will require ERVS/Redeployment to achieve full saving
The reduction in external funding and the savings to our Council will change our staffing from 27.67FTE to 20.67FTE.
This reductions comprises a mixture of staff that were in fully funded or part funded positions
This will be managed as per our Councils agreed matching policy and with the involvement of the Joint

Trade Unions. Staff will first have an opportunity to consider ERVS or V/S and then those unsuccessful through competitive matching will move to redeployment where they can seek alternative vacancies within our Council.

The revised structure minimises impact on our front line service delivery to key target groups (young people, disability /inclusion and vulnerable groups e.g. older adults). The reduction in 7fte is across the following areas;

- redesign of management / supervisory level posts (2.8FTE)
- redesign of cluster posts (1.2FTE)
- redesign of regional development posts (3FTE)

In summary the new structure focuses on the retention of front line / operational staff. It allows for a full time Active School and Community Sport Officer in each ward.

Issues/Concerns Regarding Deliverability of Indicated Savings/Income Generation

Impact / Outputs on our front line service delivery to our target groups (young people, inclusion and vulnerable groups e.g. older adults) will not be negatively affected. The revised structure have been developed with sportscotland and the targets for these areas maintained.

Areas of work such as competitive school sport that were previously fully funded through external monies have developed sustainable models of delivery that can continue through the revised structure, without the externally funded post.

The change in FTE requires staff to either take ERVS/VS or they will require to be matched to alternative vacancies through redeployment.

New performance measures will be produced and agreed to reflect the refocussed activity. Impacts will be reported through Service Committee and Area Committees.

Impact on Council Plan

Delivery will be much more targeted towards our key target groups (young people, disability / inclusion and vulnerable groups e.g. older adults). Our front line work with schools remains the main focus and is a clear priority expected of us by sportscotland. This upholds our Council's commitments to support our children to be healthy and active and to help our older or vulnerable to live healthy and independent lives.

The revised structure provides a front line officer dedicated for each Council ward, focussing on the school and community activity within that locality and mirroring the approach taken across other areas of our Council.

The structure allows a focus away duplicating activity already being delivered by community clubs and enables resource to work specifically with the Health & Social Care Partnership and NHS on physical activity as a means of prevention and treatment. Focussing on those with vulnerability and long term conditions.

Impact Assessment Template – ASCS Savings

Impact Assessment						
Active Schools & Community Sport Re -Structure						Potential Impact
9 Protected Characteristics						No Impact
Narrative and assessment on Impact (includes staff and service users) on:						
Age	Low Negative – Active Schools and Community Sport staff currently deliver across all life stages.					
Disability	Low Positive					
Gender	No impact					
Transgender	No impact					
Marriage & Civil Partnership	No impact					
Pregnancy & Maternity	No impact					
Race	No impact					
Religion or Belief	No impact					
Sexual Orientation	No impact					
Human Rights						No impact
Health, Health Inequalities & Wellbeing						No impact
Economic & Social Sustainability						No impact
Environmental Sustainability, Climate Change and Energy Management						No impact
Summary of Impacts						No impact
Positive	High	0	Medium	0	Low	1
No Impact		12				
Negative	High	0	Medium	0	Low	0
Measures to Reduce/Address Risks and Minimise Any Negative Impacts						
There will be a re-focus on children and early years and older/vulnerable adults in line with Council Priorities.						

Budget Development Process 2018/19 Savings/Income Generation Options

Savings Option	Maximise use of fewer assets, working with and within communities
-----------------------	--

Title of Proposal/Option	Fleet Savings
---------------------------------	----------------------

Directorate	EEl
--------------------	------------

Service Area & ABB Link	Corporate Council / Fleet Management
------------------------------------	---

Narrative Description of Savings Option
The proposal is to progress the reduction of the Fleet budget across the Council by £100k 2018/19 with a further £100k in 2019/20.

Savings/Income Generation Option Amounts	
2018/19:	£100,000
2019/20:	£200,000
2020/21:	£200,000

Details on the Calculation of Savings/Income Generation Option Amounts
<p>The savings will be achieved by reducing the fleet under the following three categories:</p> <ul style="list-style-type: none"> • Low utilisation of the asset £45k; • Assets affected by downsizing through ERVS, £44k; and • Purchase of assets from existing capital budget and ending current leases, £11k <p>This results in a total saving of £100k.</p>

Details on Staffing Implications and how this will be managed
N/A

Issues/Concerns Regarding Deliverability of Indicated Savings/Income Generation
N/A

Impact on Council Plan
This will have no negative impact on the delivery of the Council Plan.

Impact Assessment - Fleet Reduction

Impact Assessment				
				Potential Impact
9 Protected Characteristics				No Impact
Narrative and assessment on Impact (includes staff and service users) on:				
Age – neutral. Disability – neutral Gender – neutral Transgender – neutral Marriage & Civil Partnership – neutral Pregnancy & Maternity – neutral Race – neutral Religion or Belief – neutral Sexual Orientation - neutral				
Human Rights				No Impact
Health, Health Inequalities & Wellbeing				No Impact
Economic & Social Sustainability				No Impact
Environmental Sustainability, Climate Change and Energy Management				Low Positive
This proposal will reduce the number of old vehicles on the road.				
Summary of Impacts				No Impact
Positive Impact		High	Medium	Low -1
No Impact	12			
Negative Impact		High	Medium	Low
No impact				
Measures to Reduce/Address Risks and Minimise Any Negative Impacts				
N/A				

Budget Development Process 2018/19-2020/21 – Savings/Income Generation Options

Savings Option	Develop a smaller more flexibly skilled workforce for the future
-----------------------	---

Title of Proposal/Option	Staffing reprofiling – through teacher early retirement/refresh.
---------------------------------	---

Directorate	CYPLL
--------------------	--------------

Service Area & ABB Link	Core Primary and Core Secondary
------------------------------------	--

Narrative Description of Savings Option

With Scottish Government Education Governance proposals and plans for the Headteacher Charter, schools are being empowered and expected to make local decisions on best use of resources and staffing. Across our schools, headteachers have been provided with £2.8M additional funding to deploy locally with the aim to close the poverty related attainment gap.

In Dumfries and Galloway there is already flexibility for headteachers in the use of their staffing resources, particularly in secondary schools. This positions us well for the national expectations for the Headteacher Charter however a natural consequence of this is reduced control over pupil teacher ratio for the Council. At present we have a ratio of 1: 12.8 compared to the national requirement of 1: 13.7.

This saving option is based on applying staffing formula strictly for Primary schools and a proportionate reduction in secondary school devolved staffing budgets. As it may be likely that headteachers review and streamline staffing arrangements it would be necessary to offer an Early Retirement/refresh offer to some secondary teaching staff where a business case exists. It may also be possible to offer a small number of primary teaching staff this opportunity also.

Savings/Income Generation Option Amounts

2018/19:	£810,000 (part year £500,000 +£310,000 non-recurring)
2019/20:	£860,000
2020/21:	£860,000

Details on the Calculation of Savings/Income Generation Option Amounts

Indicative 20 x £43k reduction or alternative decisions taken by HTs

Details on Staffing Implications and how this will be managed

Early retirement scheme reopened will provide sufficient applicants

Issues/Concerns Regarding Deliverability of Indicated Savings/Income Generation

Staffing reduction - Will require Early Retirement/Redeployment to achieve full saving

If headteachers choose solely to reduce staff as indicative figure suggests, our Pupil Teacher Ratio may rise to around 1:13.1 which would be a positive contributor to the National ratio target

Impact on Council Plan

This level of reduction will still see Dumfries and Galloway maintain a very positive pupil teacher ratio and therefore sits well within the spirit of the Council Plan commitments.

Impact Assessment Template – Staffing Re-profiling through Teacher Early Retirement

Impact Assessment																						
	Potential Impact																					
9 Protected Characteristics	No impact																					
<p>Narrative and assessment on Impact (includes staff and service users) on:</p> <p>Age – this is a saving which affects the budgets that are used to support children and young people of school age. There is a low impact on pupils, but this is a very small saving reducing 20 teachers from over 1500 teachers within Dumfries and Galloway.</p> <p>Disability – neutral Gender – neutral Transgender – neutral Marriage & Civil Partnership – neutral Pregnancy & Maternity – neutral Race – neutral Religion or Belief – neutral Sexual Orientation - neutral</p>																						
Human Rights	No impact																					
Health, Health Inequalities & Wellbeing	No impact																					
Economic & Social Sustainability	No impact																					
Environmental Sustainability, Climate Change and Energy Management	No impact																					
Summary of Impacts																						
<table border="1"> <tbody> <tr> <td>Positive</td> <td>High</td> <td>0</td> <td>Medium</td> <td>0</td> <td>Low</td> <td>0</td> </tr> <tr> <td>No Impact</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Negative</td> <td>High</td> <td>0</td> <td>Medium</td> <td>0</td> <td>Low</td> <td>1</td> </tr> </tbody> </table>		Positive	High	0	Medium	0	Low	0	No Impact							Negative	High	0	Medium	0	Low	1
Positive	High	0	Medium	0	Low	0																
No Impact																						
Negative	High	0	Medium	0	Low	1																
Measures to Reduce/Address Risks and Minimise Any Negative Impacts																						
<p>Staff savings will be taken where there is a business case for Early Retirement. Our continued development in leadership capacity of HTs seeks to ensure that they will take financial decisions which minimise impact on teaching and learning.</p>																						

Budget Development Process 2018/19-2020/21 – Savings/Income Generation Options

Savings Option	Develop a smaller more flexibly skilled workforce for the future
----------------	--

Title of Proposal/Option	Remodelling Management Costs in secondary schools
--------------------------	---

Directorate	CYPLL
-------------	-------

Service Area & ABB Link	Education – Secondary Core Funding
-------------------------	------------------------------------

Narrative Description of Savings Option

Secondary head teachers can design their management teams within a defined budget, in order to meet local circumstances. A number of 'points' – related to devolved budget are allocated and the number and remits of Principal Teachers or Depute Headteachers can then be established. The "value" of the post is then determined from the remit created using a National Job Sizing Toolkit which takes into account the areas of responsibility, size of school and budget managed.

This saving relates to the expectation that there is a reduction in overall management costs across the council and the expectation that school management costs is reduced by 10%. This reduction will be handled in different ways per school with an average of £11,000 reduction per school.

Savings/Income Generation Option Amounts

2018/19:	£180,000
2019/20:	£180,000
2020/21:	£180,000

Details on the Calculation of Savings/Income Generation Option Amounts

Management points are calculated for each secondary school the total of which are based on the school roll and also takes account of the level of deprivation. The management points are kept under review as management structures and roles fluctuate.

This is a 10% reduction in the total resource and therefore management points available.

It is also recognised that children receiving Free School meals in S1-S3 are now attracting additional funding from Scottish Government through Pupil Equity Fund and the Headteacher Charter expects local decision making and greater control over structures and staffing, within existing resources. This additional funding and responsibility may result in increases to remits in schools, which may in turn result in increased salaries funded from the management points allocation when re-job sized.

Details on Staffing Implications and how this will be managed

No staffing implications directly in terms of FTE, although there will be less management capacity within secondary school management teams.

Issues/Concerns Regarding Deliverability of Indicated Savings/Income Generation

Reduction in the allocation made to schools would be immediately. However, schools will have a budget pressure as a result of the 3 year conservation in teacher's terms and conditions which they will need to manage through time.

Impact on Council Plan

Limited impact on the Council Plan as this proposal will not directly affect pupil/teacher ratio.

Impact Assessment Template – Remodel Management Costs in Secondary Schools

Impact Assessment																						
	Potential Impact																					
9 Protected Characteristics	No impact																					
<p>Narrative and assessment on Impact (includes staff and service users) on:</p> <p>Age – this is a saving which affects the budgets that are used to deliver the management structure in secondary schools. There is no direct impact on children. Disability – neutral Gender – it is anticipated that this saving will affect male and female staff equally. Transgender – neutral Marriage & Civil Partnership – neutral Pregnancy & Maternity – neutral Race – neutral Religion or Belief – neutral Sexual Orientation - neutral</p>																						
Human Rights	No impact																					
Health, Health Inequalities & Wellbeing	No impact																					
Economic & Social Sustainability	No impact																					
Environmental Sustainability, Climate Change and Energy Management	No impact																					
Summary of Impacts																						
<table border="1"> <tbody> <tr> <td>Positive</td> <td>High</td> <td>0</td> <td>Medium</td> <td>0</td> <td>Low</td> <td>0</td> </tr> <tr> <td>No Impact</td> <td>13</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Negative</td> <td>High</td> <td>0</td> <td>Medium</td> <td>0</td> <td>Low</td> <td>0</td> </tr> </tbody> </table>		Positive	High	0	Medium	0	Low	0	No Impact	13						Negative	High	0	Medium	0	Low	0
Positive	High	0	Medium	0	Low	0																
No Impact	13																					
Negative	High	0	Medium	0	Low	0																
Measures to Reduce/Address Risks and Minimise Any Negative Impacts																						
<p>The reduction in management budgets will mean that headteachers may review management structures and the roles and remits of senior staff. Continued good financial management by headteachers through monitoring of budgets and performance will limit the risk.</p>																						

Budget Development Process 2018/19-2020/21 – Savings/Income Generation Options

Savings Option	Develop a smaller more flexibly skilled workforce for the future
-----------------------	---

Title of Proposal/Option	Further Supervision and Management Reduction
---------------------------------	---

Directorate	All Directorates
--------------------	-------------------------

Service Area & ABB Link	All Services
------------------------------------	---------------------

Narrative Description of Savings Option

The reshape of the Council is now fully implemented so it is an opportune time to revisit the principles of the reshape which included developing a workforce for the future. It is clearly acknowledged that the volume and range of activity we currently provide will not be sustainable with an anticipated £50m reduction in available budgets over the next three years.

Budget reductions of this scale will mean that activity will reduce, we should therefore work to focus remaining activity on protecting and sustaining the Council Priorities; and refocus how we manage services to meet the needs for the most vulnerable and achieve better impact for the local economy and employment.

The resultant reduction in activity will require the Council to ensure its remaining supervision and management is streamlined and efficient. A particular focus of this approach will be to ensure service activities are grouped, both within and between Directorates to strengthen service delivery; and minimise the management and supervision overhead costs.

Savings/Income Generation Option Amounts

2018/19:	£510,000
2019/20:	£810,000
2020/21:	£810,000

Details on the Calculation of Savings/Income Generation Option Amounts

At this stage a basic formula is being applied that each of the four Directorates will reduce their management and supervision costs by a further 5%. This is in addition to the £2 Million already delivered through the Reshaping of the Council programme during 2015/16 and 2016/17 and the £3 Million Staff Costs Savings in the 2016/17 and 2017/18 budget. Directorates will have the ability to consider all supervision and management activity in order to fully embrace the Council's agreed workforce planning policies and procedures. In year one we expect this would generate savings of £510k and increase to £810k in subsequent years. The breakdown of this saving would be as follows –

2018/19

- Communities - £90k
- Corporate Services - £120k
- EEI - £135k
- CYPLL - £165k

2019/20

- Communities - £150k
- Corporate Services - £190k
- EEI - £210k
- CYPLL - £260k

Details on Staffing Implications and how this will be managed

These reductions will be achieved through each Directorate having an agreed target to meet; through Directors working together and with their direct reports to refresh our ways of working and to focus on ensuring opportunities are taken to group services together and our management focus is on the delivery of Council Priorities.

Issues/Concerns Regarding Deliverability of Indicated Savings/Income Generation

There are risks in terms of achievability – savings are predicated on a range of measures including ERVS and redeployment as well as having to manage reductions in the level of management.

Impact on Council Plan

This will have no negative impact on the delivery of the Council Plan.

Impact Assessment Template Supervision and Management Review

Impact Assessment																						
	Potential Impact																					
9 Protected Characteristics	No Impact																					
Narrative and assessment of Impact (includes staff and service users) on: Age – for those 50+ who choose to accept the current Council scheme for retirement, this would be a low positive impact Disability – no impact Gender - no impact Transgender - no impact Marriage & Civil Partnership - no impact Pregnancy & Maternity – no impact Race - no impact Religion or Belief – no impact Sexual Orientation – no impact																						
Human Rights	No Impact																					
Health, Health Inequalities & Wellbeing	No Impact																					
Economic & Social Sustainability	No Impact																					
Although this proposal will make the Council more financially sustainable the proposals will impact on a small number of management and supervision staff that will leave the employment of the Council.																						
Environmental Sustainability, Climate Change and Energy	No Impact																					
No impact.																						
Summary of Impacts																						
This section should provide an overall assessment for the savings/income generation option, based on the following categorisation:-																						
<u>Summary of Impacts</u> <table border="1" style="width: 100%; border-collapse: collapse; margin-top: 5px;"> <tbody> <tr> <td style="padding: 2px;">Positive</td> <td style="padding: 2px;">High</td> <td style="padding: 2px;">0</td> <td style="padding: 2px;">Medium</td> <td style="padding: 2px;">0</td> <td style="padding: 2px;">Low</td> <td style="padding: 2px;">1</td> </tr> <tr> <td style="padding: 2px;">No Impact</td> <td style="padding: 2px;">12</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td style="padding: 2px;">Negative</td> <td style="padding: 2px;">High</td> <td style="padding: 2px;">0</td> <td style="padding: 2px;">Medium</td> <td style="padding: 2px;">0</td> <td style="padding: 2px;">Low</td> <td style="padding: 2px;">0</td> </tr> </tbody> </table>		Positive	High	0	Medium	0	Low	1	No Impact	12						Negative	High	0	Medium	0	Low	0
Positive	High	0	Medium	0	Low	1																
No Impact	12																					
Negative	High	0	Medium	0	Low	0																
Measures to Reduce/Address Risks and Minimise Any Negative Impacts																						
We will maintain regular and consistent communication with our affected staff. The staffing implications will be managed in accordance with our developed HR policies.																						

Budget Development Process 2018/19 -2020/21 – Savings/Income Generation Options

Savings Option	Develop a smaller more flexibly skilled workforce for the future
-----------------------	---

Title of Proposal/Option	Corporate Services Staff Reduction
---------------------------------	---

Directorate	Corporate Services
--------------------	---------------------------

Service Area & ABB Link	Corporate Services – all services
------------------------------------	--

Narrative Description of Savings Option
<p>Corporate Services has contributed year on year savings through a range of activity to deliver efficiencies which has enabled reduced staffing across all activities in the Directorate.</p> <p>Further savings can be achieved through a reduction in activity and a further consolidation of roles across the Directorate.</p> <p>The vast majority of this saving will be achieved through the workforce strategy utilising the ERVS scheme, vacancy management and redeployment.</p>

Savings/Income Generation Option Amounts	
2018/19:	£200,000
2019/20:	£200,000
2020/21:	£200,000

Details on the Calculation of Savings/Income Generation Option Amounts
<p>Release of up to 8 FTE staff under the Council's Early Retirement/Voluntary Service Scheme across Corporate Services and/or removal of vacant posts – estimate of £200,000 including on-costs.</p>

Details on Staffing Implications and how this will be managed
<p>There will be an impact on services delivered as a result of the release of the staff or posts and a requirement to reduce activity within Corporate Services.</p> <p>Business cases on a post by post basis will identify the impact and measures necessary to facilitate release of the staff concerned. Where possible aspects of roles will be absorbed within services otherwise the duties and associated activities of the role will not be carried out.</p>

Issues/Concerns Regarding Deliverability of Indicated Savings/Income Generation
<p>Acceptance of reduced availability of staff or reduced activity, depending on posts released or displacement of activity.</p> <p>Expectations of services and staff as to the impact of this on availability and activity will need to be managed.</p> <p>There is interest in ERVS and roles held vacant at the year end to manage the delivery of this further reduction in staffing, with redeployment used also.</p>
Impact on Council Plan
<p>This is unlikely to impact on the Council Plan directly – it may lead to an impact on timescales to deliver commitments within the Plan where there is input from Corporate Services to advice or formulation of strategy or policy.</p>

Impact Assessment Template Corporate Services – Staff Reductions Savings

Impact Assessment			
			Potential Impact
9 Protected Characteristics			No Impact
Narrative and assessment on Impact (includes staff and service users) on: Age – Low Negative – The loss of roles is likely to impact on opportunities for career progression of younger staff Disability – neutral Gender – neutral Transgender – neutral Marriage & Civil Partnership – neutral Pregnancy & Maternity – neutral Race – neutral Religion or Belief – neutral Sexual Orientation - neutral			
Human Rights			No impact
Health, Health Inequalities & Wellbeing			No Impact
Economic & Social Sustainability			No impact
Environmental Sustainability, Climate Change and Energy Automation would see reduced Management			No impact
Summary of Impacts			
Positive Impact	High	Medium	Low
No Impact (12)			
Negative Impact	High	Medium	Low (1)
Measures to Reduce/Address Risks and Minimise Any Negative Impacts			
All reductions will impact on aspects of service -negative impact in general on service users would be mitigated through prioritisation and focus of resources to deliver Council Plan priorities.			

Budget Development Process 2018/19-2020/21 – Savings/Income Generation Options

Savings Option	Develop a smaller more flexibly skilled workforce for the future
----------------	--

Title of Proposal/Option	Vacancy Management
--------------------------	--------------------

Directorate	All Directorates
-------------	------------------

Service Area & ABB Link	All Services
-------------------------	--------------

Narrative Description of Savings Option

Place all appropriate vacant posts within the Council on hold for a period of three months.

Background

On average the Council have approximately 400 posts vacant. Allowing for a number of these being exempt from the process (Teachers and statutory and other essential posts which require to be backfilled).

A review of the requirements for the post will be undertaken to establish whether the need for the post can be reduced or whether it requires to be filled or may provide a redeployment opportunity which will enable the deletion a post elsewhere in the Council at the end of the **three** month period.

Financial Savings

An estimated 55 posts would remain on hold @ £25,000/4 (three months) = £343,750 +31.5 % on costs = £452,031

Cost of administering the vacancy management process would be minimal and met from existing staffing resources or as a result of overachieving saving requirements.

Savings/Income Generation Option Amounts

2018/19:	£343,750 + on costs £452,031
2019/20:	£343,750 + on costs £452,031
2020/21:	£343,750 + on costs £452,031

Details on the Calculation of Savings/Income Generation Option Amounts

See above - £452,031

Details on Staffing Implications and how this will be managed

Clearly there would be an impact on services where jobs are on hold for period of 3 months. Where possible the role will normally be absorbed within services otherwise the duties of the role will not be carried out during the period of the vacancy.

The current vacancy assumption will be increased to reflect the above saving.

Issues/Concerns Regarding Deliverability of Indicated Savings/Income Generation

The commitment of CMT would be required in ensuring the level of savings is achieved. The level of productivity in some areas may be impacted for an interim period as posts are recruited.

Impact on Council Plan

This will have no negative impact on the delivery of the Council Plan.

Impact Assessment Template - Vacancy Management Savings

Impact Assessment	
	Potential Impact
9 Protected Characteristics	No impact
<p>Narrative and assessment on Impact (includes staff and service users) on:</p> <p>Age –No Impact Disability – No Impact Gender – No Impact Transgender – No Impact Marriage & Civil Partnership – No Impact Pregnancy & Maternity – No Impact Race – No Impact Religion or Belief – No Impact Sexual Orientation – No Impact</p>	
Human Rights	No impact
N/A	
Health, Health Inequalities & Wellbeing	Low negative
Impact on existing employees whilst vacancies remain unfilled for a short period of time, and workloads will be adapted to reflect this.	
Economic & Social Sustainability	No Impact
Environmental Sustainability, Climate Change and Energy Management	No impact
N/A	
Summary of Impacts	
Positive Impact	High Medium Low
No Impact 12	
Negative Impact	High Medium Low -1
Measures to Reduce/Address Risks and Minimise Any Negative Impacts	
<p>Clearly there would be an impact on services where jobs are on hold for period of 3 months. Where duties of the 'on hold' job will be absorbed within services to the extent they can be, Management will be required prioritise work amongst existing staff to ensure workloads are reasonable. In doing this they will provide support to staff to effectively carry out and manage this.</p>	

Budget Development Process 2018/19 -2020/21 – Savings/Income Generation Options

Savings Option	Develop a smaller more flexibly skilled workforce for the future
-----------------------	---

Title of Proposal/Option	Agency Workers
---------------------------------	-----------------------

Directorate	Corporate Services
--------------------	---------------------------

Service Area & ABB Link	All Services
------------------------------------	---------------------

Narrative Description of Savings Option
<p>The current agency worker costs for D&G Council is approx. £300k to external providers. The aim is to establish and manage agency worker demand through DGTransform.</p> <p><u>Opportunities for staff</u> To introduce an internal resource from existing staff to cover areas where agency staff currently complete work in our council will give staff the opportunity to get further training and carry out duties on a similar grade or a higher grade through acting up arrangements. To backfill any area where staff is acting up would come from utilising the existing casual workers policy.</p> <p><u>Financial Saving</u> The implementation of an internal resource pool instead of using external recruitment organisations will provide a reduction in associated costs currently paid out with our Council.</p> <p><u>Improving capacity in resilience</u> Through training staff in more specialised areas of work will provide greater resilience for our Council e.g. training staff to be HGV drivers can provide more cover for winter services.</p> <p><u>Build the local economy</u> Through carrying out the areas in-house and not through an agency out with the Dumfries and Galloway area will improve the level of skills within our communities and workforce.</p>

Savings/Income Generation Option Amounts	
2018/19:	£30,000
2019/20:	£30,000
2020/21:	£30,000

Details on the Calculation of Savings/Income Generation Option Amounts
The calculation is based on a prudent assumption of reducing the current level of spend to external recruitment agencies by 10%

Details on Staffing Implications and how this will be managed
Incorporated into this saving amount is the requirement to fund training for staff to be able to fulfil the roles currently undertaken by agency staff.

Issues/Concerns Regarding Deliverability of Indicated Savings/Income Generation
The reliance on staff to volunteer for training opportunities and the uptake being low. The amount of time to carry out training to staff could mean a reduction in full year savings.

Impact on Council Plan
This will have no negative impact on the delivery of the Council Plan.

Impact Assessment Template Reduce Agency Workers

Impact Assessment – Reduction in Agency Workers	
	Potential Impact
9 Protected Characteristics	No impact
Narrative and assessment on Impact (includes staff and service users) on: Age – no impact Disability – no impact Gender – no impact Transgender – no impact Marriage & Civil Partnership – no impact Pregnancy & Maternity – no impact Race – No impact Religion or Belief – No Impact Sexual Orientation – no impact	
Human Rights	No Impact
N/A	
Health, Health Inequalities & Wellbeing	Low Positive
Positive impact on safeguarding services and jobs for existing employees. Staff will be provided with the opportunity to get further training and improve their level of skills and carry out meaningful work within our Communities.	
Economic & Social Sustainability	Low positive
Positive impact on safeguarding services and jobs for exiting employees. Staff will be provided with the opportunity to get further training and improve their level of skills and carry out meaningful work within our Communities.	
Environmental Sustainability, Climate Change and Energy Management	No Impact
N/A	
Summary of Impacts	
Positive Impact	High Medium Low -2
No Impact 11	
Negative Impact	High Medium Low
Measures to Reduce/Address Risks and Minimise Any Negative Impacts	
N/A	

Budget Development Process 2018/19-2020/21 – Savings/Income Generation Options

Savings Option	Develop a smaller more flexibly skilled workforce for the future
Title of Proposal/Option	Development Planning Service Refocus
Directorate	EEI
Service Area & ABB Link	Planning & Regulatory Services – Development Planning
Narrative Description of Savings Option	
Savings can be achieved by taking the opportunity to refocus the Development Planning Service.	
Savings/Income Generation Option Amounts	
2018/19:	£55,700
2019/20:	£66,700
2020/21:	£66,700
Details on the Calculation of Savings/Income Generation Option Amounts	
<p>The savings figure is based on the actual savings of the 2 posts identified, with some mitigation in year 1 as a result of delaying the departure of the LDP co-ordinator until the next crucial stages of the LDP are completed between now and August 2018.</p> <p>Both posts currently are reduced hours contracts (0.8 FTE).</p> <p>Estimated saving is £55,700 increasing to £66,700 2019/20.</p>	
Details on Staffing Implications and how this will be managed	
Through the ERVS process.	
Issues/Concerns Regarding Deliverability of Indicated Savings/Income Generation	
<p>ERVS/Transform will be required to achieve the savings in full. There would be no impact on planning application processing; the change would affect the LDP process. The reduced staffing will impact on the capacity within the LDP team to implement LDP2 and may impact on lead-in times for future Plans (LDP3 and beyond). Timescales may also be longer in updating planning policies.</p> <p>The main mitigation is the re-prioritisation of staff time to ensure that statutory requirements and statistical Government returns are met. Some re-training may be needed to cover areas of expertise potentially being lost. There is also scope to use policy/strategy development expertise which may exist in other services for example through temporary secondments. One aspect of future legislative change which will help is the proposal in the current Planning Bill to change the timescales for LDPs from 5 years at present to 10 years, with a simpler review process to update the Plan if necessary during that 10 year period.</p>	
Impact on Council Plan	
This will have no negative impact on the delivery of the Council Plan.	

Impact Assessment Template PRS Development Planning Service Refocus

Impact Assessment Development Planning Service Reduction				
				Potential Impact
9 Protected Characteristics				No impact
Narrative and assessment on Impact (includes staff and service users) on:				
Age – neutral.				
Disability – neutral				
Gender – neutral				
Transgender – neutral				
Marriage & Civil Partnership – neutral				
Pregnancy & Maternity – neutral				
Race – neutral				
Religion or Belief – neutral				
Sexual Orientation - neutral				
Human Rights				No impact
Health, Health Inequalities & Wellbeing				No impact
Economic & Social Sustainability				No Impact
Environmental Sustainability, Climate Change and Energy Management				No Impact
Summary of Impacts				No Impact
Positive Impact		High	Medium	Low
No Impact	13			
Negative Impact		High	Medium	Low
Measures to Reduce/Address Risks and Minimise Any Negative Impacts				
<p>The main mitigation is the re-prioritisation of staff time to ensure that statutory requirements and statistical Government returns are met. Some re-training may be needed to cover areas of expertise potentially being lost. There is also scope to use policy/strategy development expertise which may exist in other services for example through temporary secondments. One aspect of future legislative change which will help is the proposal in the current Planning Bill to change the timescales for LDPs from 5 years at present to 10 years, with a simpler review process to update the Plan if necessary during that 10 year period.</p>				

Budget Development Process 2018/19-2020/21 – Savings/Income Generation Options

Savings Option	Develop a smaller more flexibly skilled workforce for the future
-----------------------	---

Title of Proposal/Option	Trading Standards Service Refocus
---------------------------------	--

Directorate	EEI
--------------------	------------

Service Area & ABB Link	Planning & Regulatory Services – Trading Standards
------------------------------------	---

Narrative Description of Savings Option
Savings can be achieved by taking the opportunity to refocus the Trading Standards Service.

Savings/Income Generation Option Amounts	
2018/19:	£27,000
2019/20:	£40,000
2020/21:	£40,000

Details on the Calculation of Savings/Income Generation Option Amounts
<p>The savings figure is based on the actual savings of the 1 FTE post identified, with some mitigation in year 1. A trainee post based in Dumfries is part of the succession plans, but is still undergoing professional training with a view to becoming fully qualified in 2019. It is therefore intended to delay the departure until the crucial final exam stages for the trainee are completed at the end of 2018. The Trading Standards Officer wishing to leave is the main training supervisor and mentor for the Trainee post. We have already spent considerable money and staff time reaching this point with our trainee and cannot risk that. Our succession plan is dependent on the trainee completing this, becoming a Trading Standards Officer and allowing an existing qualified post to be released</p> <p>Year 2 and 3 figures therefore include the cost of the career progression onto band 11. The existing band 8 Trainee post would be deleted.</p>

Details on Staffing Implications and how this will be managed
Through the ERVS process.

Issues/Concerns Regarding Deliverability of Indicated Savings/Income Generation
ERVS/Transform will be required to achieve the savings in full.

Impact on Council Plan
This will have no negative impact on the delivery of the Council Plan.

Impact Assessment Template PRS Trading Standards Service Reduction

Impact Assessment Trading Standards Service Reduction	
	Potential Impact
9 Protected Characteristics	No impact
<p>Narrative and assessment on Impact (includes staff and service users) on:</p> <p>Age – neutral Disability – neutral Gender – neutral Transgender – neutral Marriage & Civil Partnership – neutral Pregnancy & Maternity – neutral Race – neutral Religion or Belief – neutral Sexual Orientation - neutral</p>	
Human Rights	No impact
Health, Health Inequalities & Wellbeing	No impact
Economic & Social Sustainability	No impact
Environmental Sustainability, Climate Change and Energy Management	No impact
Summary of Impacts	
Positive Impact	High Medium Low
No Impact 13	
Negative Impact	High Medium Low
Measures to Reduce/Address Risks and Minimise Any Negative Impacts	
<p>Staff training and development will be needed to increase the range of competences within the reduced team. The succession planning arrangements which are based on an existing trainee post will need to be fully implemented, with the trainee supported to complete professional training.</p>	

Budget Development Process 2018/19-2020/21 – Savings/Income Generation Options

Savings Option	Develop a smaller more flexibly skilled workforce for the future
-----------------------	---

Title of Proposal/Option	Infrastructure and Transportation Service Refocus
---------------------------------	--

Directorate	EEl
--------------------	------------

Service Area & ABB Link	EEl / Infrastructure and Transportation
------------------------------------	--

Narrative Description of Savings Option

Savings can be achieved taking the opportunity to refocus the Roads Network Management Team and the Infrastructure and Transportation Service Management Team as a result of expressions of interest in the Council's ERVS scheme. This will require restructuring and re-alignment of service structures with in-built mitigation to ensure business succession.

It is likely that the majority of the savings will be realised in 2019/20.

Savings/Income Generation Option Amounts

2018/19:	£66,000
-----------------	---------

2019/20:	£171,000
-----------------	----------

2020/21:	£171,000
-----------------	----------

Details on the Calculation of Savings/Income Generation Option Amounts

The removal of 2 FTE posts in 2018/19 would realise a saving of £66k.

The removal of 2 FTE posts in 2019/20 with associated mitigation measures would realise a further saving of £105k giving a total saving of £171k 2019/20 onwards.

Details on Staffing Implications and how this will be managed

There would be an impact on services delivered as a result of the release of the staff or posts and a requirement to reduce activity within Infrastructure and Transportation.

Business cases on a post by post basis will identify the impact and measures necessary to facilitate release of the staff concerned. Where possible roles will be absorbed within services otherwise the duties and associated activities of the role will not be carried out.

Issues/Concerns Regarding Deliverability of Indicated Savings/Income Generation

Acceptance of reduced availability of staff or reduced activity, depending on posts released or displacement of activity.

Expectations of other services and Elected Members as to the impact of this on availability and activity need to be adjusted.

Impact on Council Plan

This will have no negative impact on the delivery of the Council Plan.

Impact Assessment Template I&T Service Refocus

Impact Assessment	
	Potential Impact
9 Protected Characteristics	No Impact
<p>Narrative and assessment on Impact (includes staff and service users) on:</p> <p>Age – neutral. Disability – neutral Gender – neutral Transgender – neutral Marriage & Civil Partnership – neutral Pregnancy & Maternity – neutral Race – neutral Religion or Belief – neutral Sexual Orientation - neutral</p>	
Human Rights	No Impact
Health, Health Inequalities & Wellbeing	No Impact
<p>Reduction in roads network management functions, including road safety, speed limits, traffic calming and inspections may impact on road safety issues for road users.</p>	
Economic & Social Sustainability	No Impact
Environmental Sustainability, Climate Change and Energy Management	No Impact
Summary of Impacts	No Impact
Positive Impact High Medium Low No Impact 13 Negative Impact High Medium Low	
Measures to Reduce/Address Risks and Minimise Any Negative Impacts	
<p>Identify service reduction in terms of reduced availability of staff or activity reduced and communicate impacts.</p>	

Budget Development Process 2018/19-2020/21 – Savings/Income Generation Options

Savings Option	Develop a smaller more flexibly skilled workforce for the future
-----------------------	---

Title of Proposal/Option	Primary School Management Time
---------------------------------	---------------------------------------

Directorate	CYPLL
--------------------	--------------

Service Area & ABB Link	Primary Core Budget – DSM (Partial Discretion) – Primary Management Time Allocation
------------------------------------	---

Narrative Description of Savings Option
<p>Management arrangements in the primary sector are made by way of a formula to allocate Management time to each Head teacher to use to meet the requirements of their school. Management time is allocated separately to the core teaching allocation required for the school. With the exception of 5 schools, currently under review as part of the Primary Partnership arrangements, all schools in Dumfries & Galloway have a non-teaching Head teacher or non-teaching Partner Head teacher. Depending on the size of the school, there may also be Depute Head teachers and/or Principal teachers.</p> <p>Management time allocations allow Head teachers to buy in cover to allow promoted staff and/or class teacher's time out of the classroom to focus on management activity or improvement agenda for the school. This saving represents a 10% reduction in management days currently allocated.</p>

Savings/Income Generation Option Amounts	
2018/19:	£50,000
2019/20:	£50,000
2020/21:	£50,000

Details on the Calculation of Savings/Income Generation Option Amounts
<p>In order to achieve this saving, the rate per pupil of management time allocation would be reduced for the total number of pupils. Vulnerable pupils (Looked After Children, Children with Individual Education Plan, and time given for management of Learning Centres) rates would not be affected to ensure that the additional management capacity in these areas is maintained at current levels. By reducing the rate per pupil, this ensures that the reduction is proportionate across all schools.</p>

Details on Staffing Implications and how this will be managed
<p>No direct staffing implications, but this reduction to budget may impact on staff employed from Casual list or on temporary short term contracts in schools.</p>

Issues/Concerns Regarding Deliverability of Indicated Savings/Income Generation
<p>Scottish Government Governance Review proposes increasing Head teacher responsibility through the Head teacher Charter. Increased responsibility with a reduced management time allocation will increase management pressures on Head teachers and their capacity to lead improvement.</p>

Impact on Council Plan
<p>This will have no negative impact on the delivery of the Council Plan as should not directly affect Pupil/Teacher ratio.</p>

Impact Assessment Template – Primary Management

Impact Assessment																						
	Potential Impact																					
9 Protected Characteristics	No impact																					
<p>Narrative and assessment on Impact (includes staff and service users) on:</p> <p>Age – this is a saving which affects the budgets that are used to lead and manage our primary schools. There is no direct impact on children.</p> <p>Disability – neutral Gender – neutral Transgender – neutral Marriage & Civil Partnership – neutral Pregnancy & Maternity – neutral Race – neutral Religion or Belief – neutral Sexual Orientation - neutral</p>																						
Human Rights	No impact																					
Health, Health Inequalities & Wellbeing	No impact																					
Economic & Social Sustainability	No impact																					
Environmental Sustainability, Climate Change and Energy Management	No impact																					
Summary of Impacts																						
<table border="1"> <tbody> <tr> <td>Positive</td> <td>High</td> <td>0</td> <td>Medium</td> <td>0</td> <td>Low</td> <td>0</td> </tr> <tr> <td>No Impact</td> <td>13</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Negative</td> <td>High</td> <td>0</td> <td>Medium</td> <td>0</td> <td>Low</td> <td>0</td> </tr> </tbody> </table>		Positive	High	0	Medium	0	Low	0	No Impact	13						Negative	High	0	Medium	0	Low	0
Positive	High	0	Medium	0	Low	0																
No Impact	13																					
Negative	High	0	Medium	0	Low	0																
Measures to Reduce/Address Risks and Minimise Any Negative Impacts																						
<p>The reduction in management budgets will mean that primary head teachers will review management roles and determine tasks which no longer require to be undertaken, or undertaken differently. Continued good financial management by head teachers through monitoring of budgets and performance will limit the risk.</p>																						

Budget Development Process 2018/19-2020/21 – Savings/Income Generation Options

Savings option	Maximising our income and underpinning fairness through targeted concessions
-----------------------	---

Title of Proposal/Option	Fees & Charges Review
---------------------------------	----------------------------------

Directorate	All
--------------------	------------

Service Area & ABB Link	Fees and Charges – all Directorates
------------------------------------	--

Narrative Description of Savings Option

Following completion of the service review of charging in 2016, an Implementation Plan was agreed by Policy & Resources Committee in November 2016. In line with this, work has been ongoing during 2017 to further develop the Council's Charging Framework and to identify potential opportunities for further and increased income generation. This work has entailed:

- a) further analysis of Dumfries & Galloway's 23 main areas of charging to determine the extent to which current charges cover the cost of service provision
- b) detailed comparison of our price and income levels with the latest national benchmarking information

A costing tool has been developed to provide consistency in analysing the extent to which the Council subsidises the services charged for. This work continues to be ongoing. The information gathered to date is provided in the appendix attached. The total value of the subsidy provided across all of these services is still being worked through using the model, and can be difficult to establish given that some charges apply only to part of services which are costed across a number of activities.

With regard to the benchmarking results obtained, 36 Dumfries & Galloway charges are below the average for those 24 Scottish Local Authorities who responded. However, a number of the charges surveyed relate to activities either not undertaken by the Council, or where there is no historic provision for charges. Those charges not currently applied, or where there is significant difference from the Scottish average are detailed in Appendix 2. The feasibility of applying an increase across all 36 charges currently below average to bring D&G in line with national averages has been explored. There are concerns that this would only serve to significantly drive down demand and thus reduce income overall. It is therefore proposed that increases which officers are confident can be delivered are applied for 2018/19 and the remaining charges further developed for future years. A number of service areas are also subject to other savings proposals and cannot therefore be included in this template (these include Music Tuition, Pest Control, Social Care Charges, Garden Maintenance).

Savings/Income Generation Option Amounts

2018/19:	£165,000
2019/20:	£370,000
2020/21:	£500,000

Details on the Calculation of Savings/Income Generation Option Amounts

The figures below are derived from the comparison with returns from other Scottish Local Authorities to PWC as part of the Charging for Services benchmarking exercise, based on 2016/17 fees and charges levels, from analysis of costs and income levels, and on the advice of the services. Further work will be required to ensure all Council service charging is reflected in the three year budget strategy, but it is anticipated that this will deliver additional savings rather than reduced.

Activity	2018/19	2019/20	2020/21
School Meals 5p per meal increase per annum for 2 years	£35,000	£70,000	£70,000
Licensing – requires 12 mths lead in		£40,000	£40,000
Social Work – separate review	0	0	0
Leisure – 10% increase in income per annum	£60,000	£120,000	£180,000
Burials – 3% per annum	£20,000	£40,000	£60,000
Non-Statutory Registration – 10% per annum	£50,000	£100,000	£150,000
	£165,000	£370,000	£500,000

School Meals - raise the schools meals figure by 5p per year for the duration of the current administration. On that basis this would raise the D&G figure closer to the current national average for school meals (appreciating other authorities may also increase prices during this period). Going with 5p uplift would have limited consequences with reduced uptake and would maintain a sound financial and customer base.

Charges for discretionary licensing fees will be reviewed and consulted during 2018/19 for implementation in 2019/20.

It is proposed to increase income levels for sport and leisure activities through focused marketing and pricing to achieve 10% increases in each of the next three financial years.

Burials charges are proposed to increase by 3% per annum over the next three years.

It is proposed to increase discretionary charges for registrations by 10% each year. The view of the service is that this can be sustained.

Allowance has been made for reduction in uptake in burials only at this stage, reflecting current trends.

Details on Staffing Implications and how this will be managed

Income could be increased by increasing charges with no impact on current staffing levels.

Issues/Concerns Regarding Deliverability of Indicated Savings/Income Generation

Price increases may result in reduced demand for the services provided. It may be possible through customer consultation to establish tolerance levels.

There are concerns on the part of the school meals service that, whilst the main function of school meals is to implement “Nutrition Bill “ legislation in line with Health and Wellbeing and the upcoming anti-Obesity strategy whilst increasing uptake, increasing the cost to families may impact on uptake. However, the service acknowledges that the increases proposed should minimise this. Families on low incomes are entitled to free school meals, subject to assessment.

Burials as a proportion of total “disposals” has reduced in the last two years from 60% of total to 51%, and it may be that there will be further reduction due to availability of crematoria, changes in the perception of options on the part of the public, and realistic pricing of the burials option. This is reflected in the forecast income levels.

Impact on Council Plan

This will have no negative impact on the delivery of the Council Plan.

Impact Assessment Template Fees and Charges Budget Savings

Impact Assessment																						
	Potential Impact																					
9 Protected Characteristics	No Impact																					
Narrative and assessment of Impact (includes staff and service users) on: Age - No impact Disability - No impact Gender - No impact Transgender - No Impact Marriage & Civil Partnership - No impact Pregnancy & Maternity - No impact Race - No impact Religion or Belief – No Impact Sexual Orientation - No impact																						
Human Rights	No impact																					
No impact																						
Health, Health Inequalities & Wellbeing	No Impact																					
Increases in cost of school meals may discourage uptake, but proposed increases would bring D&G further into line with Scottish averages, and are therefore assessed as being unlikely to impact significantly.																						
Economic & Social Sustainability	Low positive																					
Charging for services at a more economic rate will help to sustain them for the future.																						
Environmental Sustainability, Climate Change and Energy Management	No impact																					
Summary of Impacts	No impact																					
This section should detail the number for each type and level of impact, therefore providing an overall assessment for the savings/income generation option e.g. <u>Summary of Impacts</u>																						
<table border="1" style="width: 100%; border-collapse: collapse; text-align: center;"> <tbody> <tr> <td style="padding: 2px;">Positive</td> <td style="padding: 2px;">High</td> <td style="padding: 2px;">0</td> <td style="padding: 2px;">Medium</td> <td style="padding: 2px;">0</td> <td style="padding: 2px;">Low</td> <td style="padding: 2px;">1</td> </tr> <tr> <td style="padding: 2px;">No Impact</td> <td style="padding: 2px;">12</td> <td style="padding: 2px;"></td> <td style="padding: 2px;"></td> <td style="padding: 2px;"></td> <td style="padding: 2px;"></td> <td style="padding: 2px;"></td> </tr> <tr> <td style="padding: 2px;">Negative</td> <td style="padding: 2px;">High</td> <td style="padding: 2px;">0</td> <td style="padding: 2px;">Medium</td> <td style="padding: 2px;">0</td> <td style="padding: 2px;">Low</td> <td style="padding: 2px;">0</td> </tr> </tbody> </table>		Positive	High	0	Medium	0	Low	1	No Impact	12						Negative	High	0	Medium	0	Low	0
Positive	High	0	Medium	0	Low	1																
No Impact	12																					
Negative	High	0	Medium	0	Low	0																
Measures to Reduce/Address Risks and Minimise Any Negative Impacts																						
The school meals service already places significant emphasis on promotion, and this can be reprioritised to seek to mitigate any reduction in uptake as a consequence of modest price increases. The Burials service is developing a “low-cost funeral” specification to enable those who wish to access a low cost but dignified package of services, through the Anti-Poverty Strategy.																						

**POLICY
DEVELOPMENT
- REVENUE**

Policy Development Funding

Policy Development	Borderlands Inclusive Growth Deal (Revenue)
---------------------------	--

Directorate	Economy, Environment and Infrastructure
--------------------	--

Lead Service & ABB Link	Economic Development
------------------------------------	-----------------------------

Existing Council Policy?	Yes; Developing the Economy
---------------------------------	------------------------------------

Narrative Description of Policy Development

The Borderlands Deal is driven by a partnership between the Council and Carlisle, Cumbria County, Northumberland County and Scottish Borders Councils. Following development of the partnership through the work commissioned from EKOS Consultants, the Partners submitted a proposition to the Secretary of State for Scotland and the Cabinet Secretary for Economy, Jobs and Fair Work at the end of September 2017. The proposition has been well received by both UK and Scottish Governments and was endorsed by Full Council at its meeting on 12th December 2017.

The proposition sets out a series of themes and projects which are designed to have a transformative impact on the economy of the Borderlands. In particular, the proposition is focussed on reversing the decline in the working population, increasing the number of high value jobs and lifting the level of average wages across the region.

Key to the proposition are the twin themes of capitalising on the region's clean energy capability and delivering gigabit fibre infrastructure across the region to facilitate business growth and investment, job creation and better access to education and skills development. These two key themes are supported by projects around place and destination development, the creation of new business infrastructure. The proposition also addresses the challenges of the wider rural economy and challenges of ensuring that the right skills are available and that there is improved access to education and skills development.

In submitting the proposition to government, the Partners have started the process of securing a growth deal to support the transformation of the Borderlands economy and the improve the economic wellbeing of its residents.

In order to secure the deal, a considerable amount of development work is now required which will need dedicated officer support and sufficient budget to secure external expertise in developing the detailed evidence base for the supporting business cases.

The work to develop the deal will have 2 phases. Phase 1 is to submit a more detailed proposition to both Governments by the end of September 2018 with a view to securing financial commitment in the UK Government's November Budget.

If successful, Phase 2 will commence immediately after the Budget to develop detailed business cases for the specific projects that will underpin the Borderlands Growth Deal.

Policy Outcomes Intended

The key outcome of this work will be to secure Borderlands Inclusive Growth Deal supported by both UK and Scottish Governments.

The Deal itself will deliver transformative inclusive economic growth through the creation of higher value

jobs, access to world class skills development and the provision of clean, cheap energy to support business growth and alleviate poverty.

Funding – How Resources would be used

The additional resources along with the existing provision will be used to fund dedicated officer support and secure external expertise as appropriate to develop both outline and detailed business cases in Phases 1 and 2.

It is estimated that the Partners will need a combined revenue budget of £500,000 to ensure that access to external expertise and technical support is available through both Phases. In addition, the Council will need to provide dedicated officer support in the form of Lead Senior Officer and Policy Officer over the course of approximately 18 months.

Members made a provision of £150,000 in the financial year’s 2017-18 and 2018-19 but its estimated that an **additional £75,000** will be required in 2018-19 to cover the dedicated additional officer time.

Timescales & Milestones

January 2018 to September 2018

- Complete wider engagement with business and community groups
- Complete wider engagement with MPs and MSPs to secure support for the Deal
- Hold Member workshops to provide direction and input on project development and priorities
- Hold 2 Borderlands Conferences
- Finalise and prioritise the themes and programmes which will make up the deal
- Develop the evidence base and narrative to produce outline business cases for each theme and programme
- Through the development of outline business cases, quantify the total expected value of the deal and the ask of the UK and Scottish Governments
- Submit a detailed proposition to both UK and Scottish Governments

November 2018

- Budget announcement confirming the financial commitment to the deal

December 2018 to August 2019

- Reprioritise the themes and projects and agree those for early delivery
- Develop detailed business cases for early delivery projects
- Develop detailed business cases for the themes and programmes to be delivered throughout the deal
- Complete negotiations with UK and Scottish Governments to secure the final deal and final funding package

Summary Impact Assessment and Measures to reduce risks

	Potential Impact
9 Protected Characteristics	No Impact

Narrative and assessment on Impact (includes staff and service users) on:

- Age – no impact
- Disability – no impact
- Gender – no impact
- Transgender – no impact
- Marriage & Civil Partnership – no impact
- Pregnancy & Maternity – no impact
- Race – no impact
- Religion or Belief – no impact
- Sexual Orientation – no impact

Human Rights	No Impact					
Health, Health Inequalities & Wellbeing	No Impact					
Economic & Social Sustainability	High Positive					
Environmental Sustainability, Climate Change and Energy	High Positive					
Summary of Impacts	High Positive					
<u>Summary of Impacts</u>						
Positive	High	2	Medium		Low	
No Impact	11					
Negative	High		Medium		Low	
Measures to Reduce/Address Risks and Minimise Any Negative Impacts						
Not applicable						

Policy Development

Policy Development	2018 Year of Young People
---------------------------	---------------------------

Directorate	CYPLL
--------------------	-------

Lead Service & ABB Link	Young Peoples Services
------------------------------------	------------------------

Existing Council Policy?	Yes
---------------------------------	-----

This initiative will deliver on our councils 2018 Year of Young People Strategic Plan

Narrative Description of Policy Development

The initiative is to deliver our Dumfries & Galloway plan for 2018 Year of Young people. Our Council and partners have developed an aspirational plan which will give our children and young people a range of positive experiences, events and activities across 2018 which have long term impacts on our children and young people.

2018 has been identified as the Year of Young People, aiming to inspire Scotland through its young people, celebrating their achievements, valuing their contribution to communities and creating new opportunities for them to shine locally, nationally and globally. This is an exciting opportunity for the area to co-produce an innovative and dynamic calendar of projects, activities and events to celebrate and showcase young people across our region. The Year has 6 key themes; Participation, Equality and Discrimination, Education, Health and Wellbeing, Culture & Enterprise and Regeneration.

Policy Outcomes Intended

This policy would contribute in delivering the Council Plan, including –

Priority – Provide the best start in life for all our children

Commitment - Roll out best practice in youth work across the region.

Additionally, it delivers on our Councils Dumfries & Galloway 2018 Year of Young People strategic plan which was agreed at committee.

Funding – How Resources would be used

£98,000 of funding is required to match fund £ 141,632 which has been awarded from LEADER fund and is conditional on our councils funding of £98,000.

The funding will be used to deliver on the 2018 Year of Young People action plan.

Timescales & Milestones

The one off project will be delivered between April 2018 and January 2019. Key project milestones are included within the Year of Young People plan.

Summary Impact Assessment and Measures to reduce risks																						
	Potential Impact																					
9 Protected Characteristics	Positive impacts																					
<p>Narrative and assessment on Impact (includes staff and service users) on:</p> <p>Age. High Positive Impact <i>High impact on children and young people as the whole initiative is about providing a range of positive experiences and opportunities for young people</i></p> <p>Disability Low positive impact <i>Low positive impact due to increased range of opportunities for young people with additional support needs and disabilities.</i></p> <p>Gender No impact</p> <p>Transgender. Medium positive impact <i>Medium positive impact due to work with LGBT youth and the hosting of the national LGBT event for 2018.</i></p> <p>Marriage & Civil Partnership : No Impact</p> <p>Pregnancy & Maternity: Low positive impact <i>Low positive impact due to increased range of opportunities for young parents</i></p> <p>Race: No impact</p> <p>Religion or Belief : No Impact</p> <p>Sexual Orientation: Medium positive impact <i>Medium positive impact due to work with LGBT youth and the hosting of the national LGBT event for 2018.</i></p>																						
Human Rights	No impact																					
<p>High positive impact due to significant volume of health and wellbeing work that is included with the plan and will benefit our most vulnerable young people.</p>																						
Health, Health Inequalities & Wellbeing	High positive impact																					
Economic & Social Sustainability	High positive impact																					
<p>Low positive impact through visitors coming to the area to attend the national events that we will host as part of the year which is estimated over 12,000 people</p>																						
Environmental Sustainability, Climate Change and Energy	No impact																					
<p>Summary of Impacts</p> <p>Summary of Impacts (total 13)</p> <table border="1"> <tr> <td>Positive</td> <td>High</td> <td>3</td> <td>Medium</td> <td>2</td> <td>Low</td> <td>2</td> </tr> <tr> <td>No Impact</td> <td></td> <td>6</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Negative</td> <td>High</td> <td>0</td> <td>Medium</td> <td>0</td> <td>Low</td> <td>0</td> </tr> </table>		Positive	High	3	Medium	2	Low	2	No Impact		6					Negative	High	0	Medium	0	Low	0
Positive	High	3	Medium	2	Low	2																
No Impact		6																				
Negative	High	0	Medium	0	Low	0																
Measures to Reduce/Address Risks and Minimise Any Negative Impacts																						
No negative impact																						

Policy Development Funding

Policy Development	Promotion of Region in Northern Europe
---------------------------	---

Directorate	Economy, Environment and Infrastructure
--------------------	--

Lead Service & ABB Link	Economic Development
------------------------------------	-----------------------------

Existing Council Policy?	Yes- Build the local economy
---------------------------------	-------------------------------------

Narrative Description of Policy Development
<p>Marketing and promotional activity to target specific international markets such as France , Germany and the Netherlands where visitors tour the UK in motorhomes. The most recent Dumfries & Galloway visitor survey and economic data concludes:</p> <ul style="list-style-type: none"> • Dumfries & Galloway attracted 2.54 million visitors in 2016. • Economic impact was £327 million. • 6% of current visitors are from overseas, there is a clear opportunity to grow this market. • Current top overseas markets for D&G are; Germany, USA, France, Netherlands and Australia. • Compared to the rest of Scotland, visitors to Dumfries & Galloway were more likely than on average to stay in touring caravans / motorhomes (15% of all visitors). <p>Spend from International visitors is greater than UK residents and therefore this could have a very positive impact in driving up Dumfries and Galloway's International visitors numbers and provide a significant return on investment.</p> <p>An aspect of the activity will also include development of the region's food tourism product and incorporate this into the marketing. This activity fits with the Regional Tourism Strategy under providing authentic experiences and will provide resources to meet the aims and objectives of the Council plan 2017-2022.</p>

Policy Outcomes Intended
<p>A two year programme:</p> <ul style="list-style-type: none"> • Commit resources to work with partners to develop specific markets • Build on work already undertaken as part of the South West Scotland Coastal route development • Identify areas of interest, halting sites etc • Region-wide food tourism development and activity • Identify product partners • Develop specific collateral including promotional material

Funding – How Resources would be used

£40,000 for collateral to develop specific specific products
 £155,000 for resources and product development

Once an outline product and promotion plan has been completed the aim will be to utilise funds to lever enable product development by leveraging othwer public and private sector funds, whilst using a range of marketing channels.

Any elements that require procurement will be done in accordance to the Council's standing orders

Spread over 3 years

Timescales & Milestones

Year 1 Product and promotion outline and idenfication £65,000
 Year 2 Product leverage scheme and tailored marketing £65,000
 Year 3 Product refinement and scheduled campaign £65,000

Summary Impact Assessment and Measures to reduce risks

	Potential Impact				
9 Protected Characteristics	No Impact				
Narrative and assessment on Impact (includes staff and service users) on: Age – no impact Disability – no impact Gender – no impact Transgender – no impact Marriage & Civil Partnership – no impact Pregnancy & Maternity – no impact Race – no impact Religion or Belief – no impact Sexual Orientation – no impact					
Human Rights	No Impact				
Health, Health Inequalities & Wellbeing	High Positive				
Economic & Social Sustainability	High Positive				
Positive impacts attracting more visibility of the region’s opportunities					
Environmental Sustainability, Climate Change and Energy	Low Positive				
Minimal impacts					
Summary of Impacts	High Positive				
<u>Summary of Impacts</u>					
Positive	High	2	Medium	Low	1

No Impact	10						
Negative	High		Medium		Low		
Measures to Reduce/Address Risks and Minimise Any Negative Impacts							

Policy Development Funding

Policy Development	Looked After Children - Targeted Learning Support Provision and Building Capacity
---------------------------	--

Directorate	CYPLL
--------------------	--------------

Lead Service & ABB Link	Education Services, Supporting Learners
------------------------------------	--

Existing Council Policy?	Yes
<p>Delivery of existing statutory duties in relation to the Additional Support for Learning Acts 2004 and 2009, to meet the additional support needs of child and young people in our early learning and childcare settings, and primary and secondary schools, including those who are Looked After. The Children and Young People (Scotland) Act 2014 introduced new Corporate Parenting duties and responsibilities for Councils. A good corporate parent will want the best outcomes for their looked after children, accept responsibility for them, and make their needs a priority.</p>	

Narrative Description of Policy Development
<p>The last 2 years has seen a significant additional investment to embed our new ASL arrangements. The transition to more effective personalised learning and teaching in the classroom is beginning to impact on support for all learners at the universal level, where the majority of learners are identified as having additional support needs.</p> <p>Continuing to support this transition process through access to the ASL Mitigation Fund is important in having the capacity to embed the shifts in approaches and practice. The new investment stream - Pupil Equity Funding – is also starting to impact on this shift and will increasingly support the sustainability of this shift.</p> <p>One cohort requiring an increased, immediate and continuing focus, in terms of raising attainment, are Looked After Children (a cohort identified in the ASL Code of Practice as having additional support needs). This cohort is most at risk of not being able to secure a sustained positive destination when they leave school. Our approach will be to target additional support at the latter stages of their secondary school career, with an outcome to improve attainment levels.</p> <p>Access to learning is the key precondition to deliver the required up-shift in attainment levels and ultimately positive and sustained destinations for this cohort of learners, and to fulfil our Corporate Parenting responsibilities.</p> <p>This policy development proposes to increase the capacity of support being offered to</p>

Looked After young people who are not in full time education.

Key areas for focus will be:

- supporting individual learners identified as at risk of poor attainment and unlikely to secure a positive destination
- developing targeted tracking and monitoring for this cohort of looked after children
- supporting and enhancing the LAC Champion role in Secondary Schools
- working with schools and teachers to provide access to learning, support staff, environments and nurture/ restorative approaches
- increasing access to numeracy, literacy and health and wellbeing for those looked after young people not in full time education.

Policy Outcomes Intended

The proposal will provide additional support to Looked After young people not in full time education, alongside the embedding and impact of longer term adjustments and capacity building started in 2017/18.

The outcomes in the short and medium term will be:

- Enhanced educational offer to raise attainment levels for this cohort of learners, specifically in terms of literacy and numeracy
- Flexible and adaptable support arrangements in place for individual learners
- Preparation for young people to successfully transition to post school destinations.

These outcomes are supported by ongoing changes across the Service that will mean:

- Learners and specifically those Looked After – have access to quick and effective supports to minimise disruptions to the learning experience.
- School - increased levels of support and minimised disruption to all learners.
- Supporting Learner's Service - better able to target resources at those most in need.
- Education Services - more confident and competent workforce to support and manage additional support needs.
- Council – improving its offer to Looked After Children and fulfilling our duties as a Corporate Parent.

Funding – How Resources would be used

The Funding will be used on a recurring basis to increase the availability of ASL support as targeted to meet the key areas of focus as above.

£100,000

Timescales & Milestones

The fund would be available from 2018/19 onwards.

Summary Impact Assessment and Measures to reduce risks

A report detailing the use and impact of the funding will be provided for Members as part of Education Services reporting.

Summary Impact Assessment and Measures to reduce risks																						
	Potential Impact																					
9 Protected Characteristics	No Impact																					
Narrative and assessment on Impact (includes staff and service users) on: Age – low positive Disability – no impact Gender – no impact Transgender – no impact Marriage & Civil Partnership – no impact Pregnancy & Maternity – no impact Race – no impact Religion or Belief – no impact Sexual Orientation – no impact																						
Human Rights	No Impact																					
Health, Health Inequalities & Wellbeing	Low Positive																					
Economic & Social Sustainability	No Impact																					
Environmental Sustainability, Climate Change and Energy	No Impact																					
Summary of Impacts	No Impact																					
<u>Summary of Impacts</u> <table border="1" data-bbox="209 1220 876 1406"> <tbody> <tr> <td>Positive</td> <td>High</td> <td></td> <td>Medium</td> <td></td> <td>Low</td> <td>2</td> </tr> <tr> <td>No Impact</td> <td>11</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Negative</td> <td>High</td> <td></td> <td>Medium</td> <td></td> <td>Low</td> <td></td> </tr> </tbody> </table>		Positive	High		Medium		Low	2	No Impact	11						Negative	High		Medium		Low	
Positive	High		Medium		Low	2																
No Impact	11																					
Negative	High		Medium		Low																	
Measures to Reduce/Address Risks and Minimise Any Negative Impacts																						

Policy Development Funding

Policy Development	Tackling Poverty Initiatives
---------------------------	-------------------------------------

Directorate	All
--------------------	------------

Lead Service & ABB Link	All
------------------------------------	------------

Existing Council Policy?	Yes
<p>Provide the best start in life for all our children Ensure early intervention, in particular to keep our region's most vulnerable children safe.</p> <p>Protect our most vulnerable people Tackle the causes and effects of inequality and poverty Help older or vulnerable people live healthy and independent lives</p> <p>Be an inclusive council Increase equality of opportunity</p>	

Narrative Description of Policy Development
Our Council has an agreed Anti-Poverty Strategy 2015-2020

Policy Outcomes Intended
<p>The Anti-Poverty Strategy has a vision and four outcomes listed below:</p> <p>Anti-Poverty Strategy Vision:</p> <p>“People will be prevented from falling into poverty; supported to escape from poverty and lead independent, safe, happy & fulfilled lives”.</p> <p>Strategy Objectives:</p> <p>Objective 1 – To listen to people and families experiencing poverty and make sure their voice is heard</p> <p>Objective 2 – To support people experiencing poverty to move from dependence to independence.</p> <p>Objective 3 – To ensure our information and services are easy to access</p> <p>Objective 4 – To provide services that meet the needs of people experiencing poverty</p>

Funding – How Resources would be used

In addition to the existing commitment of £1M of Policy Development funding to our Tackling Poverty priority a further £240K one-off sum and use of the £55K (also one-off) unallocated poverty budget (as detailed to Communities Committee on 5 September 2017) i.e. a total of **£1.295m** is outlined for investment as follows;

Cost of the School Day: Home Economics and Technical Subjects £140K

As part of Dumfries and Galloway Council's ongoing work to alleviate poverty in the region, and following the implementation of the Council's Anti-Poverty Strategy, which was approved in June 2015, Members at Full Council in December 2015 agreed to remove the costs of home economics and technical subjects for all pupils. This amounted to £90k per year for home economics/hospitality subjects and £40k per year for technical subjects. This funding was provided until January 2018

This funding was very much welcomed by schools, with our young people having benefitted significantly from this funding as it has meant that any barriers to learning in these subject areas which were linked to cost have been removed. This has resulted in increased engagement for all.

Currently, all pupils study Home Economics and Technical Subjects in S1 and 2 with a significant number continuing to study it in S3 as part of a broad general education. Greater numbers of young people are now opting to study these courses in more detail in the senior phase, not only to learn essential skills, but also with a view to working in the related industries beyond school.

Two schools (Dalbeattie Learning Campus and Wallace Hall Academy) have also seen investment in purpose built hospitality kitchens to support expansion of curricular provision in the senior phase.

Attainment in both these curricular areas remains high and is being used as a platform to the next level; of study / employment.

By removing costs associated with these curricular areas from the school day for everyone the council has ensured a level playing field, providing access to these subjects to all pupils.

It is important that no child should be excluded from activities or treated differently. Children who live in poverty can feel different and vulnerable and, as they often don't participate in the activities their peers do, they can become socially isolated. This leads to a lack of confidence and low aspiration.

An allocation of **£95K** for Home Economics / Hospitality and **£45K** for Technical Subjects per school year is proposed to allow this to continue.

Cost of the School Day: Pupil charges for other curricular subjects linked to national qualifications in the Senior Phase £25K

In a number of subject areas in the senior phase e.g. Art and Design, Drama, Photography, English, Geography opportunities are offered to young people which enhance the core curriculum of that subject area. This might mean involvement in extracurricular theatre trips, the necessary requirement of purchase of additional materials to enhance portfolio work, fieldwork, residential field trips, kit for specific activities within physical education. Whilst not compulsory to attain the national qualifications these experiences do enhance the curricular experience and take learning into real opportunities so bringing learning to life and adding value.

The creation of a discretionary fund for each secondary school, to enhance curricular opportunity in National Qualifications, would support young people who for whatever reason are experiencing poverty whether it be SIMD, FME, LAC and rurality would be significant. This would also build on the provision of PEF (Pupil Equity Funding) which is allocated nationally to

schools on the basis of the estimated number of children and young people in P1-S3 registered for free school meals. This money is used to support young people in our secondary schools S1 – 3 through targeted interventions, so helping to make access to the curriculum equitable for all. Beyond S3, into the senior phase evidence suggests that choices young people make can be influenced by factors, such as the requirement to contribute towards additional wider curricular expectations, to enhance project work , opt not to study certain subjects for fear of being excluded due to affordability.

Allocation of and use of such a fund would be at the discretion of the Headteacher, although agreement on how it might be used should be drawn up with the agreement of teaching staff, pupils and parents. The expectation would be that the allocation of this funding was transparent and that the impact of it was shared through attainment discussions. Such a fund could also be used to ensure access for all, to other wider curriculum opportunities eg. Easter School - covering transport costs along with perhaps a snack for some young people.

An allocation of **£25K** is proposed to be divided between the 16 secondary schools, to allow for a discretionary fund to be set up in each school. This would be allocated on a pro rata basis linked to SIMD, FME, LAC and rurality.

Cost of the School Day : Extra Curricular Travel e.g. Travel for Sporting fixtures £30K

Costs associated with school trips and transport to sporting fixtures are a further area of anxiety for families living on low incomes. Parents who are under pressure to manage finances sufficiently to cover the costs of necessities have little or nothing to spare to pay for school outings. Even when the cost of a school trip / travel for sport is relatively low many families are unable to pay for this, particularly at short notice, which 'away' sporting fixtures often are due to on going success of the team

Often children and young people may feign lack of interest in being involved in a particular trip or being involved in a sports team e.g. the school football or rugby team simply because they know that their parent(s)/carer(s) will struggle to or be unable to afford the cost.

The distance schools have to travel to compete both locally and nationally in sporting fixtures is increasingly becoming prohibitive for schools to fund without passing some of the costs to the young people involved. This is further exacerbated by rurality. In session 2017-18, travel costs linked to Stranraer Academy for example for sporting fixtures was £13,500. Similar amounts are reported by other schools.

Whilst the removal of all cost associated with this type of travel would be desirable schools are realistic that within their devolved school monies, funds are available to support some of this. It is however about removing barriers to involvement made particularly around those experiencing poverty whether it be SIMD, FME, LAC and rurality that assistance is looked for. A fund of **£30K** is sought to allocate between our schools to contribute to extra curricular travel so removing the need to charge vulnerable groups of young people. This would be allocated on a pro rata basis linked to SIMD, FME, LAC and rurality.

Removal of Period Poverty – free sanitary products in schools £100K

From August 2018 all schools in Dumfries and Galloway will offer free sanitary products to young people in line with the Scottish Government's commitment. The model of provision will be determined following consultation with Head Teachers and pupils to ensure an individual and flexible approach in each school that best meets requirements.

This policy would contribute in delivering the Council Plan including:

Priority - Provide the best start in life for all our children and the Commitment - Support children to be healthy and active; and

Priority - Protect our most vulnerable people and the Commitment - Tackle the causes and effects of inequality and poverty.

The policy would encourage schools to make adequate and sensitive arrangements to help girls and young women cope with menstruation - access to free sanitary products would help avoid the possibility of shame and embarrassment around not being able to afford such products. Head Teachers would liaise with pupils to ensure the most suitable arrangements are put in place in individual schools.

The policy would also enhanced delivery of the following target areas in the Dumfries and Galloway Wellbeing Work Plan, the vision of which is to “Reduce inequalities and optimise mental and physical health and wellbeing for individuals and communities”. The Work Plan sets out shared outcomes and priorities for CYPLL and DG Health and Wellbeing) and was agreed by CYPLL Committee on 21 March 2017:

- Strategic co-ordination of Health and Wellbeing, including Increased confidence and skills among school staff to plan for and deliver health and wellbeing experiences and outcomes
- Physical Education, Physical Activity and Sport., including increasing participation amongst under-represented groups including girls and young women and those with a disability
- Mental Health and Wellbeing, including people are supported to look after themselves and stay mentally and physically healthy
- Relationships, Sexual Health and Parenthood (RSHP) - including young people having access to services which support their sexual health and wellbeing needs; Improved knowledge skills and confidence of primary and secondary school staff to deliver RSHP education

In Dumfries and Galloway, funding of £100k would be used to develop and deliver an appropriate model of access to free sanitary products in all primary schools and secondary schools for the academic year from August 2018. Regular evaluation of costs, take-up of the sanitary products and the suitability of management/distribution arrangements will take place throughout the year.

Extension of the Food in Schools support to include holiday meals and during study support £200k

It is recognised that the delivery of this objective would require different solutions in different areas given distances from hubs in some areas and therefore there may be a number of approaches. It is also not clear at this stage what level of uptake there would be. Therefore plans will be drawn up to pilot two clusters or areas over summer 2018 – one rural and one urban. These proposals will be brought in advance to CYPLL Committee for ratification and then a further report after the summer highlighting uptake and lessons. These pilots will be used to roll out effective arrangements for the following holiday periods.

Area Committee Local Anti-Poverty Fund £350K

£350K of funding will be transferred to Area Committees who will then allocate to anti-poverty initiatives within their respective areas. Each Area Committee will be allocated a proportion of the £350K based on the agreed formulae.

The above monies will be allocated for immediate disbursement by Area Committees including from the list of current applications. This approach will help ensure funding is allocated to events/activities/projects that help tackle poverty as quickly as possible. Area Committees may choose to agree additional criteria that specifically reflect the agreed anti-poverty objectives translated into an Area Committee context.

Involving our communities in tackling poverty through participatory budgeting £250K

This allocation will build on our Council's programme of participatory budgeting and result in a further £250K being disbursed across the region to community and voluntary groups who can demonstrate an effective contribution to our Council's agreed Anti-Poverty Strategy.

Credit Union development £50K

The purpose of the project is to further expand the provision of credit union services across our region, mitigating the impact of Welfare Reform, as well as helping people to avoid and escape poverty. The aim of credit unions is to provide a safe home for savings and a source of affordable loans, as well as encouraging better organised finances.

Key outcomes include;

- Further work with local employers to increase the number of people saving direct from their salary
- Raising the profile and public awareness of credit unions through social media marketing, articles in local press and tenant newsletters
- Closer work with stakeholders to reach more people through referrals from Social Landlords, Citizens Advice and other support bodies.
- Setting up of more pupil run savings schemes in local primaries to encourage saving and enhance arithmetic, customer service and cash handling skills
- Potential further immediate small loan project (subject to review and funding) to help alleviate poverty.

Mitigating the consequences of Welfare Reform £150K

Crisis Payments and Community Care Grants £150K - Currently Scottish Welfare Fund spend in D&G is within the Scottish Government allocation. However demands for both Crisis Payments and Community Care Grants continues to increase, current spend is £650K compared to £560K for the same period last year. Information from those local authorities who are already in Universal Credit full service areas, suggests the demand for crisis payments significantly increases. When D&G goes to full service in May 2018 there is a strong likelihood that demand will increase further therefore placing pressure on the funds available. The current allocation of DHP from the Scottish Government is £1,157,045, of which there is a commitment to fully mitigate the bedroom tax, therefore this significantly reduced the balance available to meet the needs of those under financial pressure due to other welfare reforms, i.e. benefit cap or universal credit. The current DHP policy has been written to provide help to as many people as possible however for shorter periods. Additional funding in both these areas would facilitate meeting the needs of additional demands for Crisis payments and amending the DHP policy to broaden its current criteria to assist more people with rental payments. An additional £150K is estimated to be needed to cover both areas with the flexibility to move the funds between funding streams to ensure it covers where the most demand is.

Timescales & Milestones

The £1.295m funding will be disbursed from 1 April 2018. Appropriate monitoring reports will be provided to the Council's Committee.

Summary Impact Assessment and Measures to reduce risks						
	Potential Impact					
9 Protected Characteristics	High Positive					
Community Survey identifies that people with multiple Protected Characteristics are more likely to face discrimination, face inequality and be unemployed than other members of society. Improved access to information and support and investment in initiatives to tackle poverty will therefore have a significant benefit to people and our communities						
Human Rights	No Impact					
Health, Health Inequalities & Wellbeing	High Positive					
Improved access to information and support and access to focussed services will improve overall quality of life including mental wellbeing.						
Economic & Social Sustainability	High Positive					
Improved access to information and support will mean more people are using available services. Investment in initiatives to tackle poverty will therefore have a significant impact on the economic and social sustainability of our region.						
Environmental Sustainability Climate Change and Energy	No Impact					
Summary Impact Assessment	High Positive					
<u>Summary of Impacts</u>						
Positive	High	3	Medium		Low	
No Impact		2				
Negative	High		Medium		Low	

**POLICY
DEVELOPMENT
- CAPITAL**

Capital Investment Proposal

Capital Investment	Wireless Technology in Secondary Schools
---------------------------	---

Directorate	CYPLL
--------------------	--------------

Lead Service & ABB Link	Education
------------------------------------	------------------

Within Council Plan?	Yes
-----------------------------	------------

The new Council Plan reflects a commitment to **provide the best start in life for all our children by investing in creating schools fit for the 21st century, which are at the heart of our communities.**

Narrative Description of Investment

Investing in new wireless technology in secondary schools, enabling access to new ways of learning and supporting skills development. This investment would provide the significant opportunity to realise the potential benefits of 'Bring Your Own Device'. In addition, security as well as access could be enhanced through strategic development of both curricular network and corporate network in schools.

Policy Outcomes Intended

This policy would contribute in delivering the Council Plan, including –

Priority – Provide the best start in life for all our children

Commitment - Investing in creating schools fit for the 21st century, which is at the heart of our communities.

Funding – How Investment would be used

The resources required to enable this technology in all our secondary schools are an estimated £1.8 million. Due to the amount of work required and the need to undertake some of this during school holidays, the project will be phased over 2 year 2018/19 and 2019/20.

Summary Impact Assessment and Measures to reduce risks	
	Potential Impact
9 Protected Characteristics	See below
<p>Narrative and assessment on Impact (includes staff and service users) on: Age – High positive impacts specific to this protected characteristic. Disability – High positive no impacts specific to this protected characteristic. Gender – no impacts specific to this protected characteristic. Transgender - no impacts specific to this protected characteristic. Marriage & Civil Partnership - no impacts specific to this protected characteristic. Pregnancy & Maternity - no impacts specific to this protected characteristic. Race - no impacts specific to this protected characteristic. Religion or Belief - no impacts specific to this protected characteristic. Sexual Orientation - no impacts specific to this protected characteristic.</p>	
Human Rights	No impact
No impact.	
Health, Health Inequalities & Wellbeing	No impact
No impact.	
Economic & Social Sustainability	No impact
No impact	
Environmental Sustainability, Climate Change and Energy	No impact
No impact.	
Summary of Impacts	
<u>Summary of Impacts</u>	
Positive	High 2 Medium 0 Low 0
No Impact	11
Negative	High 0 Medium 0 Low 0
Measures to Reduce/Address Risks and Minimise Any Negative Impacts	
No negative impacts.	

Policy Development Funding 2018/19

Policy Development	Increased Roads Investment
---------------------------	-----------------------------------

Directorate	Economy, Environment and Infrastructure
--------------------	--

Lead Service & ABB Link	Infrastructure and Transportation – Infrastructure Asset Class Capital Programme
------------------------------------	---

Existing Council Policy?	Roads Maintenance
---------------------------------	--------------------------

The Council Plan 2017-22 includes a priority - Increase investment in our roads infrastructure, including 'pothole' squads.

The Council's Roads Asset Management Plan states that "The real value of Dumfries and Galloway Council's road network and associated infrastructure lies in its delivery of the essential services that provide the foundation upon which economically healthy, prosperous and safe communities are built. Road maintenance impacts on the whole community and all of the services that the Council delivers."

The Council's Road Maintenance policy states that "Dumfries and Galloway Council as Roads Authority will manage, maintain, and improve its network of roads, footways and cycleways. The Council will:

- Ensure that the Council's road, cycle and pedestrian network is kept safe, effective, reliable and sustainable;
- Ensure the road network contributes to the delivery of economic regeneration;
- Work with partners to manage the road network effectively and efficiently; and
- Deliver a fair and customer focused road maintenance service."

The Code of Practice Well Managed Highways Infrastructure 2016 identifies that the core objectives for maintenance could be considered to be:

- Network Safety:
 - Complying with statutory obligations.
 - Meeting users' needs for safety.
- Customer Service:
 - User experience/satisfaction.
 - Communication.
 - Information.
 - Levels of service.
- Network Serviceability:
 - Ensuring availability.
 - Achieving integrity.
 - Maintaining reliability.
 - Resilience.
 - Managing condition.
- Network Sustainability:
 - Minimising cost over time.
 - Maximising value to the community.
 - Maximising environmental contribution.

The Economy, Environment and Infrastructure Committee of 11 November 2014 agreed that the approach to carriageway maintenance would be to "Maintain current baseline investment but

optimise the spend across treatment types and road classification.” The effect of this optimisation process was a shift in focus to that of maintenance rather than reconstruction with the aim to prolong the lifespan through lower cost surfacing and surface treatments and to minimise spend on more costly strengthening and reconstruction works on the carriageway. The Economy, Environment and Infrastructure Committee meeting of 21 November 2017 agreed the continuation of this preventative maintenance approach to future investment in the carriageway infrastructure.

The 2017-18 national Road Condition Indicator (RCI) survey data indicates that some 47.3% of our Council’s local public road network should be considered for maintenance treatment. This figure includes both the condition category “repairs are likely to be required to prolong its future life” and the condition category “further investigation is required”.

The Infrastructure Asset Class Programme typically invests £9.5m per annum in various roads and transportation related assets with approximately £6m per annum being invested in the carriageway asset. The table below indicates the historic allocation across the carriageway asset programmes for the financial years 2015/16 to 2017/18.

Programme	Budget Allocations 2015/16 £m	Budget Allocations 2016/17 £m	Budget Allocations 2017/18 £m
Carriageway Surface Dressing	2.3	2.65	2.65 + 0.25
Carriageway Strengthening (> 40mm)	0.75	1	1
Carriageway Resurfacing (≤ 40mm)	2	1.25	1.25
Carriageway Planned Structural Overlays (≤ 40mm)	0.45	0.5	0.5 + 0.75
Carriageway Drainage	0.2	0.4	0.4 + 0.28
Forestry Routes	0.173	0.265	0.245
Total	5.873	6.065	6.045 + 1.28

The 2017/18 capital allocation includes the additional £1.28m agreed at Full Council on 28 February 2017.

Narrative Description of Policy Development

It is proposed that additional funding is again allocated to the Carriageway Surface Dressing (increase of £0.5m) programme within the Infrastructure Asset Class to tackle the level of carriageway defects on the road network.

Carriageway Surface Dressing

This programme currently provides approximately £2.65m of funding per annum to provide a low cost surface layer for the carriageway asset. Surface Dressing involves the even spray application of an emulsion bituminous binder through a purpose built spray tanker onto the existing road surface followed immediately by the even application of aggregate chippings to ‘dress’ the binder. Surface dressing offers many advantages:

- Seals the road surface against ingress of water which is known to be one of the major causes of asphalt pavement deterioration.
- Arrests the deterioration of the road surface and underlying road pavement structure.
- Restores the necessary level of skid resistance to the road surface with the resultant benefits of reduction in skid related traffic accidents.

- Timely intervention will enable worn out road surfaces to last longer thereby increasing the time to when surfacing is required.
- Can help to reduce spray caused by vehicles travelling on wet road surfaces.

Policy Outcomes Intended

Enhanced delivery of the aspects of the Council's Road Maintenance policy to "Ensure that the Council's road, cycle and pedestrian network is kept safe, effective, reliable and sustainable" and "Ensure the road network contributes to the delivery of economic regeneration".

Funding – How Resources would be used

Funding of £500K would be added to the Capital Investment Strategy in 2018/19 and would be used to provide further carriageway surface dressing to seal the road surface and restore skid resistance on the road network.

This project will be funded through additional 1-off borrowing of £0.5M. Resulting in loan charges of £35K to the revenue budget over the next 25 Years.

Timescales & Milestones

Additional carriageway surface dressing works will be undertaken as part of the Council's annual surface dressing programme between May and August when drier and warmer weather is more likely.

Summary Impact Assessment and Measures to reduce risks

	Potential Impact
9 Protected Characteristics	No impact
Narrative and assessment on Impact (includes staff and service users) on: Age – no impacts specific to this protected characteristic. Disability - no impacts specific to this protected characteristic. Gender – no impacts specific to this protected characteristic. Transgender - no impacts specific to this protected characteristic. Marriage & Civil Partnership - no impacts specific to this protected characteristic. Pregnancy & Maternity - no impacts specific to this protected characteristic. Race - no impacts specific to this protected characteristic. Religion or Belief - no impacts specific to this protected characteristic. Sexual Orientation - no impacts specific to this protected characteristic.	
Human Rights	No impact
No impact.	
Health, Health Inequalities & Wellbeing	No impact
No impact.	
Economic & Social Sustainability	Low positive
Overall increases in carriageway funding will impact positively on road condition.	
Environmental Sustainability, Climate Change and Energy	No impact

No impact.

Summary of Impacts

Low Positive

Summary of Impacts

Positive	High	0	Medium	0	Low	1
No Impact	12					
Negative	High	0	Medium	0	Low	0

Measures to Reduce/Address Risks and Minimise Any Negative Impacts

No negative impacts.

Policy Development – Capital Investment

Policy Development	Establishment of a Playpark Fund and extension of the Inclusive Play Initiative
---------------------------	--

Directorate	Communities
--------------------	--------------------

Lead Service & ABB Link	Civic and Local Services, Community Assets – Parks and Open Spaces
------------------------------------	---

Existing Council Policy?	Yes
---------------------------------	------------

The Council currently provides 264 play parks and play areas across the region. The Council agreed to allocate £500k to development of 3 Inclusive Play Sites in Stranraer, Dumfries and Annan in 2017/18. This Policy Development proposal suggests a similar level of investment in a further 4 sites at Newton Stewart, Castle Douglas, Upper Nithsdale and Lockerbie in 2018/19. There is also a need to review investment in the other 257 sites in Dumfries and Galloway, with equipment at a number of sites requiring refurbishment, replacement or removal.

This policy development would contribute to the council's main priorities, in particular to:

- Provide the best start in life for all our children; Raise ambition and attainment, in particular to address inequalities and Support children to be healthy and active
- Protect our most vulnerable people; Help older or vulnerable people live healthy and independent lives
- Be an inclusive council: Ensure that local people and communities are at the heart of our decision making; Empower our communities to make the most of their assets; and Increase equality of opportunity

The Council Plan, agreed in September 2017, includes a commitment to establish a playpark fund to support improvements to parks across the region. It is proposed that additional funding of £500k in 2019/20 is allocated to this fund.

The Land Asset Class Capital Programme provides limited funding for reinvestment in parks and open spaces. Of a £500k annual allocation, £75k is allocated to sports pitches, and a further £250k to burial grounds maintenance and development. Therefore £175k annually is available for maintenance and development of playing fields, parks and open spaces, gardens, memorials and amenity space. £125k has been brought forward from 2018/19 and 2019/20 to enable purchase and development of land for the new cemetery in Dumfries to be taken forward, and there is therefore little flexibility within the asset class to supplement expenditure on parks.

The Council also currently maintains a significant number of play areas owned by Dumfries and Galloway Housing Partnership, following the establishment of that organisation in 2003. Many of these play areas are nearing the end of life, and there is a need to engage with DGHP as regards their plans for renewal. Loreburn Housing Association also provide a number of play areas in the region and are responsible for the maintenance and renewal of these sites, however these need to be taken into account in any review of overall provision as they are accessible by all local residents.

Community groups, in conjunction with DGC, are empowered to apply for and receive funding to fully refurbish community play areas, with the Council adopting the equipment once refurbished. Examples of this completed or underway in recent years include facilities at Portpatrick, Monreith, Moniaive and Cargenbridge.

The project will also align with the Council's Community Participation and Engagement Strategy and the developing Community Participation and Engagement Framework.

Narrative Description of Policy Development

In addition to the work on inclusive play sites underway and proposed, it is proposed to make funding available to refurbish and / or replace play equipment at parks across the region where there is demand and demonstrated need, in terms of the age and serviceability of the existing equipment.

Specifically it is proposed to make funding available to install new equipment in 4 additional key sites which will offer a better standard of play equipment to disabled children, which is also attractive to and useable by children of general abilities. Equipment may include that which is accessible by mobility impaired children, as well as, equipment which provides stimulation and amusement for visually impaired children. At the same time, it would be intended to improve access routes to the location for this equipment, as well as, paths and standing areas in the vicinity.

It would be intended to carry out this work through consultation with local communities, and in particular, representative groups for park users, young people and local communities, prior to undertaking detailed design work. Preference will be given to investment in areas where communities are able to demonstrate demand and to source external funding to supplement Council Resources. The Council will also seek to engage other external partners such as RSLs in the funding of play equipment where this clearly services the needs of their tenants.

Council officers will seek to encourage the inclusion of accessible play units within any refreshed play areas to enable access by disabled children. Opportunities for developing outdoor gyms, which provide free exercise facilities for adults will also be reviewed, recognising the demographic changes in Dumfries and Galloway which see a reduction in under 18s and projected further growth in over 60s in our area.

To maximise the funding available and its impact on larger numbers of children, it is proposed that 4

schemes should be developed in: Newton Stewart, Castle Douglas, Upper Nithsdale and Lockerbie. This will extend the network of accessible play areas across the region, such that we have 7 inclusive play sites covering a population catchment of approximately 85,000, with significant additional numbers able to access the sites with journeys of 10 miles or less.

First steps will be to undertake a review of all existing play areas and the equipment in them to align resources with need. The next stage will require engagement with local community groups to determine their priorities for future investment, and the potential for generating external funding.

The programme will be delivered through the Council's Community Assets team, with support from Ward Managers and Officers. It will be managed through a programme board, with the relevant Community Assets Managers responsible for delivery within their own areas but with overall programme management through the Community Assets Manager (Nithsdale) and overseen within the Land Asset Class capital programme.

Policy Outcomes Intended

- Establishment of a play parks fund which prioritises investment across the Council's asset base aligned with need and local demand
- Improved physical access to play sites for all
- Reflection of the Council's demography in provision of recreational opportunities in Council parks and open spaces
- Better integration of disabled children with their peers.
- Wider inclusion of a number of disabled child groups
- Potential for co-location of disabled access play equipment with other facilities, in particular "Changing Places toilets / changing facilities"

Funding – How Resources would be used

- Direct procurement and installation of equipment.
- Procurement of works to address access problems.
- Enhance existing toilet provision, where possible.
- Award of funding to voluntary organisations for purchase of equipment for installation on Council sites.

Inclusive parks are estimated to cost approx. £125,000 per scheme thus requiring a total investment estimated at £500,000. A further £500,000 will be made available by establishing a Park Fund.. There is potentially significant demand for funding, but it is suggested that by careful management and consultation with local communities resources can be supplemented by external funding accessed by community groups. Given the need for significant consultation and for community groups to seek external funding both streams are unlikely to commence work on the ground until 2019/20.

An allocation of £1m would be added to the Land Asset Class for 2019/20 to allow the various projects to be progressed.

This project will be funded through additional 1-off borrowing of £1.0M. Resulting in loan charges of £125K to the revenue budget over the next 10 Years.

Updated Capital Investment Strategy

	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	Grand Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Affordable Borrowing	18,750	18,750	18,750	18,750	18,750	18,750	18,750	18,750	18,750	18,750	187,500
Additional Prudential Borrowing		1,900	1,400								3,300
Unhypothecated General Capital Grant	20,229	18,352	21,394	17,372	17,372	17,372	17,372	17,372	17,372	17,372	181,579
General Capital Grant Flooding	1,920	2,078	4,000	6,556	8,084	4,066					26,704
Early Years - 1140 Hours	912										912
Capital Fund (DG One)	5,989	876									6,865
Receipt from Asset Sales	500	500	500	500	500	500	500	500	500	500	5,000
Loan Charges Released	753	-1,064	-1,542	-840	-468	-336	-209	-161	-110	-56	-4,032
Total Funding Available	49,053	41,392	44,502	42,338	44,238	40,352	36,413	36,461	36,512	36,566	407,828
Priority Projects	659										659
Dalbeattie Learning Campus											
Dumfries Learning Town											
- The Bridge	5,985	4,300									10,285
- North West Campus (inc Max High)	18,242	4,974									23,217
- St Joseph's College	14,294	2,375	474								17,144
- Development & Enabling Costs	906	842									1,748
Whitesands Flood Protection & Public Realm	209	445	735	6,590	10,105	4,576					22,660
Newton Stewart Flood Protection Scheme	378	1,650	4,250	1,500							7,778
Langholm Flood Protection Scheme	60	405	500	1,000							1,965
Stranraer Flood Protection Scheme	40	200	160								400
Kirkcudbright Art Gallery	1,221										1,221
DG One Refurbishment	5,989	7,500	2,302								15,791
Agreed Priority Projects Contingency	154	459	1,938	455	505	229					3,740
Further Corporate Priority Projects (DLT Phase 2, Borderlands, Stranraer Waterfront)*	0	0	0	4,750	9,000	11,000	13,000	13,000	13,000	13,000	76,750
Priority Projects Totals	48,137	23,151	10,359	14,295	19,610	15,805	13,000	13,000	13,000	13,000	183,357
Asset Classes											
Property/ Buildings (Schools)	4,250	6,724	4,894	4,750	5,000	5,000	5,000	5,000	5,000	5,000	51,118
Property/ Buildings (Other)	3,700	3,553	3,600	3,700	3,700	3,700	3,700	3,700	3,700	3,700	36,753
Infrastructure (including increased Roads Investment £0.5 Million)	9,500	10,371	10,166	9,500	9,500	9,500	9,500	9,500	9,500	9,500	96,637
Economic Development	1,500	1,618	2,210	1,750	1,500	1,500	1,500	1,500	1,500	1,500	16,328
Land (including Park Fund £1 Million)	500	1,547	814	875	500	500	500	500	500	500	6,736
IT/ Business Systems (including Wireless Technology in Schools £1.8 Million)	1,075	1,217	1,929	1,975	1,075	1,075	1,075	1,075	1,075	1,075	12,646
Vehicle/ Fleet	660	755	660	660	660	660	660	660	660	660	6,695
Swestrans	800	1,088	800	800	800	800	800	800	800	800	8,288
Allocation Totals	21,985	26,873	25,073	24,110	22,735	22,735	22,735	22,735	22,735	22,735	235,201
Programme Total	75,010	48,224	34,469	37,030	42,345	38,540	35,735	35,735	35,735	35,735	418,558
Carry Forward/ Shortfall	-25,957	-6,832	10,033	5,309	1,893	1,813	678	726	777	831	
Carry Forward/ Shortfall (Cumulative)	10,761	-15,196	-22,028	-11,995	-6,686	-4,793	-2,981	-2,302	-1,576	-800	31
Revenue Impact (Cumulative)	-753	1,064	1,542	840	468	336	209	161	110	56	-2

* The 10 Year Capital Investment Strategy at this stage retains £76.750 Million for future allocation to support major Corporate Priority Projects. Projects reflected in the agreed Council Plan which are expected to be progressed over the upcoming period include Dumfries Learning Town (Phase 2), the Borderlands Growth Deal and the Stranraer Waterfront Development. Inclusion of these projects in the Capital Investment Strategy will be subject to further development of project proposals, further Member consideration and decisions and, crucially, the availability to Scottish Government funding support at levels required to ensure project affordability.

